

CELEBRATING



55 years providing homes for the over 55s...

**Sutton
Housing
Society**

Annual report 2018/2019



Our vision

Investing our resources we are proud to provide affordable, well maintained quality homes.

With charitable status and as a specialist provider of homes for the independent over 55s, we continue to invest for the changing needs of Sutton.

Our highly professional staff team are dedicated to responding to the needs of our residents and developing a sense of community.



Celebrating 55 – our launch party!
Residents and staff held a celebration for the start of the events on 19 February 2019 at Trickett House, with a bangers and mash lunch followed by a 1960's themed quiz. A cake to mark the occasion was cut by our eldest and longest-standing residents, Phyllis and John.



Chairman's report

In 2019, we launched *Celebrating 55...*

Why celebrate 55? This year for Sutton Housing Society '55' is a unique number! Not only does it recognise our business being 55 years old (we were incorporated on 19 February 1964), but 55 is also our core client group, housing for older people – or the over 55s. Our recently refurbished offices include a very special timeline that recognises Frank Griffiths' (Sutton Housing Society founder) vision in 1964.

To mark this very special year, the Board together with staff have committed to delivering 55 events focussed around our customers and other good causes. Thanks goes to many of our partners and key stakeholders who have kindly sponsored several of our events, which are highlighted in the annual report. As part of the 55 theme a staff team cycled the '55 miles' from London to Brighton, raising over £2,100 for the British Heart Foundation.

Over the last year and into our 55th year, I am pleased to report that once again, Sutton Housing Society has continued to enjoy good financial strength. Looking ahead, the Government's rent reduction programme ends this year and we now have knowledge of moderate rent increases for the next 5 years reflecting the increased costs of operation for housing associations.

Whilst we are a small housing association, we have big ambitions and I pleased we have been able to fund and develop new homes for local people - an aspiration that the Board wish to continue moving forward. To support this aspiration, we have embarked on an ambitious plan to create a development 'pipeline', which we believe will enable us to continue to build more homes in Sutton for older people.

Over the past year, we have seen an improvement in our already high key performance indicators – for example, our positive customer feedback on repairs has increased to 98% (from an already impressive 94%). My personal thanks go to all the team (the Board and staff) for their continued hard work over the past year. Reinvestment in our existing stock remains a key priority and continues to be part of our long-term plans. The Board have been supporting the management team to ensure a relentless focus on health and safety, compliance and resident safety all of which are our absolute priority.

Finally, I am delighted that at this year's annual general meeting (AGM) we have standing for election a Resident Board Member, which will add further strength to the Sutton Housing Society Board. We also agreed to reduce the Board size to 9 (from 12) Board Members to ensure that the size was proportionate to our business.

Andrew Jepp
Chairman

Chief Executive's report

As Andrew (Jepp), our Chairman has outlined, we enter our 55th year and one which is being recognised through our *Celebrating 55...* initiative. The 55 events are all focussed on people and how we can make a difference.



Whilst we have an aspiration to build more new homes for local people, primarily on our existing rooftops, we believe it is important to respect our past, when we shape Sutton Housing Society's future. Every one of our buildings tells a story and many are named after those key people who helped shape Sutton Housing Society, we have been mindful that our proposed scheme extensions enhance their legacies.

I write this review having spent an enjoyable first year with Sutton Housing Society, being made very welcome by the Board, staff, our residents, key stakeholders and partners – meeting many of our residents at scheme meetings throughout the year, as well as on scheme walkabouts. Both myself and the Board remain passionate about the genuine difference small independent housing providers can make, as well as the important part we (all smaller RPs) can play in providing new homes.

In my first year, we have achieved many objectives, which included refurbishing Pat Shaw House (our main office), to provide a more customer friendly reception, wheelchair accessible interview rooms and an agile work place for staff. This new 'corporate brand' will be rolled out to all our communal lounges, when these are refurbished – starting in 2019 with Trickett House and Dorothy Pettingell House.

