



OPPORTUNITY AND IMPACT

Our Plan to 2031





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HELLO AND WELCOME

to our Opportunity and Impact Strategy

This is our ambition for the next five years

We are incredibly proud of what we achieved together over the past five years through our Shaping our Future strategy. This plan will build on that success and guide how we respond to new opportunities and challenges in a constantly changing environment.

What never changes though is the fundamental truth that everyone needs the security and comfort of a good home in a safe and welcoming community. With the right home, and a bit of support when needed, people can achieve so much, not just for themselves but for their community, and for society too. In a time of housing crisis, that is what we are setting out to deliver through this plan.

Our strategy is built on four pillars that focus on the things our customers, colleagues and partners have told us really matter to them – more well maintained, energy efficient homes, backed up by great customer service delivered by skilled, caring people, equipped and empowered to do the right thing.

Underpinning this, we will be an organisation that attracts and retains the right people to work with us. One that remains financially strong and well governed.

We are very grateful to the many people whose voices helped shape this strategy. To deliver it, we will need bold thinking and determination. Together with our customers and stakeholders, we are confident we have lots of both.

Team Clanmil

WHO WE ARE TODAY

Today Clanmil is one of Northern Ireland's leading housing associations. We provide almost 6,000 homes for circa 11,650 people including families, older people and those who need support.

We are well-run and financially resilient with an annual turnover of almost £55m.

We are passionate about working with partners and colleagues throughout our sector to tackle Northern Ireland's housing crisis head on, by building more thriving and sustainable places to live with opportunity for all.

All of this is possible because of the 325 people who bring their energy and enthusiasm to Clanmil every day and who work tirelessly to do the right thing for our customers and their communities.

Here's where we're starting from:
(at 31 March 2025)



5,980
homes



11,650
people living
in our homes



325
colleagues



Property
value circa
£0.75bn



Working
across all
11
council areas



Turnover circa
£54.6m





PURPOSE AND VALUES

When we created our previous strategic plan back in 2021, we spent a lot of time as an organisation thinking about the shared determination that gets us all out of bed in the morning and the principles that guide how we each do things at Clanmil. That was when our purpose and values were born.

This time around, in developing our new strategy, we asked all colleagues across our business if our purpose and values still reflect the culture at Clanmil. They agreed overwhelmingly that they do.

All tell us that they are firmly committed to working together to do what's right. That determination will serve us well as we boldly set out on this exciting 5-year journey in the face of some of the biggest challenges our sector has ever encountered, but with real opportunity to make a lasting difference.

Our purpose remains....

We are here to provide homes for people to live well.

Because we know that quality homes and connected communities create safety, stability and opportunity in society.

PURPOSE AND VALUES

(continued)

These are the values that continue to underpin everything we do...



Leave a positive experience

We believe there's always an opportunity to leave a positive lasting impression if you show compassion and demonstrate you care. We see the person, not the problem. And whilst we know that sometimes we might have to have a tough conversation or make a hard decision, we will always act with honesty, fairness and respect regardless of the circumstance. After all, we're a people business, so trust and great relationships are really important.



Believe in better

With a world of opportunity and a head full of possibility, we have a shared ambition to do more. We challenge ourselves, each other and the world around us to not just settle but improve and strive for better. We remain curious about what could be, embracing change whilst never losing sight of what we believe in. We are a force for good, so we're confident to stand up and be counted.



Achieve together

Together we are stronger. It's as simple as that. By working as one with colleagues, customers and communities we can make real change happen, overcome challenges and move things forward with great energy. It feels good to be part of something, right? We all see the world differently and we might not always agree. We embrace that. We celebrate our diversity and the benefits that brings as we know that with unity comes strength.

OUR CURRENT REALITY

Ongoing shortage of affordable homes nationally

New housing supply strategy in Northern Ireland committing to 100,000 new homes in the next 15 years including 33,000 new social homes

Political uncertainty, a growing regulatory environment and instability in funding for new homes

Challenging infrastructure and utility capacity limiting development locations

Increasing customer service expectations, e.g. responsiveness, efficiency and digital services

