



# Annual Report 2017-2018

Making a positive difference  
by empowering people  
and communities







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This report is available in a range of alternative formats including braille, large print, audiotape or digital as well as other languages. Please contact us should you require further assistance.





## Chair & Chief Executive Foreword



**DEBBIE DONNELLY**  
CHAIR



**JIM McSHANE**  
CHIEF EXECUTIVE

The 2017-2018 Annual Report marks a milestone in the history of Ark Housing Association as we celebrate and begin to look beyond our first 30 years.

From our founding members to the present day, our predecessor's endeavours have provided us with solid foundations on which to build for the future. Over the next five years, the current Board and Executive team are committed to honouring those endeavours, by using that platform to deliver a programme of continuous growth with a renewed sense of purpose. We understand that delivering new homes for people across Northern Ireland is one of our fundamental responsibilities and core objectives as a social housing provider and it is this, underpinned with service excellence and sustainability, which has formed the basis of our strategic direction for the coming years.

In this context, our 2017-2018 Annual Report sets out our achievements against the first year of our five-year Corporate Strategy. It provides a measure of our core performance as well as outlines progress made in respect to delivering against each of our five core strategic themes. These themes focus on our people, on organisational growth, on engaging communities, on providing service excellence and in maintaining financial sustainability. We are very pleased to report significant progress against all of these.

At a governance and senior executive level, we undertook the necessary steps required to prepare the organisation for the future. Several experienced new members joined our Board, ensuring the skills and competencies required as we entered the next phase of our growth were in place. Following a successful recruitment process, we secured a new Chief Executive and we were delighted to sign off on our new and ambitious corporate strategy.

We agreed and adopted a new senior management team structure, committing the necessary resources to make the future impact that we set out in that strategy.

In terms of growth, we added 37 new homes to our stock, representing organisational growth of just over 9.5%. We invested historically high levels of finance in our existing stock to deliver better homes, and we diversified our interests, entering into a new partnership with the South Eastern Health Trust for the provision of accommodation and services for persons living with mild to moderate dementia.

In respect to our people, we revised certain employment practises and policies to the betterment of our staff and restructured internally ensuring that we have the necessary skills and capacity on the frontline to deliver customer service excellence and sustainability as we move forward.

We also built on our excellent work to date on resident and community engagement through the publication and implementation of our Tenant Participation Strategy.

Overall, we are very pleased to report that 2017 - 2018 has been one of our most successful years in recent times, and as we move forward, we hope to continue building on that success.

We trust that you will enjoy our report.



2017 - 2022

## Vision

Making a positive difference  
by empowering people  
and communities





2017 - 2022

## Mission

In partnership, provide quality homes and support services to meet housing need and contribute to the well-being of communities





- P** **Progressive**  
Forward thinking, supporting change and transformational
- R** **Respect**  
Treat everyone with dignity and esteem
- I** **Integrity**  
Maintain the highest professional and personal standards
- D** **Diversity & Equality**  
Value diversity and equality in everything we do
- E** **Excellence**  
Strive to deliver the highest standards of quality and customer care

2017 - 2022

# Values





## 30th Anniversary Year Celebrations

During 2017, Ark Housing marked its 30th year as a registered housing association. A formal dinner to celebrate this special anniversary was held at the Crowne Plaza in Belfast on the 29th June 2017. Debbie Donnelly, Chair of Ark Housing, welcomed the guests and acknowledged their contribution to the success of the Association:

*'Without the commitment and dedication of many people - funders, stakeholders, board members, staff and tenants, Ark Housing would be unable to achieve its long held objective of providing affordable homes for those in housing need, which is as true today as it was 30 years ago.'*

Frank Callaghan, who has lived at Conor House, a sheltered housing scheme, for over 25 years, also made a speech about his experiences as an Ark Housing tenant. He spoke movingly about the camaraderie he and his wife enjoyed:

