QUALITY HOMES

Ark HOUSING

STRONG COMMUNITIES

Annual Report 2025/26



Welcome to the Ark Housing Annual Report 2025–2026

Making a Positive Difference by Empowering People and Communities



Ballymacruise Drive, Millisle

QUALITY HOMES
Ark
HOUSING
STRONG 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.

Foreword Chair and Chief Executive



Chair
Tom Doran



Chief Executive
Jim McShane

The past year has been one of continued challenge and opportunity for the housing sector. Across Northern Ireland, housing associations have faced sustained pressures arising from the cost of living crisis, inflationary impacts on construction and maintenance, increasing regulatory expectations, and the ongoing need to respond to climate and sustainability commitments. Demand for high-quality, affordable homes continues to rise, placing organisations such as Ark Housing Association at the very heart of delivering both social value and long-term stability for communities.

Against this backdrop, Ark has remained focused on its core purpose: providing safe, affordable, and high-quality homes while supporting the wellbeing of our tenants. We have worked hard to strengthen our services, ensuring that tenants receive reliable, responsive, and person-centred support. This has included further investment in our housing management services, improvements to repairs and maintenance performance, and a continued emphasis on listening to tenant feedback to shape our priorities.

We have also made important progress in advancing our strategic ambitions for growth. Despite a complex development environment, we have continued to identify opportunities to increase our housing supply in a responsible and sustainable way. Our development programme reflects our commitment not only to increasing the number of homes but also to ensuring that they meet high standards of quality, accessibility, and environmental performance. This approach is critical as we respond to both immediate housing need and the longer-term challenge of decarbonisation.



Stakeholder Meeting for Tillie & Henderson Shared Housing Development, Abercorn Road

> *"By staying true to our values and working together, we will continue to provide safe, affordable homes and strong communities for years to come."*

Financial resilience remains a key priority in an uncertain economic landscape. During the year, we have maintained a prudent and disciplined approach to financial management, carefully balancing investment in services and homes with the need to safeguard the organisation's long-term viability. This has enabled us to continue delivering against our objectives while maintaining strong governance and financial oversight.

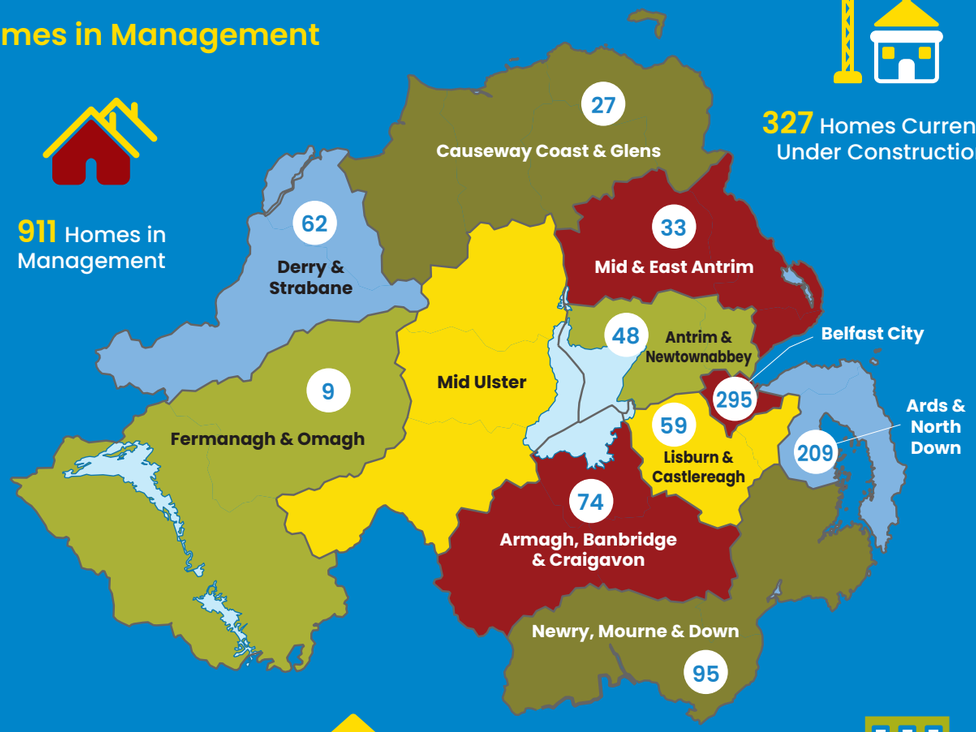
None of this progress would be possible without the dedication and commitment of our people. We would like to extend our sincere thanks to our staff, whose professionalism, care, and resilience continue to make a difference to the lives of our tenants every day. We also thank our Board members for their strategic leadership, robust scrutiny, and unwavering commitment to good governance during a demanding period.

