



ANNUAL REPORT 2023 | 24



Providing homes, supporting communities



TWO

CHAIR'S REPORT 2023/24



I was honoured to be appointed as Chair of Hjaltsland Housing Association at the 47th AGM in August 2023. Having served as a committee member since 2015, under then Chair Bobby Hunter, and from 2018, as Vice Chair to Agnes Tallack, I am grateful for the mentoring and encouragement that they both provided to me on the journey to my current position.

Just 5 days into the new role, we attended a presentation by Partick Harvie MSP, then Minister for Zero Carbon Buildings, who announced improved funding for climate-friendly heating systems, and energy efficient measures installed by social landlords. This was also an opportunity to highlight to him some of the financial challenges faced in Shetland, in terms of higher-than-average costs of labour and materials for the Association, and the extremely high energy costs experienced by the tenants, and indeed, all remote island residents. Following this, he was given a tour of Grodians, to see first-hand the high standard of insulation and the use of cost-effective district heating in these properties, and he left highly impressed with what he had seen.

Following an unannounced Care Inspectorate visit in October, which focused on two key elements: "How well do we support people's wellbeing?" and "How good is our leadership?" the Association's Housing Support Service received a positive endorsement. Both these areas were given an overall rating of five, or very good. This is testament to the hard work and commitment of Ian Bray and the whole team. Whilst an independent endorsement is always welcome, the main performance indicator remains the feedback received from tenants, and the invaluable work of the Tenant Focus Group remains an integral part of this continuous process.

The Housing Service also helped tenants in need to secure £30,000 from the Community-Led Local Development project, which is administered locally by Shetland Islands Council, and funded by the Scottish Government. An additional £45,000 from the Scottish Federation of Housing Association's Fuel Insecurity Fund was also awarded, in recognition that inhabitants of Shetland are at significant risk of fuel poverty.

To round-off 2023, December saw work finally commence on the infrastructure element of the Staneyhill housing development, which will eventually lead to the construction of around 300 much-needed new homes over a ten-year period. Local civil engineering firm Garriock Bros Ltd. are making good progress with this element of the project, which is due for completion at the end of 2026, and has been made possible due to grant funding of £19,998,332 from the Scottish Government. Construction of housing for phase 1 is anticipated to commence in the summer of 2025, and will consist of 66 one, two and three-bedroom homes.

"The new heating system has really improved our household massively with regards to our son who is highly asthmatic, it's also really helped us financially too."

CUSTOMER SERVICE CHARTER

As a social housing landlord, we put our customers at the centre of everything we do.



We will use this Customer Charter as a framework for delivering excellent customer service, and will aspire to meet these standards with every interaction:

- ✓ We will deliver our services in a friendly, professional manner and treat everyone with courtesy and respect
- ✓ We will treat all customers without discrimination and will make reasonable adjustments to ensure our services are accessible to all
- ✓ We will deal with requests, enquiries and concerns fairly and promptly
- ✓ We will communicate using clear and simple language
- ✓ We will provide clear reasons for any decisions we make and will provide accurate and relevant advice at all times
- ✓ We will provide an efficient, adaptable service that is flexible to meet the needs of our customers
- ✓ Where we make a mistake or our service fails to meet our standards, we will apologise and do what we can to put things right
- ✓ We will learn from our mistakes and promote a culture of continuous improvement
- ✓ We will seek customers feedback and use this to improve our services
- ✓ We will keep customers informed and use a variety of channels to do so
- ✓ We will be solution focused and take a positive approach to any challenges
- ✓ We will train, develop, and support our staff with the skills they need to provide an excellent customer experience

THREE

We respectfully ask that all customers always treat our staff members with courtesy and fairness.

VISION

Providing homes, supporting communities

VALUES



TEAMWORK



OPENNESS



OWNERSHIP



QUALITY



INNOVATION

In April, a “future housing event” was held with Shetland Islands Council and the local construction industry to highlight the scale of social housing development in Shetland over the next decade, and to foster better collaboration and explore ways that demand can be met, to the benefit of all.

Outside of Lerwick, building projects have been completed at phase 2 of Berryview in Scalloway, Ladies Mire in Brae, Marthastoon in Aith, and four units will be completed in Walls in October, providing much-needed affordable, energy-efficient homes in these rural areas.

In conclusion, I am immensely proud of what Hjalmland Housing Association has achieved during this reporting period, and give my sincere thanks to the management, staff and Management Committee for their continued effort, dedication, and professionalism.

