



**Sutton
Housing
Society**

Annual report 2024/2025

Chair's report



Last year, it was a pleasure to 'shout' about the two significant recognitions we achieved and perhaps this year we can 'shout' even louder, as the team have gone one better! Not only have we again been included on the Sunday Times best places to work 2025 they named us as the UKs best small not for profit to work for!

In November 2024, Sutton Housing Society

was named the UKs best older persons landlord at the national UKHA awards. The judges recognised our exceptional performance and the work we are doing to extend, improve and transform our existing homes. The Sunday Times highlight report demonstrates some outstanding 'people' results. Myself and the Board are delighted to not only be the UKs best landlord, but the UKs top best not for profit employer.

We remain a high performing and top quartile organisation, outperforming our peers. On behalf of the Board, our thanks go to the wider team, our contractors and our valued supply chain. Importantly, we recognise that we do not always get things right, we will always do our best even if sometimes things can be outside of our control.

Ronald House was shortlisted for a regeneration award and although not a winner, we have transformed this tired and dated building, which was originally built in 1969. This transformation will continue with Trickett House, which the Board have approved and with grant funding, we hope to be starting this scheme later this year – it will take around two years to complete. This will be our first 'net zero' scheme and will be funded from monies secured from the CAF Bank alongside GLA grant funding. It is not only the larger schemes we have been working on – the inhouse development team completed other smaller infill projects over the year and will be progressing more of these, to provide much needed affordable homes for Sutton.

We renewed our lease with the Friends of the Elderly at Cloverdale Court to ensure this valuable service continues for the local community and our residents. The Board considered the annual review of our older people age category and remain committed to providing homes for the over 55s. Our financial performance, which underpins all that we do, remains strong and last year, alongside our helping hands fund, the team supported several of our residents to secure other sources of funding.

Our community engagement team delivered a variety of events for our residents and it is an area that the Board are delighted to continue to support.

Finally, my thanks go to all of those who work at Sutton Housing Society and my special thanks to Marcie, Glynis and Robin, together with the Board for their continued support.

Alistair Auty
Chair





Chief Executive's report



As Alistair (Auty) has mentioned, we were very proud to receive these national recognitions over the past year – not many organisations can say they are the best landlord and best place to work at the same time!

These external recognitions have been achieved and underpinned

by our organisation's values: *accountable, kind, listen, personal, bold and enjoy (what we do)* that are delivered by our small, committed team.

We have had several challenges over the year and the team have secured new term maintenance contractors for key areas of our service, which will help us to improve what we do. Looking ahead and alongside our ambitious development plans, we will be refreshing Cloverdale Court this year, which will be followed by Thomas House next year.

Whilst Ronald House has been a success, we are using the lessons learned from this and the Norman House project to help us deliver Trickett House, which will be our largest airspace scheme to date. Working in and above existing homes is not easy, getting the right contractor and communicating with our residents is important. We will also be progressing several smaller schemes and subject to planning, we hope to use the new works at Robertson House to refresh this dated scheme.

Several of our small team have been on maternity leave, which has seen Michelle (Easton), Stacey (Smither-Moore) and Yasmin (Taylor) all become proud 'mums'. Our thanks go to the rest of the team, who have helped cover their work. A special thank you to Daisy (Bushby) who has stepped in to cover Michelle (Easton's) role and we hope she has learned much along the way. We also welcomed new members to the team, who have and are making a difference to what we do.

Our personal approach remains very important to us. We received a high number of compliments last year with just over twenty nine percent (29%) of our residents sending us an unprompted compliment. Thank you for sharing these; we also pass these on to our supply chain and contractors, who appreciate the feedback. We also received a small number of complaints, which we use to help us improve what we do.

Thank you to all my colleagues and to the Board, who support Sutton Housing Society in all that we do.

Robin Roberts
Chief Executive

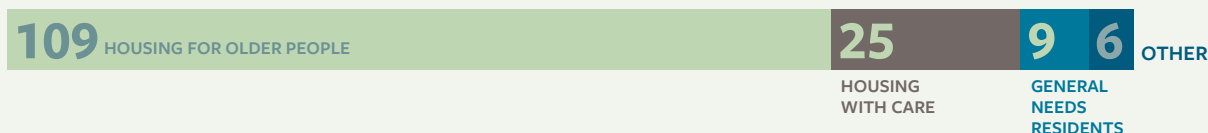
Praises and grumbles

Praises (compliments)

During the 2024/2025 financial year, we received 149 compliments, the equivalent to just over 29% of our residents.



The compliments were received for a variety of reasons, as outlined in the chart below, with the highest number of compliments received being for our contractors and our community engagement events:



Grumbles (service requests and complaints)

A service request is defined as: *a request from a resident to the landlord requiring action to be taken to put something right.*

A complaint is defined as: *an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.*

For the financial year 2024/2025, we saw an increase in both service requests (18 in total, up from 11) and complaints (11 in total, up from five in the previous financial year).

There is a common theme – this relates to communications – particularly around property and repairs related matters. We know we can do better and this has been reflected in our improvement plan rolled out during 2025 with the team.

