

Sutton
Housing
Society



Annual report 2021/2022



Chair's report

This is my second year as a board member with Sutton Housing Society and my first as Chair of the Board. It has been a real pleasure to become part of Sutton Housing Society's long and successful history, as well as to follow in the footsteps of some well-known Chairs of the Board including Harry Trickett, Pat Shaw and of course, Andrew Jepp.

The Board and wider staff team have once again had a productive year, which has seen us develop our aspirations and plans for the next five years. The Board approved our new corporate plan 2022/2027, together with the five-year strategies that support its delivery. Our new ambition statement – *here for good, enabling happy lives* – is also very important to us. We want to create an environment where our residents can live in comfort and the *here for good* simply means that not only do we want to help all our residents, but also as an organisation, we are adamant that we will continue to remain independent (or *here for good*).

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

The Board are hugely thankful to all the staff team, who have continued to provide a professional and personal service with some truly excellent results. The independent STAR survey demonstrated that, with overall 'satisfaction' with us an impressive 95%. Similarly, how we listen to views and act upon them increased by 13% since the last survey. Our net promoter score is 55, which is a high score and some 20 points above the HouseMark median for other social landlords.

We remain committed to health, safety and compliance – seeking to remain fully compliant at all times; we will continue to ensure that the appropriate investment is made at the right time to all our homes. Looking ahead, we are working on our plans for sustainability and how we will reach net zero carbon by 2050.

Our financial performance is strong and we continue with our aspirations to build new homes for older people. To support these

aspirations, together with the grant funding we secure from the GLA (Greater London Authority), we approved a new treasury strategy and are seeking new funds, which we hope to be in place late 2022.

We have completed several small development schemes, including the successful conversions of four bedsits into 1-bedroomed flats, as well as our work to create new airspace homes. Norman House being our first rooftop development and extension, followed by Ronald House, which is on site. The Board have approved the rooftop extension of Trickett House, which we hope to start in spring 2023, followed by Griffiths Close and Cloverdale Court.

Finally, my thanks go to the Board for supporting me in my first year as Chair and for their continued commitment to Sutton Housing Society.

Alistair Auty
Chair

Chief Executive's report

We were delighted to welcome Alistair (Auty) as the new Chair of the Board. Alistair comes with a wealth of experience and has a passion for building new homes; he also importantly recognises the enormous difference that small landlords such as ours, can play in both providing and managing homes for local people.

The new corporate plan, as well as restating our independence, includes our new values – *accountable, kind, personal, listen, enjoy (what we do) and bold*. Our new values are important to us and we believe help to set us aside from other landlords – as a small local landlord, we can be personal – we are locally focussed and small enough to retain those important relationships. It is equally important that we listen and be accountable in all that we do. Similarly, we should all enjoy what we do and with restrictions lifted, we plan to continue to hold as many face-to-face resident events, as possible.

We are committed to the service we provide and once again, we have received a high number of compliments over the past year. Overall, thirty six percent (36%) of our residents provided us with an unprompted compliment and for the second year running, we received one formal complaint.

In 2021, we were shortlisted for the Investors in People (IIP) silver award for smaller employers. This is a huge achievement, especially as the IIP awards are a national and global recognition. We were also delighted to be finalists for the Constructing Excellence, UKHA and Housing Heroes awards. The 'national attention' did not stop there; we were featured in Inside Housing and Housing Executive's magazines for our approach to developing 'airspace' in London.

Our new resident friendly website supports our work to make our services more 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 around one in five of our residents. We have continued our agile/flexible approach to working, keeping our hybrid approach to work by mixing working from home and the office.

We were pleased to become a London living wage employer, which means that we pay the

real living wage to our staff and ensure that our key contractors/suppliers do the same.

We have continued to build more homes and are committed to improve our existing assets; for example, as part of the works at Ronald House we will build a new lift tower with an eight-person passenger lift, as well as create a new communal lounge, whilst carrying out several other communal improvements. Our development pipeline helps us to secure grants and develop long-term relationships with our supply chain.

