



2022-2023

# ANNUAL REPORT



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# Chair & Chief Executive's Forward

## Welcome to our 2022-23 Annual Report!

In a year marked by political and economic instability, we remained resolute in the pursuit of our goals and achieved remarkable progress this year.

Our mission to provide 1,000 quality homes to those in housing need by 2024 is becoming a reality, and through our work we are making a tangible and lasting difference in the lives of individuals, who might otherwise be without a place to call home. This year, we successfully completed 114 new homes, initiated construction on 74 more, and currently have 340 homes progressing at various stages of development.

We take immense pride in being only the second Housing Association to receive accreditation for our tenant engagement activity through Supporting Communities. Our Tenants' Forum and collaborative efforts with our tenants continue to yield fruitful results, and we eagerly anticipate deepening these relationships and enhancing our community development initiatives in the coming year.

Beyond creating new homes and communities, we remain committed to maintaining and improving our current housing stock. This year, we executed our entire stock investment programme on schedule and within budget. We replaced critical components such as boilers, kitchens, and external doors, ensuring that our properties meet the highest standards of quality and comfort.

Our Homeless Services team worked tirelessly in the face of unprecedented levels of homelessness. We take great pride in the fact that our organisation, with the dedication of our Homeless Services Team, supported more than 250 families during their most challenging times.

Throughout the year, our Housing and Maintenance Teams worked diligently to provide homes, services, and invaluable advice to our tenants. Their commitment to delivering exceptional service has solidified our position as a progressive housing association and we were pleased to report positively against the majority of our key performance and financial indicators.

At the core of our success lies our incredible people. Their unwavering dedication, passion, and expertise have been the driving force behind our achievements. We extend our deepest gratitude to each and every individual, employee, Board Member, partner or stakeholder, who has contributed to our collective success.

Looking back on the past year, we stand immensely proud of what we have accomplished together.