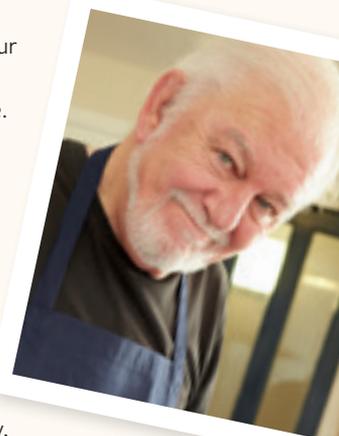
Our stock condition survey was successfully completed, achieving an impressive access rate to over 96% of our homes – the data collected has been used to inform our long term (30 year) investment decisions. Our Wi-Fi offer and digital training has seen over 65% of our residents accessing the internet – we continue to evolve our (appropriate) digital journey, that will meet the needs of our customers now and in the future.

Over the past year, we have focussed on health and safety, as well as compliance, creating a new compliance and monitoring position to support this important area of work. Our grounds maintenance and cleaning contracts were tendered and relet, with residents involved throughout the process – we are now starting to see 'stripes on the lawn'.

There is still more to do... But we continue to work towards transforming Sutton Housing Society into an excellent provider of older peoples accommodation.

Robin Roberts
Chief Executive

CELEBRATING
55
years/stories/events



IN OCTOBER 2019 WE PROPOSE TO SUBMIT
PLANNING APPLICATIONS FOR

77
NEW FLATS

*I just wanted to say thanks
a million for making my
family happy.*

*My parents were living in a
flat on Carshalton High Street,
accessed by a stone outside
staircase; they had road noise,
upstairs neighbour noise,
downstairs café noise and
were at their wits end with
stress and anxiety.*

*They had been on the waiting
list for a flat for over a year.
Then Peppermint Court came
up! My parents fell in love
with it and within a couple of
months they had moved in.*

*My sister helped them move.
When she saw their flat
she cried as the relief of
them being happy, and safe,
was overwhelming. I live in
Yorkshire and when I came
to visit I did exactly the same!
The flat is beautiful and bright,
with lovely big rooms, huge
windows and a balcony.*

*My parents attend all of your
events in the communal lounge
and have made friends with
some of the other residents,
so are now social butterflies.*

*So thanks very much for being
a great support for them,
thanks for putting my family's
mind at rest and thanks
for looking after them.*

New homes

In February 2019, we secured planning permission to create a new one bedroom flat at Peppermint Court. This will be achieved by converting the internal mobility scooter/cycle store and building a new small mobility scooter/cycle store to the rear. The work will be funded by Sutton Housing Society together with grant funding from the GLA (Greater London Authority). The conversion work will be completed in February 2020.

In March 2019 we achieved another milestone, when we were granted investment partner status with the GLA. Partner status means that we can now apply for grant funding from the GLA to help support the delivery of new homes in Sutton. The GLA have also announced a new set of measures to specifically help support smaller developing RPs, which is very welcomed by Sutton Housing Society (and other g320 members).

Sutton Housing Society remains committed to building more affordable homes for older people (over 55s) in Sutton. We believe the most effective way to do this is to build on our own land and/or extend our current schemes. Predominantly these new homes will be achieved by rooftop developments, which are starting to be known as 'airspace' extensions.

We have taken an ambitious approach and have identified five sites (phase 1) that we are working towards submitting planning applications, all are being submitted at the same time (October 2019). Our approach demonstrates our statement of intent to build, and more importantly creates a development 'pipeline'. The success will depend on many factors, including receiving a GLA grant.

Working with local architects Hoban Design and specialist planning consultants Indigo Planning, we are hoping to extend the following schemes; with the number of additional flats is shown in (). Planning applications for Cloverdale Court (21), Griffiths Close (21), Norman House (13), Ronald

House (7) and Trickett House (17). We have worked closely with the London Borough of Sutton including holding pre-app meetings to discuss the designs in detail before they are submitted.

