

Annual report 2022-23

Getting you the help you need



Shian Housing Association Ltd

Report from the Chair and Managing Director



Welcome to Shian Housing Association's Annual Report for 2022-23.

This has been a particularly difficult year for everyone. Tough for our residents, but also challenging for landlords across the social housing sector.

Financially, we have been hit with higher interest rates and rising loan costs. For Shian, unavoidable delays in our development programme have meant being unable to draw down finance at previous interest rates. These rates have now doubled and, as a result, we have had to change our plans. The cost of redeveloping the site behind our office at 1 King Edward Road has become too expensive and risky. We have decided to sell the site instead.

High inflation has affected all aspects of our work – for example, pushing up the cost of providing a repair by 14% and inflating all the costs involved in developing new homes. Rising energy costs have made our offices and properties more expensive to run, and office and other supplies more expensive.

Unexpectedly, we also experienced a 51% increase in the number of repairs you reported last year. We think this is because you have been spending more time indoors since the pandemic, with extra wear and tear on the items in your home. We suspect, too, that the quality of materials has become poorer in recent years, with parts wearing out sooner and being replaced with more complex and expensive alternatives.

During the year, the poor condition of too many homes in the social housing sector made headline news – with some truly shocking cases. Shian, like other responsible landlords across the country, has been taking this very seriously. For example, we are working out better ways to handle problems such as damp and mould, and offering you better information.

However, alongside this, we have seen a big rise in the number of solicitors competing for tenant repair casework. They leave us paying out large legal bills from our stretched repairs budget, while gaining little or no extra compensation for the residents involved.

To add to the squeeze on our finances, the Government cap set for 2023 means that our rent rise this year is just 7% – 3.1% lower than inflation. However, we accept that this is

a contribution we can make to the cost-of-living pressures faced by our residents.

Meanwhile, the regulation of our sector is becoming ever-more confusing. As well as meeting the requirements of the Regulator of Social Housing, we are now under increasing pressure from both the Housing Ombudsman and the Health and Safety Executive.

This year, we are adopting the new Tenant Satisfaction Measures (TSMs). We will soon be facing new standards to meet on your home's energy performance, measures to reduce noise from floors and the move towards net zero carbon homes.

Yet, despite all the challenges outlined here, we have still had things to celebrate. Firstly, Shian remains financially strong and we met some important milestones during the year.

Thanks to our partnership with North River Alliance, we took handover of our new development at Penn Street and we have a new development of 36 homes on site in Dagenham through the Build London Partnership.

Our scheme of six flats for affordable rent in Pitfield Street in Hackney is on site. We are also exploring the possibility of building an 'airspace' development above one of our existing schemes in Islington.

Our baseline TSM tenant survey gave us good results compared to other London landlords, with an overall satisfaction rating of 73%. Our survey used the new questions being introduced by our regulator – in line with our Together with Tenants commitments

We are still meeting our gold standard on repairs and we met our fire, health and safety targets. We continued to reinvest – replacing windows and other items in existing homes.

We introduced even more support for tenants, by employing a full-time, but shared, Tenancy Sustainment Officer from August 2022.

We kept rent arrears low and made plans to digitalise more of our services – to make us more efficient and to save money.

You can read about these issues, and more, in the rest of our report. We have also included lots of useful information about sources of help in our areas in these difficult times.

Aaron Whitaker, Chair
Leslie Laniyan, Managing Director

Social housing with Shian

Social housing is a precious resource.

In London, in 2022, there were around 700,000 homes for social rent and 45,000 homes let at affordable rents – but more than 300,000 people on local authority waiting lists.

Living in social housing is something to value, because it gives you long-term security and rents that are fair.

You are renting from Shian – a community-based, BME-led, housing association. We work hard to provide good quality core services, while putting residents first and giving you a say. We prioritise offering support to residents who are struggling.

- Our welfare fund provides a payment of up to £200 to tenants needing essential furniture, and groups of tenants who want to improve facilities at their estate.

