

Annual Report 2024-25

Stronger together



Shian Housing Association Ltd

Report from the Chair and Managing Director



*“There are no strangers here;
only friends you haven’t met yet”*

William Butler Yeats

Welcome to Shian Housing Association’s Annual Report for 2024-25.

Like London’s Mayor, Sadiq Khan,¹ we recognise the massive contribution made to this country by successive waves of migrants: economically, socially and culturally. We are proud of our heritage and proud to be Londoners in our great multicultural city.

So, for this year, the theme for our annual report is that, far from being an ‘island of strangers’, we are stronger together. We are pleased to be sharing the stories of some of the great Londoners we house, who work to bring communities together, while ‘stronger together’ also describes our own work over the past year.

It is currently challenging to be a small housing association, because costs keep rising, while we need to keep rents affordable. We are determined to stay independent and BME-led, and our solution is to carry on working with partners to make the most of our shared resources.

Our strategic alliance with Odu-Dua Housing Association, which has 160 properties, has recently been extended for two years. The alliance is being led by Shian’s Managing Director, Leslie Laniyan, who is also Acting Chief Executive for Odu-Dua.

As part of the agreement, several Shian staff members now work part of the week for Odu-Dua, alongside their two remaining officers. We are managing their day-to-day tenancy and repairs services, asset management, and health and safety compliance – raising their standards, while reducing staff costs for both of our organisations.

Shian’s Finance Director is also now on secondment to Odu-Dua one day a week – bringing better financial management and replacing a costly prior arrangement with an external contractor.

In 2024-25, we completed our first year as managing agents for Old Etonians Housing Association, who house 55 residents – most of them Islington teachers. This partnership is allowing us to contribute our professional experience to another small association, bringing them into line with best practice across the sector, in every aspect of their work.

Working with these two small partners has been rewarding, but also challenging, and we are extremely grateful to our staff for their hard work over the past year.

As committed social housing landlords, we welcome the introduction of the new regulatory consumer standards, which have helped us to improve our policies and given us



solid targets to meet. With Awaab’s Law² due to come into force in October 2025, we fully accept the need to focus more effectively on disrepair, damp and mould. We have already received some very useful advice and comments from the Housing Ombudsman.

Last summer saw the handover of our six new flats for affordable rent at Bolade House in Pitfield Street. We achieved this in partnership with New River Alliance and Hackney Council, and were pleased when the scheme featured in an article in the Architects’ Journal.³ Meanwhile, we took handover of our first scheme in Dagenham, in May this year. This scheme, which has 36 mixed-tenure flats in Parsloe Road, was developed for us in partnership with the Build London group, which is led by L&Q.

Following the closure of our Makeda Weaver youth project last year, we sold our hostels on Bethune Road and Stoke Newington Church Street in Stoke Newington, to raise funds to reinvest in our other properties.

The BME London Landlords group continued to provide our Managing Director and other Shian staff with significant peer group support. The Asset Management team, in particular, benefits from belonging to a sub-group where members share their knowledge and experience, helping us to reduce our costs by identifying the right consultants and contractors for specialist areas of work. We also benefit from membership of a consortium that gives us access to legal services at reduced cost.

We hope you enjoy reading our report and feel inspired by our work and by the great Londoners we have featured.

Aaron Whitaker, Chair

Leslie Laniyan, Managing Director

1. See Sir Sadiq Khan’s LBC interview here: https://www.youtube.com/watch?v=oXHPXnV2e4A&ab_channel=LBC
2. Named for Awaab Ishak who tragically died aged two, after developing a respiratory condition caused by exposure to mould in his home in Rochdale.
3. <https://www.architectsjournal.co.uk/buildings/rcka-completes-infill-housing-development-on-hackney-estate>

Cover photo: Residents enjoying this year’s summer trip to Legoland.

Landlord partnerships

Odu-Dua Housing Association

In the second year of our strategic alliance with Odu-Dua Housing Association, our staff and systems became firmly embedded and the Shian staff working across both organisations settled in to their new work responsibilities.

Shian staff continued to run Odu-Dua’s repairs service, while Shian’s Operations Director, Minara Sultana, supported Odu-Dua’s Operations Manager, Jyotika Patel. Jyotika has since retired and Minara has now extended her role to cover Odu-Dua’s operations and the management of its two remaining members of staff. In addition, Shian’s Finance Director, Indran Thavendra, is now seconded to Odu-Dua one day a week – replacing a costly outside consultant.

