



A N N U A L
REPORT

2021-2022





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Chair & Chief Executive



Tom Doran
Chair

Thank you for taking the time to read our 2021-22 Annual Report. This report marks the fifth and final instalment of Annual Reports emanating from our 2017-2022 Corporate Strategy. Once again, we are pleased to report that this year has been another busy and successful one for our organisation, strategic partners, staff team and Board.

Throughout the course of the year, we continued to invest heavily in the provision of new homes. We started construction on 186; completed 68; and by the end of the year, we had a total of 380 new homes on site with a further 215 progressing well and on target to start on-site during 2022/23.



Jim McShane
Chief Executive

In regard to financial performance, our turnover for the year increased to £4.6m compared to £3.9m in 2020/21, representing a 17% increase reflecting the Association's growth in new homes under management. Our budget has been well managed, and our performance strong, exceeding budget expectations and underpinning our aim to remain efficient in everything we do. Our Fixed Assets, increased by £21m to £81m at March 2022 due to our investment in new homes, and major improvements to existing ones.

In respect to homeless services, we are pleased to report that our new floating support service, in partnership with Supporting People, has been successfully operating for one full year, and the new team has made significant progress in realising service objectives. We look forward to seeing this service going from strength to strength over the coming years as we work to try to mitigate the impact of homelessness in our society.

In response to our level of growth and investment, and our renewed commitment to continually improve service standards, we invested heavily in our staff team by recruiting new members and developing those who already work for us.

During the course of the year, we increased staff numbers across various departments and next year we have plans to create a number of new positions within our Maintenance and Development functions. We look forward to welcoming those new staff over the course of next year. We remain committed to recognising, rewarding, and retaining highly motivated staff, and staff feedback is instrumental in striving to continually improve workforce performance leading to service improvement. In our most recent staff survey, 87% of staff reported that they were satisfied in their employment with Ark Housing and that 86% were proud to work for us. Staff retention for the year was 91% with sickness absence levels of 3.8%. These are statistics that we are proud of as an organisation, and we pay tribute to the hard work and dedication of our staff who continually deliver to the highest standards for all of those who depend upon our services.

Our report sets out in further detail our key achievements across Property Services, Housing and Customer services and Finance, and we hope you enjoy the read.