- We offered grants of £50 to £100 to people affected financially by the Covid-19 pandemic and other difficulties.
- We helped six tenants to claim a total of £13,000 in Council Discretionary Housing Payments, while our part-time Tenancy Sustainment Officer, Taju Oyediji, also assisted tenants to maximise their income after he joined us last summer. In total, we have helped 16 tenants to reduce their rent arrears by £28,300.

This year, we also:

- offered study grants of up to £500 to residents aged 16+ (but no-one applied), and
- partnered with XMA to offer tenants subsidised laptops at just £20 each. In all, we provided 37 laptops – prioritising families with children.



Help for families

Benefits for families are listed at: www.gov.uk/browse/benefits/families

Contact your local **children's centre** for access to professional support:

- In Hackney go to: education.hackney.gov.uk/content/childrens-centre-services
- In Islington go to: www.islington.gov.uk/children-and-families/bright-start-islington-start-for-life-and-family-hubs
- In Haringey go to: www.haringey.gov.uk/children-and-families/childcare-and-early-years/childrens-centres

Every borough has a **family information service**:

- In Hackney, phone: 020 8820 7590 (Mon-Fri, 9am-5pm), or email: fis@hackney.gov.uk
- In Islington, phone: 020 7527 5959 (Mon-Fri, 9am-4pm), email fis@islington.gov.uk, or go to: www.islington.gov.uk/fis
- In Haringey, check the online directory at: fisd.haringey.gov.uk, or phone: 020 8489 1000, or email: earlyeducation@haringey.gov.uk

For **childcare information** go to: www.gov.uk/help-with-childcare-costs

Family Line is a Hackney-based charity that provides a free national helpline for people needing advice or support with parenting issues. Phone: 0808 802 6666 (Mon-Fri, 9am-9pm), text: 07537 404 282, or email: familyline@family-action.org.uk

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Keeping service standards high

During the year, our staff worked to our new normal: a mix of three days at the office and two days at home each week.

We answered most of your tenancy queries on the phone or by email. If you needed to speak to someone in person, we gave you the option of making an appointment in advance.

To view your rent account, pay your rent, report repairs or check your details, many of you used our online 24/7 My Tenancy service, at shian.mytenancy.co.uk – and we asked everyone who took one of our £20 laptops to sign up.

For general information about our policies and procedures, you could also visit our website, at www.shian.org.uk

We plan to increase the digitalisation of our services over the next year. For example, by the end of this summer we will introduce daily text messages to keep you up to date with how your repairs or other queries are progressing – just like the messages you get from

delivery companies. We introduced this to improve our communication with you.

When you contact us, we will also send an automated text message by the end of the day to check that you were satisfied with the outcome and that we addressed your issue at the first attempt.

We are going to start working towards digital first. We will put items like our newsletter and general letters online, to save on printing and postage costs. You will get a text or email alert, so you know when to check your My Tenancy account. However, we do recognise that not everyone is online, so we will always offer other options to keep our services accessible.

When residents join us for estate inspections, they give us valuable local information.



Help for jobseekers

For jobseeker and other **benefits**, go to: benefits-calculator.turn2us.org.uk

For jobseeker support:

In Hackney, go to: opportunities.hackney.gov.uk to check on learning and job opportunities. Follow the link for ‘Get personalised support’ to register for jobseeker support with Hackney Works.

In Islington, go to www.islington.gov.uk/jobs-and-careers for jobs, apprenticeships, employment skills and training. To access personal jobseeker support, contact the iWork service (call: 020 7527 2706 or email: iWork@islington.gov.uk).

In Haringey, go to www.haringey.gov.uk/jobs-and-training for jobs in and around the council. For jobs, apprenticeships and personalised jobseeker support, go to Haringey Works at: works.haringey.gov.uk

For a directory of services in London, go to: www.london.gov.uk/programmes-strategies/jobs-and-skills

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Learning from feedback

Acuity, our independent survey company, rings residents to ask for your views on our services (results shown opposite). They also carried out our baseline TSM (Tenant Satisfaction Measures) survey and found your overall satisfaction with our services was 73%. Our next survey will be run in January 2024.

From April 2022 to March 2023, we received 11 stage 1 complaints. Eight complaints were about repairs.

