



**Sutton
Housing
Society**

Annual report 2022/2023

Chair's report

On behalf of Sutton Housing Society, we would like to say thank you to everyone for making this another great year.

Over the past 12 months we delivered the second year of our five-year corporate plan, which supports our ambition – *here for good, enabling happy lives*. Perhaps as a fitting addition to this ambition, we were delighted to welcome Barbara Bransgrove to the Board at last year's AGM – as many of you may know, Barbara is the daughter of Frank Griffiths, who set up Sutton Housing Society in 1964. She fondly remembers her father working in his spare room; together with the Board, she is passionate that we ensure Sutton Housing Society remains an independent and locally focussed provider of affordable homes.

Last year we were shortlisted for several awards and were especially proud to be on the shortlist for best landlord of the year – this is a national award and we were the smallest provider on the list by far!

Our performance for the year has remained in the top quartile and we continue to outperform others in the (housing) sector, as well as our peer group. Once again, thank you to everyone who has made these results possible – our Board, our hard-working Sutton Housing Society team and of course, our valued contractors, consultants and suppliers.

In February 2023, we approved our sustainability strategy 2023/2030. We have a good starting point and we aspire to ensure the remaining 10% of homes with a D rating are brought up to at least a C before the 2030 deadline. Supporting our fabric first approach, all our new homes have been built with renewable technologies, ranging from air source heat pumps (ASHP), solar panels and low energy technologies. We aspire to make these homes as energy efficient as possible from the outset.

At last year's AGM, we launched our residents' charter and over the past year, we have been busy working with a small group of residents to ensure the new charter is embedded within our organisation. We continue to gather feedback so that the residents' charter can evolve and develop.

We are committed to health, safety and compliance; over the year we have consistently been 100% compliant. Sutton Housing Society's Board will continue to ensure that the appropriate investment is made for this important area of work.

Our financial performance, which underpins all that we do, remains strong as we continue with our aspirations to build new homes for older people. To support these aspirations, together with the grant funding that we secure from the GLA (Greater London Authority), we approved a new treasury strategy.

Over the past year we completed several small development schemes, including the successful conversions of bedsits into self-contained flats. Norman House, our first rooftop development, alongside an extension and wider scheme improvements was completed. This has achieved positive feedback and is our benchmark for our other airspace projects. Ronald House, our second rooftop scheme is underway, and we look to start Trickett House in 2024. All schemes are later than we had hoped; the construction industry has been impacted by many challenges that we have had to work through.

My thanks go to all of those who work at Sutton Housing Society and my special thanks to Marcie, Glynis and Robin, as well as the Board for their support in my role as Chair and for their continued commitment to the organisation.

Alistair Auty
Chair





Chief Executive's report

Last year was another busy, exciting and successful year. As well as completing our new homes across various sites, which have all been let, we have been working on securing new funding to continue with our long-term development aspirations.

In February 2023, the Board approved our new (increased) loan facility with the Charity Bank. Upon completion, we remain their largest single borrower – working with a small bank committed to social value is important to us. We are also securing new funds from the CAF Bank, who like the Charity Bank, are driven by social value. We will become CAF Bank's largest borrower later this year and these funds, together with grant funding from the GLA (Greater London Authority), enable us to progress more schemes in our (phase 1) development pipeline.

Our community engagement work continues to flourish year on year; we delivered nearly 300 events last year – and we would like to say a big thank you to all those involved in organising them. We also created our new men's club, which we hope to expand over the coming year with more members and more events.

Our personal approach remains at the heart of all we do, we listen and ensure we are accountable. Our team continue to *enjoy what we do*, offering the personal service we pride ourselves upon, which is achieved

through our scale, local focus and our committed team. Our new colleagues joining us will only add to this personal approach. Once again, we have received a high number of compliments with thirty six percent (36%) of our residents providing us with an unprompted compliment.

Importantly, our phase 1 development pipeline has been 'protected' by crystallising our planning approvals at Trickett House, Griffiths Close and Cloverdale Court. This was a significant piece of work, where we completed 31 pre-start planning conditions and made a start on each site. Upon completion of Ronald House, we intend to have a small pause to refresh ourselves, before we 'hit the ground running' with Trickett House.