Our personal service and excellent results would not have been possible without a great staff 'team' and once again, my personal thanks go to our staff and the Board, whose support has ensured that Sutton Housing Society remains a successful and financially resilient business – no matter what the challenges put in front of us.

Robin Roberts
Chief Executive



EVENT COMPLIMENTS
CONTRACTOR COMPLIMENTS
STAFF COMPLIMENTS
SERVICE COMPLIMENTS
OTHER SHS MATTERS
COMPLIMENTS



OLDER PEOPLE SCHEMES
GENERAL NEEDS HOMES
APPLICANTS ON HOUSING
WAITING LIST

Praises and grumbles

Praises (compliments)

We received 178 compliments during 2021/2022 (this equates to 36% of residents). This is a reduction on the 2020/2021 figure, which we believe is due to the number of postponed events due to the Covid-19 lockdowns.

Compliments received by client group:

- 2 from applicants on our housing waiting list;
- 26 residents from our general needs homes;
- 150 residents from our older people schemes.

Compliments can be split in to five areas:

- 32 compliments for staff;
- 26 compliments for our service;
- 53 compliments for our contractors;
- 57 compliments for SHS held events;
- 10 compliments for other SHS matters.

Grumbles (complaints)

We received one complaint during the 2021/2022 financial year, and this reached Stage 2 of our complaints procedure. The complaint related to the misuse of the bin store at Margaret House and dissatisfaction with a staff member. The complaint was investigated at Stage 1 and referred to the Chief Executive at Stage 2 when this was resolved.

During 2021/2022, we carried out a review of our self-assessment against the Complaints Handling Code from the Housing Ombudsman Service, that was introduced in 2020. Our assessment is available on the website at www.suttonhousingsociety.org.uk/about-us/our-performance/ and outlines our compliance with the code.

During 2021/2022, there were 11 service requests pre-complaint (these are a record of reports by residents who are advising us, for the first time, of an issue/service they are unhappy with. Once received, we have an opportunity to put this right (if we can/if necessary).

The 11 service requests pre-complaint during 2021/2022 related to:

- 2 relating to window cleaning (at Dorothy Pettingell House and at Nairn Court);
- 1 relating to grounds maintenance (Margaret House);
- 1 relating to noise in the building (Dorothy Pettingell House);
- 1 relating to the lift being out of order (Thomas House);
- 1 related to a washing machine being out of order (Margaret House);
- 1 related to the use of the digital noticeboard (Margaret House);
- 1 related to telecare response (Griffiths Close);
- 1 related to the rent increase and heating concerns (Margaret House);
- 1 related to maintenance (Old Brewery House);
- 1 related to misuse of the refuse store/bins (Margaret House) – this escalated to a complaint as outlined above.

Compared with the previous financial year, service requests pre-complaint have increased slightly from eight to 11.



Repairs and maintenance

1,300
RAISED AND COMPLETED WORKS ORDERS WITH 99% RESIDENT SATISFACTION

The 2021/2022 financial year was another challenging year for everyone; however, with the support of residents and staff we were able to ensure that we remained legally compliant across all areas of statutory maintenance and that there was no backlog of repairs.

Some of the key achievements for 2021/2022 are listed below; we:

- raised and completed over 1,300 works orders – with 99% positive feedback;
- replaced kitchens and upgraded electrics at Robertson House and Mary Court (with 100% positive feedback) and replaced kitchens to a further three (empty) properties;
- replaced eight bathrooms in properties that became empty;
- completed 22 fire risk assessments – and the works specified in these. We also refreshed and updated the ‘resident friendly’ versions of these on our website;
- installed new fire doors to flats in our Wandle Valley homes and replaced the front doors to the houses there too;
- carried out work to 32 empty homes to our Lettable Standard, enabling new residents to move in as quickly as possible;
- completed 40 periodic electrical tests and carried out all resulting repairs to bring installations up to regulation;
- carried out adaptations to 29 homes, enabling residents to continue to remain living safely in their current homes;
- remained 100% compliant across all areas of operations and had an external, independent review to confirm our (excellent) performance.