**Tom Doran**  
Chair



**Jim McShane**  
Chief Executive



**Conor House**  
**BBQ**

Tenant Participation



# 2022–2023 Overview

## Our Year at a Glance

**£5.6M**  
Turnover

**£20M**  
New Build Investment

**£1.3M**  
Repairs & Upgrading  
Homes

**2894**  
Repairs Completed



**85%**  
Repairs Completed  
on Time

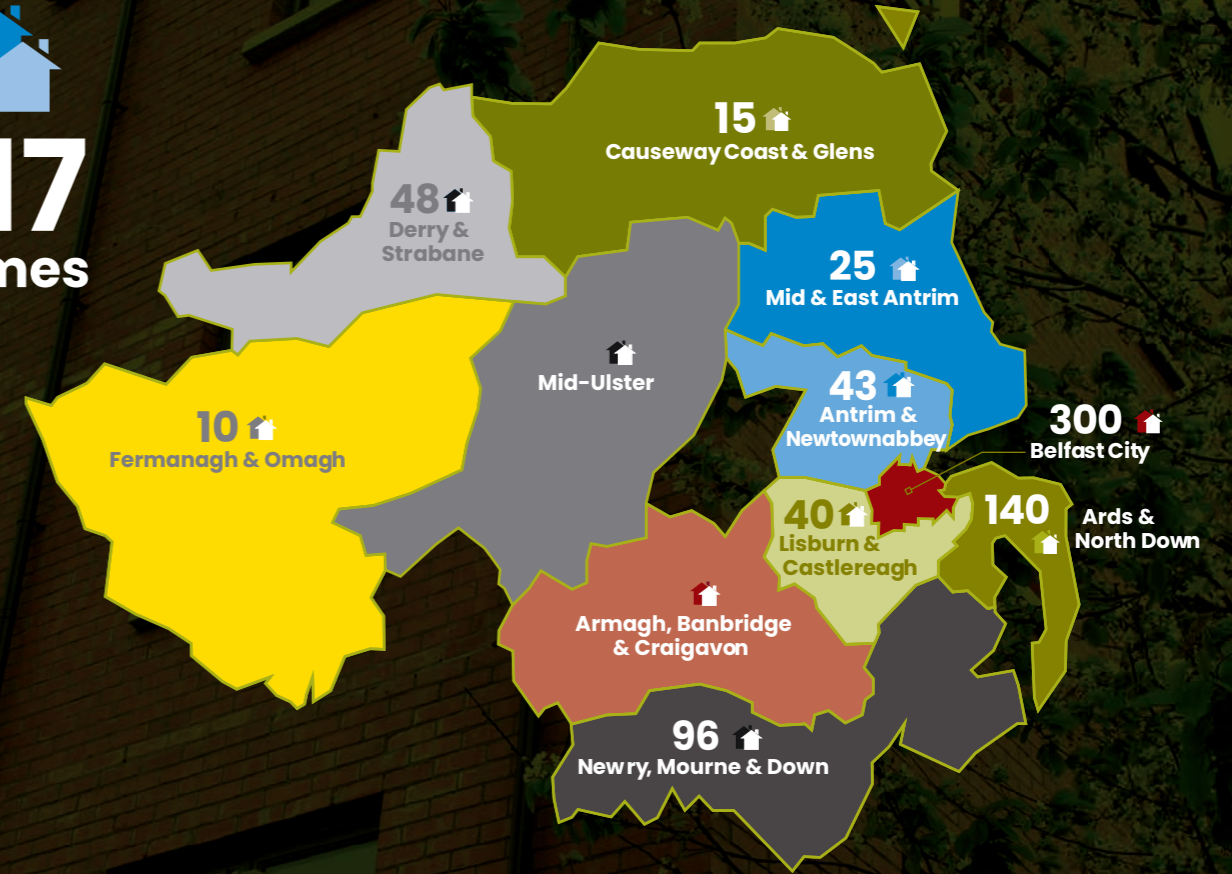
**99%**  
Gas Safety  
Compliance

**44**  
Total Number  
of Staff

**86%**  
Staff Retention  
Rate

## Housing Stock at 31 March 2023

**717**  
Homes



**x74**  
New homes  
started on site

**x114**  
New homes  
completed

**x340**  
Homes on site at  
year end

**98%**  
Occupancy Rate

**2.9%**  
Void Stock

**77%**  
Tenant Satisfaction

Ards & N Down	63
Armagh, Banbridge and Craigavon	56
Belfast	14
Causeway Coast	12
Derry & Strabane	145
Lisburn & Castlereagh	11
Mid & East Antrim	7
Newry, Mourne & Down	32
<b>Total Units on site</b>	<b>340</b>

# Property Services Report



**Cathy Walsh**  
Director  
Property Services

## Development

In the last year we have seen a sustained increase in our development activity, and we are committed to retaining our position, as an important and key partner in the delivery of social housing across the sector.

During 2022-23 we started construction on 74 new properties, giving a further boost to our strategic growth plan.

In addition to the new starts we managed the progression of a further 340 properties, already in construction.

We successfully welcomed the completion of 114 homes. This equates to an impressive growth rate of 19%.

## Completions



### Warren Gardens Lisburn

Completed November 2022

Twenty 1 & 2 bedroom  
apartments for those  
aged 55 and over

## Starts

### Downshire Road Newry

Re-development of a  
brownfield site, providing  
twenty-eight 2 bedroom  
apartments and four  
3 bedroom houses



### Quarry Heights Newtownards

Due to complete Autumn/  
Winter 2023

The scheme offers a mix  
of twenty-three houses  
and apartments



### Strand Road Derry

Completed February 2023

Twenty-seven 1 and 2  
bedroom apartments for  
those aged 55 and over

# Stock Investment

During 2022-23 we made a record investment of £684k in updating our existing properties. We remain committed to maintaining our current homes, to a high quality, for the well-being and comfort of our tenants.

In particular, we have a continued focus on thermal comfort. Significant investment was undertaken with the replacement of windows, doors, energy efficient boilers and modern kitchens.

- Conor Rise & Rossmore Park, Belfast - new front & back Secured by Design doorsets.