Overall, Odu-Dua has benefited from savings on staff costs, better record keeping on a new housing management system and the introduction of the MyTenancy online service and text messaging for tenants. Policies have been tightened up and the repairs service has improved.

Our Asset Management team reviewed the properties owned and managed by Odu-Dua, which led to the return of five, poor-quality, short-life homes to Camden Council, the sale of two flats in a poor location to provide additional funding to invest in other major repairs, and a

successful planning appeal that means we can go ahead and replace rotting wooden windows at one scheme with uPVC. We also got a stock condition survey completed, so that we can draw up future works programmes to replace bathrooms and kitchens.

Old Etonians Housing Association

As the managing agents for Old Etonians Housing Association (OEHA), we spent our first year visiting as many tenants as possible, introducing a new housing management system and building accurate records to record information about the tenants, their tenancies and repair histories.

We reviewed every aspect of OEHA’s work and introduced new policies and procedures across the breadth of services. Our teams brought in a new focus on health and safety, provided good quality information, including a new *Tenant Handbook, Guidance on repairs* and a newsletter. We brought in MyTenancy and text messaging, and a new website was launched in June this year.

How Shian has benefitted

For Shian, this work has contributed to our income, given us access to additional resources and sharpened still futher our already well-developed professional skills.

OUR GREAT LONDONERS: Modu Sesay

Born in Lagos to Sierra Leonean parents, Odu-Dua resident **Modu Sesay** initially pursued a career in accounting, before discovering a passion for filmmaking. Since swapping the calculator for the camera, he has worked with artists like Sampa the Great and Danny Brown, and created content for brands such as Adidas, Mini Cooper and Domino Records.

Modu says: “My work blends a dreamy, surreal aesthetic with storytelling that invites viewers into new worlds. Beyond my own creative journey, I’ve remained committed to uplifting



others – championing local talent, offering internships, and employing aspiring creatives from the community to help them carve out their own paths in the industry.”

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Supporting our residents

We know we can make a big difference in people's lives when we use our knowledge and resources to support residents who are struggling.

We prioritise offering support to residents who are struggling to make ends meet and we are always ready to offer the option of a payment agreement.

Grants and support

Over the year, we helped 10 residents to claim Discretionary Housing Payments from their Council. One received over £1,800.

Three residents got Council support towards essential household items.

Six residents successfully obtained food vouchers from Hackney Money Hub.

By the end of the year, three of the six Shian residents who had applied to the HACT Fuel Fund had successfully gained up to £294 in PayPoint vouchers towards their fuel bills. We are registered with this scheme, which helps people with pre-payment meters who can prove they are facing disconnection.

We also signposted residents to other sources of grant funding, as well as specialist debt and benefits advice.

Shian's Welfare Fund

We gave awards to 19 residents from our own welfare fund, which provides up to £200 to people who need essential items.

Food projects

We ran three free food bank events for tenants thanks to a partnership with the Felix Project. The Project uses good quality surplus food which is donated by supermarkets, restaurants and other outlets. Dozens of tenants benefited, taking away fresh fruit and vegetables, as well as dry and canned goods.

Later in the year, the Felix Project tightened up its rules and the conditions became too complex for a small team like ours to meet. So, we ended this partnership and decided to do something ourselves. This led to us giving out festive food packs to 72 residents in December. The packs included carrots, parsnips, sweet potatoes, yams, potatoes, Brussel sprouts, broccoli, pears, oranges, apples, mince pies and more. Residents and their families were really pleased. They said it made a big difference during the expensive festive season.

OUR GREAT LONDONERS: Shanielle Shrouder

Hackney resident **Shanielle Shrouder**, says: "I am passionate about contributing to my community in ways that create lasting, positive change.


"I am legally trained and currently work for the Financial Ombudsman service. I make independent and unbiased decisions to put things right when people have been treated unfairly by a financial firm.

"Outside of work, I am a school governor for a federation of four Hackney primary schools. I take a strategic approach: considering the schools' vision, looking over their finances and holding headteachers to account for educational performance.

"I also value sustainability in Hackney.

As a volunteer beekeeper at the Hackney School of Food, I help care for the bees and raise awareness about their importance to our environment. I also enjoy getting involved with the gardening there, contributing to a space that not only promotes healthy eating but also teaches children and families about the value of nature.