We responded by:

- getting communal lights fixed
- getting windows to open
- providing an award from the welfare fund to pay for a bed bug treatment
- completing a late gas heating repair
- getting heating and hot water restored to two households, and
- responding to a disrepair claim.

We are investigating a complaint about the efficiency of a heat pump.

We also resolved two complaints about housing services. One tenant did not receive their rent increase letter, while another thought we had treated them unfairly.

Acuity: Customer contact survey	2022-23
Overall satisfaction	75%
Ease of contact	95%
Query resolved first time	72%
Overall satisfaction with call	79%
Kept informed	69%
Easy to deal with this time	87%
OK to contact	73%
Number of interviews	97

Acuity: Repairs survey	2022-23
Overall satisfaction	91%
Ease of reporting repair	94%
Worker's performance	92%
On time	85%
Quality of work	92%
Right first time	86%
Easy to deal with this time	91%
OK to contact	72%
Number of interviews	144

We received a complaint about our estate services from a resident who drew our attention to poor cleaning and ground maintenance at their estate. We apologised and sorted this out.



Help for single parents

Gingerbread provides information/advice for single parents on wide range of issues. Go online to: www.gingerbread.org.uk, or call the national helpline on 0808 802 0925 (open weekdays 10am-1pm, also 4-6pm on Mondays and 5-7pm on Wednesdays).

Gingerbread also brings parents together with free online wellbeing workshops and chat forums. In addition, local Gingerbread support groups meet in Hackney, N1, Finsbury Park and north-west London. To find out more, go to: www.gingerbread.org.uk/community/single-parent-groups

If you have suffered **domestic abuse**, you can get help from a number of organisations:

- For Refuge, the national domestic abuse helpline, phone: 0808 2000 247.
- Solace Women's Aid offers support and information across London, and can connect you to groups and services in your area. Phone: 0808 802 5565.

Good quality repairs

We carried out 1,870 repairs during the year, including health and safety work. This was 51% more than in the previous year.

Despite the big rise, we still beat our gold standard timescale targets for urgent and routine repairs – managing to complete urgent work in an average of 1.45 days and routine work in 5 days.

This means we still compare very well to other similar landlords.

In total, we spent £734,000 on day-to-day repairs. We also spent £312,000 on cladding works.

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

How long repairs took in 2022-23	Usual standard	Shian's gold standard	Average achieved
Urgent repairs	5 days	3 days	1.45 days
Routine repairs	20 days	10 days	5 days

Repairs completed on target	2021-22	2022-23	Target 2022-23	Peer group median
Emergencies (24 hours)	100%	100%	95%	100%
Urgent (5 working days)	100%	99.8%	97.5%	-
Routine (20 days)	100%	100%	97.5%	95%
Repair completed 1st visit	88%	86%	75%	90%
Annual gas safety certificate	100%	100%	100%	100%



Help to boost your IT skills

Get support, whether you are a beginner, or just need help to improve your skills.

In Hackney, the council provides **face-to-face support** on Tuesday afternoons at Hackney Service Centre at 1 Hillman Street, London E8 1DY. There are also simple **YouTube video explainers** at: hackney.gov.uk/digital-skills – and for more advanced online computer courses, go to: opportunities.hackney.gov.uk

In Islington, contact your library to book a **30-minute support session** with a member of staff. The library service also runs two learning centres. Call 020 7527 7002 to book a Thursday session at the **First Steps Learning Centre** at Central Library (2 Fieldway Crescent, N5 1PF). Or call 020 7527 5782, or email acl@islington.gov.uk, for classes run by **Islington Adult and Community Learning Skills Centre** at Finsbury Library (245 St. John Street, EC1V 4NB).

If you live in Haringey, **Haringey Learns** offers accredited courses from beginner level upwards. There are online and in person courses, and all are free. Download the course programme and details at: www.haringey.gov.uk/jobs-and-training/adult-learning/courses#digital-skills

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Reinvesting in homes

With inflation and a soaring number of routine repairs, our budget for reinvesting in homes was tight last year.

We prioritised health and safety first – completing all of our fire risk assessments and making sure our other health and safety work was on track.