2021-2022 Overview

Our Year at a Glance



£4.6M
Turnover



£21M
New Build
Investment



£689K
Spent Repairing,
Maintaining
& Upgrading



2526
Repairs
Completed



93%
Repairs Completed
on Time



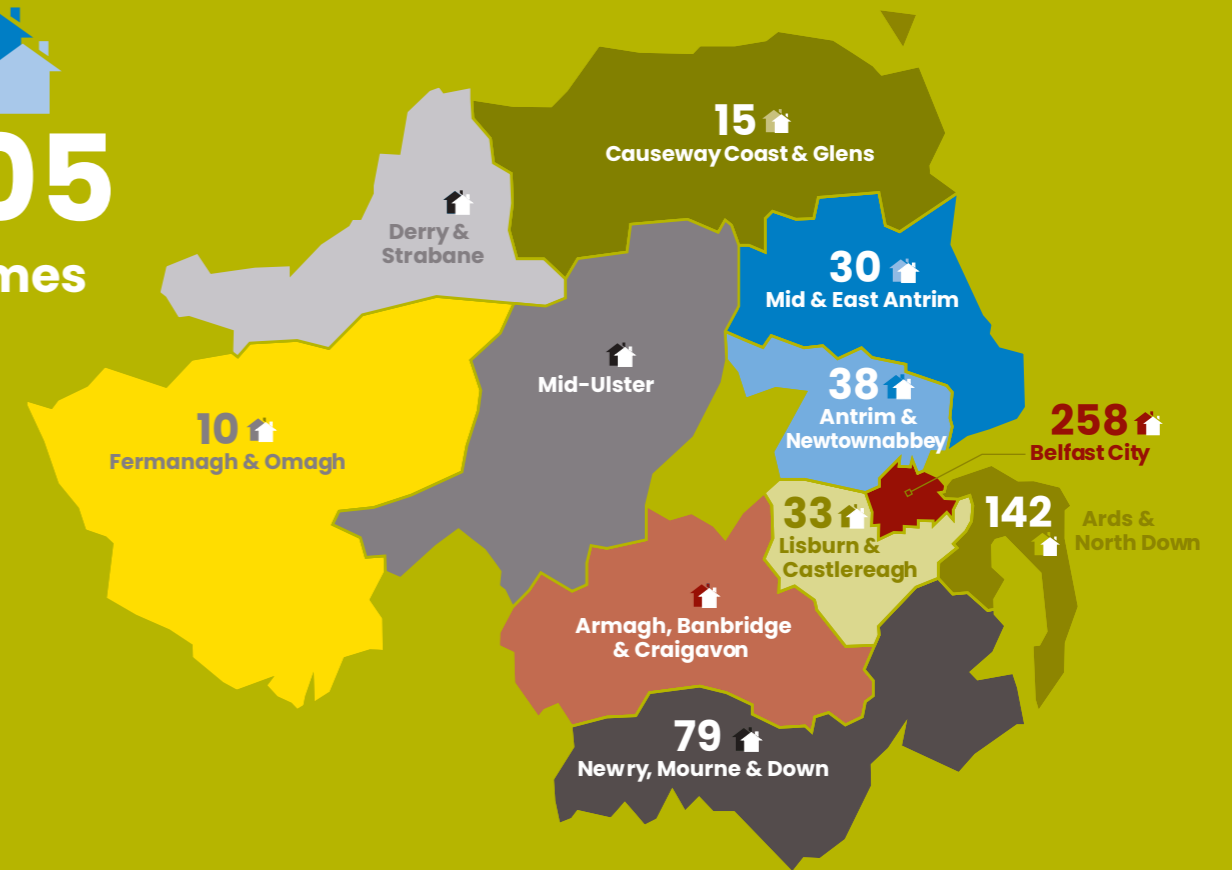
99%
Gas Safety
Compliance

44
Total Number
of Staff

91%
Staff
Retention Rate

Housing Stock at 31 March 2022

605
Homes



x186

New homes
started on site

x68

New Homes
completed

x380

Homes on site
at year end

98%

Occupancy Rate

1.48%

Void Stock

80%

Tenant Satisfaction



Property Services Report



