

woven

CORPORATE STRATEGY 2024 - 2027



woven
as one



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VISION

**Homes, lives and
communities;
Woven as one.**

MISSION STATEMENT

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



VALUES

PEOPLE

Our business is our people.

INTEGRITY

Trustworthy, respectful, and transparent;
it's the way we work.

QUALITY

Continuous improvement is at the heart of all our
services.

INTEGRATION

An inclusive living experience for all our
customers.

ENGAGEMENT

Working together through teamwork,
collaboration and partnership.



woven woven

Staff Parking

Homes, lives and communities. Woven as one.



Homes, lives and communities; Woven as one.

Through effective governance, we will optimise efficiency and add value to secure a sustainable future for our homes, lives, and communities.

Woven

We are connected,
collaborative and
Woven as one.



Neil McIvor

CHAIR

To achieve our Strategic Aims, we are fostering a Culture of Kindness to make Woven an employer of choice in Northern Ireland.

We will:

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



**Working
as one**

Strategic Aim 1: **Creating Homes**

DELIVER an aspiring and sustainable growth programme, encompassing a mixture of tenures through new development.

- Invest £150m over the next three years in the delivery of 900 new homes to address the acute housing need across Northern Ireland.
- Working collaboratively across teams to ensure high quality, value for money, mixed tenure developments suited to sustainable management.
- Provide support to stakeholders in advocating on social housing for Northern Ireland.

IMPROVE our existing homes through Planned Maintenance works.

- Target spend of £10m over three years in existing homes for planned and improvement works to ensure quality and sustainability of properties for tenants.
- Engage and consult with tenants on improvements to their homes.
- Ensure delivery of quality improvement works through compliant procurement practice.

INVEST in the efficiency and sustainability of our homes and services.

- Maximise resource planning for an efficient, cost-effective response maintenance service.
- Raise our EPC ratings in the drive to net-zero.



**We will create and maintain
affordable, accessible homes
where people want to live.**

Strategic Aim 2: **Improving Lives**

DELIVER quality housing services by working in partnership to enhance good relations in our communities.


- Engage, consult and partner with tenants and supporting organisations to ensure meaningful and quality services.
- Adhere to our customer standards and continually assess and review our housing services through quality frameworks.

IMPROVE our performance to drive efficiencies.

- Ensure strong governance and corporate compliance measures to drive quality services.
- Deliver services that are accountable, transparent and demonstrate value for money.

INVEST in our people and systems to enhance service delivery.

- Ensure our staff members are supported with the right skills and structures, to deliver the full range of Woven's services.
- Invest in innovative technology and communications to work collaboratively, ensuring high performance and continuous improvement.



Through collaboration and partnership working, we will provide a range of high-quality services that meet our tenants' needs.

Strategic Aim 3: **Nurturing Communities**

INVEST in tenant and community engagement to drive improvement in our core services.


- Dedicate resources and offer a wide range of tenant involvement opportunities which recognise and value the diversity of our communities.
- Ensure measures are implemented to evaluate and demonstrate social value as a return on investment.

EMPOWER and listen to our tenant voice.

- Provide support and opportunities for our tenants that enhance empowerment.
- Listen and provide meaningful engagement services, offering consultation, scrutiny and input to service delivery.

PROMOTE sustainable communities through collaboration and partnership.

- Create integrated neighbourhoods where people want to live by maximising internal and external partnership working.
- Instil a shared ethical culture across teams, to better nurture a social heart with a business mind.



We will engage with communities and tenants, encourage their participation, to empower them to grow, flourish and thrive.


Woven was registered as Habinteg Housing Association (Ulster) Ltd. 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 with the Department for Social Development, now Department for Communities. The Association has charitable status and was registered with the Charity Commission for Northern Ireland in September 2015.




**Working
as one**

This three-year Corporate Strategy will be reviewed annually in view of market conditions, the political context, and competing priorities for resources.

The Strategy will be underpinned by KPIs and performance will be reported on annually.

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We invest in people Gold



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**CUSTOMER
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