We also replaced:

- one bathroom
- 27 boilers, and
- 56 windows.

In addition, 18 of our homes are now benefiting from roofs that have been repaired.

We began replacing air source heat pumps that had reached the end of their useful life. These are better for the environment than gas boilers, so it is right we are doing this work. However,

they are up to 10 times more expensive than gas boilers, which will affect our programmes in future.

We have been granted £5,000 for each home, under the Government's Social Housing Decarbonisation Fund – which we must match, pound for pound. This money will be used to insulate roofs, floors and walls, and to fit double-glazing.

We will be updating our stock condition surveys this year and next, to include Energy Performance Certificate ratings. Social housing landlords are expected to bring their homes up to a level 'C' by 2030, so we need this information to plan our insulation works programme.

We will be continuing with our window programme throughout the current year.



Help to improve your English

Improve your English by signing up to a free **ESOL (English for speakers of other languages)** course.

Hackney Learning Trust provides ESOL courses at various levels. To register, first talk to a teacher at a term-time advice session: on Tuesdays at 1pm at Hackney Learning Trust, 1 Reading Lane, E8 1GQ; on Tuesdays at 6pm at Pembury Community Centre, Block A, Atkins Square, Dalston Lane, E8 1HL; and on Thursdays at 1pm at Linden Children's Centre, 86-92 Rectory Road, N16 7SH. For further information, call the English Learning Line at: 020 8820 7043 or email: english@learningtrust.co.uk

In Islington, call: 020 7974 1930, or email: esol@islington.gov.uk to get advice about where to do ESOL courses locally. There are also free online resources at: www.islington.gov.uk/advice/esol-resources

If you live in Haringey, **Haringey Learns** offers pre-entry and accredited ESOL courses from beginner level up. Sign up at the learning centre at Wood Green Library, 2nd Floor, 187-197A High Road, Wood Green, N22 6XD. Or phone: 020 8489 2596 / 020 8489 2523, or email: hals@haringey.gov.uk for more information.

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Lettings and empty homes

During 2022-23, 23 properties became empty. Of these, 14 were for social rent and four were for intermediate or affordable rent. Five of the homes were empty for development reasons.

Included in our new lettings were three households from our internal waiting list and three permanent homes for young people from our Makeda Weaver Project.

Our biggest challenge when it comes to empty properties is the length of time it takes us to re-let them. Our target is 35 days (and the median result for our peer group was 32 days), but our average last year was a disappointing 64.7 days. Unfortunately, this is because this process can sometimes take up to 10 weeks.

Delays can be caused by a number of factors. We may have to carry out extra repairs, for example.

However, unsuitable nominations is another. Councils sometimes send us people for our general needs housing who need much more support than we can offer. We turn them down, because we don't think it is fair to anyone for us to offer them this kind of accommodation.

Court hold ups are also a problem. We recently had two properties that tenants had abandoned. Even though they were empty, we have to go to court to get legal possession and permission to instruct Bailiffs to take them back for us. There is well-reported pressure across the justice system and this is slowing court hearings and causing a backlog of court paperwork and Bailiff appointments. A rise in evictions since pandemic restrictions were lifted is also adding to the number of cases.



Help for people with physical disabilities

If you, or someone in your household, is struggling with everyday living, poor mobility or needs extra care, check they are getting all the **benefits** they are entitled to. Go to: www.turn2us.org.uk/Your-Situation/disabled-ill-or-injured

Many people with disabilities don't realise they can claim **Personal Independence Payment** (PIP). You can get PIP even if you're working, have savings, or are on most benefits. We can help you apply or appeal, if you are initially turned down. Call us for an appointment.