Our 'national attention' has continued. We contributed to Inside Housing's roundtable discussion on an ageing population and our development work has been visited by a long list of interested parties. We have been mentioned in the Evening Standard's piece on airspace, showcasing what 'smalls' can do with a combination of vision and ambition.

With residents' support, our website has been reviewed. Where appropriate, we continue to make our services increasingly digital, but this is not, and never will be, a one size fits all – we are here to talk and listen to you. Our new resident app is being used by approximately one in four of our residents. We have continued our agile/flexible approach to working, by mixing working from home and the office and retaining our hybrid approach.

Thank you to our employees and the Board, who have supported us to ensure that Sutton Housing Society remains a successful and financially resilient business – no matter what challenges put in front of us. Finally, a special thank you to all our Norman House residents – who endured a project that took longer than it should have done, there were many challenges we had to overcome – but, we believe the 'hotel' like vision creates a home where we can all be proud to live.

Robin Roberts
Chief Executive



Praises and grumbles

Praises (compliments)

We received 172 compliments during the 2022/2023 financial year (this is the equivalent to 36% of our residents), with most compliments being for the service provided, followed by compliments for our employees.

Compliments came from applicants, partners and residents living in both our general needs homes and our older people schemes.

Grumbles (complaints)

We received two complaints during the 2022/2023 financial year. One complaint related to damage caused to property, noise and upset related to our development work within an older persons' scheme; this complaint was upheld. The other complaint related to a general needs' property/repair issue and specific employees; this complaint was partially upheld. Issues relating to the property were upheld; works were carried out over a period of time and the complaint was left open until the conclusion of the work to the resident's satisfaction. The issues relating to specific employees were not upheld.

How we handle complaints

We reviewed our compliance with the Housing Ombudsman Complaints Handling Code that sets out good practice that enables landlords to respond to complaints effectively and fairly. This is now reviewed annually and updated accordingly, with the assessment and outcome reported to the Board. Our assessment is available at www.suttonhousingsociety.org.uk/about-us/our-performance/

We received 14 service requests pre-complaint during the 2022/2023 financial year. These related to:

- 4 regarding window cleaning;
- 3 regarding development;
- 7 regarded various one-off reports relating to a fencing request, external lighting, a contractor, the Mole Valley out of hours, IT service, a new door and the withdrawal of an exercise class.

A copy of our complaints policy is available on our website; the Complaints Officer is our Operations Director, Glynis Gatenby.

We also monitor our 'service requests pre-complaint' which previously were called expressions of dissatisfaction. A service request pre-complaint is a record of reports by residents who are advising us, for the first time, of an issue/service they are unhappy with. (Please note that reporting a repair is not a complaint/service request pre-complaint). Once received, we have an opportunity to put this right. Should this not be addressed, or if the same issue reoccurs within six months, this is then treated as a complaint.



SERVICE STAFF
EVENTS
CONTRACTOR



OLDER PEOPLE SCHEMES
GENERAL NEEDS HOMES
APPLICANTS ON HOUSING WAITING LIST
PARTNER AGENCY





Repairs and maintenance

1,400

RAISED AND COMPLETED WORKS ORDERS WITH 98% POSITIVE FEEDBACK

The 2022/2023 financial year was busy and productive for everyone; however, with the support of residents and employees, and with the assistance of contractors, we ensured that we remained legally compliant across all areas of statutory maintenance, improved many homes and carried out repairs quickly and efficiently.

During 2022/2023, we:

- raised and completed 1,400 repairs with 98% positive feedback on works undertaken;
- replaced 20 bathrooms under the planned maintenance programme;
- replaced nine kitchens to our new development standard;
- installed new front and back doors at Furlong Close;
- carried out internal communal decorations at Dorothy Pettingell House in consultation with residents, including new lighting, flooring and redecorations;
- worked with our contractor Acorn and the resident review group, delivering a high standard of cleaning, grounds maintenance and window cleaning throughout the year;
- completed works to 30 empty homes, enabling people in housing need to find a new home;
- remained 100% compliant across both current and new areas of operations;
- carried out adaptations to 30 homes, enabling residents to maintain an independent life in their own home;
- fitted a smart new automated entrance door at Cloverdale Court;
- completed our first phase of fencing repairs at Wandle Valley;
- replaced defective electric boxes at Wandle Valley;
- upgraded the parking bays at Margaret House and provided a new BBQ area;
- installed a new door entry system at Wandle Valley to enhance the security doors.

