



Providing quality community housing
across Northern Ireland

Vision Statement

“More than just a Landlord”

We know that being a great landlord is more than just providing the ‘bricks and mortar’ or providing a home to rent. We perform a much wider range of functions to support our mission including roles as developer, employer, partner and advocate.

To help us achieve our mission, therefore, we have developed the following vision for the future:

“To be more than just a landlord, to put our tenants’ voice at the heart of what we do and to deliver great homes and services, supporting communities and improving lives.”

Values

Our values are very important to us; they are our guiding principles driving what we do and how we work. They set standards that our customers can expect from us. They also help us to manage performance, recruit new staff and recognise and reward good work. Our values are what will help us to achieve our strategic and business plan objectives.

They are as follows:

Caring: We care about our staff and tenants and will help and support them in achieving their goals.

Fair: We celebrate diversity and are committed to treating everyone fairly.

Open: We are open with our staff, tenants and partners about what we do, how we work and our decision-making.

Honest: We are honest with ourselves and others and will keep our ‘promises’.

Professional: We demonstrate high standards of conduct and a ‘can do’ attitude – solving problems and continuously improving.

Respectful: We show others the respect we would wish to receive.

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Combined Chair and Chief Executive Statement



Colin McCusker
Chairman
South Ulster
Housing Association

"This is my last year as Chair of South Ulster Housing Association. I am delighted to be handing over to the incoming chair Angela Clarke. We wish her all the best for her tenure".

Kieran Matthews
Chief Executive
South Ulster
Housing Association

We are delighted to present this year's annual report for South Ulster Housing Association. The year under review 2018-19 has been another excellent year for our Association and is year 1 in our new 5 year corporate planning cycle.

We have had a successful year in delivering on our business plan and we are grateful for the hard work and support of staff, business partners, the Board of Management, the Department for Communities and other stakeholders in achieving that success.

Building on the successes achieved over the life of the previous 5 year plan the Association, again, looks forward confidently, to delivering more homes and providing all our tenants with the highest possible standard of service.

This report sets out our performance for 2018-19 which the Association measures against the business objectives and targets set at the beginning of the year. Our financial performance was strong and we delivered an operating surplus on ordinary activities of £1.37m. Turnover for the year was £7.5m, up 17.1% on 2017-18, helped by the receipt of £546k in Gift Income. Loan interest paid was £1.1m and property loans outstanding at year end stood at £24.2m. At year end the Association was in a healthy financial position and over the year operated comfortably within the covenants contained within the loan facility agreements with our private funders.

In the year the Association contributed 96 homes to the Social Housing Development Programme, providing much needed homes. This represents a total investment of £12.3m in social housing, supported by £7.7m receivable in Housing Association

£7.5m

Turnover
2018/19

£993k

in improvements
and major works
to properties



Ballynahinch Road, Lisburn

Grant. We are committed to consistently deliver a minimum of 50 homes each year for the Social Housing Development Programme and our future tenants. The delivery will be through the development of traditional new build schemes, competitive land, design and build and the acquisition of new off the shelf properties. To meet our goal of delivering social housing we continue to maintain effective working relationships with the key stakeholders.

Efficient and effective financial management has allowed the Association to deliver excellent services to tenants that included improvements and major works to properties throughout the year at a cost of £1m.

This work contributed to achievement of our corporate objective of improving neighbourhoods and maintaining our reputation as a leading provider in social housing.

The Association exceeded response time targets and achieved high levels of satisfaction with Contractor performance. Overall achievement against Corporate Plan, Key Performance

Indicators, has been strong and our planned maintenance works programme was completed on time and within the contract sum. Most importantly, 98% of our Tenants were very satisfied with the contractor's performance. The Association completed the following planned works in the first year of the new 5 year planning cycle.

- 30 kitchen replacements
- External Cyclical Maintenance on 200 homes
- 60 Heating upgrades
- 40 bathroom upgrades
- 22 window/door replacements

Continuing our commitment in the year ahead, almost £1 million will be invested in Planned Maintenance works focussed mainly on kitchens, window and door replacements, heating upgrades and External Cyclical Maintenance.

In 2018-19 the Association processed over 6,000 repair orders spending over £700k on response maintenance to meet our service



10 days

Average
re-let
period

90%

of tenants surveyed
would recommend
the Association to
family and friends

provision to Tenants. Quality assurance checks were carried out on completed orders to ensure that work is carried out to the appropriate standard and to the satisfaction of Tenants.