Colin Nicholson | Chair



↑ New Chair Colin Nicholson with Agnes Tallack

↓ Some of the staff and committee members at Berryview



FOUR

HOUSING SERVICES

HOUSING DEMAND AND LETTINGS

The shortage of affordable housing in Shetland is well documented, exemplified by the number of applicants on our waiting list. In 2023/24 alone, our administration team received and processed 646 new applications, making an assessment on housing needs in line with our Allocation Policy.

It is vital that applications are assessed in a timeous manner – across the reporting year, applications were processed at an average of 3.87 days.

We were delighted to alleviate the housing need of 100 applicants throughout the year, 11 of which were existing Hjaltland tenants. The completion of our brand-new developments at Berryview in Scalloway and Ladies Mire in Brae not only added 32 new social housing properties to our portfolio, but more importantly provided a safe, secure, warm base a family can call home.

Our Housing team ensured new tenants could sign up at the earliest opportunity, with an average void time between tenancies of 8.54 days, significantly lower than the national average of 58 days.

ROUTINE REPAIRS

Overall tenant satisfaction is inextricably linked to an efficient and reliable repairs service, where tenants know if they report a problem, it will be dealt with. Our reactive repairs team processed over 1800 repairs throughout the year, at an average time of 6.5 working days. Incredibly, this equates to roughly 7 repairs for every working day!

We are indebted to the dedicated team of contractors, who work hard to ensure tenants live in a safe, well-kept environment. Providing a service the length and breadth of Shetland, including the isles, does not come without its challenges, but our incredible repairs satisfaction survey results of 99% confirm the service is providing good value for money to our tenants.

*“The support has been very helpful as it’s enabled me to put the heating on a little higher as my husband has vascular dementia and is always cold.”
So I don’t have to worry that he’s not warm enough.*

↓ Tenant Focus Group



HOUSING SUPPORT

We offer low-level housing support in Lerwick, focusing on promoting independence and sustaining tenancies. Our short-term service assists new tenants, with 46 benefiting last year. In addition to the excellent report, we received from the Care Inspectorate (see Chair's report), we also completed our own survey with tenants and were delighted with the results. Tenant satisfaction is high, with 100% reporting satisfaction, experiencing compassion, and feeling supported in achieving personal goals.

We also secured £75,000 in external funding to help with rising costs, including energy vouchers and fuel insecurity aid, benefiting 293 households in total. Our Technical Officers are here to give advice on energy saving tips and our Financial Inclusion Officer offers advice and signposting for households needing support with social security benefits.

TENANT PARTICIPATION

As a social housing landlord, we always wish to seek assurance that we are delivering services that meet the needs of our customers. The best source for providing scrutiny and holding us to account is you, our tenants. We now have over 50 tenants who are signed up to receive regular documents, such as policies, strategies and services standards. In addition to this, we also have an active Tenant Focus Group, who meet on a quarterly basis and help provide direction to the Association.



REPAIRS SATISFACTION SURVEYS

QUARTERLY NEWSLETTERS

SHELTERED HOUSING SURVEY

ANNUAL RENT CONSULTATION

DOMESTIC ABUSE & SEXUAL VIOLENCE POLICY

DUTY OF CANDOUR POLICY

DAMP & MOULD POLICY

CHILD PROTECTION & VULNERABLE ADULT POLICY

ARC PERFORMANCE SCRUTINY

ANNUAL REPORT APPROVAL

NEW BUILD SURVEYS

FIVE

We would like to take this opportunity to thank all tenants who have provided us with their invaluable feedback through the year and open the door to any tenant who feels they would like to contribute to our decision-making processes. If you would like to join the mailing list, or just want to find out a bit more about how you can be involved, please don't hesitate to get in touch with a member of our team.

YOU SAID WE DID:

- ✓ **Emergency Repair Criteria:** Based on tenant feedback, the maintenance policy was updated to include an emergency repair code for heating issues during weekends or public holidays, previously categorized as a 1-day repair during the week.
- ✓ **Voucher Scheme for New Tenants:** New tenants now receive a suite of vouchers for local businesses at the offer stage, allowing them to use them while planning their move, thanks to a tenant's suggestion.
- ✓ **Electronic Newsletters & Reports:** To save on mailing and printing costs, the Association now sends out quarterly newsletters and annual reports electronically by default, following a tenant's suggestion.
- ✓ **Cost of Living Support:** Survey feedback highlighted that tenants preferred financial support over items like slow cookers and duvets, leading the Association to focus on cash payments for 2023/24.
- ✓ **Cost of Living Deadlines:** Tenants are now explicitly informed to return requested documentation promptly to avoid missing out on financial support, as funds are limited and distributed on a first-come, first-served basis.