Formal consultations with our residents have been completed and our proposals are being welcomed. Our existing residents recognise the need to provide more homes for older people, as well as seeing the benefits of the proposed works, which will enhance some blocks that are over 50 years old. We remain committed not only to extend the above sites but also to take the opportunity to improve the current buildings both internally and externally. For example, we will be installing new lifts, enlarging the communal lounges, providing new mobility scooter stores. Externally, these proposals take the opportunity to 'modernise' some of the sites (see Griffiths Close below).

We hope that our initial development plans will create around 79 new homes for local people, of which, 21 will be at our extra care scheme at Cloverdale Court.



COMPUTER GENERATED IMAGE
SHOWING HOW GRIFFITHS
CLOSE WILL LOOK FOLLOWING
DEVELOPMENT.

Complaints and compliments

During 2018/2019 we focussed largely on ‘collaborative responsibility’, freeing our staff up to actively be the person that makes a difference to our residents. We have encouraged staff to ensure residents are their key focus in their decision-making and that they understand the impact they have.

We have encouraged staff to actively seek solutions and to ensure communications are in place with residents. We have reviewed our website and included new feedback forms relating to service contracts (cleaning, gardening and window cleaning), providing another way for residents to share their views on the services they receive.

Complaints

During 2018/2019, we received four complaints and two expressions of dissatisfaction. Compared with the last financial year complaints have reduced by 33% and expressions of dissatisfaction by 66%.

As we go forward, we will ensure that we are capturing all relevant information to ensure the accuracy of our recording.

The areas of complaint and dissatisfaction varied, with no common theme. However, all issues have been discussed with the whole team to share lessons learnt.

Compliments

There were 134 compliments received during 2018/2019, covering all areas of our service.

Our repairs service and contractors received 64% of all compliments; this is reflected in our improved performance figures too. Compared to 2017/2018, this is an increase of 79%. We had previously recognised that we were not adequately recording the compliments received; during 2018/2019, we improved our recording system, and this is reflected in the much-improved figures.

Repairs and maintenance

It has been a very busy year for the property team and below are a few of our key achievements:

Day to day repairs

In partnership with our contractors, we have completed 1,158 repairs, with positive feedback of 98%; this is an increase of 4% from last year. From all these repairs, 99% were completed on time and we completed many of these via appointments, increasing our performance with appointments made from 76.9% to 89.2%.

We would like to thank all our residents that took the time to return our feedback survey and to share their views on the repairs service.

The 1,158 repairs, equates to approximately 2.5 repairs per property, which is a similar figure to last year. However, we have reduced the average cost of repairs per property from £444 to £338; this equates to nearly 24%.

We introduced new performance measures relating to resident feedback with their new home following a letting; whilst numbers are low, due to introducing this in quarter three of 2018/2019, positive feedback is 100%.

We have now entered in to a long-term relationship with our day-to-day contractor, Boston & Smeed and with our popular painter, Paul Marshall.

Compliance with health and safety

Health and safety is a key area of focus for Sutton Housing Society and receives regular attention from staff and the Board. During 2018/2019, we have:

- appointed a Compliance and Monitoring Officer to ensure that our day-to-day health and safety requirements are managed, monitored and maintained, meeting all relevant legislation;
- appointed a specialist lift consultant to help us have more control over this important area of compliance and to minimise the time that lifts are not operational;
- been working with the London Fire Brigade to ensure our communal areas meet their requirements; where additional works have been requested, these have been carried out (during 2019/2020, we will have a new set of fire risk assessments for all relevant homes);
- tested around 200 properties to ensure they have a valid electrical certificate and that these homes comply with current legislation;
- appointed a water testing company to ensure that our communal water supplies remain safe and healthy, complying with relevant legislation;
- reviewed the specifications for our cleaning and grounds maintenance contracts and appointed one contractor to oversee both these important services.