*'We were one of the first tenants to move into Conor House in 1993. We helped organise tea mornings, lunches and day trips out for all the residents. We looked out for one another. We may have come together as strangers but all of us really felt that we were building a small community together.'*





Concluding the evening, Chief Executive Officer, Jim McShane launched the 2017-2022 Corporate Strategy outlining our plans to deliver a minimum of 200 units of new build accommodation over the next five years. He commented that:

*'Ark Housing's focus will be on both urban and rural regeneration, working in partnership to ensure delivery of tangible sustainable benefits to the local community. The Association is committed to providing better homes, to diversifying its services, to engaging tenants and communities and to achieving service excellence.'*

LEGEND:

1. Malone Suite, Crowne Plaza
2. Debbie Donnelly
3. Clare McCarty, Mark Graham, Jim McShane, Hazel Bell, Sid McDowell
4. Asma Mahaud, Joanna Tarach, Kelly Foster, Fatima Shuaib, Mahad Sharif
5. Geraldine Gilpin, Joe McKnight, Lucinda McMurrin
6. Michael McDonnell, Kelly Andrews
7. Frank Callaghan
8. Donal Conway, Cathy Walsh
9. Annemarie Carleton, Sinead McKeag
10. Conor Taylor, Saoirse Moore, Kathy-Crawford
11. Rhonda Robinson, Steven Robinson





## 30th Anniversary Year Celebrations: Moyard House

A number of events were held across our services to celebrate our 30th Anniversary, and at Moyard House those celebrations coincided with the official opening of the re-vamped family play room. The room was finished with a host of children's murals, skilfully designed and drawn by local artist Marty Lyons of the Upper Springfield Development Trust. Our landlord partners at Moyard House, the Northern Ireland Housing Executive generously funded the cost of the works and we hope that this newly refurbished shared space will provide a welcoming and practical meeting and play resource for both residents and the wider community, promoting good relations and enhancing community engagement.



## 30th Anniversary Year Celebrations: Roseville House

Our Annual Neighbours Day at Roseville House completed our 30th Anniversary celebrations. Providing a fitting tribute to the work of the Association, the event brought together, staff, residents, partner organisations and the local community in a shared day.

Cooking meals to be enjoyed together, taking part in joint activities, listening to each others experiences, the event embodied the values of the Association in promoting good relations and cultural diversity.





## Annual Report 2017 - 2018

Our Annual Report 2017-2018 has been produced to reflect the progress made during the first year of our five-year corporate strategy. Our corporate strategy incorporates five main themes with published desired outcomes, and in this report, we have taken each theme in turn to highlight our achievements.

Leading Employer

Better Homes, Greater Diversity

Engaged Communities, Greater Impact

Service Excellence, Satisfied Customers

Corporate Governance, Sustainability



## Strategic Theme 1: **Leading Employer**

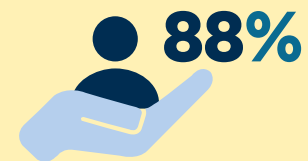


**Staff Receiving Learning & Development**

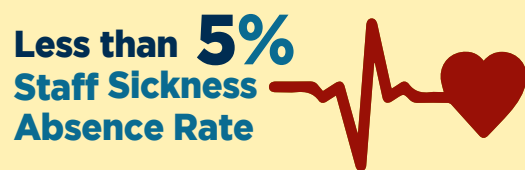
We realise that to achieve our strategic aims we need to continually invest in our staff, equipping and supporting them through the adoption of practises and policies that ensure we are a leading employer.

Some of the positive action we have taken this year in respect to this theme include:

- Developing and introducing a new occupational sick pay scheme;
- Enhancing annual leave entitlements;
- Introducing a new policy in respect to special leave;
- Adopting a new performance coaching system;
- Providing training and development opportunities for all staff;
- Enhancing our training and development budget;
- Adopting a new staff rewards and recognition policy;
- Revising all existing personnel policies to reflect best practise and legal compliance



**Staff Feeling Supported & Empowered**





## Strategic Theme 2: **Better Homes, Greater Diversity**




We aim to provide and maintain quality housing that is sustainable and contributes to the wellbeing of communities. We continued to work in partnership with key stakeholders to create opportunities for growth and deal with the many challenges facing the sector. Quality housing is essential to support a good quality of life strengthening links to health, education and employment. We are committed to investing in our properties to ensure we maintain compliance, tackle fuel poverty and, in general, raise standards and comfort for our tenants.