40

ELECTRICAL TESTS COMPLETED AND ALL RESULTING REPAIRS CARRIED OUT

32

EMPTY HOMES BROUGHT UP TO LETTABLE STANDARD

29

HOME ADAPTATIONS TO ENABLE RESIDENTS TO REMAIN LIVING SAFELY IN THEIR HOME

22

FIRE RISK ASSESSMENTS COMPLETED



Community engagement

Events and activities during 2021/2022

Due to the on-going pandemic and Covid-19 restrictions, it was necessary for us to scale back our community engagement plans during 2021. However, one of our most popular events during the previous year, the garden music programme, was reintroduced during the summer months of 2021, with singers and musicians visiting several of our older people schemes. This was as popular as ever, with requests to bring the singers back once again.

The chair-based exercise sessions have continued and thrived since March 2022, with good attendance at all four weekly sessions.

We extended the art sessions by Creative Minds (previously only held at Cloverdale Court), to now include Trickett House, with plans to extend this further during 2022 to include Dorothy Pettingell House and also to hold 'one-off' sessions at other older people schemes to gauge interest.

We held the garden competition 'in person' during 2021. The overall winner of the 2021 garden competition, sponsored by our contractors Acorn, was Trickett House. We introduced a new 'Best gardener' category; this was awarded to John, of Trickett House.

A very worthy winner of our 2021 Pat Shaw (Good Neighbour) Award was Joan from Norman House. Joan was an extremely popular winner, and it was well deserved, with everything she does for her neighbours.

We reintroduced coffee mornings at Griffiths Close and hope to extend these further during 2022/2023, with our Community Engagement Officer taking the lead.

Due to the pandemic, it was necessary to postpone our residents' Christmas party. We did enjoy singing and dancing with the Rah Rah Theatre Company singers, once again providing fantastic entertainment, before the December 2021 restrictions were introduced.

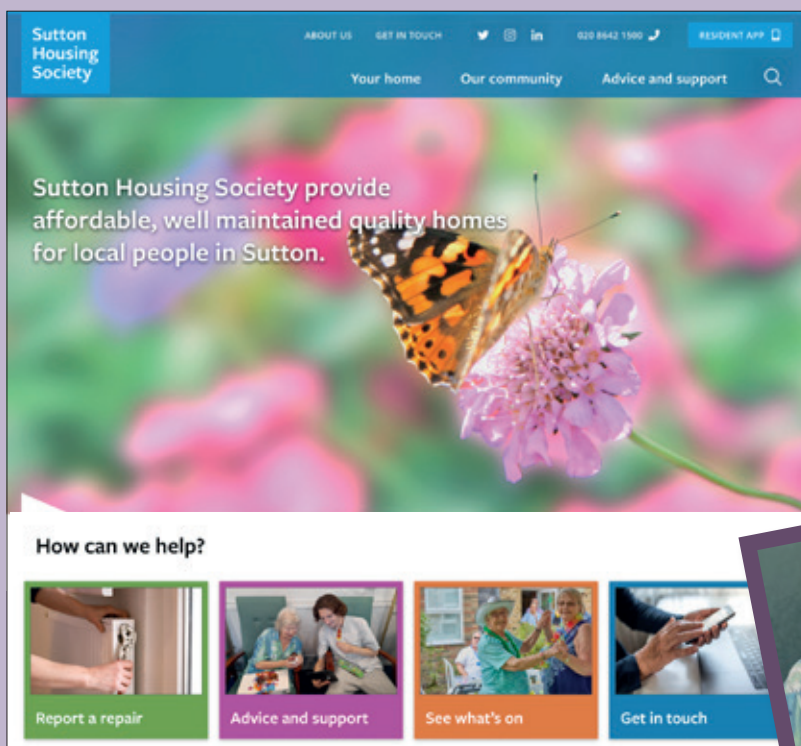
The Christmas party became a 'celebrating friendships' party held on Valentine's Day. This was the first large gathering that many residents had attended since the pandemic began. Residents (and staff) thoroughly enjoyed the event, with some people feeling more uplifted and looking forward to things improving during 2022.



