



ARK HOUSING ASSOCIATION
Annual Report 2020-2021



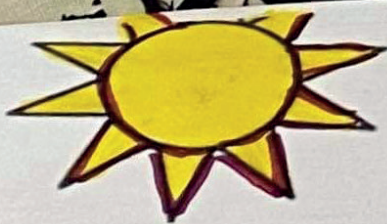




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This report is available in a range of alternative formats including braille, large print, audiotape or digital as well as other languages. Please contact us should you require further assistance.





Chair & Chief Executive Review



Debbie Donnelly Chair
Jim McShane Chief Executive

We are pleased to report that 2020-21 proved to be another very successful year for Ark Housing, despite the unprecedented challenges faced as a result of the Covid-19 pandemic.

Prior to the pandemic taking hold, we devised and implemented a series of business continuity measures that ensured minimal service disruption to our tenants and staff. We set about closing our offices and moving our teams off-site to work from home remotely. Our newly devised digital systems and processes proved to be both effective and extremely resilient in combating the challenges presented by Covid-19. As a result of the endeavours of our staff, the Association continued to make significant progress against its key aims and objectives.

Whilst we were unable to meet with our residents face to face, we continued to engage in other ways to provide support and assistance, where required. During the year, we completed over 17,000 welfare and support calls to our general needs, sheltered and homeless services tenants and service users and also worked in partnership with food banks and community groups to provide 1,040 food parcels and meals to our sheltered tenants and homeless families.

Other notable achievements throughout the year included the attainment of Grade 1 Regulatory Status across all core themes as determined by the Social Housing Regulator, the Department for Communities. We also achieved a record 232 new build starts on-site, giving a tremendous boost to our strategic growth plan and demonstrating our determination to making a strong contribution to the Social Housing Development Plan.

We invested over £15m on new properties and component replacements to existing homes, equating to fixed property asset growth of 32% and housing stock growth of 12%.

In partnership with the Housing Executive's Supporting People team, we launched a new housing related 'Floating Support Service' to families experiencing or threatened with homelessness in the Greater Belfast area. This will enable us over time to extend support to approximately 160 additional families per annum, at no additional cost to the Supporting People Programme.

We also delivered on the majority of our core performance indicators across housing, maintenance and frontline services whilst maintaining 90%+ tenant satisfaction across all core service areas throughout the year.

It is our people who continue to be vital to our success and during this year, they demonstrated incredible flexibility in adapting to the changes imposed upon them by the pandemic. On behalf of the Association, we wish to acknowledge the efforts of our staff and Board. We convey our sincerest thanks to them, and to our strategic and operational partners, in enabling us to continue to deliver for all of those who depend upon our services.

We hope you enjoy our Annual Report for 2020-21.