Planned works

The main areas of achievement are:

- The replacement of bathrooms, new uPVC energy efficient doors and the upgrading of electrical circuits at our homes in Wandle Valley. The work was carried out by three contractors: Serafin Ltd; Nationcare Ltd; and Maloney Electrical. We worked with residents to minimise disruption and achieved 98% positive resident feedback. The work was completed within budget.
- The completion of our stock condition survey, for which we achieved a 96% access rate. This provides reassurance that the information is accurate and enables us to properly plan our stock re-investment over the next 30 years (during 2019/2020, we will use the outcomes from the survey to bring our properties up to our (new) higher standard before rolling out the planned maintenance programme from 2020/2021).
- The installation of kitchens and showers in 12 other homes.
- We installed new accessible doors at Dorothy Pettingell House and Old Brewery House and improved the communal lounges at Griffiths Close, Margaret House, Norman House, Old Brewery House and Thomas House, providing new furniture chosen by interested residents, together with refreshed decoration and carpets where required.



Community engagement

We are delighted that more residents than last year are taking part in our engagement activities; we recorded 1,061* people at our various events throughout the year.

We have continued to provide our popular 'standard' offering of events across the schemes such as chair based exercises, arts and crafts sessions, afternoon teas, the garden competition, Armed Forces Day, the Christmas pantomime, making a difference day, Time for a Cuppa and the Millers Ark mobile farm visit.

We have introduced new events which have proven very popular such as Skype quizzes, Wi-Fi cafes, big bingo, tai chi and film screenings.

Our Board remains keen to ensure that whilst our community engagement work isn't a charge made to rent accounts, that we are achieving positive outcomes in terms of easing loneliness and helping to support individuals' wellbeing. Measuring the social value of this work can be tricky as it's a measure of the 'people value' obtained from running an event and measuring the difference that the individual events have made to the individuals that attended. During 2018/2019 we have calculated that for every £1 we spent on community engagement, our social value return equates to £17.

During 2019/2020, we are planning to deliver 55 projects as part of our *Celebrating 55...* initiative. As it is Sutton Housing Society's 55th birthday and our core client group are people aged 55+, we are celebrating with our residents and have events such as a street party, BBQ and a music afternoon planned.

Board Members asked that we establish the social value of having access to a communal garden and the difference this makes to residents. We will work with the new gardening group at our newest scheme, Peppermint Court, to calculate this during 2019/2020.

** Some people attended several events; figures are calculated by attendance at each event.*



Our digital journey

Part of the recent office refurbishment included a provision for more agile working. All staff are now able to work remotely connecting to our new cloud-based server using mobile devices, which enables us to provide a more efficient service to our residents and customers.

Installing Wi-Fi across all our housing for older people schemes in 2018 and continuing to offer IT support to residents resulted in a positive increase in the number of older people now using digital technology.

Our small team of dedicated staff and resident digital champions hold regular Wi-Fi IT cafés across schemes as well as offering individual sessions with residents in the communal areas. A digital tablet loan scheme is also available to residents who attend these sessions but do not have access to their own device so that they can continue to practice at home. We try to make these sessions an opportunity to have fun and learn at the same time.

'Thanks to staff for time and effort in sorting Wi-Fi out.'

RESIDENT AT HARDING HOUSE

Our digital Skype quizzes across schemes have become a huge success; with residents now taking part in an inter scheme Skype quiz tournament as part of our *Celebrating 55...* events.

We regularly promote and share SHS events on our Instagram and Twitter feeds.

Our digital journey continues in 2019/2020 with plans to introduce an electronic document management system at head office and digital notice boards at schemes.



Resident involvement

We have continued to increase resident involvement at Sutton Housing Society. During 2018/2019, we introduced a 'menu of engagement' for residents; this is a fun way of sharing how residents can work with us, depending on their interests and the amount of time that they have available.

We introduced a resident engagement strategy, making it clear that resident engagement is not one person's job, but the responsibility of the whole staff team. We recognise that resident involvement can lead to more positive outcomes and are committed to reinforcing our collective approach to resident engagement. We will continue to engage and consult with residents over a wide range of topics.

During 2018/2019, we increased the number of residents attending and participating at the Housing Operations Committee (HOC), a sub-committee of our Board. We now have seven residents, up from four previously, that regularly attend HOC, reviewing performance, approving policies and having a genuine say in the operational policies and practices that directly impact our residents.