"For me, community work is about creating connections, supporting others, and leaving things better than I found them. I'm grateful to play a part in shaping a fairer, greener and stronger community."



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Keeping service standards high

Our frontline staff are now more office-based, but we still make good use of technology, so that staff can work flexibly when needed. Using Zoom for meetings across our sites continues to save us time.

More residents are now making use of our online MyTenancy service. This frees up staff time to sort out more complex problems and to support residents with no internet access.

We carry out regular inspections and residents are welcome to join us.

Complaints during 2024-25

During 2024-25, we received a total of 11 complaints. Three were about the repairs service:W

- A vulnerable resident was unhappy about the way our out-of-hours service handled an electrical fault. We got the fault fixed and gave the resident £190 in compensation.
- A resident lacked heating and hot water for five days. Our contractors resolved the problem and we gave them £80 in compensation.
- Our gas contractor failed to turn up for a gas inspection several times. The tenant got service and an apology.

Two were about damp:

- One resident used the complaints route to report leaks, condensation and mould. We treated this instead as a request for a service.

- Another complained about recurring damp. We agreed a plan of action.

Three were about estate management:

- We explained to a resident who complained after we removed their items from a communal area that we have to reduce the risk of fire. We gave them the option of keeping their items in a store room.
- A vehicle was damaged when delays in repairing the car park gate affected security. We did not agree the complaint, but we made a goodwill payment.
- As there is a pedestrian gate, we did not agree a complaint about our denying access to the car park via the vehicle gate.
- A non-Shian tenant was unhappy when we did not provide a parking permit. We did not uphold the complaint, as we prioritise our own tenants.

Two complaints were about staff:

- One tenant felt a member of staff had harassed them over rent payments. But this member of staff had followed our rent arrears protocols.
- Another complained via the Housing Ombudsman because we have barred them from our office for previous unreasonable behaviour. We did not uphold this complaint.

In November, we got the result of a Housing Ombudsman review of our handling of a gas repairs complaint in 2023. We complied with the Ombudsman's findings, including by issuing an apology.

OUR GREAT LONDONERS: Pat Turnbull

Pat Turnbull works tirelessly for her neighbourhood and we really appreciate her efforts for her fellow residents.

She says: "I've been the chair of Victoria Community Association, the tenants' and residents' association on New Kingshold Estate in Hackney, for over 25 years.

"We meet every month and we raise issues on behalf of tenants with the four landlords on our estate, the Council and even, at times, the Government.



"Shian is one of the three housing association landlords. Issues we raise include: repairs, maintenance, waste disposal, parking and other transport issues, rent rises and youth facilities."

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Raising satisfaction

Major survey

Acuity carried out our latest major tenant satisfaction survey for us between January and March in 2024. We reported the results that summer. We used the ‘Tenant Satisfaction Measure’ questions provided by the Regulator of Social Housing. This means the results can easily be compared to those of other landlords.

In all:

- 173 residents (35%) took part
- 75% were satisfied with our overall service
- 75% were satisfied that their home is well maintained and safe
- 65% said their communal areas were clean and well maintained
- 80% were satisfied with our repairs service
- 66% thought we contributed positively to their neighbourhood
- 62% approved of our handling of anti-social behaviour
- 79% find us easy to deal
- 42% who had made a complaint in the last year were satisfied with how we handled it.

We have since been using these results to improve services. We will compare them to the results of the survey we are carrying out in the autumn of 2025.

Ongoing satisfaction results

We pay Acuity, an independent survey company, to ring a sample of residents each month to ask for their views on our services. The results show us where things are working well – and give us feedback about areas we should try to improve.

When a resident reports a particular

Acuity: Customer contact survey	2024-25
Overall satisfaction	88%
Ease of contact	92%
Query resolved first time	66%
Overall satisfaction with call	76%
Kept informed	79%
Easy to deal with this time	84%
Number of interviews	100

Acuity: Repairs survey	2024-25
Overall satisfaction	88%
Ease of reporting repair	94%
Kept informed	88%
Worker's performance	95%
On time	94%
Quality of work	92%
Right first time	91%
Easy to deal with this time	89%
Number of interviews	114

problem and agrees to a call-back, we also take the opportunity to get in touch to see if we can resolve things.