- Windsor Avenue, Belfast - new windows & external doors; an upgrade to the main door entry system plus enhanced LED lighting within the communal areas.

- Catherine Court, Belfast - environmental improvement scheme including additional fencing and security; Kitchen & Boiler Replacements.

In addition, works were undertaken within our sheltered scheme at Cumain House, Portaferry, upgrading the lighting & door entry system and also, a new commercial boiler was installed at Greenvale residential home, South Belfast.



## Windsor Avenue Belfast

*"The windows are an excellent job. I am very pleased. And the workmen did a fantastic job too."*

## Kitchen Upgrade

### Catherine Court Belfast

The kitchen upgrade included new non-slip floor coverings, wall tiles and full redecoration. These homes also benefitted from upgraded kitchen electrics, with new CO and heat detectors.



# Adaptations

Through the course of the year, we completed 24 minor adaptations and 1 major ground floor extension, with 94% of tenants satisfied with the work and service provided.

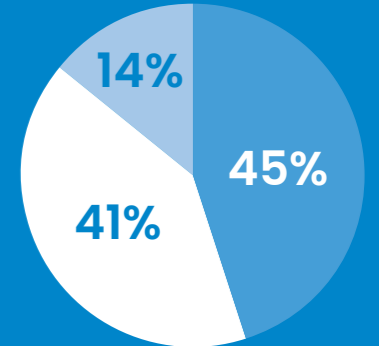
**Total cost of Adaptations £106k.**

	Disability Adaptations	25
	Cost of Adaptations	£106k



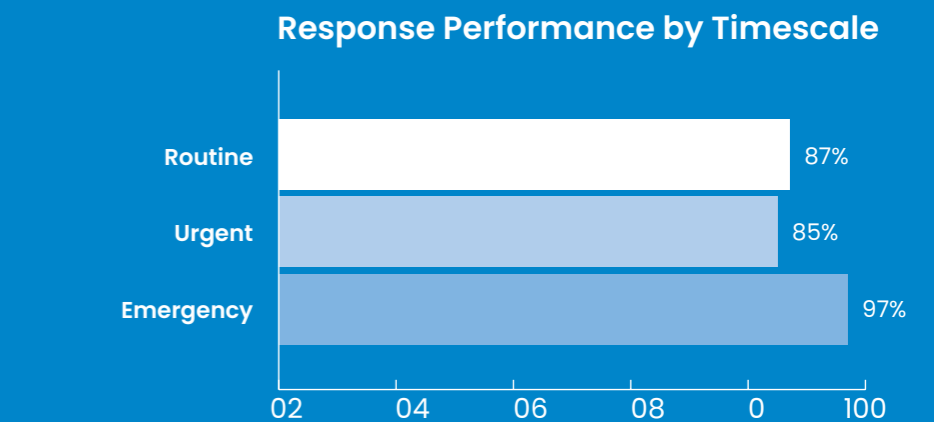
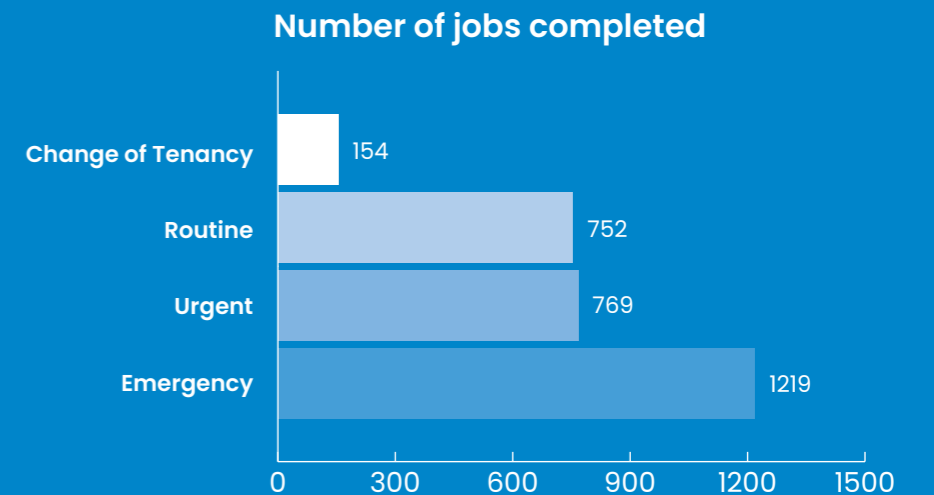
### % Adaptations 2022-23