We had a number of residents work with us to review both the cleaning and the grounds maintenance specifications; these residents were then involved with tendering and procuring the new contracts. Many of them will now be involved in monitoring the performance of these contracts from 2019/2020.

We introduced our Disability Forum in August 2018 following our profiling exercise carried out in 2017. From a response of just over 66%, we established that 45% of residents had some form of disability; it is important that all residents have a voice and the opportunity to be involved with us. The most common disabilities amongst our residents are: hearing impairments; mobility issues and partial/full use of a wheelchair; mental health; and sight loss.

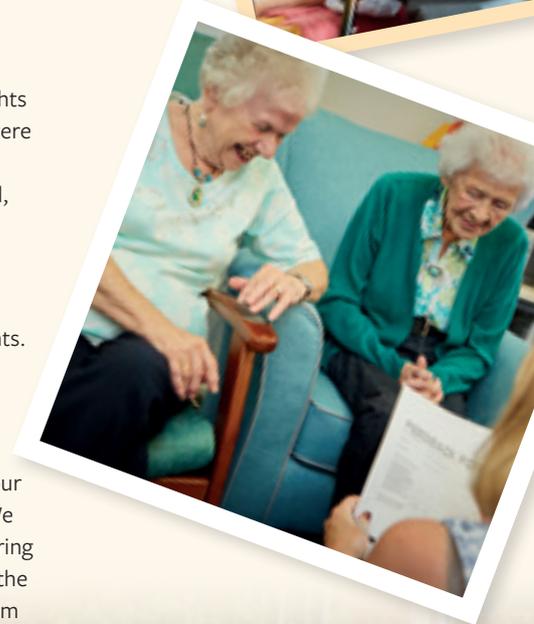
Residents have received presentations from specialist agencies and support organisations relating to hearing loss and sight loss. They have also input to our maintenance works relating to access around the schemes. Residents have enjoyed the social aspect to the forum too; after each meeting there is time to mingle and take part in quizzes or enjoy an afternoon tea.

During 2019/2020, residents at the forum will review the lettable standards for our homes and feedback on the estate walkabouts carried out at their schemes and ways to improve these. Residents will also receive information about aids and adaptations and other topics they feel appropriate for the forum.

In the latter part of 2018/2019, we ran some resident sessions relating to the *Together with Tenants* initiative; residents shared their thoughts and views regarding the proposals and these were shared with the National Housing Federation. When known, the outcomes will be introduced, as appropriate, at Sutton Housing Society.

We plan to recruit a resident to our Board during 2019/2020, further supporting our commitment to engaging and involving residents. We also aim to introduce repair surgeries at schemes and procure a new window cleaning contract, involving residents in the process.

The input from residents that contributed to our involvement work is very much appreciated. We review feedback closely on a regular basis, sharing comments, complaints and compliments with the whole staff team to improve services, learn from what we've done and to celebrate successes.



Value for money

Value for money (VfM) is about being effective in how we plan, manage and operate our business. 'Value' means the appropriateness of our homes to help meet local housing need, supported by the quality of our homes and the services we provide, which in turn create an improved quality of life and wellbeing for our residents.

VfM is about making the right decisions now, for the long-term benefit of the organisation, that where appropriate, support the principles of whole life cost. We will continue to deliver VfM through a combination of strategies, policies, procedures and our actions. These in turn will help us to decide how to make best use of our income and assets to fulfil our social purpose.

A greater understanding of VfM will improve outcomes for staff and residents. We will continue to embed VfM into the organisation as part of our monthly performance management team meetings. Recruiting and retaining quality staff, who will go the extra mile to deliver better outcomes for our residents, will underpin any approach to VfM.

Looking back on 2018/2019

Maintaining and improving financial strength

We will continue to maximise rent collection and minimise rent arrears as well as maximising income streams and ensuring best value from our assets and activities, through subletting office space and, wherever possible, seeking to identify opportunities that attract grant funding and use our surpluses to minimise borrowing. Our approach to procurement will align with our size and geographical location. We will make decisions based on whole life cost, primarily using local contractors, consultants and suppliers; ensuring that we use the right people for the right job.