### **Investment Programme**

This year we had an investment programme of £287k undertaking 10 planned and cyclical maintenance schemes across a wide range of our stock. During the year, we spent approximately 70% of our budget with the completion of several schemes rolling into the 2018/19 financial year.

Planned maintenance schemes ranged from kitchen and bathroom replacements and essential health & safety upgrades to emergency lighting and fire doors.

We replaced 45 kitchens in Windsor Avenue and Rossmore Park, Belfast, installing new modern ones as selected by the tenants. In our Homeless Family Centre at Roseville House, Belfast, we committed substantial investment to improve air quality providing a new positive input ventilation system within the apartments. Additionally, we upgraded the bathrooms at Roseville House, providing new sanitary ware, wall tiling and flooring.



**£287k**  
**spent in Planned & Cyclical maintenance**



## New Build Investment

Over the course of this year we saw 9.5% growth, investing approximately £5m (private finance & grant funding) in the provision of new social housing. In partnership with the South Eastern Health & Social Care Trust (SEHSCT), we completed Ravara Court, Bangor providing homes and support services for frail elderly and those with mild to moderate dementia. We also contributed to meeting rural housing need through the completion of schemes in Kells and Portaferry. Both schemes provide high quality, energy efficient homes, resulting in lower running cost for tenants.

### Ravara Court, Bangor

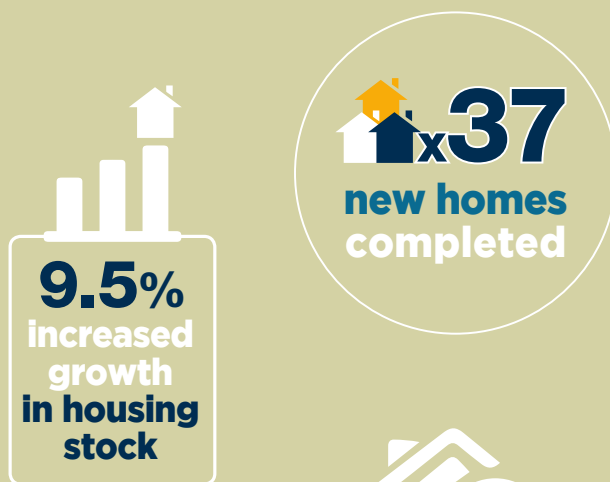
Completed:	December 2017
Type:	Supported Living
Client Group:	Frail Elderly / Mild to Moderate Dementia
Numbers:	12 x 1 Bedroom Apartments, 12 x 2 Bedroom Apartments
Lead Consultant:	Harry Rolston Architects
Contractor:	Cunningham Contracts
Total Scheme Cost:	£3.4m
Housing Association Grant:	£2.4m
Private Finance:	£1m

### Templemoyle, Kells

Completed:	October 2017
Type:	General Needs
Client Group:	Families
Numbers:	3 x 2 Bed Houses 6 x 2 Bed Apartments
Lead Consultant:	JNP Architects
Contractor:	Lowry Construction
Total Scheme Cost:	£1.1m
Housing Association Grant:	£629k
Private Finance:	£471k

### Burn Brae, Portaferry

Completed:	June 2017
Type:	General Needs
Client Group:	Families
Numbers:	4 x 2 Bed Houses
Lead Consultant:	JNP Architects
Contractor:	AMS Limited
Total Scheme Cost:	£470k
Housing Association Grant:	£245k
Private Finance:	£235k



\*Ark Average New Build Rating is B84  
Typical New Build B81  
NI Average D60







## Ravara Court Official Opening



Ravara Court was officially opened on 23rd March 2018 by international artist, Terry Bradley. The scheme is designed to meet the latest dementia best practise standards and guidelines and was part-funded by the Department for Communities (DfC) through a Housing Association Grant.