9

KITCHENS REPLACED TO OUR NEW DEVELOPMENT STANDARD

20

BATHROOMS REPLACED AS PART OF PLANNED MAINTENANCE

30

PEOPLE IN HOUSING NEED GIVEN NEW HOMES

30

HOME ADAPTATIONS CARRIED OUT



Community engagement

Events and activities during 2022/2023

We can look back at some fantastic events held in the last financial year as, finally, Covid-19 restrictions were lifted, and residents began to socialise much more. With a new Community Engagement Officer in place and with renewed enthusiasm, we set out to hold as many events and activities as possible for our residents.

283
COMMUNITY
ENGAGEMENT EVENTS
AND ACTIVITIES IN
2022/23

We provided 283 opportunities for residents to take part in events and activities arranged and/or provided directly by Sutton Housing Society. The attendance rate was 42%+ across the 28 different types of events and activities. These broadly covered five key categories:

- Wellbeing
- Social
- Community
- Resident engagement
- Exercise

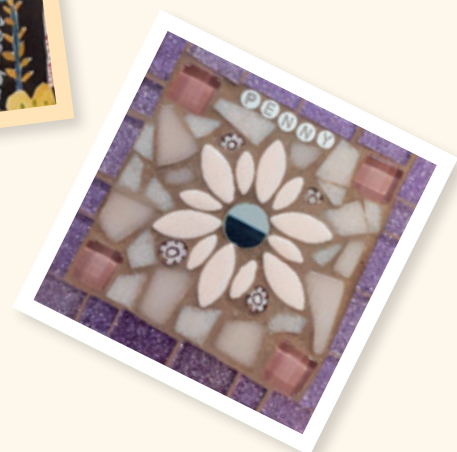
We assessed the value of our community engagement work with residents. We visited eight schemes inviting residents from these schemes and others to attend. Overwhelmingly, the feedback is that residents do feel better for attending our events; below is a snapshot of the feedback received:

- Creative Minds: *fun; rewarding;*
- Music: *relaxing; happiness; soothing;*
- Chair based exercises: *good exercises to music;*
- Quizzes: *keeps your brain active; general knowledge; exercise your brain;*
- Wellbeing: *enjoy Sutton Housing Society wellbeing events; keep well;*
- Parties: *good time; music; singing; getting together and enjoy having fun.*

COMMUNITY ENGAGEMENT EVENT AND ACTIVITY TYPES 2022/2023

MENS CLUB	● ● ●	GARDEN DAYS	● ● ●
EXERCISE CLASSES	● ● ●	OPS DIRECTOR DROP-INS	● ● ●
BIG BINGO!	● ● ●	CREATIVE MINDS	● ● ●
MANICURES/PEDICURES	● ● ●	RESIDENTS CHARTER GROUP	● ● ●
QUIZZES	● ● ●	COVID BOOSTERS	● ● ●
MEET THE NEIGHBOURS	● ● ●	PARTIES/CELEBRATION DAYS	● ● ●
KARAOKE	● ● ●	OTHER CRAFT EVENTS	● ● ●
CHRISTMAS CAROLS	● ● ●	RAH RAH THEATRE COMPANY	● ● ●
DISABILITY FORUM	● ● ●	THEMED AFTERNOON TEAS	● ● ●
CLOTHES SALE ON SITE	● ● ●	CONTRACTS REVIEWS	● ● ●
WELLBEING WORKSHOPS	● ● ●	HOC	● ● ●
INTER-GENERATIONAL GAMES	● ● ●	WI-FI CAFÉS	● ● ●
FILM SHOWS	● ● ●	EASTER EVENTS	● ● ●
SING OUT SUTTON CHOIR	● ● ●	MUSIC AND MOVEMENT	● ● ●

Our team asked residents specifically about how they felt after attending our events and activities; again this was extremely positive. Hearing the 'smile' in residents' voices as they told us how they enjoyed seeing people at our celebratory days, enjoyed socialising instead of staying in their own homes alone and having something to tell their families and friends (who are not living in our accommodation) of what they had been doing, really makes people appreciate what is on offer.