Some of our residents continue to face financial challenges, particularly those that are affected by Universal Credit – this makes our performance relating to managing rent arrears more pleasing as our downward trend continues, once adjusted for housing benefit payments.

Investment in staff training has continued, to ensure we can provide the right information, support and assistance to our residents.

Value for money highlights

- Sponsorship of *Celebrating 55...* events (£10,000) by contractors and consultants we work with.
- Procurement savings on community engagement events through repeat bookings, negotiated reductions on IT training, as well as proactive investigation to prevent tenancy fraud.

Maintaining and improving excellent resident services

We will continue to maintain and improve resident services, assisting with improving our residents' wellbeing through a range of community development initiatives supported by our Community Engagement Officer. We are involving our residents in the delivery and review of our services and VfM. Our 'paper-lite' approach enables us to refine how we deliver services to our residents in a more efficient way, simplifying and automating key business processes through an appropriate digital journey; which suits our core client group both now and in the future.

A key area of focus for us in 2017/2018 related to listening to our residents' views and wherever possible, acting upon them. Our *You Said: We Did* information in our resident newsletter, Sutton Scoop, updates residents on some of the things we have been told that they would like to see changed. Examples of this would be that resident wanted Wi-Fi in our older peoples housing; we invested £100,000 and installed Wi-Fi which is available to residents and their visitors to use.

We reviewed and re-tendered both our cleaning and grounds maintenance specification with a group of interested residents. Overall, it will be of a higher standard and incorporates areas not included in the last contract e.g. weed killing on hard landscaped areas.

Our asset management and development strategy will be an integral part of VfM. Our recent stock condition survey will guide how we invest to maintain the useful life and quality of our housing assets. It will also define the standard for our residents' homes (above the decent home standard) and set targets for affordable warmth, as well as influence decisions on redevelopment whilst underpinning the principles of whole life cost.



Key performance indicators

Maintaining and improving financial strength



	RESULTS 2017/18	RESULTS 2018/19	SHAPE* 2018/19
Current resident arrears: general needs	3.05%	2.55%	2.92%
Current resident arrears: older people	1.12%	1.01%	1.06%

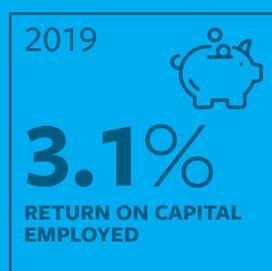
Maintaining and improving excellent resident services



	RESULTS 2017/18	RESULTS 2018/19	SHAPE* 2018/19
Residents 'satisfied' with new letting	-	100%	-
Residents 'satisfied' with last repair	91.1%	97.4%	96.2%
Emergency repairs (completed within target)	100%	100%	100%
Urgent repairs (completed within target)	98.6%	97.7%	97.7%
Routine repairs (completed within target)	98.4%	99.2%	99.2%
Number of repair appointments made	76.9%	89.2%	89%
Repair appointment kept (where made)	100%	99%	99%
Homes with valid gas safety certificate	100%	100%	100%
Gas safety checks completed within target	100%	100%	100%



Value for money metrics



	RESULTS 2017/18	RESULTS 2018/19	GLOBAL ACCOUNTS 2018 HFOP**
RSH 101: operating margin (overall)	32.1%	29.5%	21.1%
RSH 102: operating margin (social housing lettings)	32.4%	29.9%	22.8%
RSH 103: EBITDA MRI (as % interest)	1,385%	936%	229%
RSH 203: gearing (RSH and scorecard measure)	4.3%	4%	39.2%
RSH 204: new supply delivered (social housing units)	0.2%	4.8%	0.3%
RSH 304: reinvestment	12.4%	4.2%	3.7%
RSH 401: return on capital employed (ROCE)	3.6%	3.1%	3.1%
RSH 501: headline social housing cost per unit (£'000)	£5.20	£5.41	£5.60

* SHAPE (median): Smaller Housing Associations Global Accounts; produced by the Pursuing Excellence Regulator of Social Housing (RSH)

** HFOP: Housing for Older People

Financial statements

Year ended 31 March 2019



Where our money came from

	£
Rents	2,490,135
Supporting people charges	40,419
Service charges	608,653
Interest receivable	777
Amortised government grants	127,955
Other income	71,461
Total income	£3,339,400

We use our surplus to fund adaptations and improvements to our existing properties and, when opportunities arise, to acquire more housing for rent. We also use some of our surplus to invest in community engagement.



