

woven

Annual Report 2025 - 2026

homes **lives**
and communities
woven as one

Welcome to Woven's Annual Report 2025 - 2026

We are one of the region's leading housing associations working across Northern Ireland. Woven is not only our name, but also how we operate; developing housing and bringing people together to create thriving communities. We are passionate about what we do, the difference we make within the communities in which we work, and the potential impact we can make on society.

In this report you'll find key outcomes from our operations across Northern Ireland in the period 2025-2026: the money we have invested in new properties and existing stock, the tenant services we have provided, the community involvement programmes we have supported and the measures we have put in place to make Woven an employer of choice for the region.

We thank our colleagues in the Department for Communities and NI Housing Executive, with whom we work in partnership to deliver our homes and services.

Our Vision is...

homes lives
and communities
woven as one



Introduction from the Chair and Chief Executive

Celebrating a Year of Achievement: Woven Housing Association 2025–2026

As we reflect on 2025–2026, there is much to celebrate at Woven Housing Association. In a year marked by economic challenges and growing demand for housing services, we remained focused on our purpose: providing quality homes and supporting thriving communities across Northern Ireland.

Continued overleaf

woven as one

Our Mission is to...

... provide affordable, accessible homes and bring people together to create thriving communities.

Thanks to the dedication of our voluntary Board, staff and partners, we delivered strong performance across the organisation while continuing to invest in the future. High levels of customer satisfaction, excellent operational performance and a commitment to listening to tenant feedback ensured that residents remained at the heart of everything we do.

We continued to invest in our homes and communities, making the fourth-largest contribution to new affordable housing in Northern Ireland. A strong financial position has enabled us to maintain this investment in homes, services and future growth. Through careful financial management, Woven remains well placed to meet challenges while delivering value for tenants and stakeholders.

Our planned maintenance and energy efficiency programmes helped improve homes, reduce costs for tenants and support environmental sustainability. At the same time, our development programme continued to provide much-needed homes and contribute to Programme for Government housing targets.

Beyond our operational achievements, we strengthened governance, enhanced organisational resilience and invested in our people. The professionalism and commitment of our staff continue to be one of Woven's greatest strengths.

As we celebrate these achievements and prepare to mark our **50th anniversary**, we do so with pride in what has been accomplished and confidence in the future.

Together, we are building homes, strengthening communities and making a lasting difference across Northern Ireland.

David Little | CHAIR Alan McKeown | CHIEF EXECUTIVE







Woven as One

Our purpose is to provide safe, quality, affordable homes and help to create and support thriving communities. Every improvement made represents an investment in people, communities and long term wellbeing. Homes, lives and Communities; Woven as one.

To support our Vision, we operate within a holistic ESG (Environmental, Social and Governance) framework; a sustainable approach, managing resources and respecting the environment; prioritising people - our tenants, communities and staff members; and having fair, transparent leadership with accountability.

What ESG in action means...

- In our development, maintenance and housing information, increasingly focusing on energy efficiency, fuel poverty and the drive towards Net Zero.
- Creating safe, sustainable communities and successful tenancies - investing in people and communities through practical support, community involvement, funding and working in partnership.
- Forensic review of structure, governance, compliance and procurement.



Department for
Communities
www.communities-ni.gov.uk

**Regulatory
Judgement
RATING: 1**



INVESTORS IN PEOPLE®
We invest in people Gold

**Investors in
People
GOLD**



Certified Carbon Literate



**Carbon Literacy
trained staff
100%**

**environmental social
and governance**

environmental social and governance



100% Electricity
from Green
Renewable Tariffs



100%
Compliance
Gas Servicing



100%
Decent Homes
Standard



Environmental
Investment at
97 properties



All-Ireland
Pollinator Plan
Partner



98.7%
Homes
occupied



Net Zero
Statement
of Intent



Annual Scope 1-3
Emissions
Benchmarking



4 Housing for All
Schemes, +3 in
development



Environmental
Steering
Group



£4k+ Investment
in Greenspace
Assets



660 Home
Visits from
Housing Team



67% EPC
Home Rating
C and above



Pilot Low
Carbon energy
Comparison



104 Tenants
involved in
Tenant Engagement



NIFHA
Model
Rules



103
Staff Members
62% Female



Board Members
Average age 55
30% Female



NIFHA
Code of
Governance



£52,816
invested in
Employee Training



NATFed
Code of
Conduct



82% Employee
Engagement
(Staff Pulse Survey)