Resident engagement

There are many options available to Sutton Housing Society residents who would like to be involved in making a difference in the services provided to our residents.

Residents can:

- join a focus group to review services (eg. grounds maintenance, cleaning etc), and be involved in the appointment of suitable contractors and in the monitoring of their performance;
- attend an estate 'walkabout', highlighting any areas/issues of concern. These are advertised in advance and usually only take an hour or so, a couple of times a year;
- join the Residents' Charter group. This group meets quarterly for about an hour. The group reviews performance over the previous three months and will, from 2023/2024; be involved in monitoring our tenant satisfaction measures (TSMs) and any changes proposed as a result of the Better Social Housing Review;
- complete surveys to tell us what they think of various services;
- join the Disability Forum which meets around three times a year for about two hours each time;
- join the Housing Operations Committee, which is a sub-committee of our Board that considers many 'frontline', operational matters, approves policies and reviews performance across the organisation.

With the launch of the Regulator for Social Housing's new TSMs, Sutton Housing Society will review feedback from residents, publish the results and be open and transparent in our resulting action plan.



Our Board

Sutton Housing Society is managed by a nine-person strong 'Board' working with the Senior Management Team – Robin, Marcie and Glynis.

All Board members are volunteers and do now have the option to be paid. They have a diverse range of skills and attributes, overseeing the strategic direction of the organisation. The Board meets five times a year, with four Board meetings and the AGM, which is held in September each year.

Below is a summary of each Board member, more details can be found at www.suttonhousingsociety.org.uk/about-us/our-team/:



Alistair Auty

Alistair has been a Board Member since September 2020 and Chair since 2021. Alistair is a partner for a global property company and is passionate about affordable housing. He has several years' experience of being a non-executive board member at a local authority development company as well as larger and small independent housing associations.

Michael Payton

Michael is our Vice Chair and has been a Board Member for five years. Michael is a chartered surveyor with an interest in sustainability; he works for the Greater London Authority (GLA) as Senior Area Manager. Michael is a member of the Housing Operations Committee (HOC).

Ali Bennett

Ali is Development Director at Raven Housing Trust and is on sabbatical from Sutton Housing Society since the AGM in 2022. Ali is experienced in affordable housing management and development. She is chair of the Board of Building Better and is member of the association of project managers.

Annette Dunningham

Annette has been a Board Member for four years and has been a resident of Sutton Housing Society since 2018. Annette has several years' experience working within asset management in the affordable housing sector. Annette is a member of the HOC.

Lisa Rae

Lisa has been a Board Member for five years. She is an experienced company secretary and is an experienced practitioner of governance within the charity sector. Lisa was previously the Chair of the Peabody Group Resident Services Council.

Matthew Corbett

Matt has been a Board Member for seven years. He is an experienced housing sector professional and the Director for L&Q's social charity arm, the L&Q Foundation. L&Q are one of the UK's largest social housing landlords.

Pamela Norton OBE

Pam is well known to many residents and has been a Board Member for seven years and is retired, having previously worked at the London Borough of Sutton within their social services team. Pam is the Chair of our Housing Operations Committee (HOC). Pam received an OBE for her services to the social services sector.

Barbara Bransgrove

Barbara, although now retired, comes with a background in finance, payroll and customer service. Barbara is also the daughter of Frank Griffiths who set Sutton Housing Society up in 1964 and fondly remembers him working in their spare room. Barbara has been a Board Member for one year.

Chris Hunter-Taylor

Chris works in recruitment consultancy. He has a degree in economics and finance and is a director of the Forum for the Built Environment, one of the UK's leading networking groups focused on the construction and infrastructure sectors. Chris was co-opted onto our Board in July 2023.



Value for money and quality

Our value for money and quality strategy (2022–2027) was approved by the Board in February 2022 and is available on our website. For us, 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, can create an improved quality of life and wellbeing for our residents.

It is about making the right decisions now, for the long-term benefit of the organisation, that where appropriate, support the principles of whole cost, defined as: a means of comparing options and their associated cost and income streams over a period of time. Costs include initial capital or procurement costs, opportunity costs and future costs.