2020 – 2021 Overview

Our Year at a glance



£3.9M
Turnover



£14.4M
New Build
Investment



£835k
Spent Repairing,
Maintaining
& Upgrading



2419
Repairs
Completed



92%
Repairs Completed
on Time



100%
Gas Safety
Compliance

43



**Total Number
of Staff**

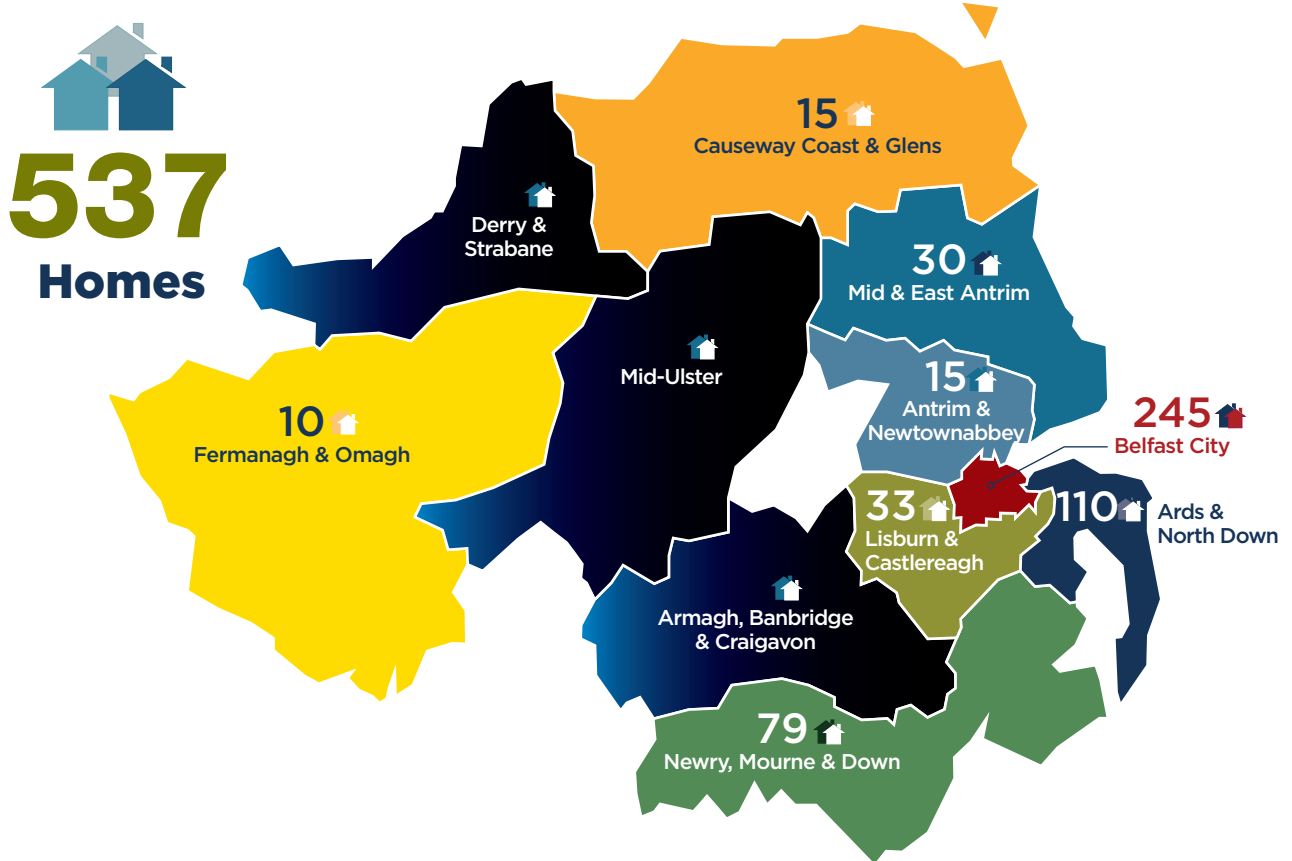
95%



**Staff
Retention Rate**



Housing Stock at 31st March 2021



 x **232**


New homes started on site

 x **59**

New Homes completed

 x **284**

Homes on site at year end


3%

Void Stock


98%

Occupancy Rate


92%

Tenant Satisfaction

Property Services Report



Cathy Walsh Director

During 2020/2021, we made great strides towards reaching our goal of 1,000 homes by 2024. The Association completed 59 new homes, increasing housing stock to 537.

Development

There were 232 onsite starts and together with the previous years, there are currently 262 units in total on site across Northern Ireland, including Comber, Armagh, Lisburn, Belfast, Derry, Millilise and Derrytrasna

We have contributed 10% to the overall Social Housing Development Programme (SHDP) new build starts for 2020/2021 and we pride ourselves on delivering high quality homes in both urban and rural communities.

I am delighted to highlight that the Association strives to maximize its full potential as a social housing provider and contributor to the overall SHDP. In addition to providing new homes in areas of unmet social need, we also deliver the following benefits:

- Aid the regeneration of towns, villages and city centres by utilising various brownfield redevelopment sites;
- Increase housing supply in rural areas and help to redress the urban/rural imbalance;
- Provide high quality design and energy efficient homes;
- Contribute towards investment within the economy.

A study by the Confederation of British Industry (CBI) and Oxford Economics model demonstrates that for every £1 spent in the construction industry, £2.92 of value is created to the UK economy. With our 2020/2021 schemes on-site, we will invest £28.5m in the construction sector, thus creating the potential for £83.2m to be generated within the wider economy.



