



Annual Review  
2024-25

Celebrating

**35**  
YEARS

1990 - 2025



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Welcome to ARK's annual review for our 2024/25 financial and operating year.

I'm very pleased to report that this was another successful year for the business, with sales and profit actually growing from the prior year, which had already seen us achieve record performance for ARK.

Whilst the political and policy backdrop shows positive potential for our business, we have also had to wrestle with a range of headwinds including continuing cost inflation for our clients, increasingly stretched capacity for housing associations, local authorities and constructors, adverse fiscal changes hitting businesses generally and an uncertain economic context. To continue to deliver excellent results in the face of these challenges is great credit to our team and our leadership at ARK.

Late 2025 sees ARK arrive at a big milestone for our business. We are 35 years old; and I should know having teamed up with Jerry Gilbert to launch the business in 1990. Both Jerry and I are still active in the business. We have a strong track record of attracting great people to ARK who stick with the business for the long-term.

We've seen a lot of change over the years but are proud to have sustained continuing growth and to have kept pace with change and, more often than not, kept one step ahead of that change. Actually, some of the housing market and affordable housing fundamentals aren't that different now to those which applied in 1990. We're still chronically short of producing an adequate supply of new homes, especially affordable ones, and levels of homelessness and housing need remain sky high and rising.

We'll keep doing our bit to tackle the housing crisis and do that with the values and quality which have always been our trademarks.

Thanks very much to all the team for your hard work, skills and motivation.

Together, we've built a special business and I am very proud to be a part of that.

**John Paterson**  
Chair

# Mission, Vision, and Values

## Mission

To support the affordable housing sector to achieve its goals and deliver the high quality homes and services that residents deserve.

## Vision

To be the consultancy partner of choice for organisations which want to deliver excellent results through high performing people, assets and resources.



### Excellence

We provide a first class service that goes beyond our clients' expectations.

We are scrupulous, efficient and diligent in all that we undertake. We have a track record for delivering high quality projects which add value.



### Integrity

We are smart partners and critical friends because people trust us and we deliver value for money.

We are honest, transparent and reliable in our advice. We are friendly and approachable, which helps us to build long lasting relationships.



### Knowledge

We are sector leaders. Our expert team is highly skilled, knowledgeable, practical and experienced across a wide range of services.

We continuously adapt, innovate, learn and develop in order to meet the ever changing needs of our sector.