For advice and support in Hackney, contact disabled-led **Choice in Hackney**. Phone their landline: 020 7613 3206, use their textphone: 020 7613 3208, email: info@choiceinhackney.org, or go to their website at: www.choiceinhackney.org

In Islington, contact disabled-led **Disability Action in Islington**. Phone them on: 020 7354 8925, email: info@daii.org, or go to their website at: www.daii.org

In Haringey, contact **Disability Action Haringey**. Phone: 020 3355 0071, email: info@d-a-h.org, or go to the website at: www.d-a-h.org

For a guide about **social care** options, go to: www.nhs.uk/conditions/social-care-and-support-guide

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Developing new homes

We took handover of three shared ownership homes in October 2022 at our scheme at Hoxton House in Penn Street, E1, in partnership with North River Alliance

Our next partnership project, this time with the Build London Partnership, which is led by L&Q, has begun at the site of the former Kingsley Hall and community centre in Parsloe Road, Dagenham.

This development will add 36 further homes to our stock and is made up of three one bedroom flats, 32 flats with two bedrooms and one flat with three bedrooms. They will be a mix of tenures, with homes for rent and shared ownership. We expect them to be completed in the summer of 2024.

Meanwhile, we have six flats for affordable rent on site at a former car



park in Pitfield Street in Hackney (pictured above).

At Moreland Street estate in Islington, EC1, we are in the early stages of exploring the possibility of 'airspace development'. This is where more homes are built on top of existing homes. At Moreland Street, we could potentially add a further 35 much-need homes for Londoners.



Help for older people

Make sure you are getting all the **top-up benefits** available to you, by using Age UK's benefits calculator at: www.ageuk.org.uk/information-advice/money-legal/benefits-entitlements – This web page includes help to pay bills and get urgent funding.

Age UK operates a **national helpline** at: 0800 678 1602. Lines are open 8am-7pm, every day of the year.

If you live in Hackney, find lunch clubs listed by **Hackney CVS** at: hcvs.org.uk/older-peoples-projects. You can check for advice, social activities and befriending, with **East London Age UK**, at: www.ageuk.org.uk/eastlondon , or call: 020 8981 7124.

If you live in Islington, track down services by using the **council's directory** at: directory.islington.gov.uk (type 'older people' in the search bar). **Islington Age UK** has a helpline, on: 020 7281 6018, and offers one-to-one support and support for carers, as well as online information at: www.ageuk.org.uk/islington

If you live in Haringey, check out the **council's directory** at: www.haringey.gov.uk/social-care-and-health/older-people to find help, support, lunch clubs and social activities for older people.

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Involving our community

Shian’s Tenant Scrutiny Panel met four times last year. A big thank you to the tenants who come regularly.

Over the year, they discussed and gave us their views and suggestions on:

- our Tenants’ Charter promises
- our approach to damp and mould
- the need for a simpler process for renewing parking permits
- the role of our newly appointed Tenancy Sustainment Officer – with reports back on how many people were benefiting with raised incomes
- our laptop offer to tenants
- the summer outing
- our plan to pause internal transfers for two years, to help us reduce rent loss from homes being empty and the cost of voids maintenance.

The Panel also approved multiple welfare fund applications and began handling these between meetings to speed up the help we offer.

Two regulars from the Panel represent you at the BME Landlords Tenants Forum, which brings tenants from different landlords together to influence London housing policy. Members have been sharing their experiences with their own landlords. The forum also has direct contact with the National Housing Federation, and has held meetings with Top Copley, the Deputy Mayor of London for Housing and Residential Development, and Helen Baker, Chair of Shelter. The forum will also contribute to the co-production of a housing manifesto for London.

On 17 August, we took residents on a free summer trip to Southend.



Help for carers

The **Carers UK** website (www.carersuk.org) offers information about benefits and practical support. If you join, you can also access online activities and chat forums.

In Hackney, register with the **City and Hackney Carers’ Centre** for emotional and practical support, and wellbeing activities. Phone: 020 8533 0951 (Mon-Fri, 10am-4pm), email: info@hackneycarers.org.uk, or go to: www.hackneycarers.org.uk

Islington Carers Hub (islingtoncarershub.org.) is run by Islington Age UK and offers advice, support groups and access to funding for breaks to people caring for adults. Call freephone: 0800 085 1141 (9am-5pm,) or email: info@islingtoncarershub.org

In Haringey, register with **Carers First Haringey** to access one-to-one support, support groups and workshops. Call: 0300 303 1555, or go to: www.carersfirst.org.uk/haringey

For support, advice and activities, if you are a **young carer**:

- in Hackney, call 020 8356 4800, or email yh.youngcarers@hackney.gov.uk
- in Islington, call: 020 7272 6933, or email: icyc@family-action.org.uk
- in Haringey, call: 020 8489 3844, or email: alison.hackshaw@haringey.gov.uk

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Supporting young people

We continued to provide housing and mentoring support for young men at risk of gang-related crime, through our Makeda Weaver project, which provides two hostels in Hackney for low-risk offenders and flats for young men referred to us by Southwark Council's SERVE project. In all, we worked with 28 people.