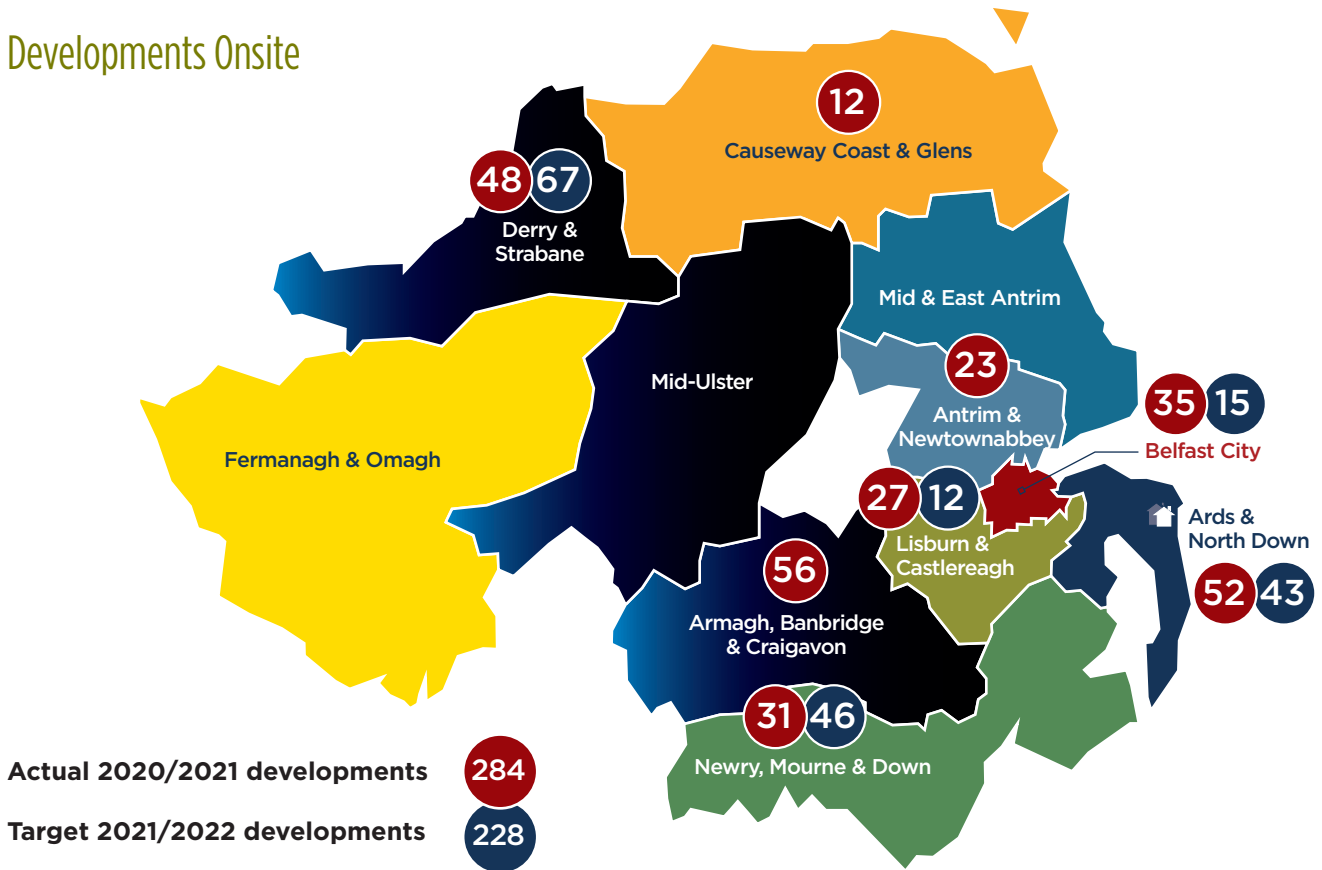
£28.5M
Total 2020/2021
Investment



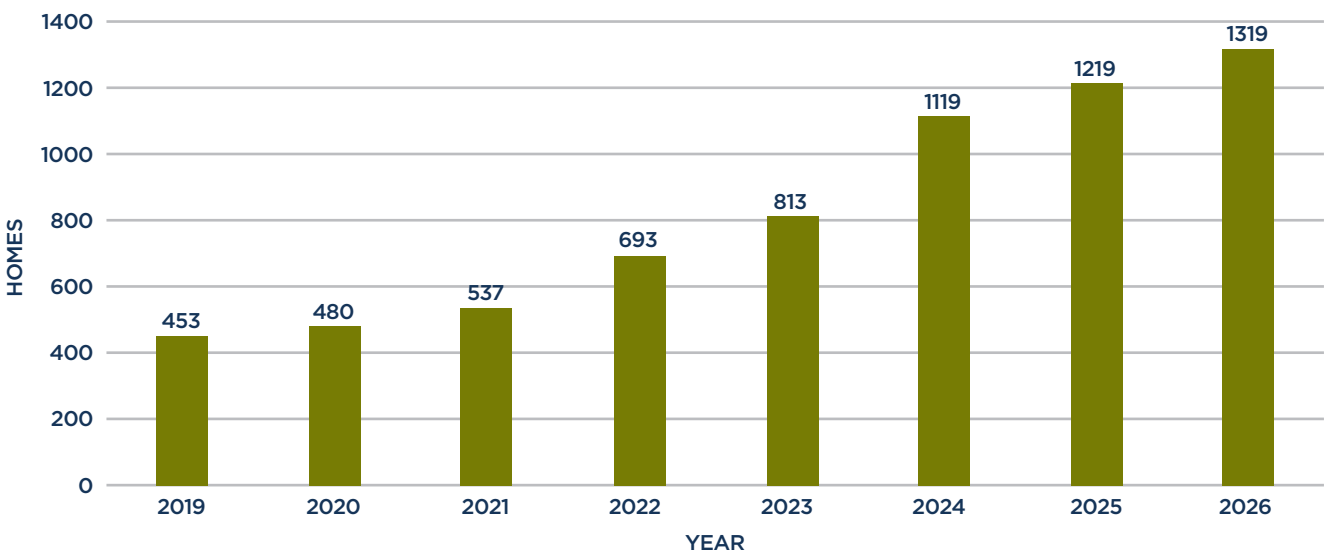
£83.2M
Investment to
Economy



Developments Onsite



Growth Strategy 2019 – 2026







Property Services Report

Stock Investment

Conor House, Belfast

The 2020/2021 Stock Investment Programme focused on the upgrade of key components within Conor House, an existing sheltered scheme in West Belfast. The successful completion of the project brought the benefits of modern kitchens, energy efficient gas boilers, (replacing old E7 heating) as well as electrical wiring upgrades and the conversion of the original scheme supervisor's house into two apartments.

The total cost of the works was £400k and it is estimated that £1.2m will have been generated into the local economy as a result of our investment.



Ravara Court, Bangor

We also undertook essential health & safety work at Ravara Court Bangor. In partnership with the South Eastern Health & Social Care Trust.

We invested £70k in a sprinkler system to the 1st and 2nd floors of the building. Work started onsite in 2019/20 but was impacted by Covid-19 and the implications of lockdown. In November 2020, we successfully completed the installation and mitigated against the risk identified, thereby enhancing tenant and staff safety.



£333k
Component
Spend



14
Disability
Adaptations



£17.4k
Cost of
Adaptations



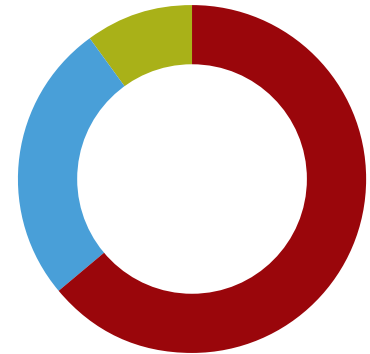
£502k
Maintenance
Spend

Property Services Report

Adaptations

During the year, we carried out 14 minor adaptations which were completed within target timescales. 100% of tenants reported that they were satisfied with the work and level of service from the Association.