Our asset management and development strategies, local geographic focus and stock condition survey supports our approach to VfM.

Defining the standard for our residents’ homes (above the decent home standard) and focussing on Sutton ie, building locally, we will continue to develop strong local relationships, maximising opportunities and benefits that new homes within our communities can bring without impacting upon our existing assets and services.

Looking back on 2022/2023

We introduced the (new) tenant satisfaction measures (TSMs) ahead of time (due to be in place by April 2023; we introduced them in the autumn 2022) to ensure the team were aware of what is required and that we could start to collate the relevant data. Our first set of results will be published, as required, by April 2024.

Our resources

We seek to maximise rent collection and minimise rent arrears, ensuring best value from our assets and activities. The average re-let time for 2022/2023 for all our homes was 22.36 days. However, our general need homes performance was 35 days, which sits outside our agreed target of 21 days. This was due to an influx of vacancies in one area for a variety of reasons. There were some delays with nominations which have been addressed. The average re-let time for our older people’s housing is 21 days, which is our agreed target.

The rent collection and arrears performance for the 2022/2023 year is good at an average of 0.53% across all homes (1.38% for general needs and 0.29% for older people’s housing). Whilst all performance indicators are within target, apart from former tenant arrears, most have improved upon our 2021/2022 performance.

We generate additional income by sub-letting unused office space at Pat Shaw House to CICRA (a children’s charity). They have a five-year extension to their lease to August 2026.

Securing grant funding from the GLA (Greater London authority) for our new homes, with 100% of grant paid at start on site through the care and specialist supported housing route,

has allowed us to negotiate grant levels to minimise borrowings.

Our communities

We received two complaints during 2022/2023 and fourteen service requests pre – complaint relating to a variety of matters. Significantly, we received 172 compliments, which equates to around 36% of our residents. The compliments received in the last year largely relate to employees, our service, community engagement events and our repairs service.

Our residents

Our residents’ charter group continues to meet every three months to review our compliance with the *Together with residents charter*. Repairs and maintenance remains a key area for all residents; we are pleased that 100% of all repairs appointments made were kept, with 93.6% of repairs having had an appointment.

Our homes

Performance relating to repairs and maintenance remains strong. Emergency repairs were completed within target, once again achieving 100%, with urgent repairs achieving performance of 99.3% and routine repairs falling slightly to 98.7%.

Our performance for statutory compliance including electrical, fire and gas safety was 100% compliant, as is our compliance with legionella checks, lift safety and the lift LOLER (The Lifting Operations and Lifting Equipment Regulations) inspections. We continue to maintain our focus upon resident health and safety ensuring that we remain compliant on all statutory responsibilities including fire safety works and electrical circuitry testing.

The Board have supported a commitment to convert, wherever possible, our small number of remaining studio flats into self-contained one bedroomed flats, which we believe better meets the demands for older people; 33 Trickett House is one of the homes that has been converted.

Growing our stock through development

The construction industry was heavily impacted by the cost-of-living challenges particularly relating to material price increases. Our first airspace development at Norman House was completed in January 2023 and provided 13 additional new homes, together with a new communal lounge, as well as wider significant scheme improvements. We also completed one new home at Kent Court.

Work on our second airspace scheme at Ronald House, which creates five new homes, a communal lounge, lift tower and wider scheme improvements has been on site since March 2022. There have been some delays and we anticipate scheme completion by November 2023.

Both schemes are funded by grants from the GLA.

Our people

Employee sickness fell in 2022/2023 slightly on the previous year to two days. We actively promote training for employees, with 552 hours of training recorded.



Annual statement of compliance and internal controls

Every year the Board reviews internal controls and provides a statement for inclusion in the financial statements.

The Board adopted the National Housing Federation's code of governance (2020) in February 2021. Under Principle 4: board effectiveness (functions of the board) this statement on internal controls is provided.

The Regulator of Social Housing's (RSH) governance and financial viability standard places responsibility on Boards to ensure that they operate an appropriate strategic planning and control framework that identifies and manages risks to the delivery of their objectives and compliance with regulatory standards.

The Statement of Recommended Practice for registered provider accounts (SORP 2018) requires Boards to conduct an annual review of the effectiveness of their system of internal controls. The SORP does not require a statement of internal control to be included within the annual report, although it is considered best practice to reference to internal control within the financial statements.