Honouring our commitment to ensuring that Tenants can continue living in their homes the Association carried out disabled adaptation work on 40 properties in 2018-19, quality checking all of the works carried out.

Reflecting the Association's commitment to supporting the provision of care in the community, the Association is pleased to have worked, throughout the year, in partnership with Praxis Care and Inspire Wellbeing.

The Association's housing management team worked throughout the year to sustain tenancies, allocate void properties on a timely basis, maximise rental income, minimise arrears and strengthen our relationship with our tenants.

Our average re-let period was 10 days resulting in a rental loss of just 0.28% (excluding Long-term voids) of annual rent and rates receivable. We have in place a Tenant Participation Strategy which is designed to increase, as appropriate, levels of tenant participation and provide more opportunities for meaningful engagement as well as a range of levels of involvement to suit tenant's lifestyles.



Other tenant support initiatives focused on developing projects and partnerships with external organisations to provide additional housing related support to our tenants who require it.

The Association values its staff and thanks them for their hard work and dedication throughout the year.

Looking ahead there remains many challenges, in particular the need to manage the impact of welfare reform, political and economic uncertainty and the increasing threat from cyber crime. The issue of undoing the reclassification for Housing Associations as Public Bodies lingers on.

In response to the challenges we will continue to seek to ensure Value for Money is achieved from both the services received from suppliers and in services provided to tenants. Where appropriate the Association will look to diversify and to take on and manage more risk. The Association is adapting to meet tenant expectations in the changing economic environment and remains clear on its social objectives.

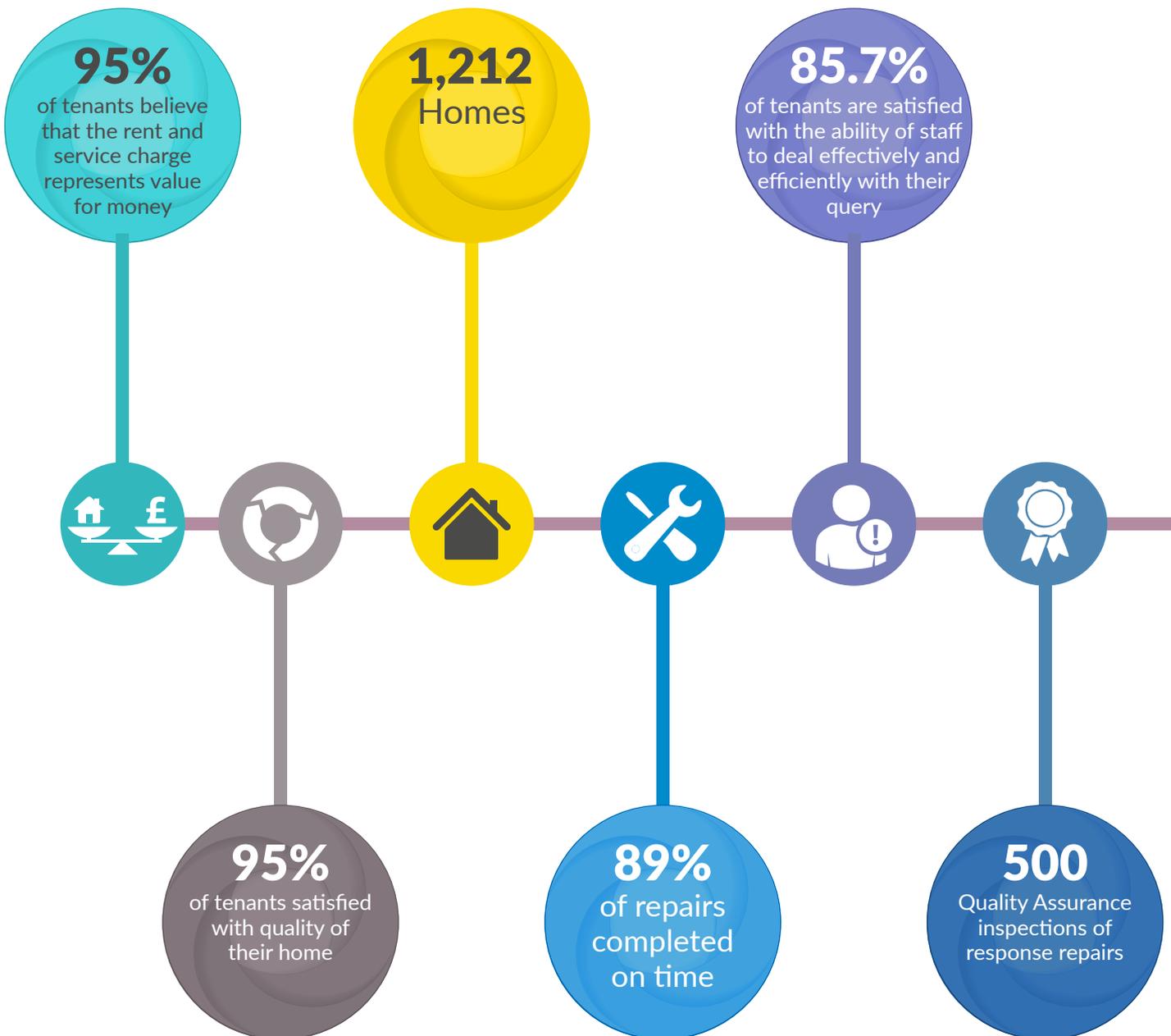
Our current five-year Corporate Strategy reflects our desire to make a positive difference to our tenants and their local communities. It reflects our commitment to growth and continuing support to tenants through the provision of high quality services.