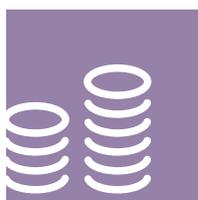
Where our money went

	£
Management	238,164
Supporting people services	42,269
Service charges	769,631
Routine maintenance	270,196
Planned maintenance	152,349
Adaptations and improvements	250,883
Depreciation of properties	612,180
Interest payable	71,685
Other expenses	104,540
Total expenditure	£2,511,897
Surplus for the year	£827,503
Less pension scheme adjustments	£309,228
Total surplus for the year	£518,275



Income and expenditure

	2019 £	2018 £
Turnover	3,338,623	3,206,124
Operating costs	(2,440,212)	(2,195,993)
Operating surplus	898,411	1,010,131
Interest receivable	777	1,013
Interest payable	(71,685)	(51,748)
Surplus for the year	£827,503	£959,396
Pension scheme adjustments	(309,228)	-
Total surplus for the year	£518,275	£959,396



Balance sheet

	2019 £	2018 £
Fixed Assets	28,953,755	28,327,432
Cash and investments	1,021,869	263,910
Net liabilities	(14,527,614)	(13,661,606)
Total assets less current liabilities	£15,448,010	£14,929,736
Share capital and reserves	15,448,010	14,929,736
Total capital and reserves	£15,448,010	£14,929,736

The financial statements have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP) FRS102 and the Statement of Recommended Practice for registered housing providers, Housing SORP 2014.

Acknowledgements

Auditors

Knox Cropper LLP

Private funders

Charity Bank

Orchardbrook Ltd

Bankers

National Westminster Bank plc

Governance

Sutton Housing Society aims to follow the highest standards of governance, accountability and probity. The Society's Board of Management has adopted the National Housing Federation (NHF) Code of Governance (2015), with two stated exceptions.

For a copy of the NHF Code of Governance and a detailed statement of how this is applied to the operation and management of the Society please visit www.suttonhousingsociety.org.uk/about-us/publications/.

The senior management team

Robin Roberts BA (Hons) DipArch (Hons) FRIBA FRICS

Chief Executive and Secretary

Glynis Gatenby PG DIP CERT, CIHM

Operations Director

Marcie Regelous

Resources Director

The Board of Management

Andrew Jepp FCIH – Chair

Alison Bennett CMCIH MAPM

Matthew Corbett

Audrey McFarlane LLB

Pamela Norton MBE

Michael Payton BSc MSC MRICS

Lisa Rae

Adrian Simpson

Graham Waters FCIH (*until September 2018*)

Adam Phippen (*until September 2018*)

The Board is supported by the Housing Operations Committee (HOC).



Resident Housing Operations Committee members

Dot Allen

Joy Hammond

Val Rollason

Christopher Simpson

Hazel Turner (*from September 2018*)

Jean Gardner (*from September 2018*)

Annette Dunningham (*from December 2018*)

The external body responsible for the regulation of social landlords is the Regulator of Social Housing (RSH). They set out guidelines as to what standards our services should reach, how these are scrutinised and reported.

Detailed reviews of our performance are undertaken by the Society's Board of Management and its Housing Operations Committee (HOC). The majority of HOC members are residents.

This annual report summarises our performance, our work and the financial position of Sutton Housing Society.

It is aimed at all of our stakeholders and underpins our commitment to accountability.

If you would like to find out more about anything in this report or about the Society's work in general, please get in touch with us at our head office, Pat Shaw House.

Sutton Housing Society

Head Office

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Registered with the Regulator of Social Housing No: L0721

An exempt charity, registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014

No: 16614R



www.suttonhousingsociety.org.uk



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