OUR PERFORMANCE



TIME TO COMPLETE APPROVED MEDICAL ADAPTATIONS



NATIONAL AVERAGE 23/24
45 DAYS
ANNUAL REPORT 22/23
29 DAYS



TIME TO COMPLETE EMERGENCY REPAIRS



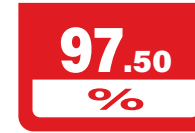
NATIONAL AVERAGE 23/24
3.96 HRS
ANNUAL REPORT 22/23
2.22 HRS



RENT ARREARS AS A % OF RENT DUE



NATIONAL AVERAGE 23/24
6.74%
ANNUAL REPORT 22/23
3.26%



NEW TENANCIES SUSTAINED FOR MORE THAN A YEAR



NATIONAL AVERAGE 23/24
91.24%
ANNUAL REPORT 22/23
99%



REPAIRS CARRIED OUT RIGHT FIRST TIME



NATIONAL AVERAGE 23/24
88.41%
ANNUAL REPORT 22/23
85.30%



COURT ACTIONS RESULTED IN EVICTION



NATIONAL AVERAGE 23/24
27 CASES
ANNUAL REPORT 22/23
1 CASE

The role of the Scottish Housing Regulator (SHR) is to ensure that social housing providers operate ethically and efficiently, directly benefiting vulnerable and low-income individuals and families in need of affordable housing options. Following the launch of the New Regulatory Framework we wanted to remind tenants of some important information available on our and SHR websites.

Scottish Housing Regulator Information Click or scan QR codes below.



Information on how the Scottish Housing Regulator regulates.



Important information for tenants on the SHR website, including guides and performance reports.



MEETING SCOTTISH HOUSING QUALITY STANDARDS (SHQS)



NATIONAL AVERAGE 23/24
84.36%
ANNUAL REPORT 22/23
99%



ON AVERAGE BETWEEN RE-LET



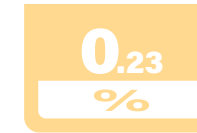
NATIONAL AVERAGE 23/24
56.73 DAYS
ANNUAL REPORT 22/23
6.54 DAYS



RENT COLLECTED AS A % OF RENT DUE



NATIONAL AVERAGE 23/24
99.43%
ANNUAL REPORT 22/23
100.54%



RENT LOST DUE TO PROPERTY EMPTY



NATIONAL AVERAGE 23/24
1.39%
ANNUAL REPORT 22/23
0.13%



TIME TO COMPLETE NON-EMERGENCY REPAIRS



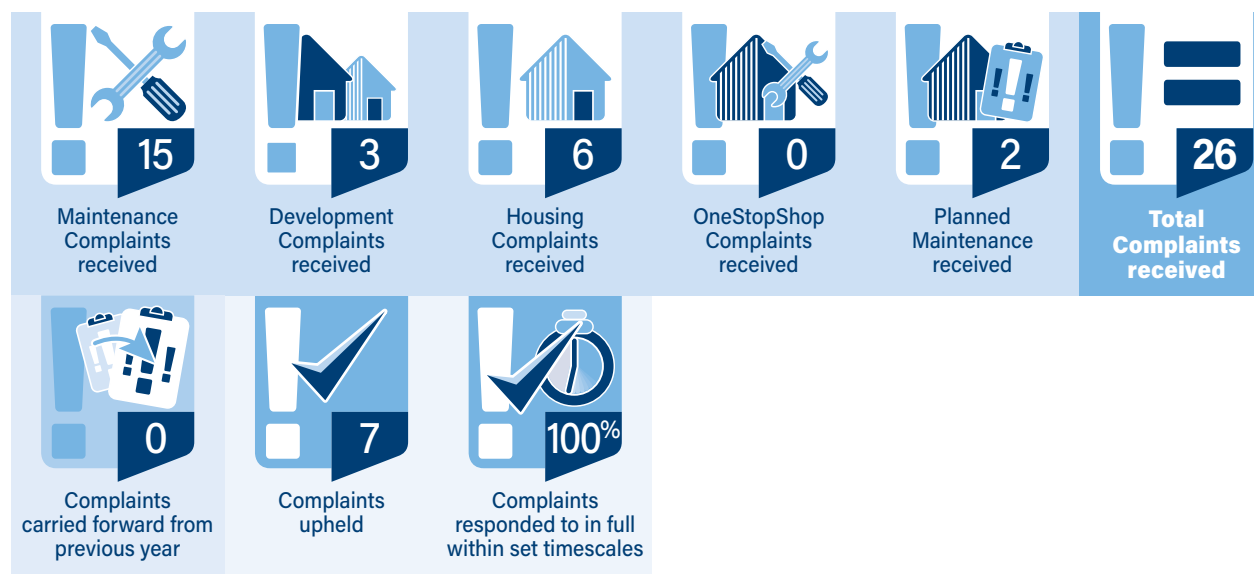
NATIONAL AVERAGE 23/24
8.95 DAYS
ANNUAL REPORT 22/23
9.07 DAYS