Real
Living Wage
Employer



87% Employee
Satisfaction
(Staff Pulse Survey)



DfC
Regulatory
Authority



4.5 average
No. Sick Days
per Colleague

Board Attendance:
7 meetings held
2025-2026

Michelle Alcorn

Laura Allen

Gordon Davidson

Nuala Loughran

David Little

Paul Livingstone

Gerry McCabe

David McCavery

Neil McIvor

Eoin McQuillan

Chris Milligan



homes



£45 million

spent on new and
existing homes

£71 million

committed to new and
existing homes

129 completed homes **547** homes on site



2,840

**properties
across NI**

2,530 self-contained homes (including
35 sheltered and 68 supported) and 172
non self-contained supported.



229 Lettings

119 New Lets **110** Relets



£116.88

Average rent

£123.57 (rent + service charge excl. rates)

1 bed - £110.01, 2 bed - £119.31

3 bed - £131.83, 4 bed - £139.17

5 bed - £140.04, 5+ bed - £229.53

£18,289,020 rent, rates, service charges collected

£210,953 Void loss (1.1% of total income receivable)



88%

**of repairs
completed
on time**

8,016 repair requests received.



93.22% Emergency Repairs

24 hours, target 85%



87.17% Urgent Repairs

4 working days, target 80%



82.24% Routine Repairs

20 working days, target 80%

Our restructured and renamed Homes, Communities and Customer Team reflects Woven's commitment delivering an excellent customer experience by placing customers at the heart of everything we do.

We are undertaking a full programme of service improvements designed to make it easier for customers to access services and information. We have introduced changes to the way we answer calls, how we manage anti-social behaviour (ASB) and complaints, with a focus on providing greater clarity, improving response times and getting things right first time. Crucially these improvements are being developed in partnership with our customers, ensuring that the voice of our tenants continues to influence how we design and deliver our key services.

We are fully committed to expanding opportunities for direct customer involvement in our decision-making to help improve the lives of our tenants.



98% overall satisfaction

From 4 Week Survey

84% satisfaction

Quality of Advice and Support

68% overall tenant satisfaction across all services



501 tenants availing of Money / Welfare Advice

£457,103 additional income for customers using the Welfare Advice Service

Individual, one-on-one support and initiatives including pre-tenancy workshops, home starter packs, debt/benefits advice and over 65s support.

52 compliments received

54 complaints received

42 upheld (78%) 5 partially upheld (9%) 7 not upheld (13%)

95% complaints responded to within response time

100% of 203 ASB* cases resolved

39 Strong tenancy enforcement actions taken

27 tenancy fraud cases investigated

13 properties recovered

*Anti-social Behaviour

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Homes, lives &
communities;
Woven, as one

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communities



135
Community events



1,859
Participants involved in events



£233,169
invested in Woven communities

Housing for All - £195,563.33
Community Involvement £30,730.96
The National Lottery - £5,695.51
NI Community Relations Council - £1,180

Creating safe and sustainable neighbourhoods remains central to our work and we continue to invest in the people and communities we serve by providing practical support, securing external funding and working in partnership to improve health, wellbeing and community cohesion across Northern Ireland.

Our commitment to supporting communities was recognised nationally through awards for tenant engagement and communication, recognising our tenant-led newsletter, social media activity and tenant mystery shopping programme.

Working alongside customers, community organisations and partner agencies, we continued to deliver initiatives that promote inclusion, strengthen neighbourhoods and improve quality of life for people in the communities we serve.

Culture of Kindness

We are committed to making Woven an employer of choice, fostering a Culture of Kindness across our Staff Team through:

- Encouraging an entrepreneurial mindset to drive innovation
- Creating a culture where we all feel respected, supported and valued.
- Prioritising our people and their wellbeing by creating a safe and nurturing environment to work in.
- Providing strong leadership, good communication, and sharing information that supports effective decision making by encouraging feedback.
- Focusing on a culture where everyone feels connected and takes personal responsibility for achieving better outcomes.