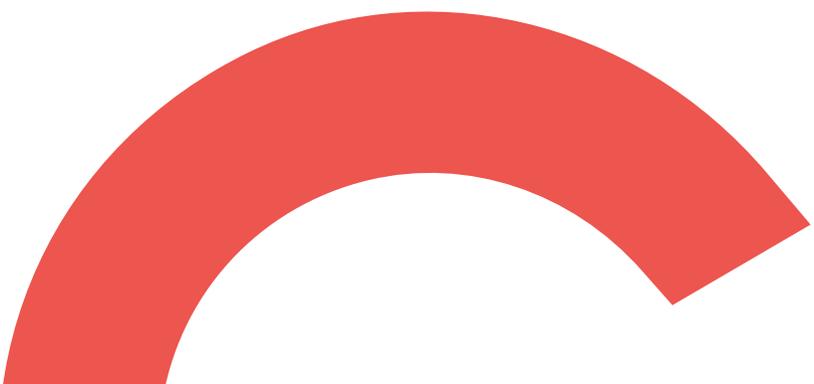
Rising costs related to sustainability improvements, net zero ambitions and compliance works to keep our customers and homes safe

Ongoing skills gap in Northern Ireland resulting in a challenging labour market

Fast moving growth of artificial intelligence, changing expectations of a multi generational workforce and evolution of new and different skills needed for the future



THE PROBLEMS WE ARE TRYING TO SOLVE

- 1 Housing supply doesn't meet demand
 - 2 We don't fully know how well the services we provide meet our customers' needs
 - 3 We have finite resources so we must use them well to deliver our purpose
 - 4 The global climate crisis means we must minimise our negative impact on the environment
 - 5 We must find a way to leverage the benefit of scale without losing our core purpose
 - 6 We need access to good data so that we can make informed decisions
 - 7 Creating good jobs that mean we are an employer of choice in a challenging market
 - 8 Providing a consistently high level of customer service with colleagues who are truly connected to our purpose and values
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OUR GUIDING PRINCIPLES

The delivery of this strategic plan is underpinned by three guiding principles:



Leadership and learning

We will lead with courage and purpose, making decisions that are right for our customers, colleagues, and communities. We will build a culture of continuous learning and curiosity, one that embraces innovation, challenges assumptions and drives improvement in everything we do. By harnessing the power of data, technology, and artificial intelligence, we will enhance decision-making, strengthen performance, and create new opportunities for growth and creativity.



Influence and partnerships

We will use our voice and reputation to shape housing policy in Northern Ireland and be recognised as thought leaders in our sector. Our ambition for growth will be matched by excellent customer service and trusted relationships. We will build value-adding partnerships across our business, working with customers, partners, and communities to embed sustainability in everything we do.



Social value and impact

We will maximise the impact of every pound we invest, doubling the social value created through our work. We will deliver efficiency and value for money whilst making best use of our resources. By leveraging our supply chain, we will ensure our customers and their communities benefit from every opportunity we create.

OPPORTUNITY AND IMPACT

Our plan to 2031

PURPOSE

Provide homes for people to live well

GUIDING PRINCIPLES

Leadership and learning

Influence and partnerships

Social value and impact

STRATEGIC PILLARS

Create an excellent customer experience

Scale up for the housing challenge

Invest in safe, decent, energy efficient homes

Be a 'future ready organisation'

OUR VALUES

Leave a positive experience



Believe in better



Achieve together





PILLAR 1

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

A home is fundamentally important to a good life, and we exist to provide homes and services to our customers – homes for people to live well.

We care about what we do, and we care about how people experience us. We want the people who live in Clanmil homes to know they can rely on us when they need us and to feel listened to and involved. We want to be known as a good landlord.

We want to make it easy for customers to get the services they need and to get it right first time, most of the time. And when we don't, we will recognise that and put it right quickly.

WHAT WE'LL DO

HOW WE'LL DO IT

Involve customers in decision making where we can

Value customers' opinions by actively seeking out, listening to and learning from their views; providing a variety of options to engage with us that reflect the preferences and life stages of the people who live in our homes. This approach will be embedded across all our teams.

Develop a single, holistic view of our customers and homes

Create an integrated understanding of each customer and their home by merging data and insights across our systems, enabling tailored service delivery.

Deliver personalised, inclusive and responsive services

Design and deliver services that consider the individuality of our customers and the diversity of our communities. By listening, learning, and building trust, we will provide experiences that are responsive, inclusive, and consistently high in quality. Our teams will be empowered to adapt to changing needs, ensuring every interaction adds value and strengthens relationships.

Adopt a proactive, insight-led approach to customer service

Shift from reactive to predictive service models using real-time data, customer sentiment analysis, and early intervention strategies that prevent issues before they arise.