Minor Adaptations 2020/2021



Response Maintenance

We completed 2,202 maintenance job orders throughout the year with an average of 92% of these being completed within the expected timeframe.



Response Maintenance and Timeframes



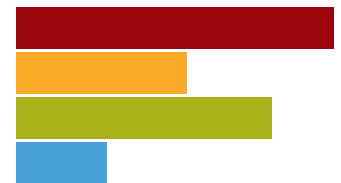
Number of jobs completed

Emergency 839

Urgent 448

Routine 676

Change of Tenancy 239



Response Performance by Timescale

Emergency 91%

Urgent 87%

Routine 91%

Change of Tenancy 97%





Housing & Customer Services Report



Laura O'Dowd Director

During the Covid-19 pandemic, the Housing and Customer Services Team were quick to adapt their procedures to ensure the continuous delivery of front-line housing services.

They remained focused on meeting the needs of residents and that overall performance remained robust. I am very pleased to report many positive outcomes for the year.

Whilst we were unable to meet residents face-to-face, staff and residents adapted and embraced the use of alternative platforms to successfully engage and as a result:

- **34% of residents attended scheme and community events (virtually or socially distanced);**
- **12 community activities were undertaken (within government guidelines);**
- **5 Resident consultations were facilitated;**
- **4 Resident meetings were held (within government guidelines);**
- **17% of all residents signed up to the Tenant Involvement Register.**

Tenant Participation

In terms of resident engagement and tenant participation, we completed more than 17,000 welfare calls and worked in partnership with other organisations to provide food parcels and activity packs as well as undertaking other core activities in line with our tenant participation strategy.