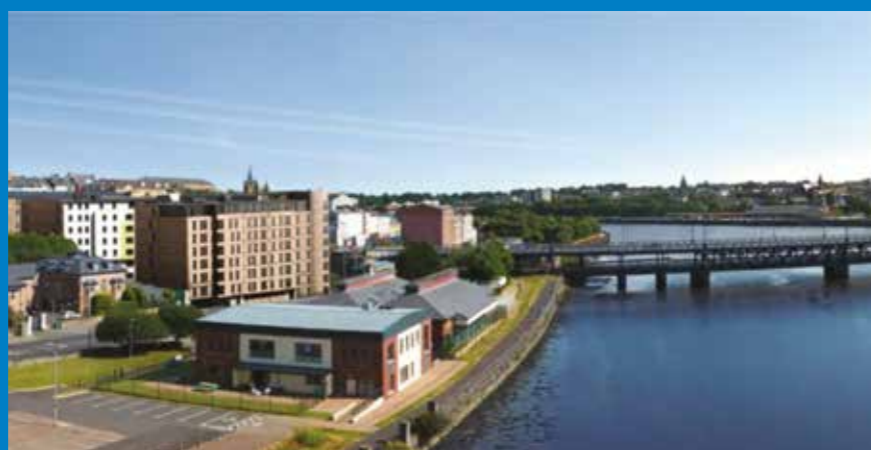
Cathy Wash
Director
Property Services

Development

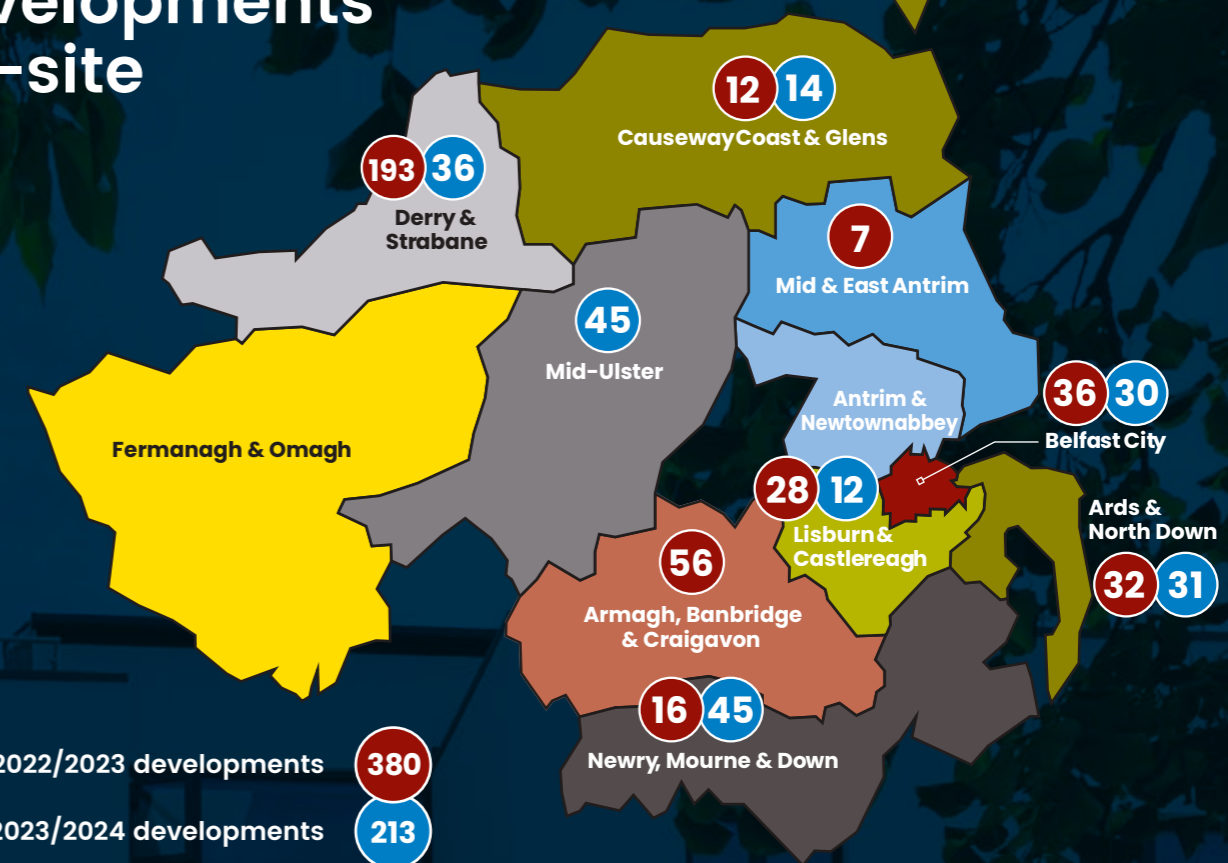
There were 186 on site starts during 2021-2022 and together with the schemes on-site prior to 2021, we have 380 units in construction across Northern Ireland, including Armagh, Lisburn, Belfast, Derry, Dromara and Derrytrasna.

We have contributed 8% to the overall Social Housing Development Programme (SHDP) new build starts for 2021/2022 and we pride ourselves on delivering high quality homes in both urban and rural communities.