### Commitment

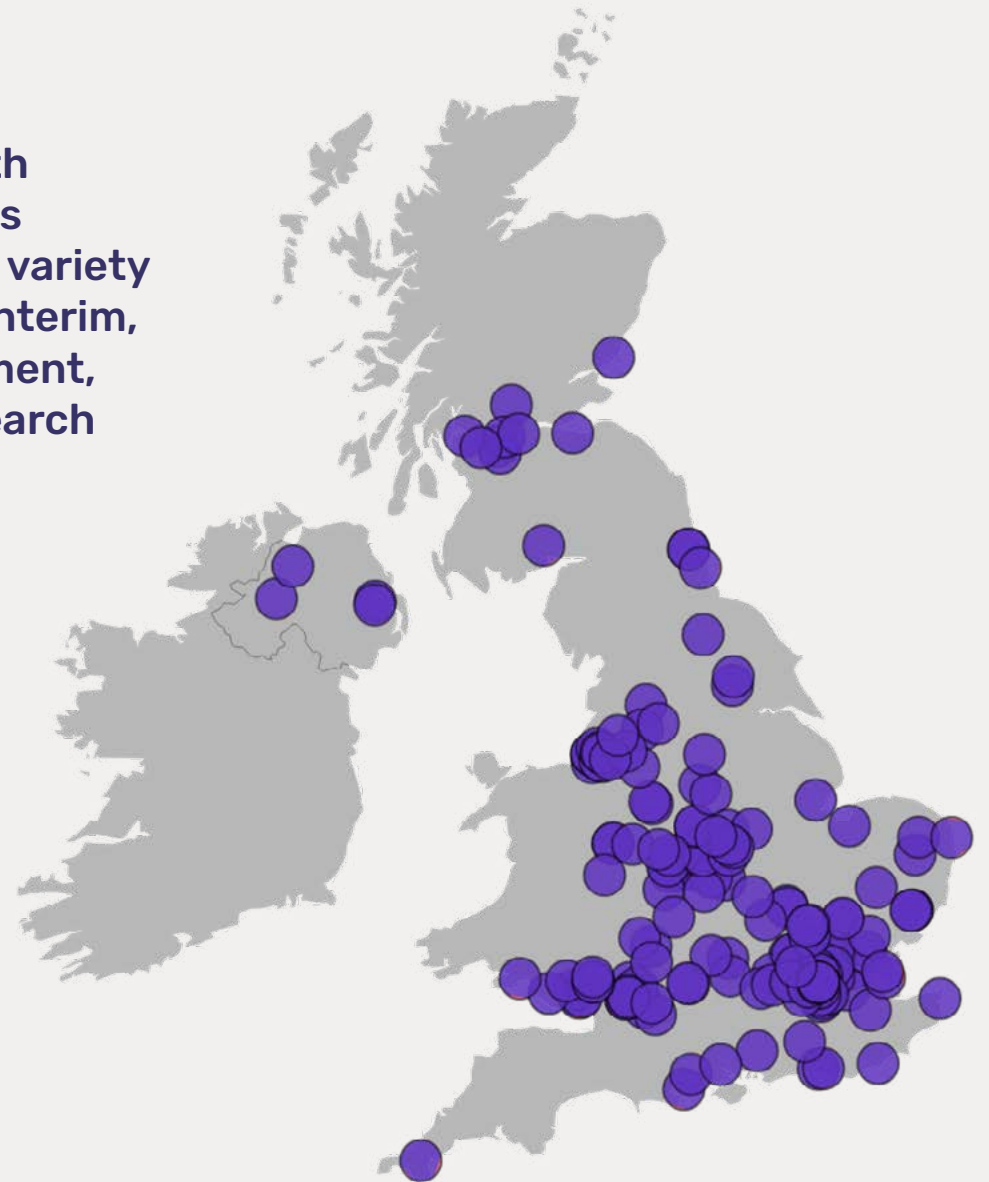
We are committed to working in the social housing sector because we want to make a positive difference to residents and communities.

We care about the people we work with and the environments we work in – we