Comparing Shian with other landlords

Every other month, we meet up online with the other small housing associations in the London and South East Benchmarking group. We compare our performance results and share what is working well, or not so well, in the way we each do things.

Benchmarking groups are an important way for social housing landlords to make sure that they are providing the best possible services to their residents.

OUR GREAT LONDONERS: Debbie O

Together with her mother, Symister Mews resident **Debbie O** is a weekly volunteer, at a project that provides food donations to people who are homeless or living in homeless shelters.

Professionally, Debbie works alongside the community of families who have children with disabilities. She conducts

assessments, goes to funding panels to secure funds for families and makes sure families get the appropriate care package support.

She says: “I act as a listening ear to parents who are struggling and I also build relationships with children through play and communication that is relative to their ability level.”

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Providing good quality repairs

During 2024-25, we carried out 1,606 repairs of all kinds. In total, we spent £827,227 on day-to-day repairs.

Our new contractors, Dial 1st Construction Ltd make appointments directly with tenants, saving our staff time.

For non-emergencies, we aim to work to a higher standard than expected by our regulator. We call this our gold standard.

We met our gold standard timescale targets for urgent and routine repairs –

by completing urgent work in an average of 2.04 days and routine work in 7.65 days. This means we still compare very well to other similar landlords. However, these are average times. There will always be some jobs that take longer than we aim for – because they are complex or need parts ordering.

Remember, the best and most convenient way to order your repair is through the MyTenancy portal. You can access this at shian.mytenancy.co.uk

Meeting our gold standard: How long repairs took in 2024-25	Usual standard	Shian's gold standard	Average achieved
Urgent repairs	5 days	3 days	2.04 days
Routine repairs	20 days	10 days	7.65 days

Reported to our regulator: Repairs completed on target	2023-24	2024-25	Target 2024-25	Peer group median
Emergencies (24 hours)	100%	99.32%	95%	99.5%
Urgent (5 working days)	100%	99.46%	97.5%	Not available
Routine (20 days)	99.6%	98.65%	97.5%	96.5%
Repair completed 1st visit	89%	91%	85%	93.8%
Annual gas safety certificate	100%	100%	100%	100%

OUR GREAT LONDONERS: Eldridge Bodkin

Supporting others is written into **Eldridge Bodkin's** DNA. Despite a prostate cancer diagnosis of his own – thankfully spotted early and successfully treated – Eldridge has done his fair share of supporting family in recent months. He sadly lost his younger brother to neck cancer in January and has since been supporting his brother's children to secure their share of the estate. In May, his wife, on a visit to Bristol, almost lost her life following a diabetic crisis.

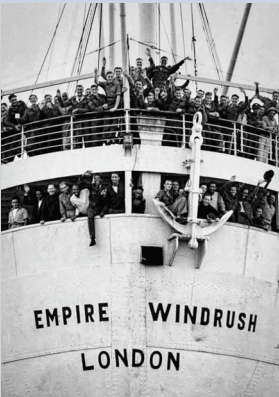
Although family affairs have been top of his mind, Eldridge is also active in his community. He says: "I have supported men in obtaining prostate examinations. Men tend not to talk about the subject and black men view examinations in a homophobic manner. Not me, I hasten to add."

Amongst other commitments, as

Treasurer of the Supporting Relationships and Families charity, Eldridge helped to organise their annual conference last November.

Eldridge also supports The Windrush Foundation with its educational programme for adults and in schools, which shares the historical significance of the arrival of the Empire Windrush at Tilbury Docks in 1948.

He says: "I could say a lot more, but I have expressed a personal, rather than 'community' journey this past year."



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Reinvesting in homes

Stock condition surveys

We completed the final phase of stock condition surveys, with the data being added to our new software.

We have also been carrying out ‘retrofit’ surveys. These surveys look at the current energy performance certificate rating of homes.

By 2030, we have to bring homes up to a level ‘C’, to comply with climate measures and to bring down residents’ heating costs. This will involve insulating homes and, in some cases, fitting air source heat pumps.

Although we have some money for the insulation work from the Social Housing Decarbonisation Fund, we are finding heat pumps very expensive to fit and with a short life compared to a gas boiler, so we need to look at this further.

Improving our properties

As part of our reinvestment work during the year, we replaced:

- one kitchen
- two bathrooms
- 35 gas boilers
- the windows to 21 properties, and
- 12 roofs.