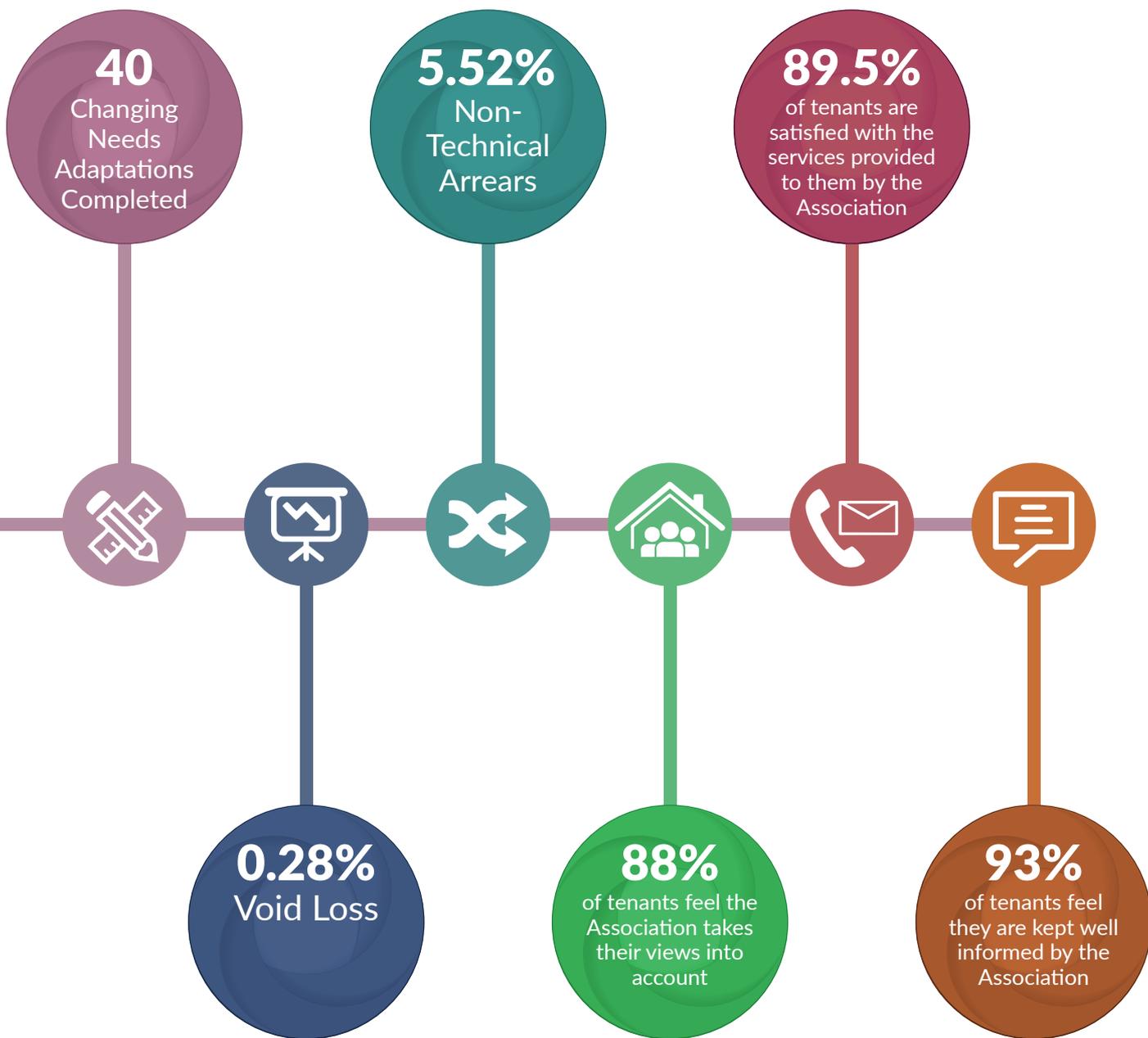
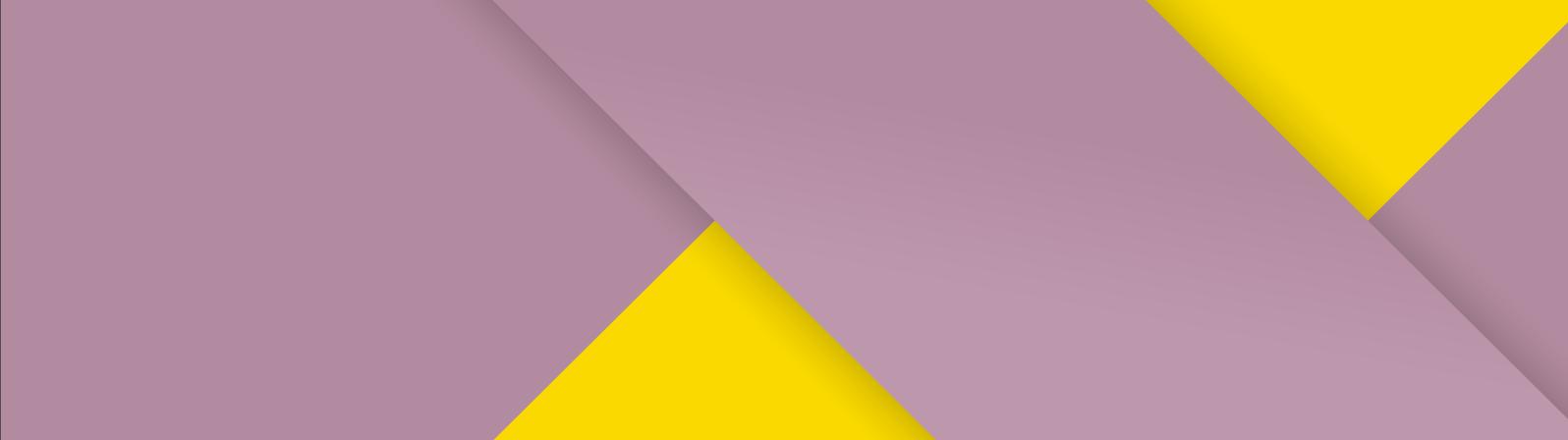
We will continue to take steps in achieving value for money and through the professionalism and dedication of our staff, are committed to continuous improvement.