We saw a disappointing rise this year in residents being recalled to prison because they had re-offended. We saw a return to bad habits after lockdown, as well as clients turning to crime in the rising cost-of-living crisis.

We are reviewing our support schemes, because rising costs are making it more difficult to continue providing unfunded support to our residents.

Makeda Weaver performance 2022-23	Hostels	SERVE
Bedspaces	14	3
Total number of clients supported	28	
Clients reoffending	3	
Clients studying	1	
Clients training	6	
Looking for work	12	
Working part-time	9	
Moved on	6	
Evicted	2	

We are proposing to change one of our hostels from ex-offender accommodation to key worker housing. This would raise our rental income to help subsidise our continuing youth work.



Help for young people

The Mix (www.themix.org.uk) provides advice and counselling for young people aged 11-25. Call: 0808 808 4994 (Mon-Sat, 4-11pm). In a crisis, text THEMIX to 85258.

Barnardos (www.barnardos.org.uk/what-we-do) provides practical/emotional advice to young people, including care leavers, young carers, young homeless and LGBTQ.

Council youth services provide youth centres, advice, information and social events.

- Go to Young Hackney at: www.younghackney.org (ages 6-19, or up to 25 with special needs).
- Izzy-Info is Islington Council's website for young people. Go to: www.izzy-info.com
- Youth Space is Haringey's website for young people aged 11-19 (or up to 25 with special needs), at: www.youthspace.haringey.gov.uk

To discuss **gang-related problems** in confidence, call Shian on 020 8985 7120 and arrange to speak to our Makeda Weaver Project Manager, Zoma Okpala.

Gangline (www.gangline.com) can also provide a mentor. Call 0800 032 9538.

For advice on your **pregnancy** options, go to: www.brook.org.uk/topics/pregnancy

Family Nurse Partnership (www.fnp.nhs.uk) provides regular optional nurse visits to parents up to age 19. In our areas, email: whh-tr.FNP-Hackney@nhs.net, or phone 020 7241 7857 (Hackney and Islington), or 020 3224 4385 (Haringey).

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How well we performed

Our rented housing stock was made up of:

- 422 general needs homes
- 14 bedspaces in two hostels
- 20 units of supported housing
- six shared ownership properties
- three homes under the Rent to Homebuy scheme
- 26 homes rented at less than 80% of market rent, and
- two homes at market rents.

We managed to keep rent arrears similar to last year, despite the cost-of-living crisis, which is affecting us all.

We are limiting this year's rent increase. Although a 7% rise sounds high, it is actually 3.1% less than the inflation rate when the rise was calculated.

If you are struggling to pay, contact us as soon as you can, so that we can offer help.

Key performance figures	2021-22	2022-23	Target 2022-23	Peer group median
Rent collected	99.85%	98.57%	100.75%	99.07%
Current rent arrears	3.02%	2.97%	3%	3.65%
Rent loss from empty properties	0.64%	1.09%	0.5%	0.62%
Management cost per home	£1,413	£1,493	£1,777	£642
Repairs/maintenance cost per home	£3,921	£4,322	£3,262	£2,486

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Help for students

University students should go to: www.gov.uk/student-finance for details about student loans and sources of additional help. Universities usually have hardship funds too.

If you are aged 16-19 and are in care/a care leaver, a parent, disabled, and/or getting benefits while at a **further education college**, you may also be able to apply for a bursary of up to £1,200 from your college. You will not have to repay this.