Dementia has been identified as the leading cause of death in the UK and is on the increase in Northern Ireland with the number of people living with it set to rise to around 25,000 by 2021. Ark Housing is proud to contribute in this area in partnership with others.

The South Eastern Health and Social Care Trust (SEHSCT), played a lead role in the overall design and delivery of the project and is contracted by Ark Housing and funded through the Supporting People Programme, to provide 24-hour care and support to residents.

At the official opening, Terry Bradley kindly donated a limited print edition of his 'Forget-Me-Not' painting to the residents and commented:

*"My support for people living with dementia, both sufferers and their loved ones, comes from my own experience. My father lived for many years in a home after my mother was unable to care for him and she is now going through the same thing.*

*I'm very grateful for all the carers who looked after my father and those who are looking after my mother. Without them, my family would not have been able to enjoy valuable time together."*



## Strategic Theme 3: **Engaged Communities, Greater Impact**



We strongly believe that the only way for us to deliver quality services is by providing more opportunities for tenants, residents and service users to become more actively involved in what we do. Our 'Engaged Communities, Greater Impact' strategic theme focuses on how we will increase tenant participation, social impact and tenant well-being and our Tenant Participation Strategy (2017-2022) which was also introduced during the year underpins our commitment to delivering on this.

Over the past year, we are pleased to report that we carried out 251 engagements with our tenants, residents and service users. As well as tenant meetings and consultations, we also facilitated several community and social events, including Neighbour Days, International Food Days, and more than 77 children's activities and fun days.

In addition to this, Ark Housing

- Assisted 58 families to integrate into local communities
- Supported 72 individuals into education and training
- Carried out 7 tenant engagement roadshows
- Offered work experience in housing to 4 secondary school students





## CIH Awards



One initiative, an intergenerational project, delivered in partnership with St. Genevieve's School in Andersonstown, achieved success at the 2018 Chartered Institute of Housing (CIH) Awards by winning the prestigious Promoting Equality Award. The project was established fourteen years ago and is still going from strength to strength today. On winning the award for Promoting Equality, Kelly Foster, Customer and Housing Services Manager commented:

*"This is a project that Ark Housing is very proud to facilitate and support. It brings so much enjoyment to both our residents and the young people and it is inspiring to witness the mutual respect and cooperation from all the participants. This award is also for the pupils of St Genevieve's who have contributed alongside Ark Housing to the long-term success of this intergenerational project".*





## Strategic Theme 4: Service Excellence, Satisfied Customers

Ark Housing Association strives to ensure that the services we provide to our tenants, residents and service users are of the highest standard. During 2017/2018 we carried out a review of the housing management department and restructured the team to ensure that we have the skills and capacity at the frontline to deliver high quality customer service excellence.

Our Strategic Theme 'Service Excellence, Satisfied Customers' focuses on how we can ensure that our tenants, residents and service users can enjoy excellent housing and support services, and this is our position at the end of 2017-2018.

### Stock Profile

#### HOUSING STOCK BY TYPE:

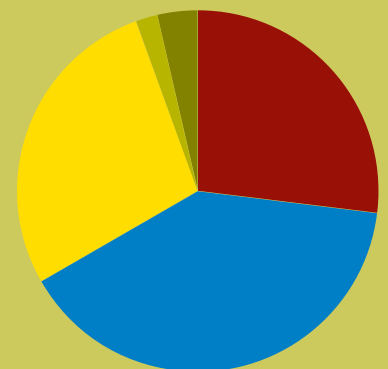
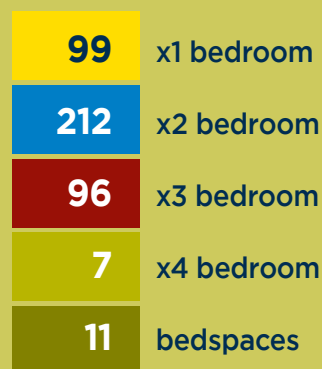