Housing & Customer Services Report

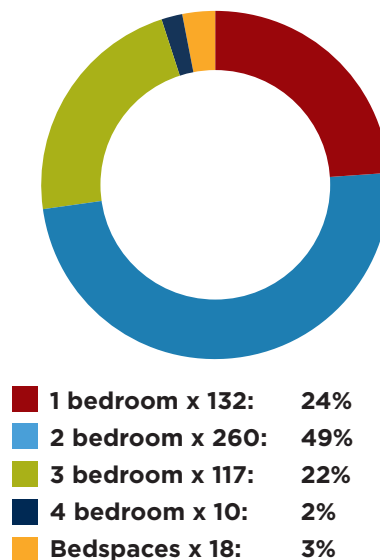
Allocations & Voids

- We allocated a total of 106 properties (new lets and re-lets) with an average re-let time of 19 working days.
- 3% of our stock was void, and during the year, the void loss was £119K representing 4% of our total annual rental income.
- We have 537 homes in management.

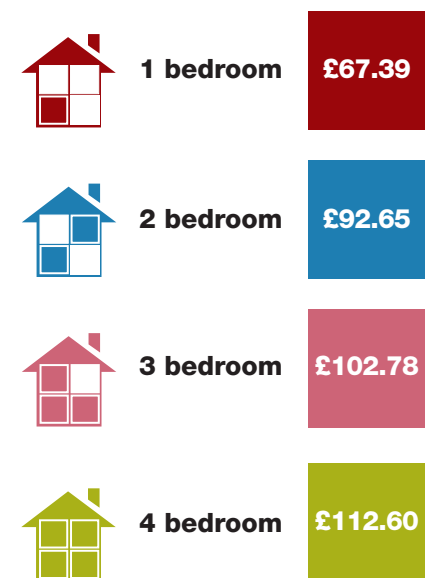
Housing Stock by Type



Housing Stock by Size



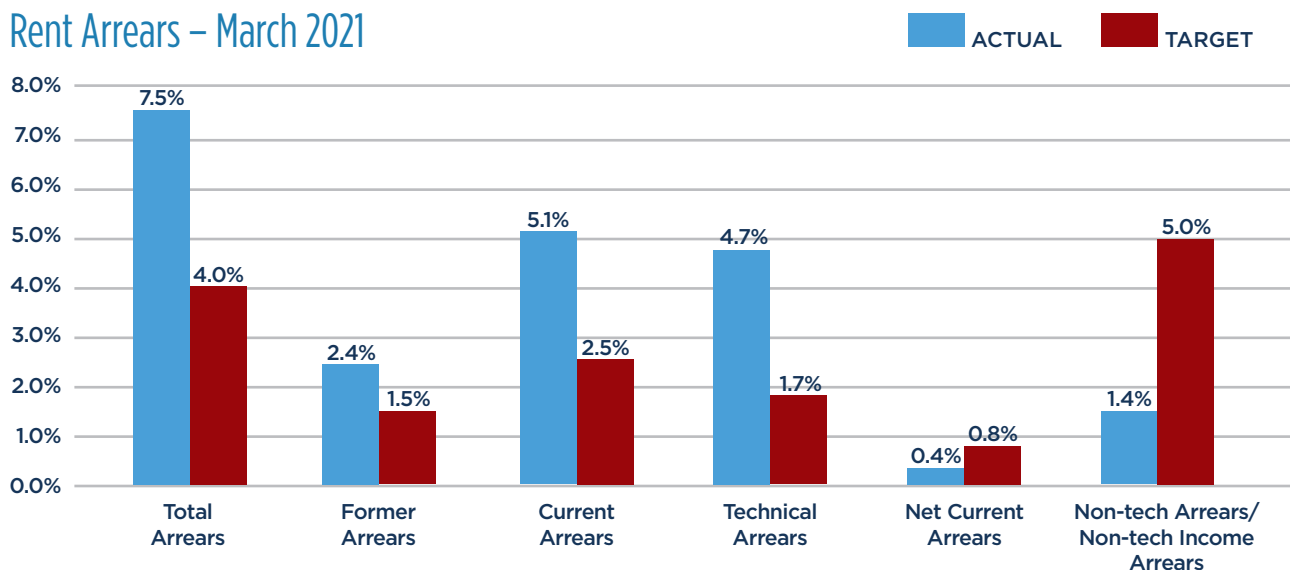
Average Rent



Income Management

We collected 101.5% of our rental income. Total rent arrears represented 7.5% of rent collectable, and these were made up of 2.4% former tenant arrears, 5.1% current arrears, of which 4.7% were technical arrears and 0.4% net current tenant arrears.