All students can use the Turn2us website to check if there are **grants** to apply for. Go to: grants-search.turn2us.org.uk

Apply to Shian's **scholarship fund**. We can award up to £500 to any tenant or their adult child who is currently on a course. Send us full details.

Student Minds is the UK's university student mental health charity. Use the site to find support, see what's on offer at your own university, and get advice on the cost-of-living crisis. Go to: www.studentminds.org.uk

Value for money

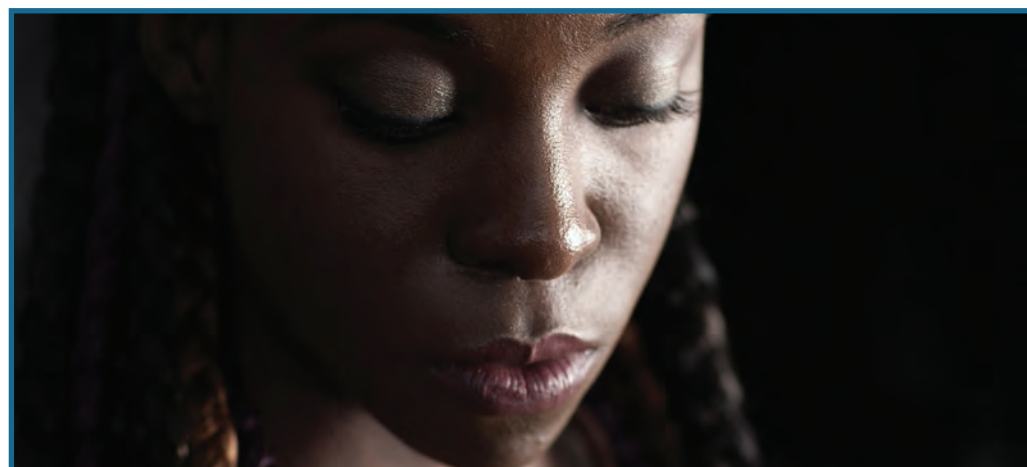
We spent the year making sure our services stayed strong, despite sharply rising costs. We were pleased to maintain our 'gold standard' repairs and high levels of resident satisfaction

In the current climate, it is difficult to find direct savings. However, our plans to increase digitalisation will reduce staff time, and printing and postage costs, at the same time as expanding our online service.

Reinvesting in our homes, and our plans to improve insulation and meet energy performance and carbon reduction targets, will improve your homes, lower your costs and raise the value of our assets.

Membership of the BME London landlords group and the Build London Partnership continue to add value to our work and boost our development plans.

Value for money reporting metrics	2021-22	2022-23	Target 2022-23	Peer group median
Reinvestments (spend on existing homes)	1.65%	2.55%	1.77%	3.8%
New supply delivered (new homes)	0	0.01	0.01	0.51
Gearing (our debt levels – finance debt allows us to invest in existing homes or to develop new ones)	30.06%	27.71%	28.51%	30.4%
EBITDA MRI interest cover (measures our surpluses against the interest we pay)	139.51%	131.89%	125.37%	100.15%
Headline social housing cost per unit	£6,385	£6,794	£6,070	£6,905
Operating margin (shows how profitable our business is)	29.41%	25.10%	20.37%	17.75%
Return on capital employed (ROCE)	2.68%	3.43%	3.69%	1.3%



Help for people with mental health problems

In Hackney, go to the **Chatworks** website at: www.chatworkshackney.co.uk/get-help to find sources of support. If you aren't coping, you can go to the **Walk-in Crisis Café** at The Raybould Centre, Homerton Row, E9 6SR (open Mon-Fri, 6-9pm, Sat-Sun, noon-4pm). For urgent support, call the **24-hour crisis line** on: 0800 073 0006.

In Islington, go to: www.islington.gov.uk/social-care-and-health/health-services-in-islington/mental-health for a **directory of local support services**. For **24-hour crisis support**, call 020 3317 6333, or visit A&E at University College Hospital, Whittington Hospital or the Royal Free Hospital.