Health and safety

We have an efficient team, led by our Health & Safety Manager Zoma Okpala, who oversee the health and safety work we carry out for Shian, Odu-Dua and OEHA.

In line with much stricter regulations around health and safety, we brought in specialists to carry out the following inspections and works at Shian properties during the year.

- **Asbestos:** We got 28 surveys completed. In each block inspected, one in 10 of the flats were checked, along with each communal area. We will next inspect after any further refurbishments or renovations.
- **Fire Risk Assessments (FRAs):** We got 34 inspections carried out and began remedial works. We sent a leaflet out to each tenant.
- **Electrical Installation Condition Reports (EICRs):** We got 19 electrical safety checks completed.
- **Legionella:** Our specialists carried out 52 risk assessments and began remedial works where necessary. We included a leaflet about water checks in our newsletter. We will next inspect in 2028 – but only if we have carried out plumbing or works to water tanks.
- **Lifts:** All four of our lifts are fully operational and are serviced every three months.

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OUR GREAT LONDONERS: Bobby

“Through ‘Think Outside the Blox’, I’ve been working to create opportunities for young people to learn, connect, and grow beyond the traditional pathways available to them. From workshops that encourage creative thinking to projects that bring the community together, the aim has always been to open doors, spark ambition, and show that there’s no single route to success. It’s been inspiring to see how much potential can be unlocked when people are given the right environment and encouragement.

“Alongside this, my work with Hackney Wick FC has been another way to

strengthen community ties and provide positive outlets for people of all ages.

“The club is more than just football – it’s a space for mentorship, teamwork and building confidence, both on and off the pitch.

“By combining sport with community spirit, Hackney Wick FC continues to be a place where people come together, support one another, and grow as individuals, while contributing to something bigger than themselves.”



The homes we let

Empty homes

During 2024-25, 11 properties became empty. Of these, nine were for general needs at social rents, while two were let at higher intermediate rents.

Relets

We let two flats to former rough sleepers.

A third went to a disabled resident put forward by Hackney Council.

We gave a permanent home to another resident after we closed our hostels.

An intermediate rent resident got a move to a social rented property and we gained a new intermediate rent tenant.

Four of our social rent re-lets went to management transfers from Odu-Dua, after we handed back a number of

short-life properties to Camden Council and sold two other flats, in a poor location. The short-life properties were proving too difficult to maintain to a reasonable standard, while the sales have raised funds to reinvest in Odu-Dua's other homes. In one case, the property had first been offered to Shian tenants.

Void turnaround

Our target is to relet empty homes within 35 days. In practice, it tends to take us longer, because we set a high standard for void repairs, including redecoration.

We also spend longer than most landlords on vetting new tenants. We want to make sure that they will be able to manage their tenancies to avoid problems with anti-social behaviour.

OUR GREAT LONDONERS: Jaydeane Robinson

Resident **Jaydeane Robinson** told us: "In 2020, I lost the greatest thing to me and that was my Mum, Elmita Robinson. She passed away to cancer. My mum was my light and foundation. When she passed, I hated hospitals. I hated the smell, the sounds of the machines – everything that reminded me of her pain.

"Nursing felt like the very things that took her away from me. But the more I remembered her, the more I realised that what defined her wasn't her illness; it was her heart and journey.

"Nursing gave me a chance to turn my grief into something greater and that was compassion! Today in my community, I am a nurse. I don't just show up as a nurse. I show up as a someone who has walked through pain, and who knows that behind every patient is a family, a story that matters, a legacy to carry and a love that matters. Nursing became a way to carry my Mum's legacy on. Now, every time I care for someone in my community, I feel like I'm honouring my mother. What started as pain has now become my purpose.



"In my Mum's final days, I remember her saying "all is well" and how you have cared for me will never go unnoticed. That's when I realised that if I can make my community feel loved and cared for, like my Mum did, then my mission on earth is complete.

"And that's what birthed my passion for nursing."

Pictured: Elmita and Jaydeane Robinson

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STRONGER TOGETHER

Developing new homes

In the summer of 2024, we took handover of six new flats for affordable rent at Bolade House in Symister Mews off Pitfield Street.

The scheme is named after Bolade Odewale, a longstanding Shian Board member and our Treasurer, who passed away two years ago. These homes were developed in partnership with New River Alliance and Hackney Council and made clever use of a former car park.

We are continuing to look for new development schemes through our work with New River Alliance.