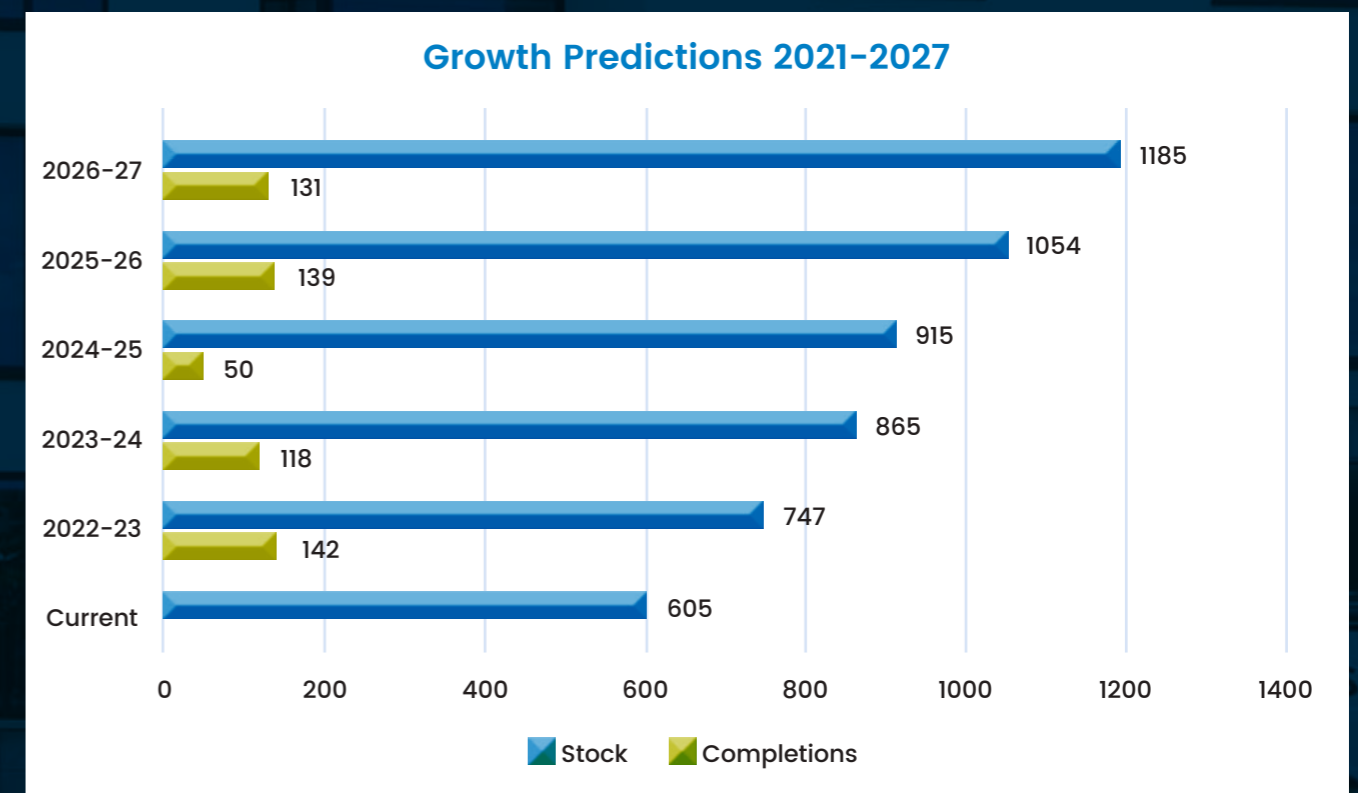
I am delighted to report that we have entered into contract for the redevelopment of the former Tillie & Henderson factory site, Abercorn Road Derry. This scheme will create 131 new homes, helping to alleviate the acute housing stress in the city centre. We look forward to developing the community space within the scheme in partnership with external agencies and community groups for the benefit of the residents and wider community.



Developments On-site



Growth Strategy





Stock Investment

Throughout 2021-2022 we committed to investing in environmental improvements across a number of schemes, enhancing safety and security measures through anti climbing fencing & gates and re-surfacing of communal pathways.



We also entered into a contract for external door replacements at Conor Rise, West Belfast. Completion of the works in Quarter 1 of 2022/23 should improve the thermal comfort of our tenants' homes and provide extra assurance to them with Secured by Design accreditation.

Maintenance/Stock Investment

Year/Property Investment	2021/2022
Planned	£356k
Response	£333k
Total	£689k

Adaptations

During the year we completed 6 bathroom adaptations, at a cost of £10.4k, which were completed within target timescales. 100% of tenants were satisfied with the standard of work and the level of service provided by the Association.

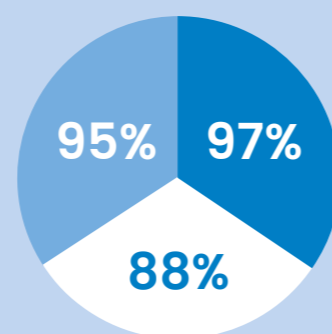
	Disability Adaptions	6
	Cost of Adaptions	£10.4k

Response Maintenance

We completed 2,526 maintenance job orders throughout the year with an average of 93% of these being completed within the expected time frames.

Response Performance by Timescale:

- Emergency
- Urgent
- Routine



Housing & Customer Services Report



Laura O'Dowd
Director of Housing

Tenant Participation

During 2021-2022 our staff developed and promoted tenant participation across the schemes, ensuring that tenants had as many opportunities as possible to have their say in the services they received from us and to be involved at different levels.

Throughout the year, over 27% of tenants engaged with us across our general needs/sheltered/supported schemes and participated in:

- 22 tenant meetings
- 4 Consultations
- 14 community events

In addition, 40% of our tenants took part in this year's Tenant Satisfaction Survey.