"We would like to thank you for the financial assistance we have received from your good selves, please be assured it is very very much appreciated."

CUSTOMER COMPLAINTS

We value your feedback as it helps us enhance our services. Our complaint handling procedure aims to improve our business by systematically recording all complaints for analysis and management reporting. This allows us to identify the root causes of complaints, discover training needs, and implement service improvements. We're committed to resolving complaints swiftly and have successfully addressed all stage 1 complaints within the set timescales this year, including one at stage 2. Your input is crucial for our continuous improvement. Thank you for helping us serve you better.

There are also resources for tenants regarding complaints and serious concerns.



SEVEN

TENANT SATISFACTION SURVEY

Every three years we conduct a large-scale tenant satisfaction survey, asking tenants their opinions on a wide range of housing-related topics. This section contains key results regarding tenant's opinions about their homes and the services we provide. We appreciate the time everyone takes to complete the surveys, as through your feedback, we understand the services that work well and those we know can and should be, improved.

Carrying out this survey is just part of the work the Association does to involve tenants in developing services. If you would like to find out more information, please get in touch.

22/23	23/24	23/24 SURVEY QUESTIONS	National Average 23/24
86	86	Percentage of tenants who feel that the rent for their property represents good value for money	82
87	87	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making process	88
85	85	Percentage of tenants satisfied with the management of the neighbourhood they live in	85
97	99	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service	87
91	91	Percentage of tenants satisfied with the overall service provided by their landlord	86
95	95	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	90
88	88	Percentage of tenants satisfied with quality of their home	84

↓ Technical Officer Jason Montgomery

↓ Health and Safety Manager Elizabeth Sinclair



TENANT SAFETY & DEVELOPMENT

EIGHT

PLANNED MAINTENANCE

Despite facing high interest rates, the Association is committed to keeping rents affordable for tenants. This year the planned maintenance programme focused on essential spend to retain the health and safety of homes and schemes. This included electrical condition testing on homes, communal area lights and alarms testing and servicing of heating and ventilation systems. Scheme works included maintenance on communal areas including grass cutting and weed control.

We are here to support tenants through these difficult times and want to ensure your living experience with Hjalmland remains a positive one.

TENANT HEALTH & SAFETY IN SCOTLAND

A VITAL PRIORITY

The social housing sector has seen a pivotal change emphasising tenant health and safety in which the Association has been active. There is a heightened focus on ensuring that social housing meets high health and safety standards. In Scotland, tenant health and safety involves a multifaceted approach meeting quality standards, safeguarding tenant rights, and ensuring robust health and safety measures.

The Association realise that ensuring the well-being of tenants is crucial for creating a safe and comfortable living environment.

HEALTH AND SAFETY ASSURANCE

The Association has met all duties related to tenant health and safety. Compliance with relevant health and safety requirements is crucial, including aspects like the management of asbestos, damp and mould, fire, water, lift, gas and electrical health and safety. Increasingly the Association continues to work with the Tenant Focus Group who are involved in shaping health and safety policies, procedure, and communications.

TENANT RIGHTS AND RESPONSIBILITIES

Tenants with a Scottish Secure Tenancy (SST) have several statutory rights, including security of tenure, the ability to apply for a joint tenancy, rights of succession for family members, and the ability to assign, exchange, or sublet their home. The Association is also responsible for promptly addressing necessary repairs to maintain safe and habitable conditions.

“A massive thank you to Hjalmland from me and the kids, we are enjoying much more settled times in our new home!”



CYBER SECURITY

Cyber security is the strategic defence of computer systems and networks against digital breaches. It ensures the protection of data integrity, confidentiality, and availability.