The Senior Management Team (Robin Roberts, Marcie Regelous and Glynis Gatenby) provide assurance to support the Board in their review of internal controls. They are satisfied that Sutton Housing Society has a system of internal controls appropriate for its activities. No weaknesses have been identified that have resulted in material losses, contingencies, or uncertainties. There have not been any cases of fraud or any whistleblowing during the year.

Sutton Housing Society's external auditors are Knox Cropper. The external auditors completed their 2023 audit work to the agreed timetable and attended the August 2023 Board meeting to present the audit results and management letter (as well as answer any Board questions). The Board met with the external auditors without the Senior Management Team present. The audit report was unqualified; no issues were raised in the management letter.

All monitoring information and/or reports were submitted accurately and in a timely manner to the Regulator. All reports are provided to the Board in timely manner; meetings are set annually in advance and are coordinated to align and allow review with quarterly management, performance, and financial information.

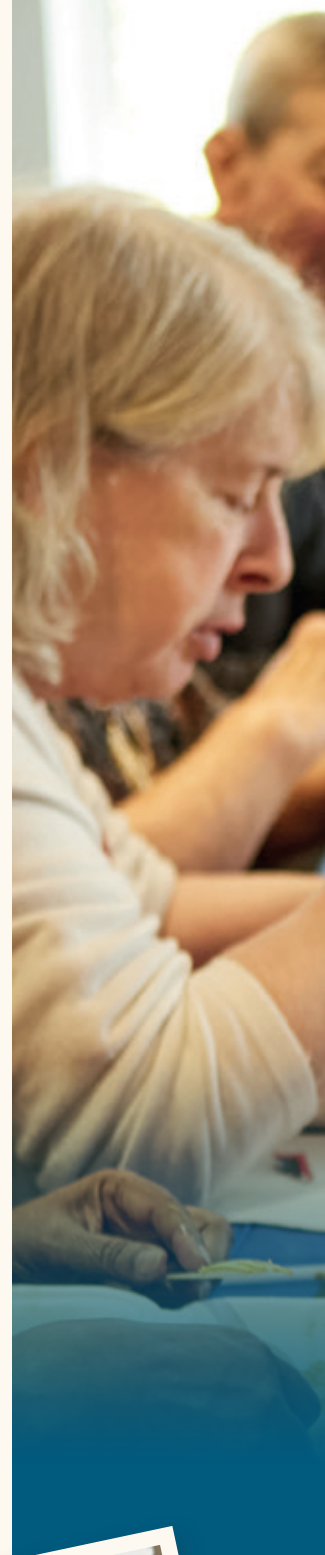
The Board has continued with its hybrid approach to meetings (in person and/or 'virtual'); there are no concerns. Board reports, where appropriate, include standard items to ensure all decisions are made with reference to financial implications, risk management implications as well as equality, diversity and inclusion, value for money and quality. All decisions are made by the Board, there are no delegated powers to sub-committees, except for bad debts write-offs up to £3,000, which is delegated to the Housing Operations Committee.

All significant/large investment decisions are approved by the Board, supported by financial controls included within standing orders and financial regulations.

Due to our size, we continue to seek and secure appropriate external advice. Examples of this include our retained health and safety advisor, retained lift consultant, external gas safety audits, VAT advice. Wherever specific expertise is sought, this will be secured.

We have continued to positively work with Campbell Tickell, (a multi-disciplinary management consultancy focusing primarily on statutory and not-for-profit sectors), to carry out 'deep dive' service reviews in order to externally validate our work relating to key areas of the business eg. statutory compliance. The full report and recommendations are shared with the Board and any resulting recommendations fully discussed.

As part of the ongoing risk management process, risks are regularly reviewed by the Senior Management Team. The Board receive a risk map report every six months, summarising the major risks that the company faces and how they are managed.





Risk management

The Board continues to review the Sutton Housing Society risk map twice a year, with any proposed amendments included at each review.

The Regulator of Social Housing's sector risk profile was released in October 2022, which lists four key areas of risk. These are:

- microeconomic and financial environment;
- existing stock quality;
- development;
- finance and treasury management.

