

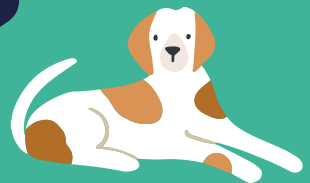
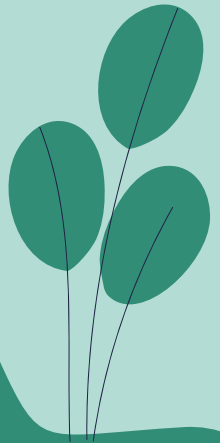


SPITALFIELDS
HOUSING ASSOCIATION

স্পিটালফিল্ডস্ হাউজিং এসোসিয়েশন

Annual Report 2022 – 2023





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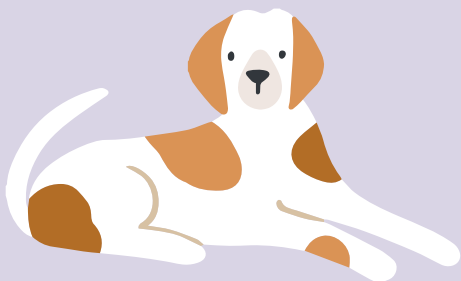


Corporate Statement

Spitalfields Housing Association (SHA) is the largest Bangladeshi-led housing Association in the UK. Spitalfields HA has grown to become one of the top five largest BME housing association in London.

The Association was founded in 1979 by members of the Bangladeshi community in response to poor housing conditions in the Spitalfields area. It was originally set up as a co-operative and concentrated on developing large family sized accommodation for Bangladeshi families. The Association was registered with the Housing Corporation in 1979 and it began an ambitious development programme, where we refurbished and invested in what had been underdeveloped homes and communities.

SHA is now a general needs housing provider. It stands to provide good quality housing and community services to those with the greatest needs in Tower Hamlets and beyond.







Corporate Statement (continued)

Through diligent management and inspirational leadership, SHA has grown to become one of the top five largest BAME housing association in London. This is at a time where growth in the sector has largely been achieved through mergers and acquisitions. Spitalfields HA has been able to maintain its unique identity and exceptional service delivery to its residents and those in the surrounding communities.

SHA is extremely proud of its diverse family of employees, residents, partners and contractors. As a provider of homes to numerous communities in one of the most diverse cities in the world and an employer to many BAME employees, we support diversity and inclusion in all forms.

Spitalfields HA's mission is to 'create places where people want to live'. We have been working hard to continue to deliver services to our residents. The health and safety of our residents and colleagues is our top priority. We are proud of the dedication; commitment and support from our staff who have continued to work to deliver services to meet our residents' needs and expectations.

The financial performance of the Association remains strong. Spitalfields HA generated an overall surplus of £1.98m (2022: £1.79m). This has been achieved through diligent financial and treasury management and excellent cost control.

Value for Money

Value for money is embedded in our corporate plan and our business planning framework. Our three on-going key strategic priorities are to improve our core services, increase our residents' satisfaction and to develop more homes for our local communities. This is underpinned by our strong financial performance.

Value for money has been delivered through:

- Adhering to our asset management strategy which seeks to improve the performance of our assets;
- Providing good quality, efficient and effective services to residents; and
- Using balance sheet strength to finance our loan portfolio.

We have maintained strong cost control and we anticipate that our costs and quality of service will continue to improve with our renewed focus on our online services and overall re-design of services. We continue to engage and explore new methods of interaction and methods of delivering services to our residents in a way that meets their needs.

The year to 31 March 2023 has also been another financially strong year for Spitalfields HA. We ended the year with an operating surplus of £3.4 million (40.7% operating margin) and a net surplus after interest of £1.9 million (24% net margin). There were no asset sales in the current year. Our value for money focus can be seen by the strong performance in our operating surplus and the improvement in the services we have delivered to our residents.

These surpluses are a result of diligent financial and treasury management, with a focus on cost control, and a proactive approach to risk management. We are focused on providing value for money as we are a social purpose business, and we use our surplus to invest in our existing stock and develop more homes for social benefit.



Resident Engagement

Our resident engagement programme has produced another successful year with the local community. Our continuous effort has ensured that residents have had the opportunities to get involved in improving our service delivery and improving the quality of their life.

We have been working in partnership with not-for-profit, and community-based organisations, to pool our resources and expertise in order to deliver activities to priority groups on a regular basis. The activities this year included youth club sessions, half-term sports schemes for young people, disability group activities, mental health awareness sessions, over 40's fitness class's, women's only fitness sessions and healthy eating and cooking clubs. These activities have helped to improve the participants' physical and mental health and wellbeing, reduce social isolation, and improve confidence and communication skills.