Tenant Forum

The Tenant Forum met 5 times over the year and worked with us to review and develop the following:

- Tenant Forum Terms of Reference
- Tenant Satisfaction Survey
- Customer Services Strategy
- Pre-Tenancy presentations for new schemes
- Tenant Participation Governance Framework
- Website



The Forum also participated in 6 tenant participation training sessions facilitated by Supporting Communities and in March 2022, they elected their Chair and Vice Chair.

Housing For All

Ark Housing is committed to the promotion and provision of shared housing and is supported by the Department for Communities and the Northern Ireland Housing Executive's 'Housing For All Programme'.

As part of this programme, Ark Housing, in partnership with local voluntary and statutory agencies and the wider community, developed and delivered Good Relations activities at our two shared housing schemes in Ogle Street, Armagh and Causeway Road, Newcastle.

During 2021/2022 we facilitated:

- 5 community events
22 participants
- 2 Advisory Group meetings
- Partnership working with Triangle, Arbour and Clanmil Housing Associations

Allocations & Voids

Allocations & Voids	115	
Average Re-let time	17 working days	
Breakdown of Allocations	General Needs	91
	Sheltered	15
	Supported	9

Average Rents

Year/House Type	2021/2022	No.
1 Bed	£71.36	153
2 Bed	£94.39	290
3 Bed	£105.15	134
4 Bed	£114.29	10
Bedspaces	-	18

Housing Stock by Type



Income Management

Income Management	100.0% rent collected	
Rent Arrears	Total Arrears	6.8%
	Current	4.9%
	Former	1.9%
	Current technical	4.5%
	Net current	0.3%
	Non-technical	1.4%

Anti-Social Behaviour (ASB)

During 2021-2022, we investigated 25 cases of ASB complaints. We resolved 21 of these, representing an 84% successful closure rate.

ASB By Type:

- Neighbour dispute 48%
- Noise 28%
- Threatening behaviour 8%
- Assault 12%
- Dog 4%



Tenant Satisfaction

During 2021, we commissioned an independent research agency (Aquity) to carry out a **Survey of Tenants and Residents (STAR)**. The survey enabled us to measure tenant satisfaction and to also benchmark our services against those of other housing associations so that we can identify improvements.

Measurement	Housemark Benchmarking	Percentage Achieved	Satisfaction
Overall service provided by the Association	Quartile 3	80%	😊
Satisfied with the standard of their home	Quartile 3	80%	😊
Believe that their home is safe and secure	Quartile 2	86%	😊
Believe that our staff are easy to deal with	Quartile 1	87%	😊
Believe rent to be value for money	Quartile 4	80%	😊
Believe service charges to be value for money	Quartile 2	75%	😊
Are satisfied with repairs and maintenance	Quartile 2	76%	😊
Believe that their neighbourhood is a safe place to live	Quartile 3	81%	😊
Believe that our staff listens and acts	Quartile 1	77%	😊
Stated they are able to make their views known	Quartile 2	78%	😊





Homeless Services

- Support to 170 families.
- Assisted 81 families to suitable accommodation

Floating Support

The new Floating Support Service, which was launched in March 2021, has enabled us to extend our existing homeless service provision out into the Greater Belfast area. Through partnership working with the Northern Ireland Housing Executive, Supporting People and Community Hubs across Belfast, we have provided support to 170 families and have successfully assisted 81 families into more suitable accommodation.

As part of this service, we also promote and deliver a wide range of community activities in partnership with local organisations. We accessed funding to deliver digital inclusion training as well as purchasing items for a sensory garden, polytunnel, greenhouse and growing equipment for our accommodation based schemes.

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 in 11 self contained rooms and independent living bungalows – *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.*

We have a Joint Management Agreement in place with our partners and have undertaken 12 meetings throughout the year.

Complaints

During the year we received 21 formal complaints. Our average response time to investigate and provide a decision was 14.95 days, well within our targeted time frame of 23 days.

95% of complaints were resolved on time.

100% complaints were resolved satisfactorily, with 90% being resolved at Stage 1 and 100% at Stage 2. No complaints were referred to the Ombudsman.



100%
Complaints
Resolved
Satisfactorily



Finance Report



In addition to our healthy Statement of Comprehensive Income, our Financial Statements show a £21m growth in fixed assets, representing an impressive 35% increase. This is reflective of our challenging and ambitious growth strategy and our determination to provide value for money by exploiting our assets and expertise. We are proud to provide a strong contribution to the Social Housing Development Plan through much needed social housing and the creation of vibrant communities.