All things digital

New website

After several months of development involving staff and residents, our new website is now live. The new layout is clearer and easier to navigate, with bright colours and common themes. Our news and updates section are linked to our social media channels (Twitter and Instagram) which are regularly refreshed. A new events calendar and residents picture gallery will be added soon. Feedback on the new website has been very positive.



Resident engagement

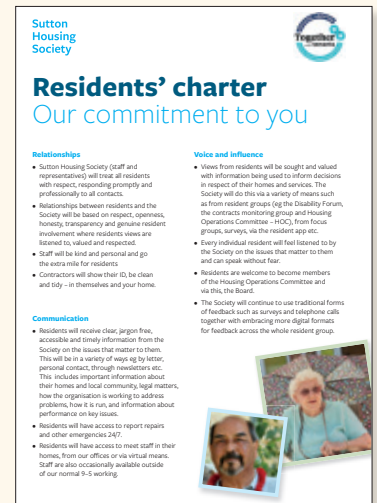
At Sutton Housing Society we are continually looking at ways that residents can better influence and help us to improve services for the benefit of all residents.

There are a variety of ways that residents can work with us and influence the services they receive. This includes review groups, focus groups for specific topics, responding to surveys, joining the Housing Operations Committee, being part of the Residents' Charter group and our Disability Forum etc.

During 2021, residents and staff completed our Residents' Charter, part of the *Together with Tenants* initiative from the National Housing Federation. (There is an expectation from the Regulator for Social Housing that social landlords will sign up to this initiative). The Residents' Charter was launched at the AGM in September 2021 and the new resident monitoring group has been meeting on a quarterly basis since January 2022 to review performance against the Charter. To date, there have been no concerning trends to be addressed.

The contracts and performance monitoring group, which is made up of residents, staff and contractor representatives is now meeting 'in person' once again, following two years of online quarterly meetings. Residents have continued to be involved and to share their views relating to the cleaning, window cleaning and grounds maintenance services at their homes.

Residents are in the majority at our Housing Operations Committee (HOC), our only sub-committee of the Board. Residents volunteer their time to attend quarterly HOC meetings, which focus on operational services and issues that directly impact our residents. Issues such as performance, compliance, policy approvals are a regular part of the agendas.



Resident app

Our resident app went live in June 2021. We now have 116 residents using the app, who are enjoying the ability to access information relating to their rent account and repairs history, as well as requesting repairs and updating personal details at a time convenient to them. We also send notifications about upcoming community engagement events and relevant scheme news.



At our Housing for Older People's schemes

Our Wi-Fi cafés and IT support were reintroduced during 2021/2022 and are as popular as ever. We have introduced specific sessions to share with residents how to shop safely online, avoid common scams, how to use our Resident App, navigate our new website and many more other digital opportunities. The feedback for these themed events has been positive overall, with residents less involved in digital engagement coming along to learn more.

Residents have also enjoyed the return of the inter scheme virtual quizzes, which are held via Microsoft Teams, allowing residents from different schemes to interact and see the benefits of digital inclusion. These quizzes have encouraged less digitally involved residents to ask questions and get involved with IT, leading to increased Wi-Fi café attendance and 1-2-1 sessions.

We continue to offer our 'free' tablet loan scheme for those residents who do not have their own device, 32 residents are currently benefiting from this scheme.

Community Wi-Fi is installed in all our older people's schemes. 58% of residents at our housing for older people schemes are using the internet; 44% are accessing this via Sutton Housing Society community Wi-Fi and 14% via their own provider.