We are clearly operating in a very uncertain environment. Risks relating to costs and inflation, rental income, rent arrears, access to labour and skills, health and safety, rent setting and data security and integrity are all part of our current risk map. 'Pandemic' remains on the risk map, although with considerable mitigations.

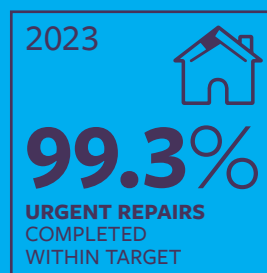
We stress tested the business plan in November 2022 and February 2023. This included stress testing voids and bad debts, higher interest rates/inflation; higher development costs, slower development programme; higher repair/employee costs and rent increases below inflation.

The Board requested the senior management team to advise of what they felt were Sutton Housing Society's top three risks – these were felt to be cost of living (residents and employees, current uncertainty on benefit/pension increase); uncertainty around rent increase and timing for 2023/2024 and inflation and costs and labour material shortages.

The Senior Management Team's approach to risk is to intervene early to address any concerns and to regularly review our position. We retain the services of an external health and safety adviser, who is appointed annually, to support the team and as a result have updated our health and safety policy and other associated policies. We also utilise the skills and experience of other suitable consultants to assist with our compliance/health and safety work as required eg. lift consultant.

In terms of risk/business continuity, the areas considered to be business critical are: income collection; IT/Wi-Fi/cloud; health & safety/compliance; governance; and repairs. These areas all feature highly in the risk map and have a number of mitigations against them reducing (lowering) their risk to the Society.

Key performance indicators



Our resources

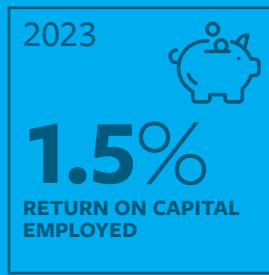
	RESULTS 2021/22	RESULTS 2022/23	TARGET 2022/23	BM320* 2022/23	HfOP* 2022/23
Current tenant arrears: general needs	1.02%	1.38%	1.6%	2.28%**	–
Current tenant arrears: older people	0.29%	0.29%	0.5%	2.28%**	0.22%
Former rent arrears	0.09%	0.22%	0.14%	–	0.04%
Average re-let days for empty homes: general needs	24.8 days	35 days	21 days	33.7 days	–
Average re-let days for empty homes: older people	16.8 days	21 days	21 days	20.57 days	28 days

Our residents

	RESULTS 2021/22	RESULTS 2022/23	TARGET 2022/23	BM320* 2022/23	HfOP* 2022/23
Repairs attended to and completed at first visit	98.8%	98.4%	93%	95.06%	–
Residents ‘happy’ with last repair	99.8%	96.9%	96%	91.45%	98.09%
Number of repair appointments made – based on survey returns	99.3%	93.6%	85%	–	–
Repair appointments kept (where made) – based on survey returns	100%	100%	95%	–	–

Our homes

	RESULTS 2021/22	RESULTS 2022/23	TARGET 2022/23	BM320* 2022/23	HfOP* 2022/23
Emergency repairs (completed within target)	100%	100%	100%	99.29%	100%
Urgent repairs (completed within target)	99.7%	99.3%	98.6%	–	–
Routine repairs (completed within target)	99.3%	98.7%	99%	–	–
Homes with valid gas safety certificate	100%	100%	100%	100%	100%
Completed fire safety risk assessments	100%	100%	100%	100%	100%
EPC C+ %	85%	89%	–	65%	89.3%



Our people

	RESULTS 2021/22	RESULTS 2022/23	TARGET 2022/23	BM320* 2022/23	HfOP* 2022/23
Staff sickness per person per year	2.3 days	2.01 days	–	5.7 days	3.3 days
Staff turnover	10.8%	16.2%	<6.5%	–	–
Staff training	466 hours	552 hours	500 hours	–	–