2018-19 has been a successful year for South Ulster. We are in good financial health and our Board and management team possess the necessary skills and experience to make decisions which are in the long term interests of all our tenants and other stakeholders.

Finally, we would like to record our appreciation of the contribution made by those members of the Board retiring this year.

2018-2019 HIGHLIGHTS







High Quality Service Provision

HOUSING MANAGEMENT REPORT

HIGH QUALITY SERVICE PROVISION

At South Ulster Housing Association our aim is to put our tenants' voice at the heart of what we do. To succeed in achieving this aim, we ensure that the services provided to all our tenants are at a consistently high standard and tenant engagement is fundamental in achieving and maintaining this standard.

HOUSING MANAGEMENT REPORT

Our Housing Management report demonstrates our exceptional performance in challenging times throughout 2018-19 and illustrates the high standard of service provided with a commitment to continue to deliver such exacting standards.

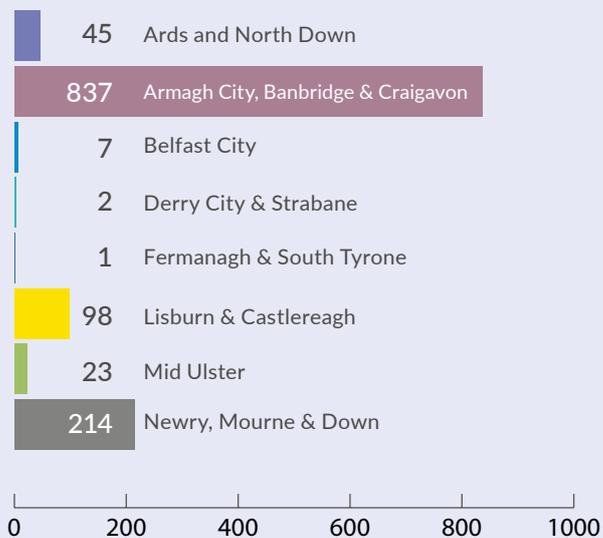
Rent Collection from
1st April 2018 to
31st March 2019

Rent Charged:
£6,009,970

Rent Collected:
£5,948,286

99%

Housing Stock by Council Area



Allocations 2018-19

125 properties were allocated in 2018-19 and the Housing Department recorded a strong performance on rental loss through void properties achieving 0.28% (excluding Long term Voids) of annual rent and rates receivable and narrowly missing corporate target of 0.25%.

(available for letting)
@ 31st March 2019

3 voids

General Needs Allocations **125**

No of new lets allocated **40**

No of re-lets allocated **85**

Average Void re-let time **10 days**



House Sales

2 properties sold in 2018/2019.

Arrears

At 31st March 2019, the Association had current and past tenant arrears totalling £185,000. Past Tenant arrears to the value of £25,000 were written off during 2018/19.

	Non-Technical	Actual %	Association Target	DfC Target
Current Tenant Arrears	152k	6.04%	4.00%	5.00%
Past Tenant Arrears	33k	0.52%	0.4%	-

The Housing Department has worked effectively to maximise rental income and minimise rent arrears. Arrears were higher than both DfC targets and Corporate target for both technical and non-technical arrears. The Association acknowledges that some tenants find it difficult to pay their rent and coupled with the impact of welfare reform we would encourage all who are experiencing difficulties with their rent/benefits to contact the Housing Department for advice and assistance as soon as possible.

Supported Accommodation

South Ulster Housing Association in partnership with PRAXIS and Inspire Wellbeing provide supported accommodation as well as a comprehensive support service to our residents in these jointly managed schemes.

The Association provides 55 units of supported accommodation in the Craigavon, Newry & Mourne, Belfast, Mid-Ulster, Derry City and Fermanagh & Omagh areas. Support is provided to residents throughout their tenancy to develop the necessary skills to maintain their own accommodation within a community setting.



Tenant Engagement Report

South Ulster Housing Association is committed to ensuring that Tenants receive the best service possible by engagement with tenants at every opportunity, monitoring levels of tenant satisfaction and providing a range of platforms for tenants to engage and provide appropriate feedback on provision of services.



Tenant Participation

The Association is committed to ensuring that all tenants receive the best service possible and to achieve this will provide a range of real opportunities for tenants to contribute to and influence decisions and the service delivery of the Association, placing tenants at the centre of our decision making process and to build upon our existing good practices and level of tenant involvement.

The Tenant Participation Strategy is designed to achieve increased levels of tenant participation, provide more opportunities for meaningful involvement as well as a range of levels of engagement to suit tenant's lifestyles.

If you would like further information on tenant participation or would like to get involved

please contact us on
028 3833 9795 or email
housing@southulsterhousing.org



High Quality Service Provision

HOUSING MANAGEMENT REPORT

Tenant Projects

South Ulster Housing Association recognises the benefit of developing partnerships with external organisations to provide additional housing related support to our tenants who require it. We work with a number of organisations to provide additional support to our tenants. APAC is one such organisation that works with people to help address problems that have led to difficulties with their neighbours and wider community and to help tenants sustain their tenancy with the Association. BCM Housing Support is another organisation that provides additional support for our older tenants which include practical tasks as well as emotional support, signposting to relevant agencies, advocacy, sustaining their tenancy, access to health services and safety and security in property.

South Ulster Housing Association took part in the Black Minority Ethnic Housing Champions project organised by Housing Rights. The aim of the project is to improve BME communities' understanding and knowledge about housing issues and to raise awareness of the advice services that they can access.

South Ulster Housing Association has given support to an initiative which allows people with learning difficulties and communication barriers to ask for an extra minute of patience when in customer service situations. We have demonstrated our commitment to customers/clients by taking part in training that will ensure our staff are equipped to provide excellent customer service to people with learning difficulties and communication barriers. The JAM Card, which stands for Just A Minute, is a social innovation from NOW Group an organisation that supports people with learning difficulties and autism. The JAM card/app is a discreet way of telling people that sometimes they need a little extra time and patience. We are delighted to be part of this initiative as we are committed to designing our services around the needs of our customers.