will be supportive, treating them with respect and empathy.

# Performance Info



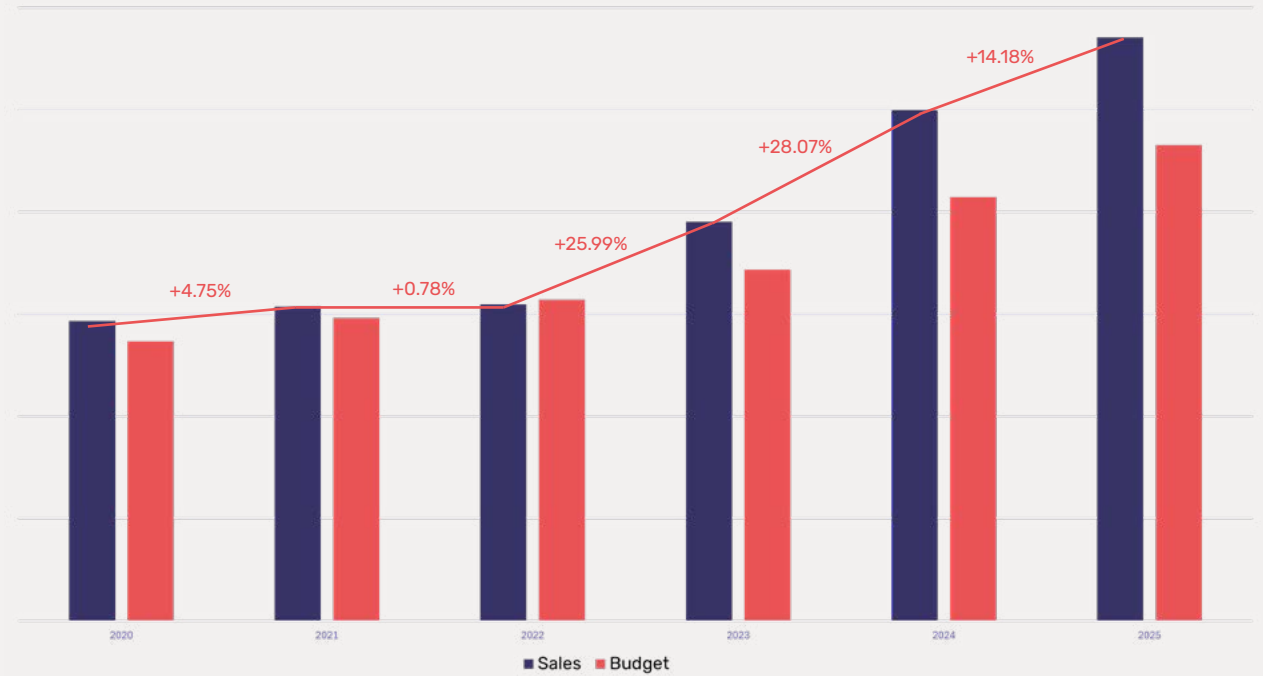
We partnered with **221** organisations delivering a wide variety of consultancy, interim, project management, training and research services.