Cyber attacks, on the other hand, are aggressive intrusions that disrupt and damage systems, often with the intent to steal or corrupt sensitive information.

Recent fraud incidents against Scottish Registered Social Landlords (RSLs) underscore the critical need for robust cybersecurity measures to adapt to the evolving threat landscape.

The Association is committed to regularly updating its cybersecurity strategies to thwart the deliberate targeting of the sector and safeguard tenant well-being.

DEVELOPMENT

The Association continues to invest in communities throughout Shetland through its development programme, and during the year it spent **£6,027,873** on new housing developments. The Scottish Government provided **£3,745,202** in grant funding which enabled the Association to carry out the following:

- ◆ Completing **32** new units at **Berryview Ph1** in upper Scalloway (26 rental & 6 Shared Equity)
- ◆ Completing **2** new units in **Ladies Mire Ph3** in Brae
- ◆ Completing **8** new units at **Berryview Ph2**, in upper Scalloway (4 rental & 4 Shared equity)
- ◆ Completing **6** new units at **Marthastoon Ph2** in Aith
- ◆ Purchase a property – **19 Grostane** in Lerwick
- ◆ Start onsite with **4** new units at **Walls**
- ◆ Start onsite with the Infrastructure Contract at **Staneyhill** in Lerwick
- ◆ Continuing design for Housing at **Staneyhill** in Lerwick

NINE

The above development activity has resulted in the Association increasing its stock by a total of **38** rental properties and providing **10** units for purchase through the Low-Cost Home Ownership Scheme. The business plan targets for this year were completion of **48** units and starting onsite with **4** new units. The Association achieved **48** completions and one purchase and started onsite with **4** units.

↑ From bottom: Ladies Mire, Marthastoon and Berryview



TEN

COMMUNITY WEALTH BUILDING

Community wealth building is a practical approach, aimed at bolstering local economies for the benefit of all residents. The Association places a high emphasis on retaining wealth within the community by supporting local businesses, promoting fair work practices, and providing affordable housing. This inclusive approach not only provides jobs and homes but also empowers tenants to have a voice in shaping the future of their community. By fostering such an environment, we cultivate a stronger, more resilient, and prosperous community that thrives together.

“The £300 funding has been a massive help and relief. As a single mother I do struggle being able to pay my bills fully - especially in winter. I really appreciate the funding and am hugely grateful.”

↓ Technical Officers, Gary Brown and Jordan Wiseman



↓ Some of our contractors from Berryview



Hjaltland Housing Association procures various different works and services to enable it to meet its duties as a Registered Social Landlord and in doing so, is continually re-investing in the Shetland economy.

The Association's new build housing programme is not only delivering new affordable homes for the community, but also providing new investment into the local economy with the support of the Scottish Government and private lenders.

The below table summarises Hjaltland Housing Association's expenditure between 1st April 2023 and 31st March 2024.

	2023/24
Total Spend	£6,904,854.34
Total Number of Suppliers	171
Total Number of Local Suppliers (Shetland)	94
Total Local Suppliers Spend	£6,194,134.09
Total Spend % Attributed to Local Suppliers	89.7%
Total number of Local SMEs*	86
Local SMEs %*	91.5%

* Small and medium-sized enterprises (SMEs)

HOW HAVE WE PERFORMED FINANCIALS 2023/24 FOR THE YEAR ENDED 31 MARCH 2024

Hjaltland Housing Association significantly contributes to Shetland's local economy and sustainability. In the fiscal year 2023/24, Hjaltland Housing Association directed 89.7% of its expenditure to local suppliers, with 91.5% of these suppliers being SMEs. Hjaltland continues to be dedicated to sustainable operations that enhance the wellbeing of the local community.

Hjaltland Housing Association puts social value at the heart of every procurement exercise including the use of community benefit clauses and working with various community and social enterprises. Community benefits that were fulfilled by contractors and consultants in 2023/24 include but are not limited to:

- ◆ Attended local career events to promote apprenticeships and available posts.
- ◆ Supported Developing the Young Workforce with employability skills training at two local schools.
- ◆ Summer work placements for school and university students.
- ◆ Sponsorship of the Aith Junior High School netball team for the purchase of a new kit.
- ◆ Up-Helly-Aa festival donations.
- ◆ Fair Isle Bird Observatory donations.