The Association linked in with the Southern Health and Social Care Trust's Community Health Improvement Officer and Support Workers to promote safer homes/communities. The role of the Home Safety Champion is undertaken by the Estates Compliance Officers and their function is to cascade the home safety messages in line with awareness campaigns to the general public and specifically families and carers of those children aged less than 5 years and adults over 65 years.

They are able to advise tenants on:

- Home safety in context,
- Causes of home accidents,
- Cost of accidents,
- Who is at risk
- Maintaining a safe environment
- Effective accident prevention interventions
- Risk assessment
- Evaluation
- Action plan

Tenant's Needs

In addition to the Tenant Satisfaction Survey we undertook to research and profile the needs of our tenants. Subjects addressed were welfare reform, digital and internet competency and community initiatives. An outcome of this was the provision of digital skills training by SERC to enhance tenant's digital skills making them more computer confident and a practical workshop on applying on-line for Universal Credit.



High Quality Service Provision

HOUSING MANAGEMENT REPORT

Tenant Satisfaction Surveys

South Ulster Housing Association values feedback from our tenants on the services we provide. The results of our 2018–19 survey illustrates high levels of satisfaction levels across all our services. The purpose of the surveys is to allow tenants an opportunity to effectively assess the services we provide and give them an opportunity to identify areas for improvement which the Association takes on board and undertakes appropriate action. Tenants engagement is vital to ensure that tenants are kept informed of our services and that their views are taken into account.

We continually welcome our tenants to get on board and advise us of areas where we could improve or suggest changes that we could make by contacting us by phone, email info@southulsterhousing.org or by calling into the Office and discussing it with a member of staff.

The survey gave tenants an opportunity to advise the Association of areas that they consider a priority and some of the highlights from our Tenant Satisfaction Survey are:



Overall Quality of Accommodation

95% satisfied



Rent

95% satisfied



Neighbourhood

85% satisfied

Priority Services for Tenants







Provision of quality homes,
services and neighbourhoods

PROPERTY SERVICES REPORT

Delivering quality homes, services and neighbourhoods

South Ulster Housing Association is committed to providing a first class property maintenance service that meets our tenants' expectations and future aspirations.

MEASURED TERM CONTRACTOR PERFORMANCE

Category	No. completed on time	Total No. completed	KPI Target %	Completion Performance %
Emergency (24 hrs)	1,752	1,929	85%	91
Urgent (4 days)	1,796	2,044	85%	88
Routine (28 days)	1,874	2,120	85%	88
TOTAL	5,422	6,093	85%	89

As part of our commitment to Quality, 100% of repair works over £500 were post inspected prior to payment with an additional 8% of lower value orders inspected to ensure high levels of workmanship.

100% of Change of Tenancy and Disabled Adaptation Works were post inspected prior to payment

Aids & Adaptations

In 2018–19 South Ulster Housing Association completed over 40 Disabled Adaptation requests including ramps, level access showers, lift installations and grab rails. This element of our repairs service is key in ensuring our tenants can remain living in their home

Planned Maintenance

South Ulster Housing Association invested £1 million in our planned investment programme in 2018–19 including:

22 Window/Door Replacements

60 Heating Upgrades

42 Bathroom Replacements

30 Kitchen Replacements

External Cyclical Maintenance to 200 homes

36 Major Internal Works

Quality Assurance Inspections were carried out following completion of the project and we are pleased to note that 98% of our tenants were satisfied with how the contractor completed the works.

DEVELOPMENT REPORT



Belfast Road, Comber

The Development department contributed to the success of South Ulster Housing Association during 2018-19 with a contribution to the Social Housing Development Programme of 96 Homes.

£12.3m

total investment
in social housing

£7.66m

receivable in Housing
Association Grant



Gibson Street, Belfast

The Homes were delivered to the SHDP as follows:

Scheme	Units
Gibson Street, Belfast	5
Redcar Street, Belfast	12
Causeway End, Lisburn	14
Glen Road, Glenavy	23
ESPs	10
Kings Lane, Warrenpoint Off the Shelf	6
Belfast Road, Comber Off the Shelf	8
Ballynahinch Road, Lisburn Off the Shelf	6
Garvaghy Road, Portadown	12
TOTAL	96

New Build Development

In 2018–19 the Association started five schemes on site, four through Land Design and Build Competitions and one through traditional Land Acquisition and Construction procurement.