Housing & Customer Services

Spitalfields HA has performed extremely well in the Borough as part of the Common Housing Register group and amongst other BME Housing Associations in delivering our core services. This year we have built on our strengths in Housing Management and maintained high levels of performance and resident satisfaction.

This is evidenced by our performance indicators which demonstrate that we have met, maintained, or exceeded our targets. We are committed to ensuring that we continue to offer good quality and cost-effective core service to our residents.

We continue to focus on credit control from the Housing Management team. Some successful techniques we employ to streamline the process include:

- Uniform debt letters written concisely.
- Ensuring all letters are recorded against the property account.
- Encouraging residents to Pay in Advance – this has been extremely successful in avoiding tenants slipping into arrears unknowingly and is in line with the terms of lease and tenancy agreements.
- Supporting tenants with Universal Credit applications and signposting to other services where they have welfare needs.

We continue to act on recommendations from Fire Risk Assessments; and as a result, we maintain a zero tolerance clean up approach and targeted buildings where the risks remain high. The health and safety of our residents, assets and contractors are paramount to our focus on safety.





Our advice to residents is to keep all communal areas clear of any obstructions and combustible materials and that includes balconies. We regularly carry out estate inspections to ensure residents are in compliance with the zero-tolerance approach.

My Tenancy is SHA's comprehensive resident's online portal, it allows tenants to access services including; making payments, checking rent balances, printing rent statements, reporting a repairs and log complaints and compliments. The service is available 24/7 and 365 days of the year. We continue to encourage all residents to sign up to the service and benefit from utilising services at a time that suits them best.

Housing management completed a total of 14 lets during the year. We are pleased to report that the void turnaround for the year was an average of 48 days, this enabled desperately needed properties to be let quickly and maximise our income.

Housing Management KPI

2023

% Rent arrears	7%
% Service charge arrears (leaseholders)	16%
Number of re-let	14
Average re-let times (days)	48
% ASB cases resolved	100%

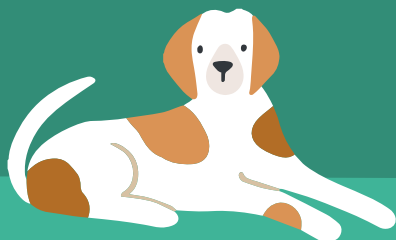


Financial Report

Spitalfields HA's financial performance remains strong. The surplus for 2023 was £1.98m (2022: £1.79m). This has been achieved through diligent financial and treasury management and excellent cost control.

Statement of comprehensive income for the year ended 31 March 2023

	2023 (£)	2022 (£)
Turnover	8,254,459	8,007,328
Operating costs	(4,894,164)	(5,004,853)
Gain on disposal of property	0	5,903
Operating surplus	3,360,295	3,008,378
Surplus on sale of properties	0	0
Interest Receivable	41,434	667
Net Interest payable	(1,420,136)	(1,218,028)
Surplus for year	1,981,593	1,791,017
Actuarial gain/(loss) in respect of pension scheme	(173,000)	343,000
Total comprehensive income for the year	1,808,593	2,134,018