Rent Arrears – March 2021





Anti-social Behaviour

During 2020/21, we investigated 10 anti-social behaviour complaints and resolved 9 of these, representing a successful closure rate of 90%. One case remained open at year end, pending further investigation.

Anti-social Behaviour Breakdown

■ Neighbour disputes	50%
■ Drugs	20%
■ Noise	20%
■ Violence/Threatening Behaviour	10%



Tenant Satisfaction

We are pleased to report that overall tenant satisfaction levels remain high at over 90% across various areas of operation.

We also benchmarked our satisfaction performance across the UK and are well positioned within the within the first and second quartiles.



Overall Tenant Satisfaction

SATISFACTION CATEGORY	Satisfaction Level			Very Satisfied
Your home quality	4%	4%	92%	
Safety & security	4%	4%	92%	
Dealing with issues	7%	2%	91%	
Repair services	0%	9%	91%	
Rent & service charges	4%	6%	90%	
Affordability	12%	6%	82%	
How we listen to you	10%	8%	87%	
Making views known	8%	6%	86%	





Housing & Customer Services Report

Floating Support Services

In partnership with the Northern Ireland Housing Executive (NIHE) and Supporting People, we launched a new Floating Support Service to families experiencing or threatened with homelessness in the Greater Belfast area. The service will complement our already existing accommodation based homeless services providing support for up to an additional 160 families per annum.

The service will be delivered across a range of hostels, private lets and single let provisions, as directed through the Referrals Process and the NIHE.

Homeless Services

We provided accommodation and support to 70 families experiencing homelessness. During the year, 30 families moved on, with 28 relocating to more permanent homes following the completion of their homeless support programme.

Joint Management Partners

Through our joint management partners, Threshold, Inspire Wellbeing, and the South-Eastern Health and Social Care Trust, we provide specialist services to both families and individuals.

- **Threshold** provides supported housing for people with mental ill health which includes 14 self-contained flats - Glendun House, Portrush
- **Inspire Wellbeing** provides care and support to adults with learning disabilities and complex needs - Greenvale Residential Home, Belfast
- **South Eastern Trust** provides 24 hour care and support for frail elderly persons and those living with mild or moderate dementia in twenty-four self-contained apartments - Ravara Court, Bangor.

During the past year, these key strategic partners have continued to provide much needed help and support to their service users whilst facing the significant challenges of Covid-19.

A key part of the support provided by all these organisations includes the provision of activities for residents and staff worked tirelessly over the past year to ensure that residents could safely continue to undertake these activities whilst adhering to the Covid restrictions.

Complaints

During the year, we received a total of 16 formal complaints relating to our standard of service.

Of these:

- 1 complaint was withdrawn,
- 11 complaints were resolved at Stage 1;
- 3 complaints were resolved at Stage 2;
- 1 complaint was referred to the Ombudsman.

Of the 15 complaints submitted:

- 4 were not upheld
- 4 were partially upheld
- 7 were upheld

Complaint Type



Repairs	47%
Customer Services	40%
Development	13%

Finance Report



Sonia Devaney Director

The Association has a strong balance sheet and continues to invest all its surpluses into building new homes and improving services. We are well placed to meet the challenges ahead and look forward to another successful year and beyond.

Statement of comprehensive income for the year ended 31 March 2021

	2021	2020
	£	£
Turnover	3,886,193	3,362,532
Operating costs	(2,778,171)	(2,460,175)
Operating Surplus	1,108,022	902,357
Interest receivable and similar income	810	3,627
Interest payable and similar charges	(432,863)	(456,893)
Other finance (costs)/income	(25,000)	(16,000)
Additional Pension Service Costs	(134,000)	(141,000)
Gain on Property Disposal	165,648	87,218
Transfer to DPF	(150,852)	(81,177)
Transfer from/(to) tenants' fund	(38,672)	31,854
Surplus on ordinary activities	493,093	329,986
Actuarial (loss)/gain on pension scheme	(413,000)	(266,000)
Total comprehensive income for the year	80,093	63,986

Statement of changes in reserves for the year ended 31 March 2021

	2021	2020
	£	£
Surplus for the financial year	493,093	329,986
Actuarial (loss)/gain on pension scheme	(413,000)	(266,000)
Issued share capital in year	3	5
Net changes in capital and reserve	80,096	63,991
Opening revenue reserve	4,182,808	4,118,822
Opening Capital	47	42
Closing total capital and reserves	4,262,951	4,182,855