Embed a culture of accountability and excellence in customer experience

Set ambitious service standards and empower colleagues and partners to exceed them. We will uphold the principle that "the standard you walk past is the standard you accept", reinforcing ownership at every level.

Invest in communities

Providing a safe, modern place to call home is the biggest single contribution we make to communities, but we will do more. We recognise the day-to-day pressures people are experiencing, and we will work better with partners who provide services that can help them thrive in communities that are healthier, kinder and resilient. We will use our scale to offer to lead or coordinate things locally, as well as signposting customers to existing local services. By maximising partnerships and working together, we can play our role in building dynamic communities and a shared society for all.

PILLAR 1

HOW WE'LL MEASURE SUCCESS

By 2031:

- ✓ We will be resolving 80% of customers' enquiries the first time they contact us
- ✓ 65% of customer transactions will take place on digital channels
- ✓ We will be responding to 95% of complaints on time
- ✓ We will have achieved the gold standard accreditation for tenant engagement
- ✓ We will achieve overall customer satisfaction of 85%





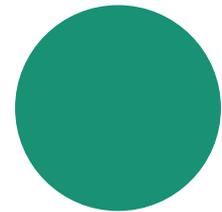
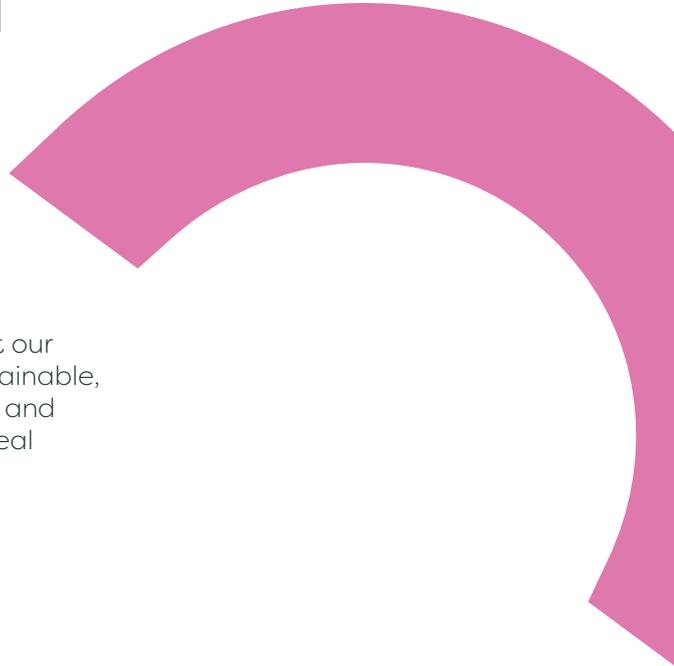
PILLAR 2

SCALE UP FOR THE HOUSING CHALLENGE

Northern Ireland is in the midst of a housing crisis. People are waiting years for the homes they need. We want to play a significant role in creating homes for people to lessen that crisis.

We want to create places where people live well and thrive. Places where they can put down roots and raise their families.

We care about the built environment, so we want our developments to be sustainable, attractive, well designed and maintained, creating a real pride of place.





WHAT WE'LL DO

Build at least 1,500 new sustainable homes across all types and tenures

Double our private rented sector portfolio by 2031

Use our group structure to enable joint ventures for large-scale regeneration

Redefine our New Homes Standard

Diversify development models to meet future needs

HOW WE'LL DO IT

Deliver high-quality developments that contribute to solving the housing crisis, ensuring homes meet community needs and create lasting social value.

Expand choice for customers by acquiring and developing new properties, offering flexible tenure options, and maintaining high standards of management.

Leverage partnerships with developers, local authorities, and investors to deliver housing-led regeneration projects that transform neighbourhoods and strengthen communities.

Ensure all new homes are low-carbon, energy rated A where possible, smart-enabled, and highly energy-efficient, reducing living costs and supporting sustainability goals.

Adopt innovative approaches to funding, design, and delivery, ensuring resilience in changing markets and flexibility to respond to evolving customer expectations.