#### AVERAGE RENT:



VOIDS	
<b>£48k</b>	Total Void Loss
<b>1.69%</b>	Total Vacant Units
<b>8</b>	Vacant units at Year End
<b>1.88%</b>	Total Vacant Units at Year End

#### HOUSING STOCK BY SIZE:





## Service Standards



### Allocations Performance

- o 41 General Needs Lets
- o 3 Sheltered Housing Lets
- o 19 Supported Housing Lets
- o Average Letting Time: 19 working Days

### Formal Complaints

- o 8 received
- o 88% satisfactorily resolved at stage 1
- o 12% satisfactorily resolved at stage 2



**100%**  
**Complaints Resolved Satisfactorily**

## Income Management Performance



**3.6%**

**Total Arrears**

**£103,779**

**Total Arrears**

### Made up of:

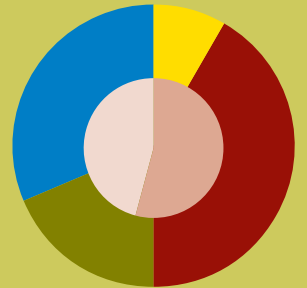
Former Arrears £17,358  
Former Arrears 0.61%

Current Arrears £86,421  
Current Arrears 3.05%

### Made up of:

Technical Arrears £38,895  
Technical Arrears 1.37%

Non-technical Arrears £64,884  
Non-Technical Arrears 2.29%



### Non-technical Arrears Breakdown:

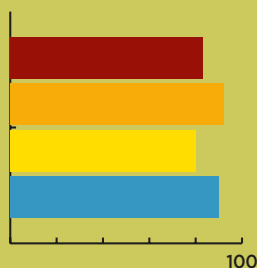
Non-technical Current Arrears £47,526  
Non-technical Current Arrears 1.68%

Number of rental debtors owing more than 13 weeks: 6  
% of rental debtors owing more than 13 weeks: 1.41%



## Response Maintenance Performance by Urgency Indicators

- o Immediate 83%
  - o Emergency 92%
  - o Urgent 80%
  - o Routine 90%
- (% completed on time)



**2,033**

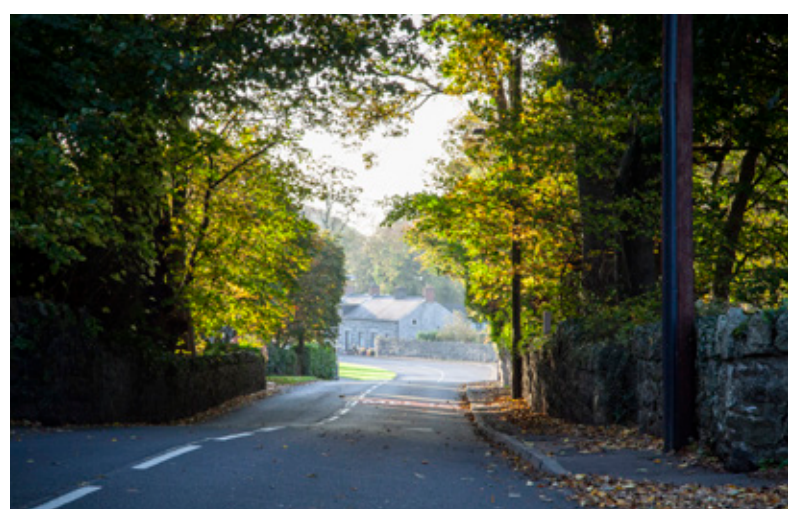
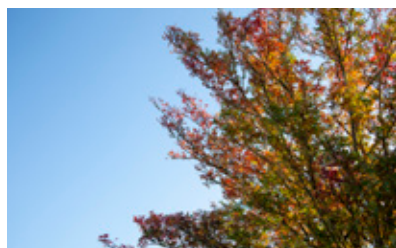
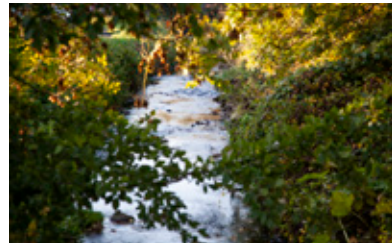
**Repairs Completed**