We are equally grateful to our partners and stakeholders, including local authorities, contractors, regulators, and community organisations. Their collaboration and support are essential in enabling us to deliver on our mission and to respond effectively to the evolving challenges facing the sector.

Looking ahead, we recognise that uncertainty will continue, but so too will opportunity. Ark Housing remains well positioned to adapt, innovate, and grow, with a clear focus on quality, sustainability, and tenant outcomes. By staying true to our values and working together, we are confident that we will continue to provide safe, affordable homes and strong communities for years to come.

Annual Highlights

Homes in Management



911 Homes in Management

327 Homes Currently Under Construction

64 New Homes Started on Site in 25/26

£8.46m Turnover in 25/26

£912K in Planned Maintenance and Component Replacements

1,238 Homes in Management or Under Construction

5,401 Response Repairs Ordered

87.6% Repairs Completed on Time

£34k on 19 Home Adaptions

Highest Possible Regulatory Rating of **1**

77.5% Overall Tenant Satisfaction

7 Shared Housing Developments

42 Staff

£36.3k Invested in Staff Training

Corporate Themes

Leading Employer

Staff Receive Learning and Development	100%
Employee Retention	98%

Service Excellence/Satisfied Customers

Overall Repairs Performance	87.6%
Occupancy Rate	98%

Better Homes/Greater Diversity

Carbon Monoxide Alarm Servicing	100%
Fire Alarm Servicing	97%

Financial Assurance, Sustainability

Rent & Other Charges Collected	99.3%

Engaged Communities

Scheme Meetings	78
Tenant Forum Meetings	16

QUALITY HOMES Ark HOUSING STRONG COMMUNITIES

100% Staff Learning and Development

98% Employee Retention

100% Carbon Monoxide Alarm Servicing

97% Fire Alarm Servicing

78 Scheme Meetings

16 Tenant Forum Meetings

87.6% Overall Repairs Performance

98% Occupancy Rate

99.3% Rent and Other Charges Collected

Housing and Customer Services

Housing Stock by Type	
General Needs	759
Sheltered	75
Supported	52
Homeless	25
Grand Total	911

Average Rent Table		
No. of Beds	No. of Homes	Average Rent
1	230	£92.21
2	493	£117.97
3	160	£129.92
4	11	£140.30
Bedsit	17	£49.80
Grand Total	911	

Rent Arrears	
Total arrears	9.7%
Current tenant arrears	7.2%
Former tenant arrears	1.7%
Net current tenant arrears	1.5%
Non-technical arrears	5.1%

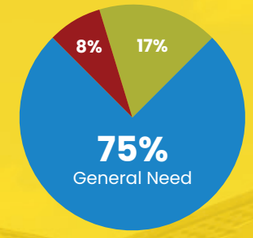


Scheme Walkabout at Conor House

Rents - Total Allocations 141

Permanent Allocations 126

Temporary lets to our homeless family hostel 15



General Need 75%

Sheltered 8%

Supported 17%

Average re-let time 29 working days

Anti-Social Behaviour

Cases 11 **Closed 100%**

ASB Reported:

Threatening behaviour 38%

Noise 31%

Harassment & intimidation 23%

Neighbour dispute 8%

Complaints

Formal complaints received	**5**
Responded to on time	100%
Resolved at stage 1	60%
Resolved at stage 2	40%
Complaint type: Customer Services	40%
Repairs	60%

Tenant Satisfaction

Overall Satisfaction	77.5%
Standard of Home	82.9%
Repairs & Maintenance	78.3%
Keeping them informed on what matters	81.2%
Ark Services treats me fairly and with respect	86.2%
Ark contributes positively to their neighbourhood	81.4%
Ark's approach to handling anti-social behaviour	69.6%

Homeless Services



Big Lunch at Moyard House

Floating Support Service

Total Number of clients supported throughout the year	309

Breakdown of clients (Adults/children)

Adults	430
Children	691

Total no of High, Medium, Low cases throughout the year

High	113
Medium	105
Low	72
Unknowns (didn't engage)	19

Total number of clients moved on successfully	205
Successfully completed a programme of support	183
Unplanned	22

Move on reason

Successful outcome/ tenancy sustainment	110
Allocated permanent Social Housing	34
Took up PRS tenancy	2
Planned moves into Single Let	5
Planned moves into supported housing	2
Internal transfers	8
Referrals were ineligible or out of area but received initial support and were successfully signposted	21



Belfast International Arts Festival Community Ticket Scheme

Case Study

The Community Engagement Officer coordinated ongoing support with the Education Authority's Intercultural Education Services, enabling 12 families (53 individuals) to access school placements, SEN assessments and in-school support. Examples include helping a Somali family register for school meals and uniforms and navigate the EA portal independently, and supporting a Traveller family to secure a school placement and SEN statement for their non-verbal child with ASD, so that their other child is now thriving with additional support in place.