PILLAR 2

HOW WE'LL MEASURE SUCCESS

By 2031:

- ✓ We will have started construction on 300 new homes in each year of this plan across a range of tenures to help address Northern Ireland's housing crisis
- ✓ We will have doubled our portfolio of market rented homes
- ✓ We will have built at least 20% of all new grant funded homes using modern methods of construction
- ✓ We will have built all new homes to energy rating A where possible
- ✓ At least 10% of the new homes we've built will have been for outright sale where the market supports this
- ✓ 20% of the new homes we've built will be for older people
- ✓ All new homes built during this plan will be fossil fuel free
- ✓ We will be maximising our new homes for rent by handing them over to people waiting for a home as soon as they're ready





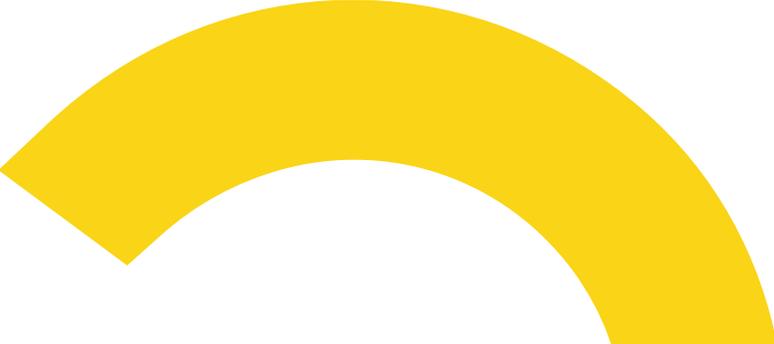
PILLAR 3

INVEST IN SAFE, DECENT, ENERGY- EFFICIENT HOMES

We want to provide homes that are fit for purpose and are safe and comfortable for people to live in.

We are focused on making the best use of our properties, both for our customers as their home and for Clanmil as a business.

We recognise the growing climate crisis, and energy efficiency is a driver to help minimise our impact on the environment and to ensure our homes are affordable to live in.



WHAT WE'LL DO

Redesign our repairs service delivery model

Ensure the safety of all our customers in their homes

Retrofit and modernise existing homes to meet net zero commitments

Invest in homes that adapt to changing customer needs

Adopt a proactive and pre-emptive approach to maintenance

Take a strategic approach to our housing portfolio

HOW WE'LL DO IT

Grow our in-house maintenance team to deliver at least 50% of repairs, working alongside trusted external contractors to ensure a seamless, customer-focused service.

Maintain robust compliance with health and safety standards, undertake regular checks, and invest in systems that keep customers safe.

Implement a programme of upgrades to improve energy efficiency, reduce carbon emissions, and ensure compliance with evolving regulations.

Upgrade and redesign homes to be flexible, accessible, and responsive to the diverse and evolving expectations of our communities.

Use smart technology and predictive insights to plan maintenance in advance, reducing disruption, cutting costs, and extending the life of our homes.

Regularly review and optimise our assets to maximise value and impact, ensuring our homes continue to meet both customer needs and organisational goals.

PILLAR 3

HOW WE'LL MEASURE SUCCESS

By 2031:

- ✓ 85% of repairs will be fixed on the first visit
- ✓ Customer satisfaction with repairs will be 90%
- ✓ 100% of our homes will have an up-to-date accredited gas safety check
- ✓ 100% of our homes will meet Decent Homes standards
- ✓ 100% of existing homes will have an energy rating of C or above
- ✓ 100% of emergency repairs will be completed on time
- ✓ 100% of fire risk assessments will be completed on time with all actions arising closed within three months
- ✓ We will know which homes are performing well and have a plan for our 10% lowest performing assets
- ✓ We will be using smart technology in our homes to more effectively identify long-term maintenance programmes





PILLAR 4

BE A FUTURE READY ORGANISATION

We operate in a changing world and Clanmil wants to embrace the opportunities that brings for us to do more and better.

We are focused on continuing to be financially sound, a great employer and a trusted partner in the housing sector in Northern Ireland.

Technology offers us ways to do things differently and efficiently and we want to harness that responsively and safely.



WHAT WE'LL DO

HOW WE'LL DO IT

Create a truly customer-centric culture

Embed delivery, performance, and empowerment at the heart of everything we do, ensuring customer needs guide decision-making and service delivery.

Embrace technology and AI to deliver better outcomes

Adopt digital tools to improve efficiency, productivity and support data-driven decision-making, enhancing both customer and colleague experience supported by strong skills development.

Foster a “One-Team” approach across Clanmil

Build a culture of collaboration and shared achievement, where colleagues live our values and work together to deliver our core purpose.