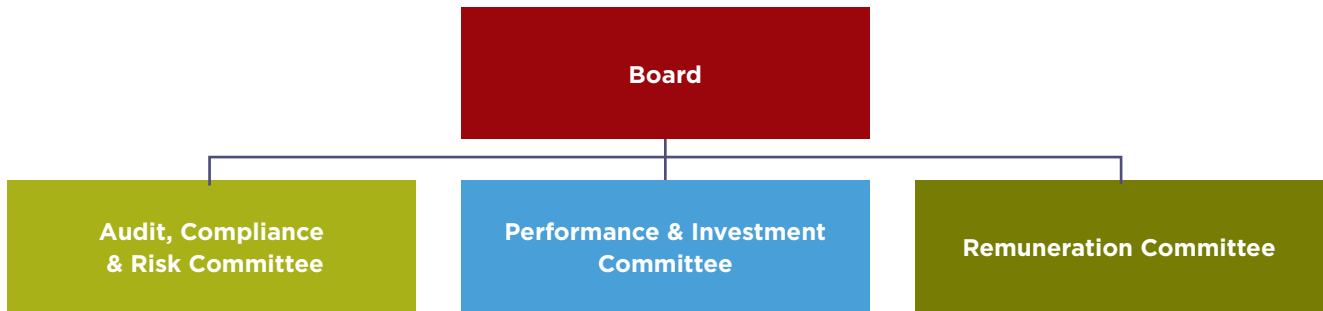


Statement of financial position as at 31 March 2021

	2021 £	2020 £
FIXED ASSETS		
Housing properties - depreciated cost	53,754,313	39,701,647
Other tangible fixed assets	920,677	115,406
	54,674,990	39,817,053
CURRENT ASSETS		
Debtors	7,392,645	2,473,879
Cash at bank and in hand	1,734,366	1,089,006
	9,127,011	3,562,885
Creditors: amounts falling due within one year	(5,169,285)	(2,570,289)
Net Current Assets	3,957,726	992,596
Total Assets Less Current Liabilities	58,632,716	40,809,649
CREDITORS: amounts falling due after more than one year		
Creditors	(52,664,765)	(35,493,794)
Pension deficit	(1,705,000)	(1,133,000)
	(54,369,765)	(36,626,794)
NET ASSETS	4,262,951	4,182,856
Capital and Reserves		
Called up share capital	11	22
Capital reserve	39	25
Restricted reserves	7,768	-
Revenue reserve	4,255,133	4,182,808
TOTAL FUNDS	4,262,951	4,182,855