- Stair/Grab Rail
- Level Access Shower
- Other



# Response Maintenance

We completed 2,894 maintenance job orders throughout the year with an average of 85% of these being completed within the expected time frame.





**Laura O'Dowd**  
Director of Housing

# Housing & Customer Services

This year has been exceptionally busy for the Housing and Customer Service's team, with a significant focus on allocations and enhancing customer service. Throughout 2022-23, a total of 153 properties were successfully let to tenants across the region. In addition, the team has worked diligently to enhance customer service and efforts were made to improve communication, responsiveness and actively engage with our tenants through our tenant engagement structures.



Ark Neighbour's Day at Roseville House

## Community Investment

The Community Investment team has achieved significant milestones in promoting and fostering Tenant Participation and Good Relations during 2022-23.

The Appointment of a dedicated Manager has meant that we have been able to develop and promote tenant participation and good relations across our schemes.

The Association also undertook an accreditation process with Supporting Communities and we are thrilled to announce that we successfully achieved Bronze Upper-Level Standard. As the second Housing Association to achieve this standard, it reaffirms our commitment to meaningfully engaging with our tenants.



## During 2022-2023

- **76 activities were undertaken including the Big Lunch, Community Clean ups, fun days, pre-tenancy meetings, tenant meetings**
- **671 tenants in attendance**
- **12% new tenants participated in one or more activity**
- **27% tenants participated in consultations**
- **21% tenants are signed up to the menu of involvement register**

Ark also had its first Tenant Information Day in December 2022 which was hugely popular with our tenants across our independent living schemes.

- **22 tenant meetings**
- **4 Consultations**
- **14 community events**

## Intergenerational Working

Ark Housing has a strong partnership with St Genevieve's School in West Belfast who have been visiting our tenants at Conor House for the past 20 years. During 2022-23, Conor House and St. Genevieve's organised a quiz night and raised £365 for a local food bank.

## Tenant Forum

- **The Tenant Forum met 4 times in 2022-23 and were involved in:**
- **Reviewing Ark's Anti-Social Behaviour Policy and Procedures**
- **The Forum's Terms of Reference**
- **Developing the tenant satisfaction survey questions**
- **The Tenant Forum also engaged with Supporting Communities when undertaking the accreditation process and worked alongside Ark Housing staff to review our previous Tenant Participation Strategy and made recommendations for the next 5 year Strategy.**

*"We fully support tenant participation and two way engagement with Ark Housing Association. We feel that good communication and transparency can only be beneficial to both parties. We encourage involvement with Ark to enable them to identify the vulnerable and their particular needs"*

Chair of Ark Housing Tenants' Forum

## Average Rents

Year/House Type	2022/2023	No.
1 Bed	£74.63	198
2 Bed	£98.12	353
3 Bed	£108.33	155
4 Bed	£119.30	11
Grand Total	-	717

## Income Management

Rents	Average rent during 2022/23 - £94.17	
Rent Arrears	Total Arrears	8.2%
	Current	6.2%
	Former	2%
	Technical	5.4%
	Net Current	0.8%

## Housing Stock by Type



Allocations	Total Allocations - 153	
Breakdown of Allocations	General Need	90%
	Sheltered	3%
	Supported	7%
Average re-let time	19.4 working days	

# Anti-Social Behaviour (ASB)

During 2022-2023, we investigated 21 cases of ASB complaints and had a 70% successful closure rate.