Homeless Services visit to Windsor Stadium

Community Investment

During 2025-2026



Mural Launch at Malone Mews

78 tenant and scheme meetings

141 COMMUNITY ACTIVITIES

1,452 ADULT PARTICIPANTS AND **168** CHILDREN

10% of tenants signed up to tenant engagement register



Tenants Forum:

Met 16 times this year and were involved in:

- Planning and delivering annual tenant conference
- Reviewing and approving the 26/27 tenant participation budget
- Monitoring KPIs
- Reviewing the tenant handbook alongside staff



Community Pop-Up at Catherine Court

Shared Housing:

During **2025/2026** our Shared Housing Programme continued to develop and deliver on our good relations plans across each of these developments. In addition to this, we partnered with Apex, Choice, Clanmil and Radius Housing Associations to commission a research report into **'Creating Sustainable Communities'** which was launched at Stormont in May 2026.



Creating Sustainable Communities launch

£2.6m Total Budget

7 Shared Housing Developments

183 Housing For All Programmes

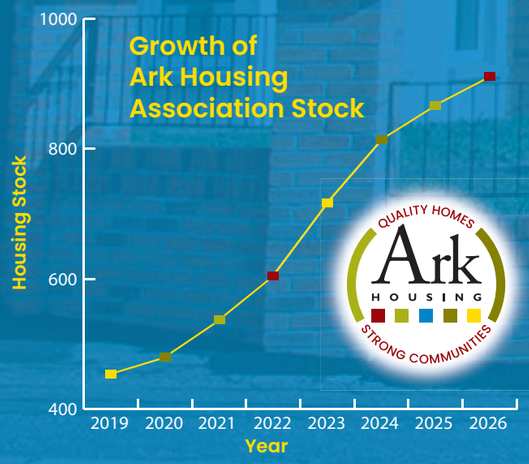
Housing Stock Overview

Ark's Development programme continues to make significant progress, with sustained investment and delivery ensuring we remain on track towards achieving our ambitious 5 year strategic target of providing 1300 homes.

Homes Under Construction



Newry, Mourne and Down	38
Armagh City Banbridge and Craigavon	8
Mid Ulster	45
Derry & Strabane	181
Causeway Coast and Glens	17
Belfast City	27
Lisburn and Castlereagh	11
Total	327





Donaghadee Road

£69.6m
On Site Investment

64
Homes Started On Site

44
Completions

327
Homes Under Construction

Housing Supply – Schemes Under Development



Tillie & Henderson

- Flagship scheme - 131 apartments comprising 59 Category 1 units (including 6 wheelchair accessible homes) and 72 general needs units (including 8 wheelchair accessible homes).
- This is a significant and exciting development, representing the largest scheme undertaken by the team to date.
- The scheme will acknowledge the site's heritage through a representation of the former shirt factory and the commissioning of a statue celebrating the contribution of its workers.
- **The current estimated completion date is March 2028.**





Ballygawley Road

- 45 residential units comprising 8 apartments, 34 general needs homes, and 3 wheelchair accessible properties.
- This is an innovative pilot scheme for Ark using modern methods of construction to deliver a passive housing development.
- Incorporating a wide range of measures to minimise construction waste and reduce carbon emissions, including the use of Insulated Concrete Formwork (ICF). The scheme also features extensive wildflower planting to enhance biodiversity and minimise environmental impact.
- **The anticipated completion date is April 2027.**





Ballykelly

- Development comprising 17 residential units, including 4 apartments, 12 houses, and 1 complex needs bungalow.
- This is a high-quality scheme that has been thoughtfully designed, with the developer successfully delivering homes that complement and integrate well with the surrounding area.
- **Estimated completion date is October 2027.**





Granemore Road, Phase 2

- Phase 2 of a successful rural housing scheme.
- Completion of the final 8 properties, bringing the total development to 21 homes.
- **Anticipated completion date is July 2027.**

Assets and Capital Works

Repairs Completed

Response repairs orders raised including voids 5,401 (a 18% increase on 2024/25)

Response Maintenance

- Routine – **88%**
- Urgent – **85%**
- Emergency – **89%**

Stock investment

£912k Invested in Planned Maintenance and Component Replacements

Undertook Fire safety Improvements in 189 Homes

Solar Panel Installations on 16 Homes

Planned Kitchen Replacements in 25 Homes

Key Projects

Conor House Redecoration

Cumain House External Painting

Adaptations

£34k on 19 Home Adaptions

Kitchen Replacements at Roseville House



New safety features at Roseville playpark



Redecoration at Conor House



Redecoration at Conor House

Financial Performance

Ark Housing Association demonstrated strong financial performance for the year ended 31 March 2026