Board and Committees

Board and Committee Structure

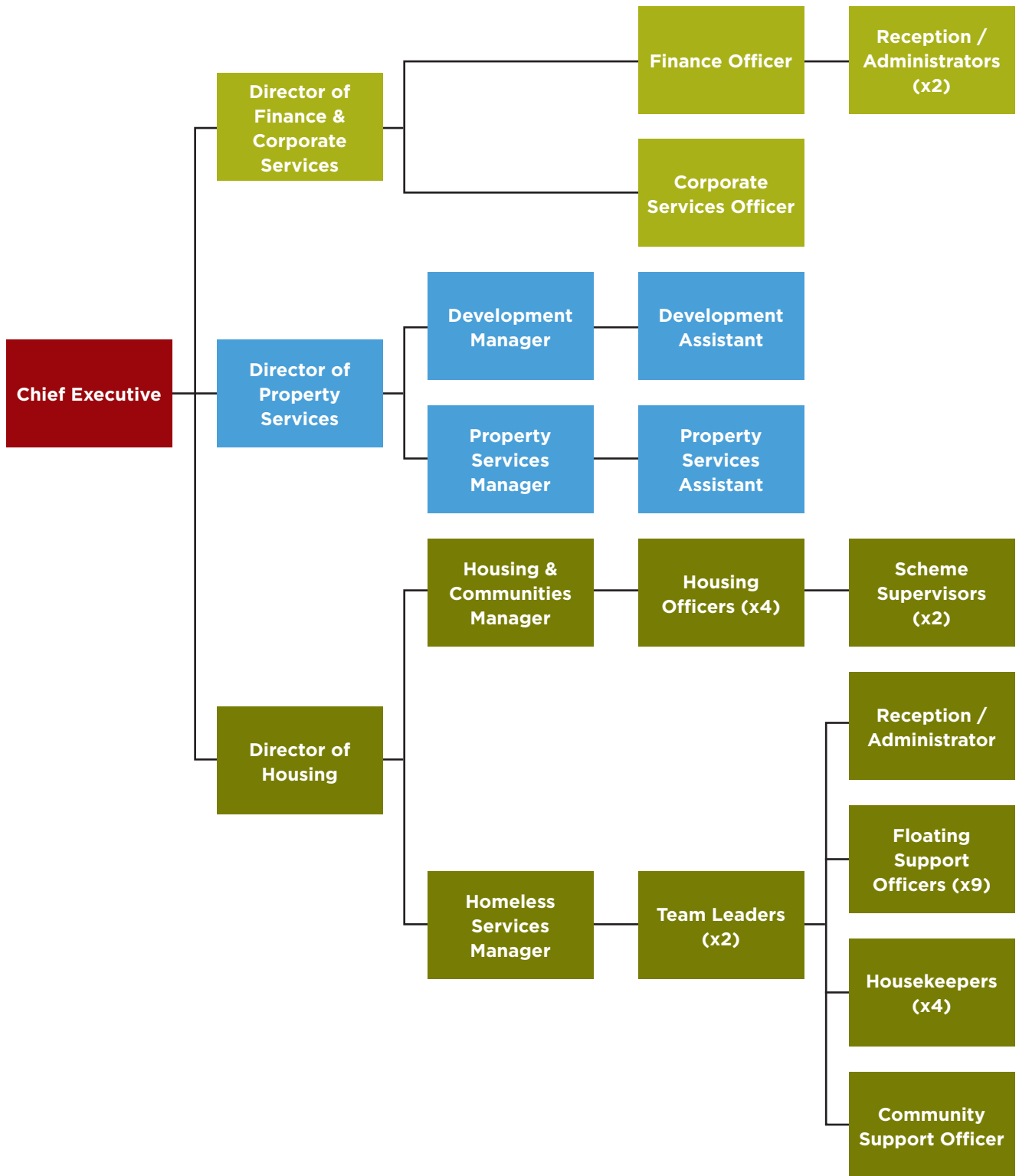


Board and Committee Attendance

Board Member	Board Meeting	Audit, Compliance & Risk Committee	Investment Committee	Governance Committee	Remuneration Committee
Sarah Corrigan	4 / 6	2 / 3		1 / 3	
Deborah Donnelly	6 / 6			3 / 3	
Tom Doran	5 / 6	5 / 5			
Ian McAvoy	5 / 6		2 / 4		1 / 1
Sara McClintock	5 / 6		4 / 4		1 / 1
Kevin McElroy	6 / 6		3 / 4		0 / 1
Nicole Mulholland	6 / 6	5 / 5		3 / 3	
Deborah Reynolds	6 / 6	5 / 5		3 / 3	
Ward Erwin	3 / 3		1 / 2	1 / 1	
Denise Burns	3 / 3	2 / 2			
Catherine Blackbourne	3 / 3		2 / 2		
Nicole Toner	1 / 2		1 / 2		0 / 1



Staff Structure



Board of Management & Advisors

Board of Management

Dr Deborah Donnelly (Chair)
Mr Ian McAvoy (Vice-Chair)
Mr Seamus Mullan (Treasurer) Resigned 22 June 2020
Ms Nicole Mulholland
Ms Deborah Reynolds
Mr Tom Doran
Ms Joanne Carson Resigned 8 June 2020
Ms Sarah Corrigan
Ms Sara McClintock
Mr Kevin McElroy
Ms Nicole Toner Resigned 22 March 2021
Ms Denise Burns Appointed 20 August 2020
Ms Catherine Blackbourne Appointed 20 August 2020
Mr Ward Erwin Appointed 20 August 2020

Chief Executive & Company Secretary

Mr James P McShane

Registered Office

Unit 1, Hawthorn Office Park
43 Stockmans Way
Belfast BT9 7ET

Registered under the Co-Operative and Community Benefit Societies
Act (Northern Ireland) 1969 No IPO0306
Registered with the Department for Communities (NI) R50
Registered with the Charity Commission for Northern Ireland NIC104546

Solicitors

Edwards & Co
28 Hill Street
Belfast BT1 3LR

Independent Auditors

GMCG Belfast
19 Alfred Street
Belfast BT2 8EQ

Bankers (Primary)

Bank of Ireland 31 University Road Belfast BT7 1NA	Danske Bank Donegall Square West Belfast BT1 6JS
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MAKING A POSITIVE DIFFERENCE BY EMPOWERING PEOPLE AND COMMUNITIES



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Dept. for Communities (DfC50) and Charity Commission of Northern Ireland (NIC104547)

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