Our digital noticeboards continue to keep residents up to date with important scheme information, staff contact details, community engagement events, and news/social media updates via our twitter feed. We listen to feedback from residents on the noticeboards and make relevant changes to improve the residents' experience.

Our Board

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

All Board members are volunteers; 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 brief 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 took over from Andrew Jepp as Chair of the Board in November 2021. Alistair is a partner for a global property company. He is passionate about affordable housing and 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 has been a Board Member for four years and is also our Vice Chair. 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. She is experienced in affordable housing management, development, finance and risk management. 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 three years and is a resident of Sutton Housing Society. Annette has many years' experience working within asset management in the affordable housing sector. Annette is also a member of the HOC.

Lisa Rae

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

Matthew Corbett

Matt has been a Board Member for six years; he is an experienced housing sector professional and currently is 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

Pam is well known to many residents and has been a Board Member for six years and although now retired, she 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.

Stéph Marshall

Stéph joined the Board in September 2020 and works in the property sector as a construction planner. Stéph has worked in the construction industry for over 15 years and has experience in sustainability and construction health & safety as well as in the sustainable refurbishment of existing properties. Due to personal circumstances, Stéph has just stepped down from the Board; we thank him for his valuable contributions during his time with us.

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 was co-opted to the Board in February 2022.

Value for money and quality

Our new value for money and quality strategy (2022–2027) was approved by the Board in February 2022 and is available on our website. 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 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 2020/2021

Maintaining and improving financial strength

We seek to maximise rent collection and minimise rent arrears, ensuring best value from our assets and activities. The average re-let time for 2021/2022 for our general need homes is 24.8 days, which sits slightly outside our agreed target of 21 days.

The average re-let time for our older people’s housing is 16.8 days, which sits well within our agreed target of 21 days. Overall, we are pleased with performance during the 2021/2022 financial year.

The rent collection and arrears performance for the 2021/2022 year is good at an average of 0.67% across all homes (1.02% for general needs and 0.27% for older peoples housing). Whilst all performance indicators are within target, including former tenant arrears, some were improvements from the previous year.

We generate additional income by sub-letting unused office space at Pat Shaw House to CICRA (a children’s charity), having recently agreed a five-year extension to the 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.

Maintaining and improving excellent resident services

Performance relating to repairs and maintenance remains strong. Emergency and urgent repairs were completed within target, once again achieving 100%, with routine repairs at 99.3%. Overall, 99.3% of all repairs reported had appointments made, with 100% of these appointments kept.

Complaints and compliments

We received only one (1) complaint during 2021/2022, which was escalated to stage 2 of our complaints policy. We had eleven (11) service requests pre-complaint relating to a variety of matters.

Significantly, we received 178 compliments, which equates to around 36% of our residents. The compliments received in the last year largely relate to staff, our service, community engagement events and our repairs service.

Investing in our existing homes/assets

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 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.

Growing our stock through development

The construction industry was heavily impacted by the pandemic, Brexit, as well as a skills shortage and material price increases. Whilst our new supply completed is less than target due to reasons outside of our control, we completed two new homes at Lancelot House with grant funding from the GLA. Through creative space design, we converted four bedsits into (brand) new self-contained flats, which proved very successful.

Our first airspace development at Norman House is on site and will create 13 additional new homes, together with new communal lounge, as well as wider significant scheme improvements. The contract for our second airspace scheme at Ronald House, which creates five new homes, communal lounge, lift tower and wider scheme improvements was let in March 2022. Both schemes are funded by grant from the GLA.

Maintaining and investing in good governance

Although staff sickness in 2021/2022 was up slightly on the previous year it remains low at 2.3 days.

Our two apprentices have continued to work with us, we have ensured their roles have evolved. We actively promote staff training, with 466 hours of training recorded, although this is less than the previous year, we believe that this is due to staff being back ‘at work’ and spending more time with residents.



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 2022 audit work to the agreed timetable and attended the September 2022 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. Over the last year, the Board has adopted a 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 off s 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. At the November 2020 meeting, the Board approved the risk map following a review with the heightened risk of Covid-19.