## Response Maintenance Performance

Total Reactive Maintenance Orders Completed: 2033

Total % of those Completed within Specified Timeframe: 88.2%

Total Expenditure on Reactive Maintenance: £192,483





## Homeless Services

Ark Housing Association deliver homeless services on behalf of, and in partnership with the Northern Ireland Housing Executive. Our two homeless services in West Belfast provide vital support to families from diverse cultural, linguistic, ethnic and religious backgrounds who are experiencing homelessness.

**69**  
families  
referred from the  
Northern Ireland  
Housing Executive

**61**  
placements  
made following  
referrals

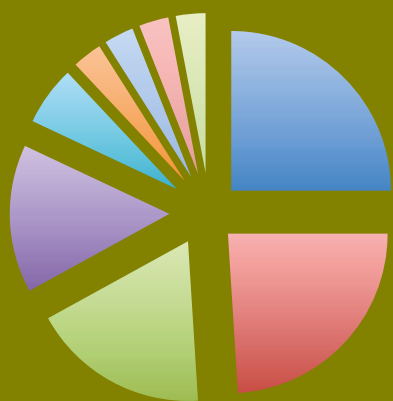
**62**  
families moved  
successfully  
on to  
adequate housing

**96%**  
occupancy  
levels throughout  
both services

**100%**  
of residents  
with a support plan  
in place

**100%**  
of move-ons  
successfully  
planned

## Service User Diversity



- 25% Northern Ireland
- 24% Irish Travelling community
- 18% Somalia, Sudan
- 15% Poland
- 6% Syria
- 3% Pakistan
- 3% China
- 3% Caribbean
- 3% Slovakia

**33**

**Families  
Provided with  
Floating &  
Resettlement  
Support**



## Hayley's Story



*When my 3 children and I first arrived at Moyard Family Centre, I was emotionally and physically drained. I had left England very quickly due to circumstances beyond my control and left behind my friends, my family and, most importantly, my home. When I arrived at Moyard Family Centre I was warmly welcomed by staff and immediately felt comfortable and safe.*

*Unfortunately, my 10-year-old son who was being assessed for autism struggled with the move and his behaviour had deteriorated. I was dealing with his behaviour, being homeless and trying to get my son into an appropriate school to meet his needs.*

*My confidence and my mental state was at an all-time low and I was trying to interact with numerous agencies which included Social Services, Education and Library Board, Northern Ireland Housing Executive, to name a few. Due to my emotional state I was not always actively listening and would mishear information and would over react to situations.*

*Receiving the support at Moyard assisted me to prioritise my family's needs. Staff would interact with agencies on my behalf when I could not deal with it; they would take the time to explain what was happening and give advice and support in regards what I had to do. This support enabled me to slowly build up my confidence to interact with agencies to assist my children to settle into their new environment and for my son Daniel to get into the right school.*

*After living at Moyard for 4 months, and with the support of the staff, I moved into a house which is a better environment for my son and his behaviour has improved.*

*The confidence and reassurance I got from Ark Housing staff enabled me to take control of my life again and they continue to support me in my new home even after I have moved on. This support helps me cope with my daily struggles and I know that if I need advice or guidance that all I have to do is pick up the phone.*





## Strategic Theme 5: Corporate Governance, Sustainability



### Financial Sustainability

The financial statements reflect the financial performance and the financial position of Ark Housing Association for the year ended 31 March 2018. The statements comply with the Industrial and Provident Societies Act (NI) 1969 and the Registered Housing Associations (Accounting Requirements) order (NI) 1993.