Value for money metrics

	RESULTS 2021/22	RESULTS 2022/23	TARGET 2022/23	GLOBAL ACCOUNTS 2022 HfOP †
RSH 101: operating margin (overall) %	25.6%	15.8%	12.3%	20.5%
RSH 102: operating margin (social housing lettings) %	26.2%	16.9%	13.4%	23.3%
RSH 103: EBITDA MRI (as % interest)	1,896%	528%	440%	146%
RSH 203: gearing (RSH and scorecard measure)	1.8%	7.7%	8.9%	44.1%
RSH 204: new supply delivered (social housing units) %	0.4%	2.8%	4.0%	1.4%
RSH 205: new supply delivered (non-social housing units) %	0.0%	0.0%	0.0%	0.0%
RSH 304: reinvestment %	11%	10.9%	15.7%	6.5%
RSH 401: return on capital employed (ROCE) %	2.7%	1.5%	1.1%	3.2%
RSH 501: headline social housing cost per unit (£'000)	£4.80	£5.90	£6.25	£4.15

* Comparatives have been selected from benchmarking groups (bm320 and housing for older people (HfOP)), which we belong to through Acuity.

** bm320 figure is the total % for both general needs and housing for older people.

† Global Accounts; produced by the Regulator of Social Housing (RSH).

Financial statements

Year ended 31 March 2023



Where our money came from

	£
Rents	2,775,681
Supporting people charges	246
Service charges	776,042
Interest receivable	4,539
Amortised government grants	145,455
Other income	76,786
Total income	£3,778,749

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	271,020
Supporting people services	41,912
Service charges	1,015,037
Routine maintenance	352,944
Cyclical maintenance	284,166
Adaptations and improvements	329,515
Development	123,058
Depreciation of properties	695,466
Interest payable	129,669
Other expenses	153,553
Total expenditure	£3,396,340
Surplus for the year	£382,409
Gain/(loss) pension scheme adjustments	(95,000)
Total surplus for the year	£287,409



Income and expenditure

	2023 £	Restated 2022 £
Turnover	3,774,210	3,561,146
Operating costs	(3,266,671)	(2,683,114)
Operating surplus	507,539	878,032
Interest receivable	4,539	9,864
Interest payable	(129,669)	(69,107)
Surplus for the year	£382,409	£818,789
Gain/(loss) pension scheme adjustments	(95,000)	69,000
Total surplus for the year	£287,409	£887,789



Balance sheet

	2023 £	Restated 2022 £
Fixed Assets	34,632,440	31,821,304
Cash and investments	1,004,295	1,429,463
Net liabilities	(17,621,106)	(15,522,544)
Total assets less current liabilities	£18,015,629	£17,728,223
Share capital and reserves	18,015,629	17,728,223
Total capital and reserves	£18,015,629	£17,728,223

The figures stated above are extracted from the full financial statements. The financial statements have been prepared under the historical cost convention and in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP) FRS102 and the Statement of Recommended Practice for registered housing providers, Housing SORP 2018.

Acknowledgements

Auditors

Knox Cropper LLP

Private funders

Charity Bank

Bankers

National Westminster Bank plc

Governance

Sutton Housing Society aims to follow the highest standards of governance, accountability, and probity. Sutton Housing Society's Board adopted the National Housing Federation (NHF) Code of Governance (2020), which is fully implemented (with two stated exceptions) together with an annual review of compliance reported to the Board each year.

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 contact hello@shsoc.org.uk

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

Alistair Auty – Chair

Michael Payton BSc MSc MRICS – Vice Chair

Alison Bennett CMCIH MAPM

(sabbatical September 2022–September 2023)

Matthew Corbett

Annette Dunningham

Pamela Norton OBE

Lisa Rae

Barbara Bransgrove *(elected September 2022)*

Stéph Marshall *(stepped down May 2022)*

Chris Hunter-Taylor *(co-opted July 2023)*

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



Resident Housing Operations Committee members

Jean Gardner

Annette Dunningham

Kay Bish

Dave Brigden

Maureen Chapman-Towns

Donna Edinboro *(elected October 2022)*

Florence Nazzina *(stepped down July 2022)*

The external body responsible for the regulation of registered providers 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 Sutton Housing Society's Board 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 our stakeholders and underpins our commitment to accountability.

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

Sutton Housing Society Head Office

Pat Shaw House, 13-19 Ventnor Road
Sutton, Surrey, SM2 6AQ

Tel: 020 8642 1500

Email: hello@shsoc.org.uk

Registered with the Regulator of Social Housing (RSH) 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