Sonia Devaney
Director
Finance & Corporate Services

Statement of Comprehensive Income for the Year Ended 31 March 2022

	2022 £	2021 £
Turnover	4,564,915	3,886,193
Operating Costs	(3,303,923)	(2,816,843)
Other Operating Income	119,272	-
Operating Surplus	1,380,264	1,069,350
Interest receivable and similar income	800	810
Interest payable and similar charges	(507,805)	(432,863)
Other finance (costs)/income	(34,000)	(25,000)
Additional Pension Service Costs	(287,000)	(134,000)
Gain on Property Disposal	-	165,648
Transfer to DPF	-	(150,852)
Surplus on Ordinary Activities	552,259	493,093
Actuarial gain/(loss) on pension scheme	647,000	(413,000)
Total comprehensive income for the year	1,199,259	80,093

Statement of Changes in Reserves for the Year Ended 31 March 2022

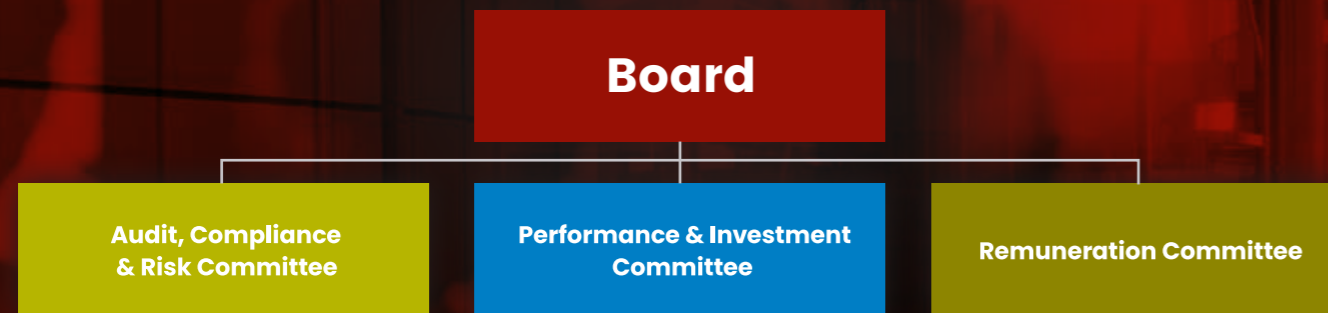
	2022 £	2021 £
Surplus for the financial year	552,259	493,093
Actuarial gain/(loss) on pension scheme	647,000	(413,000)
Issued share capital in year	-	3
Net changes in capital and reserve	1,199,259	80,096
Opening restricted reserve	7,768	-
Opening revenue reserve	4,255,133	4,182,808
Opening Capital	50	47
Closing total capital and reserves	5,462,210	4,262,951

Statement of Financial Position as at 31 March 2021

	2022 £	2021 £
FIXED ASSETS		
Housing properties - depreciated cost	73,756,325	53,754,313
Other tangible fixed assets	953,326	920,677
	74,709,651	54,674,990
CURRENT ASSETS		
Debtors	17,188,760	7,392,645
Cash at bank and in hand	4,791,421	1,734,366
	21,980,181	9,127,011
Creditors: amounts falling due within one year	(5,163,650)	(5,169,285)
Net Current Assets	16,816,531	3,957,726
Total Assets Less Current Liabilities	91,526,182	58,632,716
CREDITORS: amounts falling due after more than one year		
Creditors	(84,684,972)	(52,664,765)
Pension deficit	(1,379,000)	(1,705,000)
	(86,063,972)	(54,369,765)
NET ASSETS	5,462,210	4,262,951
Capital and Reserves		
Called up share capital	9	11
Capital reserve	41	39
Restricted reserves	98,100	7,768
Revenue reserve	5,364,060	4,255,133
TOTAL FUNDS	5,462,210	4,262,951