We are a Investors in People Gold organisation and member of the Living Wage network. We have many innovative employee groups including Colleague & Culture Group; Equality, Diversity & Inclusion Forum; Hot & Bothered Menopause Café; Man Up Men's Health; the Health & Safety Forum with Annual Health Checks and 8 trained Mental Health First Aiders.

We have a range of celebratory activities and staff recognition initiatives including Christmas Lunch, Staff Away Day and paid Volunteering days.

Our employees help to raise thousands of pounds for our charities:





Financials Statements for the year ended 31 March 2026

Statement of Comprehensive Income	2026	2025
	£	£
Turnover	22,364,866	20,594,736
Operating costs	(18,175,106)	(16,587,454)
Operating surplus	4,189,760	4,007,282
Gain on property disposals	-	(34,485)
Transfer to disposal proceeds fund	-	
Interest and financing income/(costs)	(2,973,933)	(3,520,245)
Other finance charges	20,000	16,000
Surplus before tax	1,235,827	468,552
Taxation	-	-
Surplus after tax	1,235,827	468,552
Other comprehensive income		
Actuarial gain/ (loss) in respect of pension scheme	(244,000)	(24,000)
Total comprehensive income for the year	991,827	444,552

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association. It is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention of fraud and other irregularities. **Risk Management & Assurance Strategic Framework & Risk Appetite approved Feb 2026**

Value for Money (VFM)

Woven is in receipt of public funding and operates within a regulatory framework. We aim to achieve and demonstrate good practice in our approach to VFM, comparable with the best in the sector, while contributing to sector-wide expectations. Our VFM Statement is published in full on our website.

Statement of Financial Position	2026 £	2025 £
Fixed assets		
Housing properties	282,993,160	246,017,030
Office premises	6,588,190	6,699,250
Other tangible fixed assets	167,492	244,516
	289,748,842	252,960,796
Current assets		
Trade and other debtors	25,875,608	7,467,124
Cash and cash equivalents	2,994,255	5,660,450
	28,869,863	13,127,574
Less: Creditors: amounts falling due within one year	(27,880,939)	(27,763,269)
Net current liabilities	988,924	(14,635,695)
Total assets less current liabilities	290,737,766	238,325,101
Creditors: amounts falling due after more than one year	(257,774,224)	(206,353,386)
Pension fund asset/(liability)	-	-
Total net assets	32,963,542	31,971,715
Reserves		
Share capital	10	11
Revenue reserves	32,963,444	31,971,617
Capital reserves	88	87
Restricted reserves	-	-
Total reserves	32,963,542	31,971,715

Financial statements approved by the Board of Management and authorised for issue Aug 2025

Woven was registered in August 1976 under the Industrial and Provident Societies Act (NI), and as the 17th Housing Association in Northern Ireland in May 1977, under the Housing Order 1976, subsequently registered with the Charity Commission for Northern Ireland in September 2015.

Internal Auditors: **Wylie Bisset (WBG) Audit Limited**, 168 Bath Street, Glasgow, G2 4TP

Registered External Auditors: **Ross Boyd Chartered Accountants**, Linenhall Exchange, 26 Linenhall Street, Belfast, BT2 8BG

Principal Bankers: **Ulster Bank Limited**, 11-16 Donegall Square East, Belfast, BT1 5UB

Principal Solicitors: **Edwards Solicitors**, 3rd Floor, Sessia House, 61-67 Donegall Street Belfast BT1 2QH

Registered office: **Laganwood House** (address below)

 Laganwood House
44 Newforge Lane
Belfast BT9 5NW

Exchange House
2nd floor, Queens Quay
L/Derry BT48 7AS

 028 9042 7211

028 7136 0015

 info@woven.org.uk

 woven.org.uk

Woven's office hours are:
08:45 to 16:45 Monday to Thursday
08:45 to 16:30 on Fridays



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We invest in people Gold



The Responsible
Business Network
Northern Ireland