## ASB By Type:

Noise	43%
Neighbour dispute	29%
Harassment/threatening behaviour	14%
Criminal behaviour	4.5%
Verbal Abuse	4.5%
Pets	4.5%



# Tenant Satisfaction

Throughout 2022-23, Ark Housing Association has made remarkable strides in providing housing solutions to the community. With a total of 153 properties successfully let to tenants across the region, they have effectively addressed the pressing need for affordable and secure housing. In addition to their allocations achievements, the association's team has exhibited a strong commitment to enhancing customer service standards. Diligent efforts were made to improve communication, responsiveness, and active engagement with tenants through well-established tenant engagement structures. By fostering open dialogue and valuing tenant feedback, Ark Housing Association has created a supportive and transparent environment, helping to ensure a fulfilling living experience for residents in their properties.

Measurement	Percentage Achieved	Satisfaction
Overall service provided by Association	77%	😊
Satisfied with the standard of their home	81%	😊
Believe rent to be VFM	78%	😊
Believe service charge to be VFM	71%	😊
Repairs & Maintenance	67%	😊



# Complaints

During the year we received 13 formal complaints. Our average response time to investigate and provide a decision was 17.7 days. 92% of complaints were resolved at Stage 1. 100% of complaints were resolved satisfactorily, with 92% being resolved at Stage 1 and the remainder resolved at Stage 2.

Complaint type	Percentage
Corporate Services	15%
Repairs	23%
Customer Services	62%

**100%**  
Complaints Resolved Satisfactorily



# Housing For All (Shared Housing)

In 2022-23 we continued to develop diverse, shared communities by expanding our shared housing schemes to a total of 6, across areas such as Armagh, Lisburn, South Belfast, Newcastle and Newtownards.

The Community Investment Team has played a key role in promoting and developing these schemes as well as working with the wider community to develop good relations activities across these areas. These activities have also been developed in partnership with Clanmil, Choice, Arbour and Triangle Housing Associations.



## In 2022-23

- Worked with Armagh Banbridge Council in their Take500plus participatory budgeting.
- Developed a participatory budgeting fund in Armagh in partnership with Triangle Housing Association and were able to fund 18 community groups in the area which included a knitting club, fishing gear for youth team, ukulele for a group of young people from different backgrounds, slow cookers, and cooking classes for a group to learn to use them.
- Organised 'Bounce Back Armagh' networking event that saw over 30 community groups participating.
- In partnership with Choice Housing organised Help for All cost of living event in Lisburn.
- Funded a Community Kitchen in Newcastle.

## Struggling with the cost of living?

Join us on Thursday 17th November from 2pm - 8pm to chat with local support services and organisations for cost of living advice for you and your family during the difficult months ahead.

- A variety of agencies and companies on hand to help you out if you are entitled to financial support
- Help with housing issues, energy advice and financial advice
- Information on local foodbank services
- Free Refreshments

A safe space to discuss your worries without judgement!  
EVENT IS OPEN TO EVERYONE

Lagan Valley LeisurePlex  
18 Lisburn Leisure Park,  
Lisburn BT28 1LP

Thursday 17th  
November  
2pm - 8pm

Logos: LCCC, choice, Ark, Northern Ireland Executive, T:buc, Housing for all, Housing Executive





# Floating Support Service

During 2022-23, our Floating Support team has delivered invaluable services to a total of 250 families across Greater Belfast. This support encompassed a wide range of areas including housing, financial support, emotional well-being and access to essential services. Our dedicated team of staff consistently demonstrated an empathetic approach, tailoring their support to the specific needs and circumstances of each family.

- 250 families supported across Greater Belfast
- 128 families being supported at the end of March 2023
- 114 families have been successfully moved on/ cases closed throughout the year



Reasons for requiring support:	
General Support	32%
Breakdown/family dispute	18%
Eviction/Loss of PR	15%
Unsuitable Accommodation	13%
Loss of temporary accommodation	9%
Overcrowding	4%
Support to maintain tenancy	4%
Neighbour dispute	3%
Domestic Violence	2%

Move-Ons	
Planned move-ons	80%
Unplanned	20%



# Community Events



**Crumlin Event**  
Tenant Participation



**Fantastic Vipers**  
A day to remember for our young tenants



## Community Engagement Activities

The community engagement activities that we delivered in 2022-23 achieved high levels of tenant participation and interaction, and we received positive feedback from residents and the wider community. Ark Housing's Community Engagement programme is gaining momentum and the association is establishing itself as a dedicated partner and advocate of the arts.