In Haringey, go to: www.haringey.gov.uk/social-care-and-health/mental-health-and-wellbeing/Support-from-Community-Organisations for a **directory of support services**. If you aren't coping, you can call the **Safe Haven Helpline** on 0800 953 0223 (5-8pm, seven days a week, including bank holidays). If you are in urgent need, call the **CRHT** (Crisis Resolution Home Treatment) service on 0800 151 0023, or access emergency support at A&E at the Whittington or North Middlesex Hospitals.

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Statement of comprehensive income for the year ending 31 March 2023	2023 £	2022 £
Turnover	4,926,018	4,232,653
Cost of sales	(294,639)	-
Operating costs	(3,394,757)	(2,990,478)
Surplus on disposal of fixed assets	519,315	2,500
Operating surplus	1,755,937	1,244,675
Interest receivable and other income	126,739	-
Interest payable and similar charges	(835,093)	(567,545)
Movement in fair value of investment properties	(155,000)	-
Surplus on ordinary activities before and after taxation	892,583	677,130
Actuarial loss on defined benefit obligations	(77,000)	(80,000)
Total comprehensive income for the year	815,583	597,130

Balance sheet at 31 March 2023	2023 / £	2022 / £ (restated)
Fixed assets		
Housing properties	50,555,689	50,232,189
Other fixed assets	688,396	700,490
Investment properties	2,160,000	2,315,000
	53,404,085	53,247,679
Current assets		
Properties for sale and work in progress	-	266,118
Debtors	225,693	365,988
Cash in bank and in hand	447,076	968,981
	672,769	1,602,087
Creditors: amounts falling due within one year	(£2,893,323)	(£8,399,298)
Net current liabilities	(2,220,554)	(6,798,211)
Total assets less current liabilities	51,183,531	46,449,468
Creditors: amounts falling due after more than one year	(37,814,926)	(33,875,446)
Pension liability	(363,000)	(384,000)
Net assets	13,005,605	12,190,022
Capital and reserves		
Share capital	14	14
Revaluation reserve	1,218,058	1,373,058
Retained surplus	11,787,533	10,816,950
	13,005,605	12,190,022

Help for people with learning disabilities



City and Hackney Integrated Learning Disability Service. Access via Hackney Service Centre, 1 Hillman Street, E8 1DY (weekdays, 9am-5pm). Out-of-hours emergency, call 020 8356 2300.

Choice in Hackney provides a supported skills/volunteering/jobs. Call: 020 8356 5700 for the Supported Employment Team, or email: supportedemployment@hackney.gov.uk

To access specialist services in Islington, contact **Islington Learning Disabilities Partnership.** This is at: 52d Drayton Park, Islington, N5 1NS. Phone: 020 7527 6600.

For support from **Haringey Learning Disabilities Partnership,** call: 020 8489 1384 or email: hldp@haringey.gov.uk – also: www.haringey.gov.uk/social-care-and-health/learning-disabilities

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Board of management



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.



Sandra Brown

Sandra is a debt specialist with the Citizens Advice Bureau. She formerly worked as a Senior PA Legal Secretary. She holds a BSc (Hons) in Social Science and Diplomas in Geography and Environment, and Development. She is Chair of Odu Dua Housing Association. *Resigned 24 May 2023.*



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).



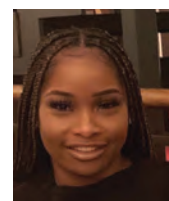
Dr Bola Odepidan

Bola is Training Director with Housing Advocacy, which is an international regeneration, renewal and training organisation. *Elected 28 September 2022.*



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.



Rudolph Rutherford

Rudolph started out as a central heating engineer, but gained substantial experience in asset management, particularly around day-to-day repairs and rehabilitation of properties. He takes a particular interest in ensuring there are high levels of tenant satisfaction with maintenance. Rudolph has previously worked with Shian and Odu Dua Housing Associations.



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.





Shian
Housing
Association
Ltd

Email: info@shian.org.co.uk

Phone: 020 8985 7120

Web: www.shian.org.uk

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

Registration Number 26464R under the Cooperative and Community Benefit Societies Act 2014

Registered with The Regulator of Social Housing – Registration LH2883

A member of the National Housing Federation and BME National