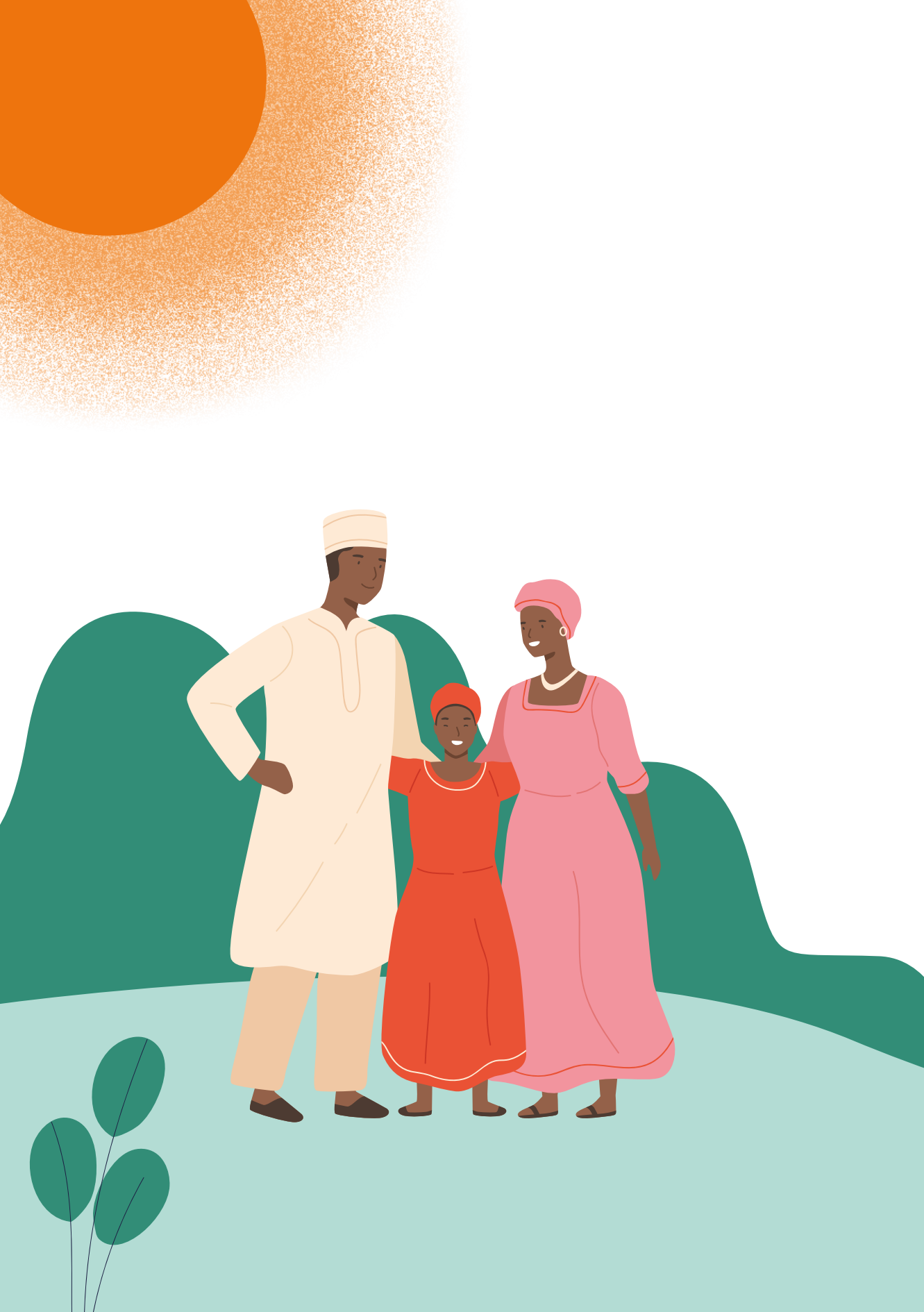


The value of our housing stock as of 31 March 2023 was £96.4m (2022: £97.3); (the decrease is due to depreciation), and our cash position was very strong at £10.1m (2022: £9.1m). Other fixed assets relate mainly to commercial properties and the changes are due to annual revaluations. All loan covenants were and are comfortably met.

Statement of Financial Position as of 31 March 2023

	2023 (£)	2022 (£)
Housing properties	96,365,172	97,311,282
Other fixed assets	5,233,377	5,239,869
Debtors	407,413	570,012
Cash	10,082,880	9,069,129
Creditors	(81,839,509)	(83,838,538)
Net assets	29,795,333	27,986,754
Reserves	29,795,333	27,986,754





Financial Report (continued)

Financial activities during the year yielded a net cash surplus of £1.0m (2022: £583k).

The Association is financed by a combination of revenue reserves, long-term loan facilities and social housing grant received directly from the Government. The income from our commercial properties also contributes to the funding mix.

Statement of Cash Flow as of 31 March 2023

	2023 (£)	2022 (£)
Net cash from Operating activities	4,310,162	3,755,318
Investment in properties	(149,299)	(420,224)
Net proceeds from property sales	-	5,903
RCGF Repaid	(21,230)	-
Repayment of loans	(1,905,213)	(1,714,595)
Net interest paid	(1,262,057)	(1,172,334)
Net change in cash	1,013,751	583,368
Cash at the beginning of the year	9,069,129	8,485,761
Cash equivalent at the end of the year	10,082,880	9,069,129

Asset Management & Maintenance

We work closely with contractors to ensure performance standards are met; regular partnership meetings are held to discuss/plan works ahead and share learnings. Our contractors are encouraged to carry out first time fixes to deliver value for money. Housing and maintenance team regularly carry out post inspection to ensure tenant satisfaction is achieved.

The online repair tool allows residents to report repairs more efficiently which in return allows SHA remedy repairs faster.

Asset Management KPI 2023

	2023
% of telephone calls answered within 6 rings	95%
% of repairs completed within target time	97%
% repairs completed - first time fix	95%
% of residents satisfied with last completed repair	96%
% of properties with annual gas tests	100%





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