As part of this service, we also have a dedicated Community Engagement Officer who has established and fortified partnerships with Feile an Phobhail, Community Arts Partnership, PPR, Newhill Youth Club, Glor Na Mona, Glengormley School of Music, and Belfast Tradfest to bring cultural events to our tenants. Through collaboration with other community and voluntary organisations and the development of Ark Creative Communities, families have been able to engage in various activities through the medium of music, art, theatre, and drama.



## Aisling Awards

We are also delighted that our Floating Support Team was nominated for and won the prestigious 'Aisling Award-Connected Health and Community Building' for its outstanding community engagement work. This recognition highlights the dedication and commitment of our staff to actively contribute to the well-being of our families and the wider community.



## Case Study:

A family consisting of 2 adults and 2 children (ages 3&11), was referred to the Floating Support team by the Northern Ireland Housing Executive. The family had arrived in Belfast from an EU country and had very little understanding of the English language. The Floating Support Officer worked very closely with the family to ensure that their housing points were maximised and that they were placed on the housing waiting list, they also provided them with benefit support and helped them to access the right education for their children. The family currently live in a single let and their children have settled in their new schools and the older boy is excelling in football.

*"I am pleased to address you on behalf of my family to thank you for the support you are giving us... we would have no idea how to do things without your help... we are very lucky to have been able to find your organisation, thanks"*

Mother: (assisted by Google Translate)

# Finance Report



**Sonia Devaney**  
Director  
Finance & Corporate Services

It is fantastic to look back over our progress and achievements in the past year. It has been another very successful financial year, the completion of 114 new homes and £21m growth in property fixed assets.

The turbulent macro-economic climate, with factors such as rising inflation and soaring bank loan interest has brought challenges to the housing sector as a whole and will inevitably frame our future decisions. However, our strong balance sheet and liquidity, combined with low gearing means we are in a strong position to weather the storm.



## Statement of Comprehensive Income for the Year Ended 31 March 2023

	2023 £	2022 £
<b>Turnover</b>	5,570,707	4,564,915
<b>Operating Costs</b>	(3,933,896)	(3,303,923)
Other Income	-	119,272
Gain/(Loss) on disposal of housing properties	13,908	-
<b>Operating Surplus</b>	1,650,719	1,380,264
Interest receivable and similar income	8,387	800
Interest payable and similar charges	(654,018)	(507,805)
Other finance (costs)	(34,000)	(34,000)
Additional Pension Service Costs	(260,000)	(287,000)
<b>Surplus on Ordinary Activities</b>	711,088	552,259
Actuarial gain/(loss) on pension scheme	1,755,000	647,000
<b>Total comprehensive income for the year</b>	<b>2,466,088</b>	<b>1,199,259</b>

## Statement of Changes in Reserves for the Year Ended 31 March 2023

	2023 £	2022 £
Surplus for the financial year	711,088	552,259
Actuarial gain/(loss) on pension scheme	1,755,000	647,000
Issued share capital in year	2	-
<b>Net changes in capital and reserve</b>	<b>2,466,090</b>	<b>1,199,259</b>
Opening restricted reserve	98,100	7,768
Opening revenue reserve	5,364,060	4,255,133
Opening Capital	50	50
<b>Closing total capital and reserves</b>	<b>7,928,300</b>	<b>5,462,210</b>