# Financial Info

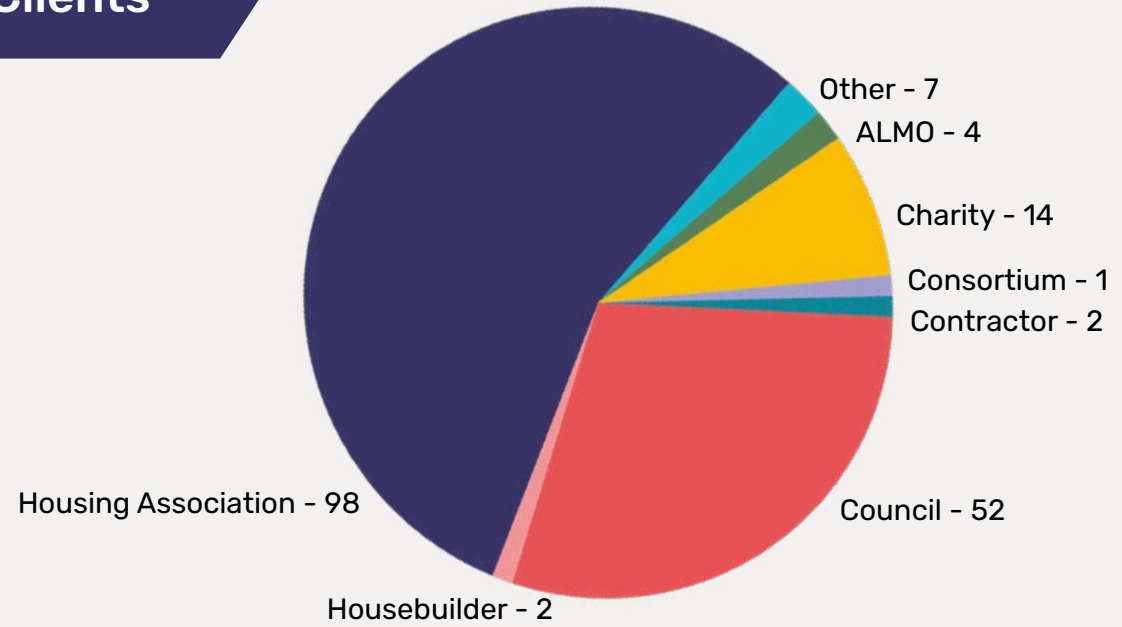


Annual Turnover vs Budget

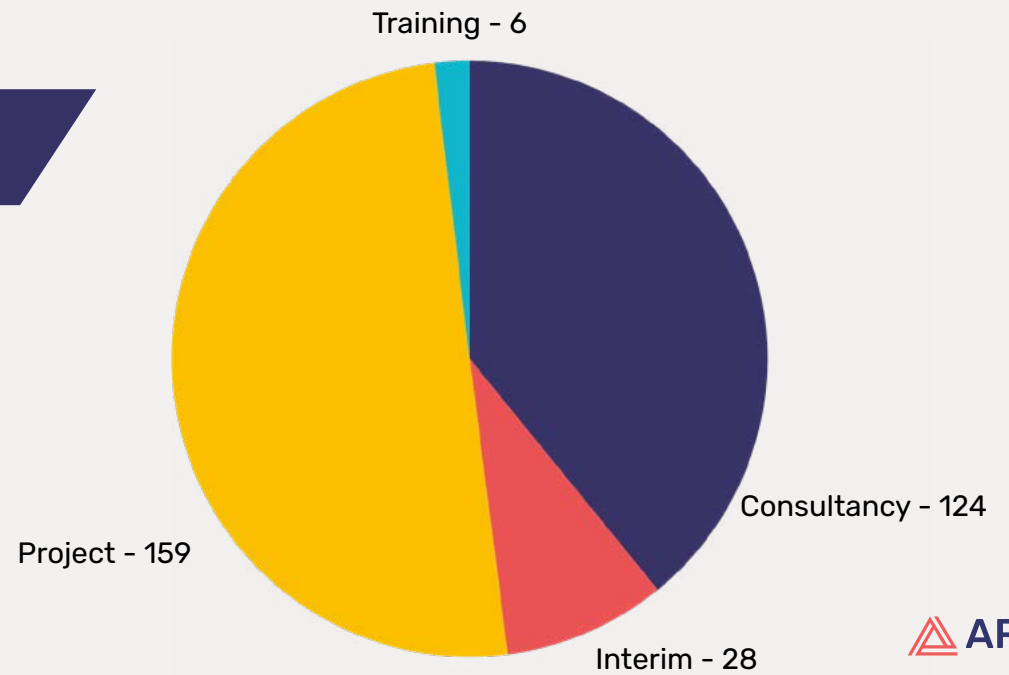




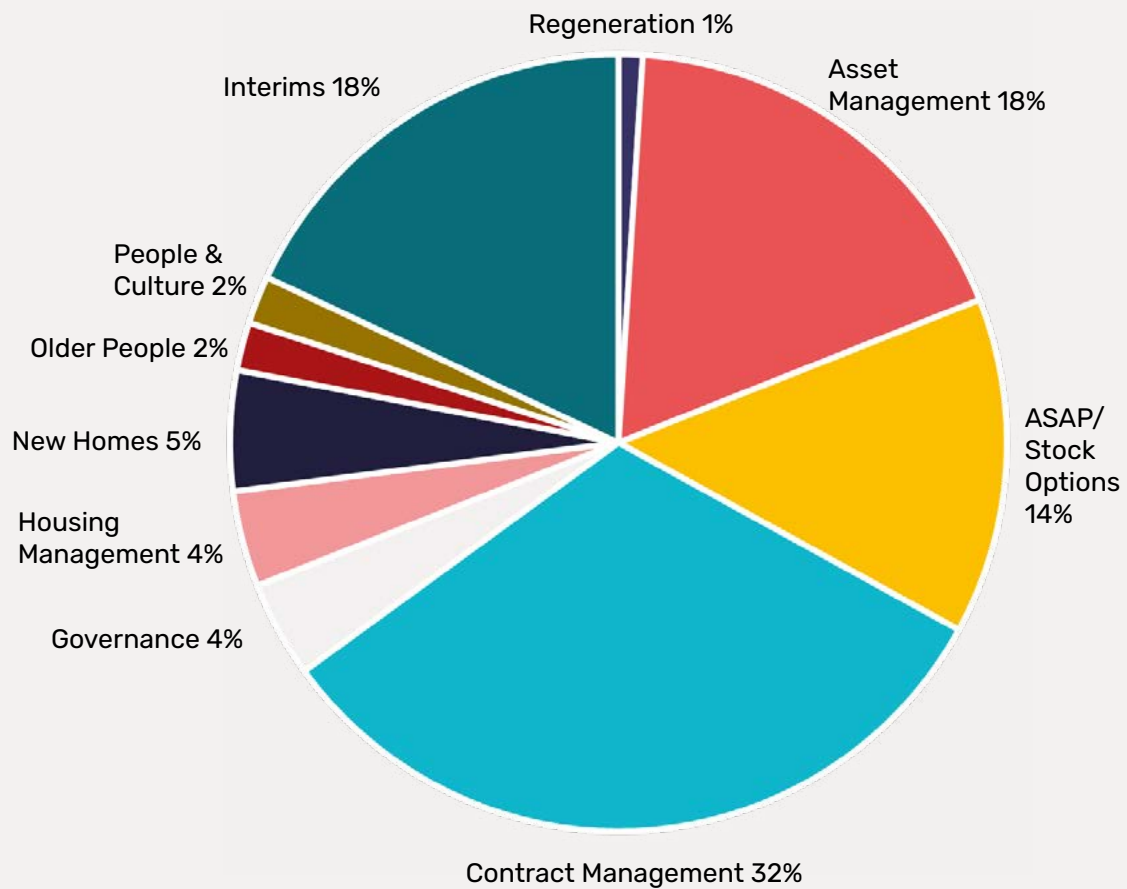
## Our Clients



## Type of Work



## Type of Service



# People Info



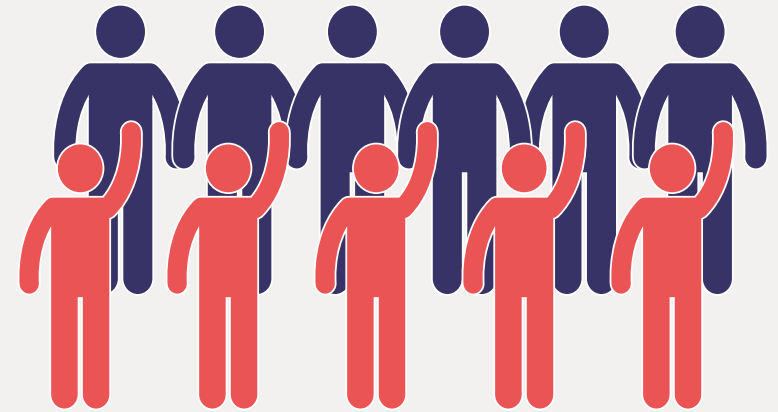
## Team Growth

11 new employees have joined the business since 1 July 2024 (6 CHIC and 5 ARK).

This is a

# 20%

increase in staff!



24 associates joined the team.

We now have an active Consultancy team of more than

# 100



# Other Key Achievements



**We were delighted that the Communities and Housing Investment Consortium (CHIC) Board approved our managing agent contract until 2029**

**Cyber Essentials Accreditation renewed**

**The ARK Strategic Asset Performance (ASAP) tool was shortlisted at the UK Housing Awards for 'Best use of data intelligence'.**

**Constructing Excellence Gold Standard Accreditation awarded for CHIC's Newbuild Framework**

# Environmental



## **ARK Decarbonisation Group**

We are committed to reducing our impact on the environment. We have measured our carbon footprint and we continue to work on reducing our emissions in order to achieve net zero. We recycle, purchase from sustainable suppliers where possible and encourage our team to reduce unnecessary car usage or travel by public transport.

## **Unlock Net Zero**

We are a founding member of Unlock Net Zero and continue to support the sector to decarbonise and retrofit social housing with measures which reduce reliance on fossil fuels and provide warm and efficient homes for residents.

## **Electric Car Scheme**

We introduced the electric car salary sacrifice scheme as part of our staff benefits from 1st July 2024. As a result, 4 employees now have electric cars. This has saved 2,375kg of CO2 emissions.