In 2023/24, Hjaltland Housing Association commissioned six contracts over £15,000 that equated to a total value of £20,343,898.44 with all six contracts awarded to local contractors. These contracts will significantly contribute to the sustainability of the local community and economy over the next few years.

More information is available in our Annual Procurement Report via our website.

	2024 (£)	2023 (£)
Housing Properties	94,484,366	90,603,486
Other Fixed Assets	1,504,185	1,520,553
FIXED ASSETS	95,988,551	92,124,039
Current Assets	4,949,124	5,278,276
Creditors: Amounts due within one year	(2,753,794)	(2,637,039)
Amounts due after more than one year	(85,531,473)	(83,338,204)
Pension Liability	(372,000)	(133,000)
NET ASSETS	12,280,408	11,294,072
CAPITAL AND RESERVES		
Share Capital	92	90
Restricted Reserves	0	11,450
Income & Expenditure Reserve	12,280,316	11,282,532
TOTAL NET ASSETS	12,280,408	11,294,072
TURNOVER	7,225,716	5,634,638
Operating Expenditure	(5,154,937)	(4,003,316)
OPERATING SURPLUS	2,070,779	1,631,322
Interest Receivable	93,196	39,128
Interest & Financing Costs	(944,641)	(693,270)
Gain on disposal of property, plant & equipment	0	79,773
SURPLUS FOR YEAR	1,219,334	1,056,953
OTHER COMPREHENSIVE INCOME		
Pension Scheme Revision	(233,000)	(212,000)
TOTAL COMPREHENSIVE INCOME	986,334	844,953

ELEVEN



22/23	23/24	HOW WE SPENT YOUR POUND
29p	33p	Cost of Running Organisation
8p	11p	Day to Day Maintenance Costs
25p	8p	Planned Maintenance & Improvements
35p	45p	Mortgage Interest & Repayments
2p	3p	Other - Including service costs & bad debts

A copy of the Association's audited accounts are available on the website or can be obtained free of charge on request.

Providing homes, supporting communities



STAFF & COMMITTEE 2023/24



ARE YOU INTERESTED IN BECOMING A MEMBER OF THE MANAGEMENT COMMITTEE?

It is important that residents in Shetland are fully represented on our Management Committee to ensure that we properly represent the views of people living in our houses or those who receive our services. If you, or a member of your household would like to be considered please contact our office for an application form.

We would like to again thank all the tenants who joined us or provided feedback on our consultations throughout the year.

INVESTORS IN PEOPLE™
We invest in people Platinum



COMMITTEE MEMBERS 2023/24

Colin Nicholson – *Chair*
Karen Eunson – *Vice Chair*
Lucy Lawson – *Treasurer*
James Anderson
Jeff Goddard
Andrew Lyall
Neil Manson
Robert McGeady
Emma Perring
Pamela Shead
Theo Smith
Agnes Tallack
Lorna Willis

HJALTAND TRADING LIMITED

Neil Manson – *Chair*
James Anderson
Robert Hunter
Andrew Lyall
Agnes Tallack
Martin Watt

FINANCE & ADMINISTRATION

Lillian Anderson
Susan Gray
Eunice Isbister
Kim Laidlaw
Bryan Leask
Elizabeth Sinclair
Helen Robertson

ASSET MANAGEMENT

Bryan Gear
Paul Leask
Jason Montgomery
Ali Morris
Ian Peterson
Connor Regan
Andy Walters

ONE STOP SHOP

Alison Coles
Marianne Gardner
Avril Smith

HOUSING SERVICES

Arnie Arcus	Jennifer Laurenson
Ian Bray	Michelle Lyon
Gary Brown	Leigh-Anne MacMillan
Melanie Dawson	Brydon Smith
Rhona Goudie	Estelle Smith
Paul Gray	Larry Smith
Mark Henry	Jennifer Tait
Craig Irvine	Jordon Wiseman

BANKS AND FUNDERS

Allia
Bank of Scotland
Nationwide Building Society
Royal Bank of Scotland

SOLICITOR

Harper McLeod

AUDITORS

RSM UK Audit LLP
Quinn Internal Audit and Business Support Services

HJALTAND HOUSING ASSOCIATION

6 North Ness Business Park, Lerwick, Shetland, ZE1 0LZ

Telephone 01595 694986 Email mail@hjaltland.org Out of office hours emergency repairs 01595 692387

www.hjaltland.org.uk

Charity registered No: SC031954 | Financial Conduct Authority No: 1832 | Registered Social Landlord Reg No: HAL127