Through strong financial management, we obtained growth of over £3m during the year through investments in home improvements and new houses, bringing our total assets to over £30m. We feel we are well placed to continue sustainable growth in the years ahead and drew down a £4m loan towards the end of the year to facilitate our growth commitment.

We increased our turnover from £2.7m to £2.84m and our surplus of £161m will be used to repay loan debt.

Our focus on Value for Money (VfM) continuous improvement remains a key element of our business strategy. We aim to maximise our capacity and better utilise our assets and resources to meet the needs of existing and future tenants. Our approach to VfM is to consider economy, efficiency and effectiveness in everything that we do whilst having regard for people and quality of service.



**£30M**  
Assets



**£2.84M**  
Turnover



# Statement of Financial Position as at 31st March 2018

## Statement of Comprehensive Income for the year ended 31 March 2018

	2018 £	2017 £
<b>Fixed assets</b>		
Housing properties - depreciated costs	29,939,972	27,378,653
Other tangible fixed assets	118,100	102,787
Investments	1	1
	30,058,073	27,481,351
<b>Current assets</b>		
Debtors	195,566	143,621
Investments	-	-
Cash at bank and in hand	1,863,262	1,045,928
	2,058,828	1,189,549
<b>Creditors: amounts falling due within one year</b>	(1,252,133)	(1,293,909)
Net current Assets/(Liabilities)	807,695	(104,360)
Total Assets Less Current Liabilities	30,865,768	27,376,991
<b>Creditors: amounts falling due after more than one year</b>		
Creditors	26,403,274	23,162,225
Provision for liabilities	709,000	672,000
	27,112,274	23,834,225
<b>Capital and Reserves</b>		
Called up share capital	25	21
Capital reserve	15	15
Designated reserves	-	4,172
Revenue reserve	3,753,454	3,538,558
	3,753,494	3,542,766
	30,865,768	27,376,991



## Income & Expenditure Account as at 31st March 2018

### Statement of Comprehensive Income for the year ended 31 March 2018

	2018 £	2017 £
<b>Turnover</b>	2,838,082	2,707,603
<b>Operating costs</b>	(2,225,982)	(2,073,720)
<b>Operating Surplus</b>	612,100	633,883
Interest receivable and similar income	1,571	1,771
Interest payable and similar charges	(334,565)	(263,405)
Other finance (costs)/Income	(16,000)	(5,000)
Additional Pension Service Costs	(75,000)	(29,000)
Exceptional Costs	(31,382)	-
<b>Surplus on ordinary activities</b>	156,724	348,249
Transfer from designated reserves	4,172	-
Movement in future contribution amounts in respect of pension	-	-
Retained surplus for the financial year	160,896	348,249

All amounts above relate to continuing operations.