Our partnership with Build London, which is led by L&Q, also helped us to grow last year. Handover of our first scheme in Dagenham, which was due in November



Above and below left: Bolade House in Symister Mews.

2024, ended up being delayed until late May in 2025.

In all, 35 of the homes at Parsloe Road are for affordable rent to people nominated by Barking and Dagenham Council, while one will house a caretaker. There are three one-bed flats, 32 two-bed flats and one three-bed flat at this scheme.

When we gain stock in a new area, we begin to develop our relationships with local agencies, including the council, so that we can make the best use of local resources for our new residents.



OUR GREAT LONDONERS: Anonymous

It took courage, as well as our support, for this resident to turn his life around.

“When I was a young man, I was involved in a lot of street activities that resulted in me being stabbed once on one occasion, then stabbed 14 times on another occasion and then shot on another occasion.

“I was introduced to Shian Housing Association through a friend who was living in a property that Shian had given him as he came from a similar background to me. My personal circumstances were assessed by Shain and they assisted me by providing me with a permanent roof over my head through a gang project they were facilitating.

“This allowed me to focus on making a fresh start in a new area, away from the area that I was initially from. As a

result of this I was able to start trying to make better decisions in life.

“Years later I have a stable job, a roof over my head and I have managed to create a family of my own by having two young children. The journey has been easy, but life is never easy, as naturally we as humans will always be faced with challenges throughout life that we will need to overcome.

“I’d just like to thank Shian for their assistance with initially housing me and the support that they offered me when I was trying to make my transition from being a troubled young man into trying to be a stable man capable of working towards achieving something in life other than going to prison or being killed.”



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Our tenants and communities

Tenant Scrutiny Panel

Shian's Tenant Scrutiny Panel met several times to discuss our performance, health and safety work, and other issues – thank you to our regular attendees.

At our March meeting in 2024, a resident wanted to check that our staff are happy with the extra workload that comes with managing Odu-Dua and OEHA properties. Another asked us to revisit our parking permit scheme, as they found it too complicated.

In October, we explained that we were closing our Makeda Weaver Project for financial reasons.

The Panel agreed with stricter rules that we were planning for our parking permit schemes, but they raised concerns about the service our heating contractor was providing. We were later able to report that our contractor had apologised and hired extra staff to improve things.

We shared details with the Panel about the new contractor we had just taken on for all other repairs. Dial 1st have since reduced our costs, while keeping response times under control. We are now achieving 90% first-time fixes.

We explained a new scheme to reward good work from our repairs team and agreed to chase up on the months-long delays to repairs to a communal door.

In February 2025, we gave details of our work to support residents in financial

difficulties. We also told the Panel that our agreement to support Odu-Dua Housing Association had been extended for two more years.

BME Tenants Forum

Two regulars from the Panel, Eldridge and Pat, also represent us at the BME Tenants' Forum, which brings tenants from different BME landlords together to influence London housing policy.

Supporting our wider community

As in previous years, we offered work experience on site to local college students and our Tuesday morning coffee club for older people continued to host elderly visitors.

In October, we co-sponsored an important showpiece football match in support of local young footballers. The event was organised by All Things Football Development, which is a community-focused academy based in north-east London. Football scouts from several clubs attended to watch the under-16s match, which took place in the stadium owned by Bedford Town Football Club. On the day, four boys were spotted by scouts and they have since gone on to trials with different professional clubs.

In August we took 79 residents from Shian and Odu-Dua Housing Associations on a trip to Legoland.



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How well we performed

Stock breakdown

Our rented housing stock was made up of:

- 436 general needs homes
- five shared ownership properties
- 35 homes let at intermediate rents and
- two homes at market rents.

Our performance on rents

Our rent rises are usually based on the level of inflation (CPI) in the September before our rent rise. When Government guidelines allow, we can add 1%.

In July 2024, our rise of 7.7% was based on CPI in September 2023 + 1%. This was higher than current inflation, but allowed us to start much-needed catching up after several years of below inflation rises.

Based on CPI in September 2024 plus 1%, our rent rise in July 2025 will be 2.7%.

In 2024-25, we kept our current rent arrears low. However, this did not include a large sum of bad debt owed to us by two tenants who were finally evicted in March 2025. In these cases we aim to trace former tenants to seek repayment.

We also experienced some payment inconsistency as residents were automatically moved across to Universal Credit. This has now settled down.