Artists Impression Glen Road, Glenavy

2019 and Beyond

South Ulster Housing Association anticipates an onsite start within 2019-20 on four sites to be delivered through Land Design and Build Competitions.

South Ulster continue to build on the strong finish to 2018/2019 with plans for 2019/2020	
Start onsite College Square, Belfast	48 Homes
Start onsite Sloan Street, Lisburn	21 Homes
Start onsite Belfast Road, Newry	26 Homes
Start onsite Kilwilkie Road, Lurgan	16 Homes
ESP	3 Homes

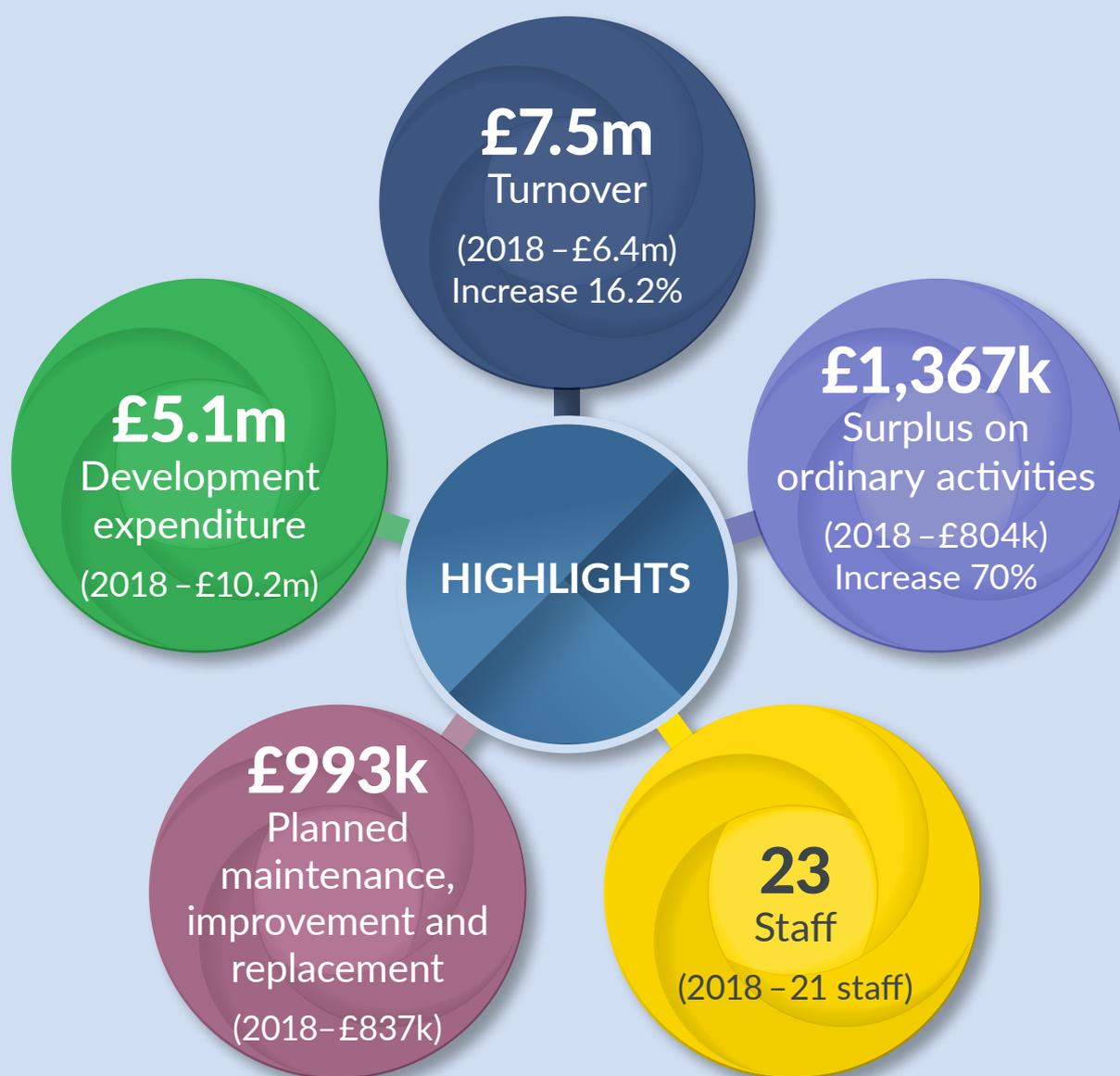
All in all, Development aim to add a total of 114 properties to the Company portfolio by end 2019-20 financial year. These properties will be In Belfast City, Lisburn& Castlereagh and Newry, Mourne and Down and ABC District Council Areas.