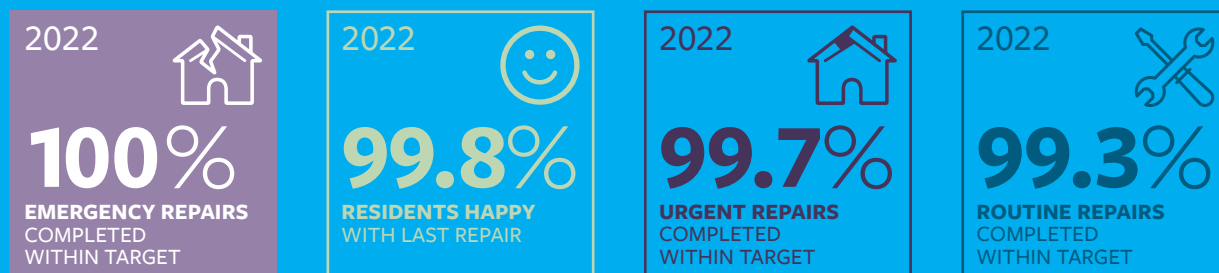
The Regulator of Social Housing's sector risk profile was released in October 2021, which acknowledges the uncertain environment that housing providers are working in. Whilst there are some new risks to the sector such as access to labour and skills, these are not currently issues of high concern to Sutton Housing Society, albeit these are kept under review.

There were two key changes made to the risk map in May 2022, with two new risks being added. These are environmental changes and impact on our homes together with volatility with energy prices impacting residents. We also reviewed the risk relating to interest rates.

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



Maintaining and improving financial strength

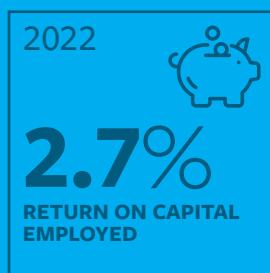
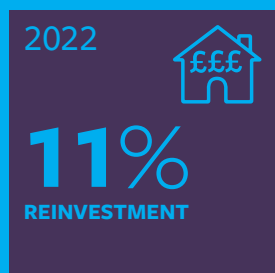
	RESULTS 2020/21	RESULTS 2021/22	TARGET 2021/22	BM320* 2021/22	HfOP* 2021/22
Current tenant arrears: general needs***	0.82%	1.02%	2.25%	2.11%**	-
Current tenant arrears: older people***	0.36%	0.29%	1%	2.11%**	0.32%
Former rent arrears	0.2%	0.09%	0.14%	-	0.04%
Average re-let days for empty homes: general needs	23.3 days	24.8 days	21 days	30.9 days	-
Average re-let days for empty homes: older people	21.5 days	16.8 days	21 days	31 days	33.5 days

Maintaining and improving excellent resident services

	RESULTS 2020/21	RESULTS 2021/22	TARGET 2021/22	BM320* 2021/22	HfOP* 2021/22
Residents 'happy' with last repair	96.9%	99.8%	96%	93.3%	98.12%
Emergency repairs (completed within target)	100%	100%	100%	97.8%	100%
Urgent repairs (completed within target)	100%	99.7%	98.6%	95.6%	96.95%
Routine repairs (completed within target)	99.5%	99.3%	99%	97%	96.85%
Repairs attended to and completed at first visit	93.9%	98.8%	93%	98.8%	-
Number of repair appointments made	92.2%	99.3%	85%	-	-
Repair appointments kept (where made)	95.6%	100%	95%	-	-

Investing in our assets

	RESULTS 2020/21	RESULTS 2021/22	TARGET 2021/22	BM320* 2021/22	HfOP* 2021/22
Homes with valid gas safety certificate	100%	100%	100%	100%	-
Completed fire safety risk assessments	100%	100%	100%	-	-
EPC C+ %	85%	85%	-	63.5%	85%