We referred 22 residents with high arrears, and at risk of homelessness, to their local authority. One has already received a payment of over £2,000. Sadly, 12 residents did not engage.

Key performance figures	2023-24	2024-25	Target 2024.25	Peer group median
Rent collected	98.03%	97.78%	100.5%	97.39%
Current rent arrears	3.33%	3.06%	3%	4.1%
Rent loss from empty properties	0.35%	0.4%	0.5%	0.68%
Management cost per home	£1,434	£1,820	£1,866	Not available
Repairs/maintenance cost per home	£2,658	£1,985	£2,631	

OUR GREAT LONDONERS: Anonymous

“I used to be part of the problem. Now, I’m part of the solution. If my story can stop just one young person from going down the wrong path, then everything I went through has meaning.”

Prison was a real wake-up call for one of our residents. He recalls: “I began to reflect deeply on my choices, the harm caused to others, and the wasted potential of a life entangled in crime and gang culture.

“Reintegrating into society brought challenges: securing stable housing, finding employment and rebuilding trust. I engaged in support programmes and remained focused.

“I have become a respected workshop facilitator, delivering impactful sessions on gang violence and youth crime in schools, colleges and youth clubs.

These workshops combine honesty, lived experience, and practical advice – often reaching young people before they make choices that could lead to prison or worse.

“Within multiple housing hostels, I have supported and mentored young men, many of them gang members and ex-offenders or care leavers. I have provided life skills coaching and emotional support to help them on their journey to independent living.

“This is more than just a job. It’s a mission. A mission to interrupt cycles of violence, poverty, and incarceration. A mission to turn pain into purpose. And a mission to prove that no matter how far someone has fallen, change is always possible.”



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Value for money

Value for Money (VfM) remains a fundamental principle underpinning both our governance and operational decision-making. Throughout the year, we embedded VfM into our financial planning, service delivery and investment priorities. Our annual budgeting process includes efficiency measures, with clear targets set and monitored in line with sector norms.

We continue to track our performance against key sector scorecard metrics and

have undertaken peer benchmarking exercises to assess how we compare with similar-sized housing providers. This brings transparency about our performance and helps us to identify areas for improvement.

Looking ahead, our focus remains on delivering services efficiently, managing our resources responsibly, and ensuring that all investment decisions deliver Value for Money for our residents and stakeholders.

Value for money reporting metrics	2023-24	2024-25	Target 2024-25	Peer group median
Reinvestments (spend on existing homes)	0.51%	6.15%	18.7%	3.1%
New supply delivered (new homes)	0.00	6.00	42.00	0%
Gearing (our debt levels – finance debt allows us to invest in existing homes or to develop new ones)	29.68%	28.02%	30.29%	22.9%
EBITDA MRI interest cover (measures our surpluses against the interest we pay)	141.47%	158.11%	132.75%	141.6%
Headline social housing cost per unit	£5,753	£6,188	£5,860	£6,187
Operating margin (shows how profitable our business is)	31.08%	36.13%	48.57%	21.01%
Return on capital employed (ROCE)	2.86%	7.17%	3.71%	3.41%

OUR GREAT LONDONERS: Evette Dawkins

Evette Dawkins says: “I’ve been a Shian tenant for over 25 years – starting out as a young woman with children, and growing into an independent adult rooted in community and care. My journey began with my mother, who managed an after-school club and inspired me to follow in her footsteps as a playworker. From early on, I knew I wanted to make a difference in children’s lives.

“Living in Shian properties has given me the stability to raise my children, nieces and nephews, while also building a meaningful career. I’ve worked as a playworker and youth worker in my local area, served as a committee member at a local preschool, and earned a BA Honours in Youth and Community Work. Eventually, I became a Hackney Youth Hub Manager, overseeing community projects.

“My current role as a foster mother,



and committee member of the fostering group, is close to my heart. It’s a path filled with both rewards and challenges, and I’ve seen firsthand the impact of providing care, consistency, and compassion. The support I’ve received from Shian Housing—having a safe roof over our heads, neighbours who look out for me, and a community that encourages self-care—has been invaluable.

“While fostering has brought many beautiful moments, I’ve also faced some very difficult experiences. These have tested me, but they’ve also deepened my understanding of what it means to truly support a vulnerable child.”