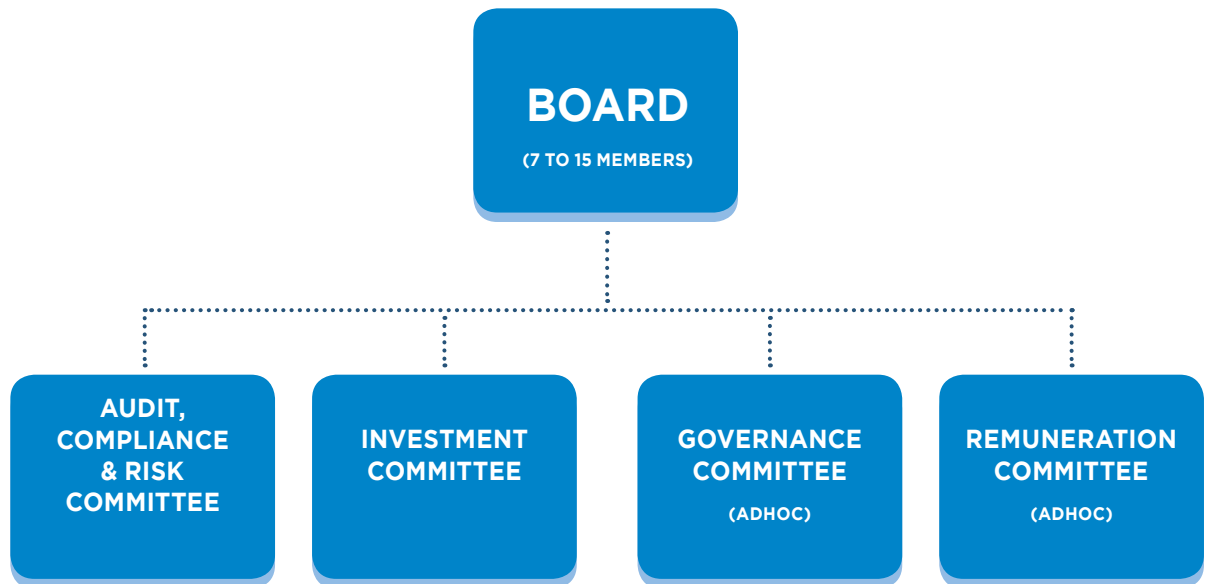
There is no material difference between the surplus for the year end and their historical cost equivalent.



## Board Member Information

### Governance Structure

The Association is governed by a voluntary Board who meet regularly to guide the work that we do, challenge performance and develop our strategy. The Board is supported by a committee structure whose purpose is to scrutinise specific areas of our business.





## Board Members

### Current Board Members

- Dr Deborah Donnelly (Chair)
- Mr Sean Fitzsimmons (Vice-Chair)
- Mr Seamus Mullan (Treasurer)
- Ms Deborah Reynolds
- Ms Nicole Mulholland
- Ms Margaret Ritchie (Appointed 24/11/2017)
- Mr Tom Doran (Appointed 24/11/2017)
- Mr Ian McAvoy (Appointed 20/02/2018)



### Board Member Resignations

- Mr Ken Irvine (Resigned 26/06/2017)
- Mr Tim Gough (Resigned 26/06/2017)
- Mr David Beattie (Resigned 19/02/2018)



### Chief Executive and Company Secretary

- Mr James P. McShane





## Board Attendance Records 2017 - 2018

Name	Position	Number & % of eligible Board Meetings Attended
Dr Deborah Donnelly	Chair	5 (83%)
Mr Sean Fitzsimons	Vice-Chair	4 (67%)
Mr Seamus Mullan	Treasurer	6 (100%)
Mr Ken Irvine (resigned 26/06/2017)	Member	1 (100%)
Mr David Beattie (resigned 19/02/2018)	Member	2 (50%)
Ms Deborah Reynolds	Member	5 (83%)
Ms Nicole Mulholland	Member	6 (100%)
Mrs Margaret Ritchie (appointed 24/11/2017)	Member	2 (100%)
Mr Tom Doran (appointed 24/11/2017)	Member	2 (100%)
Mr Ian McAvoy (appointed 20/02/2018)	Member	1 (50%)

### Board Member Expenses

A total sum of £62.55 was paid to Board Members to cover expenses.





Ark

HOUSING



30th Anniversary

# MAKING A POSITIVE DIFFERENCE BY EMPOWERING PEOPLE AND COMMUNITIES



**Registered Office:**

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Hawthorn Office Park  
37A Stockmans Way  
Belfast BT9 7ET

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[www.arkhousing.co.uk](http://www.arkhousing.co.uk)



Ark Housing Association Northern Ireland Ltd is registered in N.I. with Industrial & Provident Society (IP306),  
Dept. for Communities (R50) and Charity Commission of Northern Ireland (NIC104547)

Recognised as a charity by the Inland Revenue. Ref No. XR 38643  
Registered under the Data Protection Act 1984 Reg. No. 24869009