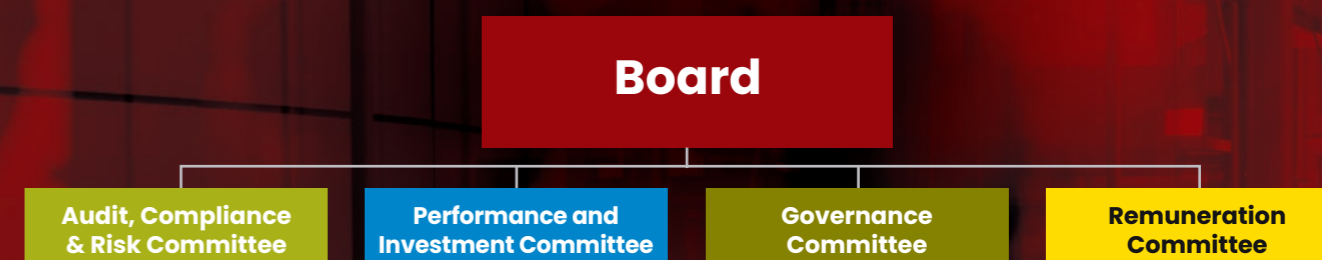
## Statement of Financial Position as at 31 March 2023

	2023 £	2022 £
<b>FIXED ASSETS</b>		
Housing properties - depreciated cost	93,650,699	73,756,325
Other tangible fixed assets	897,389	953,326
	94,548,088	74,709,651
<b>NON CURRENT ASSETS</b>		
Pension	82,000	-
<b>CURRENT ASSETS</b>		
Debtors	1,773,846	17,188,760
Cash at bank and in hand	1,254,295	4,791,421
	3,028,141	21,980,181
<b>Creditors: amounts falling due within one year</b>	<b>(13,142,186)</b>	<b>(5,163,650)</b>
<b>Net Current Assets</b>	<b>(10,114,045)</b>	<b>16,816,531</b>
<b>Total Assets Less Current Liabilities</b>	<b>84,516,043</b>	<b>91,526,182</b>
<b>CREDITORS: amounts falling due after more than one year</b>		
Creditors	(76,587,743)	(84,684,972)
Pension deficit	-	(1,379,000)
	(76,587,743)	(86,063,972)
<b>NET ASSETS</b>	<b>7,928,300</b>	<b>5,462,210</b>
<b>Capital and Reserves</b>		
Called up share capital	11	9
Capital reserve	41	41
Restricted reserves	142,582	98,100
Revenue reserve	7,785,666	5,364,060
<b>TOTAL FUNDS</b>	<b>7,928,300</b>	<b>5,462,210</b>

An undrawn Revolving Credit Facility balance of £19.5m is in place.