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Financial performance

Statement of comprehensive income for the year ending 31 March 2025	2025 £	2024 £
Turnover	5,060,758	4,858,493
Operating costs	(3,232,199)	(3,348,608)
Surplus on disposal of fixed assets	2,150,355	5,379
Operating surplus	3,978,914	1,515,264
Interest payable and similar charges	(1,150,431)	(1,184,883)
Movement in fair value of investment properties	90,000	–
Surplus on ordinary activities before and after taxation	2,918,483	330,381
Actuarial loss on defined benefit obligations	66,000	(248,000)
Total comprehensive income for the year	2,984,483	82,381

Statement of financial position at 31 March 2025	2025 / £	2024 / £
Fixed assets		
Housing properties	54,037,152	51,338,547
Other fixed assets	656,689	661,995
Investment properties	2,250,000	2,160,000
	56,943,841	54,160,542
Current assets		
Debtors	751,969	363,243
Cash in bank and in hand	1,718,032	1,245,686
	2,470,001	1,608,929
Creditors: amounts falling due within one year	(3,958,166)	(2,803,020)
Net current liabilities	(1,488,165)	(1,194,091)
Total assets less current liabilities	55,455,676	52,966,451
Creditors: amounts falling due after more than one year	(39,141,207)	(39,456,465)
Pension liability	(242,000)	(422,000)
Net assets	16,072,469	13,087,986
Capital and reserves		
Share capital	14	14
Revaluation reserve	1,308,058	1,218,058
Retained surplus	14,764,397	11,869,914
	16,072,469	13,087,986

OUR GREAT LONDONERS: Mrs E Odoi

Resident **Mrs Odoi** says: “As an NHS nurse, my role allows me to care for people and their families in meaningful ways. For me, it goes beyond providing treatment – it is also about kindness, reassurance and treating everyone with dignity. I try to make a difference through small but important actions, such as listening, offering comfort and helping people feel more confident about their health.

“If those moments help patients and families feel supported and valued,



then I feel I have contributed something positive to both their lives and the wider community.”

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Aaron Whitaker (Chairman)

Aaron has worked in housing since 1983. He chaired the governing body of a secondary school for eight years. He has run his own computer software company since 1991. He has studied Tai Chi for over 10 years, is a fully qualified instructor and runs classes for over 50s, old people's homes and people with learning disabilities.

**Terry Rocque (Vice-chairman / Chair of Audit & Risk)**

Terry is a Director with a management consulting organisation. He holds an MBA (Marketing) and a BA in Computing. He has previously worked as a housing manager for a local authority and as a director for a Registered Provider.

**Lexanna Anderson**

Lexanna has a number of years' experience within the housing sector, where her role included income and tenancy management in large mainstream housing associations.

**Vernon Clarke**

Vernon is a principal policy officer working in tenant participation. He has an LLB (Hons) and is also the author of Getting Black Tenants Back. Vernon's work focuses on tenants' rights and housing management.

**Anton Kumar**

Anton is a civil/ structural engineer. He holds an MSc (Structures) in structural engineering, a BE(Civil) degree, is a Chartered Engineer (CEng) and a fellow of the Institute of Civil Engineering (FICE) and the Association for Project Management (FAPM).

**Dr Bola Odepidan**

Bola is Training Director with Housing Advocacy, which is an international regeneration, renewal and training organisation.

**Abisola Omodeni**

Abisola has a number of years' experience as a Project Management Officer and is currently working at one of the big four consultancies. She holds a BSc in Finance from Portsmouth University.

**Vera Tama**

Vera worked for a local authority in roles including Race Relations Supervisor, Housing Estate Manager, Homelessness/ Housing Needs Officer and Housing Advisor. Vera holds a Postgraduate Diploma in Housing Studies from South Bank University.

**Robert Temowo**

Robert is a careers coach and mentor in higher education, with 16 years' experience in the education, charity and youth sector. He currently works for East London University, completing a MSc in Integrative counselling and Coaching.

**Leslie Laniyan (Executive Board Member)**

Leslie has been the Managing Director of Shian Housing Association since 1989. He is one of the most experienced chief executives of a Black and Minority Ethnic housing association.

**Indran Thavendra (Executive Board Member)**

Indran has been Shian's Finance Director since 1992. He was Treasurer for Apna Ghar Housing Association for nearly 10 years and is currently Chair of the Tamil Community Housing Association.





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For the MyTenancy login, go to shian.mytenancy.co.uk

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