Key Financial Highlights

- **Surplus before pension items:** Approx. **£730K** (£1.013 million in 2025)
- **Annual turnover:** Increased by **5.63%** to over **£8.46 million** (£8.0 million in 2025)
- **Property investment:** Additional **£17.7 million** invested in fixed property assets, bringing total property assets to over **£145.8 million** (£128 million in 2025)
- **Homes in management: 911 homes** (867 in 2025)
- **Homes under construction: 327 homes** on site and under construction
- **Borrowings:** Increased by **£5.3 million** to **£37.9 million**
- **Undrawn Revolving Credit Facility: £15 million**
- **Total funds:** Over **£10.4 million**

Key Highlights

	March 2026	March 2025
Number of Homes	**911**	867
New Homes Started on Site	**64**	74
New Homes Completed	**44**	53
New Homes Under Construction	**327**	319
Number of Staff	**42**	41
Turnover	**£8,466,130**	£8,014,780
Surplus on Ordinary Activities	**£729,871**	£1,013,158
Development Spend	**£17,733,503**	£14,795,704
Grants Received	**£12,011,679**	£9,668,746

The financial statements, prepared in accordance with FRS 102 and the Housing SORP 2018, demonstrate the Association's continued growth and financial resilience. Significant investment in new and existing homes, alongside an expanding development programme, has strengthened Ark Housing Association's asset base and increased the number of homes under management. The Association continues to maintain a strong financial position, supporting its long-term strategic objectives and commitment to providing high-quality social housing.

Income & Expenditure Account for the year ended 31 March 2026

	2026	2025
	£	£
Turnover	**8,466,130**	8,014,780
Operating costs	**(6,389,821)**	(5,893,153)
Operating Surplus	**2,076,309**	2,121,627
Interest receivable and similar income	**22,215**	19,070
Interest payable and similar charges	**(1,486,653)**	(1.153,539)
Other finance costs	**6,000**	6,000
Additional Pension Service Costs	**112,000**	20,000
Surplus on ordinary activities	**729,871**	1,013,158
Actuarial (loss)/gain on pension scheme	**(118,000)**	(26,000)
Total comprehensive income for the year	**611,871**	987,158

Balance Sheet as at 31 March 2026

	2026	2025
FIXED ASSETS	£	£
Housing properties - depreciated cost	**133,702,677**	117,678,045
Other tangible fixed assets	**746,783**	803,081
	134,449,460	118,481,126
CURRENT ASSETS		
Debtors	**4,892,739**	3,034,095
Cash at bank and in hand	**516,186**	3,866,737
	5,408,925	6,900,832
Creditors: (amounts falling due within one year)	**(10,552,773)**	(12,728,269)
Net Current (Liabilities)/Assets	**(5,143,848)**	(5,827,436)
Total Assets Less Current Liabilities	**129,305,612**	112,653,689
CREDITORS: (amounts falling due after more than one year)	**(118,908,943)**	(102,836,871)
NET ASSETS	**10,396,669**	9,816,818
Capital and Reserves		
Called up share capital	**10**	10
Capital reserve	**46**	43
Restricted reserves	**(4,055)**	27,968
Revenue reserve	**10,400,668**	9,788,797
TOTAL FUNDS	**10,396,669**	9,816,818

Board and Committees

Board of Management and Advisors

Mr Tom Doran (Chair)

Mr Ian McAvoy (Vice-Chair)

MS Nicole Mulholland (Retired 30 June 2025)

Ms Deborah Reynolds (Retired 30 June 2025)

Ms Sara McClintock

Mrs Denise McElrea

Ms Catherine Blackbourne

Mr Robert Hutchinson

Ms Chi Ting Yip

Mr Christopher Dickinson

Mr Robbie McNaugher (Appointed 2 June 2025)

Mr Ciaran Andrews (Appointed 2 June 2025)

Mr Ross White (Appointed 2 June) - Resigned 31 March 2026)

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 IP000306

Registered with the Department for Communities (NI) R50

Registered with the Charity Commission for Northern Ireland NIC104547

Solicitors

Edwards & Co., 3rd Floor, Sessia House, 61-67 Donegall Street, Belfast BT1 2QH

Independent Auditors

RBCA Limited, Linenhall Exchange, 26 Linenhall Street, Belfast BT2 8BG

Bankers

Danske Bank, Donegall Square West, Belfast BT1 6JS



Board Away Day at Ravara Court

Making a Positive Difference by Empowering People and Communities

Contact Us:
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Belfast BT9 7ET

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Linkedin.com/arkhousingni

Scan here to visit the
Ark Tenant's Portal

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And Charity Commission of Northern Ireland (NIC 104547).

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Granemore Road