# Board & Committees

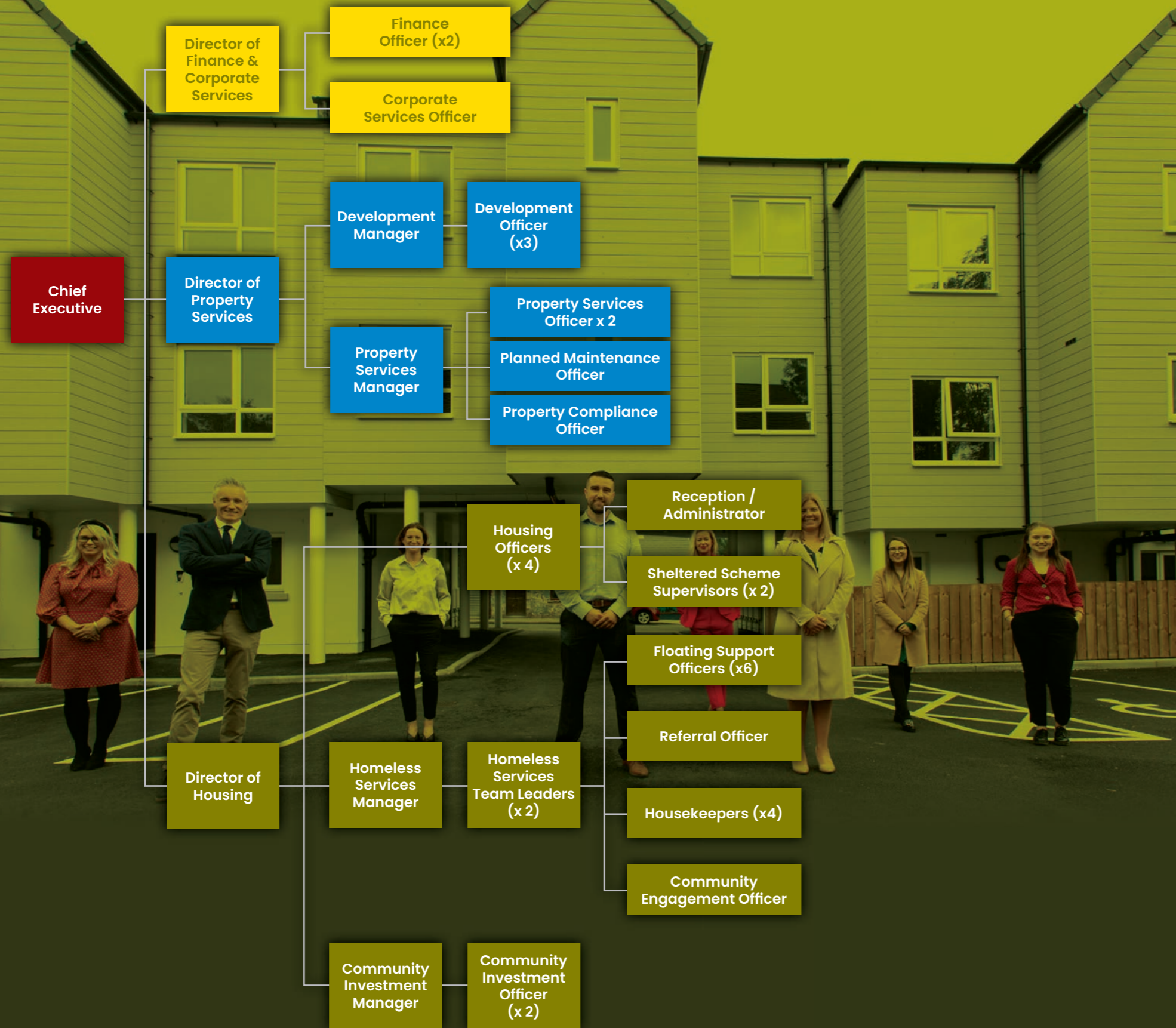
## Board & Committee Structure



## Board & Committee Attendance

Board Member	Board Meeting	Audit Compliance & Risk Committee	Performance & Investment Committee	Governance Committee	Remuneration Committee
Mr Tom Doran	6/6	-	-	1/1	-
Mr Ian McAvoy	4/6	-	4/4	-	1/2
Ms Nicole Mulholland	5/6	5/5	-	1/1	-
Ms Deborah Reynolds	5/6	5/6	-	1/1	-
Ms Sara McClintock	5/6	-	4/4	-	2/2
Ms Denise Burns	5/6	1/5	-	-	1/2
Ms Catherine Blackburne	6/6	5/5	-	-	1/2
Mr Ward Erwin	4/6	-	1/4	1/1	-
Mr Robert Hutchinson	2/2	1/2	2/2	-	-
Ms Chi Ting Yip	2/2	-	1/2	-	-

# Staff Structure 2022-2023



## Board of Management & Advisors

### Board of Management

- Mr. Tom Doran ..... (Chair)
- Mr. Ian McAvoy ..... (Vice-Chair)
- Ms. Nicole Mulholland
- Ms. Deborah Reynolds
- Ms. Sara McClintock
- Mr. Kevin McElroy ..... (Ended 23 May 2022)
- Ms. Denise Burns
- Ms. Catherine Blackbourne
- Mr. Ward Erwin
- Mr. Robert Hutchinson ..... (Appointed 5 September 2022)
- Ms. Chi Ting Yip ..... (Appointed 5 September 2022)

### 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

## Contact Us:

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



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