Equip colleagues with the skills and mindset for exceptional customer experience

Invest in training, development, and wellbeing to ensure colleagues are capable, confident, and motivated to deliver outstanding services.

Develop leadership for a dynamic environment

Develop adaptable and inclusive leaders who inspire confidence, embrace diversity, and empower people. Our leadership will balance support and challenge, fostering collaboration and high performance in a changing world.

Drive strategic financial management and champion good governance

Adopt a forward-looking approach to financial planning and resource allocation, ensuring investment decisions maximise long-term impact while maintaining transparency and sector-leading governance standards.

PILLAR 4

HOW WE'LL MEASURE SUCCESS

By 2031:

- ✓ We will retain our Investors in People Gold accreditation
- ✓ Staff turnover will not exceed 10%
- ✓ Absenteeism will be no more than 3.5%
- ✓ Our Colleague Net Promoter Score will be +20
- ✓ We will have embedded a secure, organised document management system that is used by all
- ✓ We will have achieved Cyber Essentials Plus
- ✓ We will have the highest regulatory rating

COLLEAGUE AND CUSTOMER VIEW

Barry Wright, Domestic Assistant

Barry has been part of the Clanmil team for over 10 years and serves on the colleague committee. He shares his thoughts on the next five years:

“No matter who we are or where we are from, everyone deserves a safe, comfortable home. I’m proud to work for an organisation that’s building communities and not just houses, and leading the way with mixed neighbourhoods where everyone’s welcome.

I’m very conscious that I’m the face of Clanmil at the schemes where I work and I like to think I’m part of ‘living well’ for my customers. I see every day how much our homes mean to people. I’m delighted our new strategy focuses on energy-efficient, affordable homes and a great repairs service. These really matter to customers.

Clanmil is all about teamwork. I’ve seen our values come to life and the ‘one team’ approach grow stronger through the colleague committee. We’re building a workplace where people want to be, ready for the future together.

I’m proud of how far we’ve come under our last strategy and excited for what we’ll achieve in the next five years.”

Margaret Preshur, Chair of the Clanmil Customer Council

Margaret has been an engaged customer for almost four years. Here’s her view on our plan for the future:

“I’m very impressed with Clanmil’s plan for the next five years. It’s really comprehensive and there’s a clear desire to provide good, safe homes, that both Clanmil and customers can be proud of - homes that are economical to run and kind to the planet.

The 1,500 new homes planned are great news for people who are desperate for a good home where they can settle, raise their family and become part of the Clanmil family too.

The recent silver accreditation for customer engagement is a credit to the Clanmil team and to all engaged customers. Clanmil really does want to hear from us, and I’m delighted to see the aim is to go for gold accreditation next.

There’s massive ambition in this plan and it’s so important that Clanmil follows through and delivers. That’s what will build trust and confidence and encourage more customers to get involved.

I’ve found it so rewarding to be involved with Clanmil and I’d really recommend it. By working together, we can all help deliver this plan and make things better for everyone.”

Get a feel for us! Check out our socials:

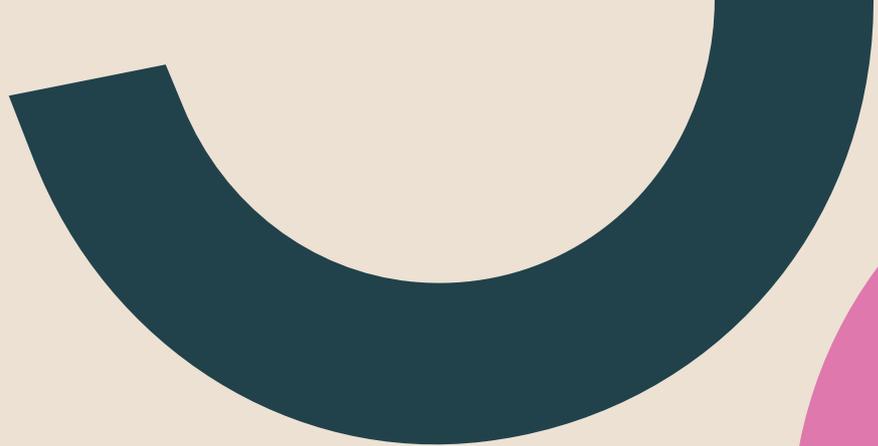
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HOUSING



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