# Supporting Clients to Decarbonise



**Bromford.**

ARK carried out retrofit assessments and future costings for net zero as part of an options appraisal

**TAFF**

We completed retrofit assessments for The Welsh Housing Quality Standard whole stock assessment



We undertook retrofit assessments for The Welsh Housing Quality Standard whole stock assessment



EPC data collection



We led their warm homes bid, completed retrofit assessments and general advice

# Social

**Delivering social value is important to us and we help many clients to evidence they have achieved this. We aim to support the communities in which we work and the wellbeing of our team. This year, we have taken part in or participated in many volunteering and charitable initiatives.**



- Street Cleaning – in December, 10 team members volunteered to do some litter picking for the morning in the Jewellery Quarter.
- ARK Amble 2024 – for our 5th annual ARK Amble, the team took on the challenge of collectively trekking 1,590 miles to raise funds for The Outsider, a Scottish-based non-profit CIC which makes and donates sleeping coats for homeless people. We raised £2,000 – which allowed 20 coats to be given out.
- CHIC have completed 1,358 hours of volunteering.
- We donated £1,000 to sponsor the 500th Anniversary of the Lench’s Trust.
- We sponsored the CIH Fundraising Evening at the Housing Community Summit.
- In memory of our wonderful colleague, we sponsor the Ian Winslet – Mentor of the Year Award at the annual CHIP awards event which celebrates the delivery of social value across the sector.
- Tea and chat events – we organised two informal office get togethers for ARK employees where we could enjoy cake, a cuppa and a natter to help build team relationships and check in with each other.
- We employ Jericho, a social enterprise business, to clean our premises. They support people who face difficulties in gaining employment.
- Our Christmas Jumper day raised £220 for Save the Children UK.
- We organised a number of staff social events including a quiz night and a Christmas party.
- We participated in the West Midlands Bus Scheme which offered discounted ticket costs to encourage people to use buses more.

# Individual Volunteering



Paul O'Callaghan completed a grueling 40-mile charity walk across seven London football stadiums, raising over £20,000 for We Can Kick It, a charity for children affected by cancer, and Paul serves as Lead Coach for Brackley Town FC's U8 section, managing three teams of 27 children.



Adrian Redmond safely completed his charity sky dive on 13th April, raising funds for MSA Trust, after his brother-in-law was diagnosed with Multiple System Atrophy (MSA) a rare neurological disease, in 2023.



Neil Cox completed 48 miles via the David Goggins 4x4x48 Challenge. Over £2,100 raised in support of young epilepsy for their incredible work in this area.

# Governance



**As our business continues to grow, good governance is vital to our success. We are committed to promoting transparency and accountability in our decision making. As we mark our 35th anniversary, the business structure is evolving to meet our needs. We are creating new team structures to ensure there is good communication, information sharing, opportunities for development and succession planning to ensure the future success of ARK.**

## **Business Strategy**

We revised our business strategy to ensure it is focused and meets the needs of our clients. We held a Strategy Day with all our senior leadership team helping to shape our long-term objectives.

## **Communication**

We continue to communicate key business updates to all staff and associates through our monthly InsideARK newsletter plus we hold online quarterly Team Briefings where people can share updates and ask questions. The Business Growth Group has met regularly which allows collaboration and sharing of ideas and information across the organisation.

# Marketing

## Events we have run

### ARK Events

- Scottish Roundtable with guest speaker Greg Reed, CEO Places for People
- Asset Management roundtable at CHIC Conference
- ARK Away Day and Social
- Judged Northern Housing Awards
- ARK Amble
- 4 Quarterly Team Briefings
- Sponsored CIH Scottish Housing Festival
- Sponsored Housing Community Summit

### CHIC Events

- Welsh Housing Quality Standards Roundtable
- Legal Services Framework Launch Event
- Kitchen and Bathrooms Framework Event
- The Procurement Act Explained Webinar with SHAP
- JCT Contracts Training with Trowers and Hamlin
- Newbuild Framework Core Group Roundtable
- CHIC Community Pavillions at HOMES UK
- Fire and Building Safety Framework Launch Event
- Healthy Homes Core Group Roundtable
- Mechanical and Electrical Framework Launch Event
- CHIC Conference and Exhibiton
- CHIP Dinner ad Awards
- CHIC Sponsored Awards

## Conferences

ARK exhibited at

**5**

Conferences

ARK spoke at

**5**

Conferences

ARK attended

**12**

Conferences

CHIC exhibited at

**10**

Conferences

CHIC spoke at

**3**

Conferences

CHIC attended

**10**

Conferences





**Thank you to all of our dedicated staff and associates (from across the 35 years). The success of the business and our vital role in supporting the social housing sector is down to all of you.**