Maintaining and investing in good governance

	RESULTS 2020/21	RESULTS 2021/22	TARGET 2021/22	BM320* 2021/22	HfOP* 2021/22
Staff sickness per person per year	0.17 days	2.3 days	–	8 days	4 days
Staff turnover	0%	11%	<6.5%	–	–
Staff training	765 hours	466 hours	500 hours	–	–

Value for money metrics

	RESULTS 2020/21	RESULTS 2021/22	TARGET 2021/22	GLOBAL ACCOUNTS 2021 HfOP †
RSH 101: operating margin (overall) %	24.6%	25.6%	20.9%	16.7%
RSH 102: operating margin (social housing lettings) %	25.2%	26.2%	21.5%	18.1%
RSH 103: EBITDA MRI (as % interest)	1,855%	1,896%	1,707%	133%
RSH 203: gearing (RSH and scorecard measure)	-4.8%	1.8%	7.7%	35%
RSH 204: new supply delivered (social housing units) %	0.2%	0.4%	4.2%	1.1%
RSH 205: new supply delivered (non-social housing units) %	0.0%	0.0%	0.0%	0.0%
RSH 304: reinvestment %	3.0%	11.0%	16.4%	5.9%
RSH 401: return on capital employed (ROCE) %	2.6%	2.7%	2.1%	3.2%
RSH 501: headline social housing cost per unit (£'000)	£4.70	£4.82	£4.97	£5.55

* 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.

*** Adjusted for HB due

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

Financial statements

Year ended 31 March 2022



Where our money came from

	£
Rents	2,627,119
Supporting people charges	30,549
Service charges	694,300
Interest receivable	9,864
Amortised government grants	130,755
Other income	78,423
Total income	£3,571,010

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	226,614
Supporting people services	45,623
Service charges	816,715
Routine maintenance	366,155
Cyclical maintenance	167,187
Adaptations and improvements	186,101
Development	147,113
Depreciation of properties	612,598
Interest payable	69,107
Other expenses	115,008
Total expenditure	£2,752,221
Surplus for the year	£818,789
Gain/(loss) pension scheme adjustments	69,000
Total surplus for the year	£887,789



Income and expenditure

	2022 £	2021 £
Turnover	3,561,146	3,488,175
Operating costs	(2,683,114)	(2,649,874)
Operating surplus	878,032	838,301
Interest receivable	9,864	2,350
Interest payable	(69,107)	(60,015)
Surplus for the year	£818,789	£780,636
Gain/(loss) pension scheme adjustments	69,000	(292,000)
Total surplus for the year	£887,789	£488,636



Balance sheet

	2022 £	2021 £
Fixed Assets	31,859,440	29,216,487
Cash and investments	1,429,463	3,347,755
Net liabilities	(15,522,544)	(15,685,667)
Total assets less current liabilities	£17,766,359	£16,878,575
Share capital and reserves	17,766,359	16,878,575
Total capital and reserves	£17,766,359	£16,878,575

The financial statements have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice; the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing in England 2019.

Acknowledgements

Auditors

Knox Cropper LLP

Private funders

Charity Bank
Royal Bank of Scotland

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 has adopted the National Housing Federation (NHF) Code of Governance (2020), in February 2021, with two stated exceptions and with the aim to be fully compliant by April 2022.

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

Andrew Jepp FCII – Chair (*until September 2021*)

Alistair Auty – Chair (*elected November 2021*)

Michael Payton BSc MSc MRICS – Vice Chair

Alison Bennett CMCIH MAPM

Matthew Corbett

Annette Dunningham

Pamela Norton MBE

Lisa Rae

Stéph Marshall

Barbara Bransgrove (*co-optee from February 2022*)

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



Resident Housing Operations Committee members

Joy Hammond (*until October 2021*)

Jean Gardner

Annette Dunningham

Kay Bish

Dave Brigden

Maureen Chapman-Towns

Florence Nazzina (*elected November 2021*)

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 of 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

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Email: hello@shsoc.org.uk

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



www.suttonhousingsociety.org.uk