South Ulster Housing Association Development Team will continue to build strong relationships with local estate agents in areas of need, as identified in the Commissioning Prospectus for Social Housing Development Programme. Also the team will continue to forge strong links with both the Planning Departments for New Builds and DPG.

Should you have any opportunities you are aware of, please contact:

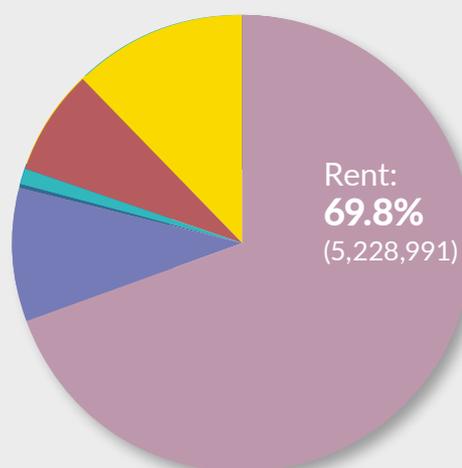
Development Department
on 028 3833 9795 or email:
info@southulsterhousing.org

FINANCE REPORT



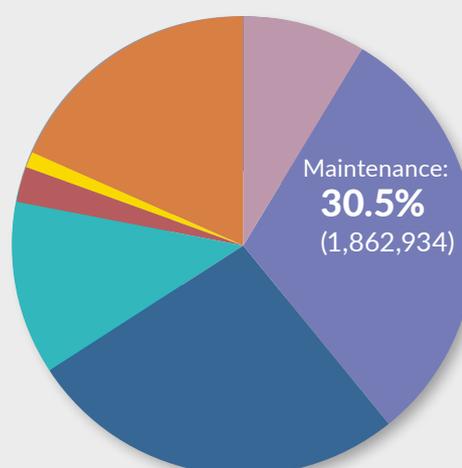
Turnover analysis

	£	%
Rent	5,228,991	69.8%
Rates	708,441	9.5%
Affordable Housing	15,451	0.2%
Tenant Services	81,106	1.1%
Non-social housing activities	545,968	7.3%
Income from Housing Association Grant	905,930	12.1%
Income from other grants	1,152	0.0%
Total	7,487,039	100.0%



Cost analysis

	£	%
Property Management	532,303	8.7%
Maintenance	1,862,934	30.5%
Depreciation	1,646,522	26.9%
Rates	734,104	12.0%
Other social activity costs	151,863	2.5%
Tenant Services	81,106	1.3%
Non-social housing activities	0	0%
Interest Costs	1,104,230	18.1%
Total	6,113,062	100.0%



FINANCE REPORT

Statement of Comprehensive Income

Turnover	7,487,039
Operating costs	5,008,832
Operating surplus	2,478,207
Surplus arising from sales of housing property	169,724
Transfer to disposal proceeds fund	(159,707)
Interest receivable and similar income	4,892
Interest payable and similar charges	(1,104,230)
Other finance loss	(22,000)
Surplus on ordinary activities	1,366,886
Actuarial gain in respect of pension schemes	86,000
Retained surplus for the financial year	1,452,886
Retained surplus brought forward	14,085,811
Retained surplus carried forward	15,538,697

Statement of Financial Position

Fixed assets	
Housing properties - depreciated cost	88,156,646
Other tangible fixed assets	698,807
	88,855,453
Current assets	
Debtors	1,853,558
Cash at bank and in hand	1,300,033
	3,153,591
Creditors: amounts falling due within one year	(3,802,346)
Net current assets	(648,755)
Total assets less current liabilities	88,206,698
Creditors: amounts falling due after more than one year	(71,893,908)
Pension liability	(774,000)
Net assets	15,538,790
Capital and reserves	
Called up share capital	18
Capital reserve	75
Revenue reserve	15,538,697
Total funds	15,538,790

Creditors over 1 year

Loans	23,096,081
Housing Association Grant	48,370,960
Other	426,867
Total	71,893,908



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Department for Communities Registration Number R43
Industrial and Provident Societies Registration Number IP224
Charity Commission NI Registration Number NIC102344