Board & Committees

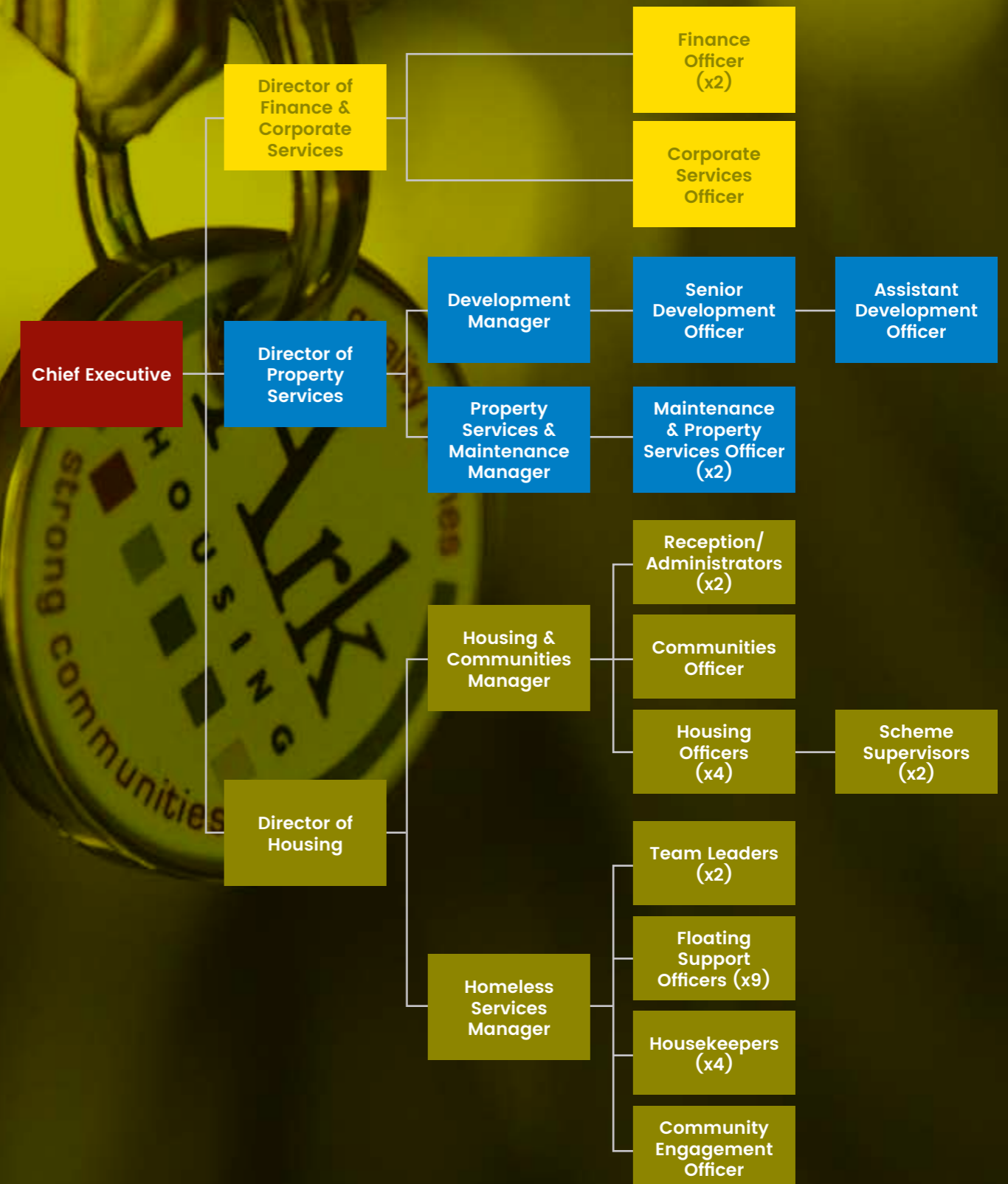
Board & Committee Structure



Board & Committee Attendance

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

Staff Structure 2021-2022



Board of Management & Advisors

Board of Management

Mr. Tom Doran (Chair)
Dr. Deborah Donnelly (Resigned 28th June 2021)
Mr. Ian McAvoy (Vice-Chair)
Ms. Nicole Mulholland
Ms. Deborah Reynolds
Ms. Sarah Corrigan (Resigned 18th June 2021)
Ms. Sara McClintock
Mr. Kevin McElroy
Ms. Denise Burns
Ms. Catherine Blackbourne
Mr. Ward Erwin

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. IP00306

Registered with the Department for Communities (NI) R50

Registered with the Charity Commission for Northern Ireland NIC104547

Solicitors

Edwards & Co., 28 Hill Street, Belfast BT1 3LR.

Independent Auditors

GMCG Belfast, 19 Alfred Street, Belfast BT2 8EQ

Bankers

Danske Bank, Donegall Square West, Belfast BT1 6JS





OUR VISION

Making a positive difference
by empowering people
and communities

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Department for Communities (DfC50) and Charity Commission of Northern Ireland (NIC 104547)

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