The Complaints Officer role is held by the Operations Director and Alistair Auty, the Board Chair, was appointed as the Member Responsible for Complaints in February 2024.

The whole team wishes to address any dissatisfaction as efficiently and as quickly as possible, whilst ensuring good relationships with residents. A positive culture relating to managing complaints and to learning from these will continue to help us as we strive to improve services to all residents.

Service requests and their outcomes

SITE	ISSUE	CONTACT METHOD	RESULT	RESOLUTION TIME
Miller Close	Attitude of employee	Email	Resident's family member did not respond to enquiries to investigate further	Cancelled as no engagement from complainant
Norman House	Delay with amending a direct debit	Email	Direct debit was amended and apology given	1 working day
Peppermint Court	Privacy concerns	Email	Agreed improvement work	*
Norman House	Part of the communal garden is neglected	Email	Included with improvement works	1-working day
Nairn Court	Damp and mould	Telephone call	Repair works carried out	10-working days
Old Brewery House	Cleaning contractor and their attitude	Email	Building was inspected; employee spoken with	3-working days
Kent Court	Lack of communication over repairs and employee's attitude	Telephone call	Update issued to all residents; employee spoken with	11-working days
Norman House	Cleaning contractor missed cleaning the salon	Telephone call	Salon was in use when contractor was on site so could not clean the area	0-working days
Kent Court	Cleaning contractor employee's attitude	Telephone call	Employee removed from site	2-working days
Norman House	Grounds maintenance materials used	Email	Suitable materials were used	2-working days
Norman House	Property defects outstanding	Email	Works completed/resident updated	4-working days
Norman House	Lift out of service	Email	Lift brought back into service	10-working days
Nairn Court	Abandoned car in communal carpark	Email	The car was not abandoned	4-working days
Old Brewery House	Lack of hot water	Telephone call	Hot water was restored	0-working days
Trickett House	Leak from flat above	Resident app	Leak caused by resident above	14-working days
Norman House	Telecare service	Email	Issues with digital telecare addressed	7-working days
Old Brewery House	Lift out of service and lack of hot water	Telephone call	Interim solution in place for hot water until part received. Lift part was ordered and installed at a later date	9-working days
Old Brewery House	Wi-Fi, lift out of service and lack of hot water	Email	Response issued, with holding reply for Wi-Fi	7-working days

* IT TOOK A WHILE TO ESTABLISH WHAT WAS REQUIRED WITH THE RESIDENT AS THEY WERE AWAY FROM THE PROPERTY FOR SOME TIME.

Two of the service requests escalated to stage 1 complaints – these related to a lift being out of service at Norman House and issues with a lack of hot water at Old Brewery House. Of the 18 service requests, 14 resulted in action being taken to resolve the issues. The remaining four service requests were discussed and residents advised accordingly.



Complaints – our responses and actions

In the 2024/2025 financial year, 10 stage 1 and one stage 2 complaints were received; these are outlined below:

Stage 1 complaints

The ten stage 1 complaints received are outlined below, with a summary of their resolution. From these complaints, six were upheld:

SITE	ISSUE	CONTACT METHOD	COMPLAINT OUTCOME	RESOLUTION TIME
Peppermint Court	Location of gas meter	Email	Not upheld	7-working days
Peppermint Court	Heating system	Email	Not upheld	6-working days
Norman House	Delays with lift repairs	Email	Upheld	10-working days
Old Brewery House	Heating and hot water issues to individual home	Email	Upheld	7-working days
Margaret House	Time taken to complete refurbishment work	Telephone call	Upheld	5-working days
Margaret House	Time taken to complete refurbishment work	Telephone call	Upheld	5-working days
Old Brewery House	Customer service from Sutton Housing Society	Email	Not upheld	7-working days
Furlong Close	Outstanding repairs	Telephone call	Upheld	10-working days
Old Brewery House	Issues with the lift and hot water	Email	Upheld	10-working days
Old Brewery House	Customer service from Sutton Housing Society	Email	Not upheld	7-working days

All six of the upheld complaints relate to property issues and could have been resolved with better communications.

Stage 2 complaints

One stage 2 complaint was received. This was escalated from stage 1 because the resident was unhappy that the investigating manager did not speak with the resident when dealing with the stage 1 complaint.

SITE	ISSUE	CONTACT METHOD	COMPLAINT OUTCOME	RESOLUTION TIME
Old Brewery House	Customer service from Sutton Housing Society	Email	Not upheld	10-working days

The stage 2 response letter fully addressed the issues raised regarding why the resident felt that a Sutton Housing Society employee had not provided them with the level of customer service expected. However, following an investigation, there was no evidence to support that there was any bias towards them or that they were treated unfairly.

Compliance with the Housing Ombudsman's Complaints Handling Code 2024

A self-assessment was carried out during November 2024 of our compliance with the complaints handling code, which is a regulatory requirement and part of the consumer standards with the Regulator for Social Housing.

The self-assessment highlighted two areas where wording within our complaints policy needed to be amended to reflect the new code (code action points 3.5 and 6.12). This was actioned immediately.

Sutton Housing Society shows compliance across all areas of the complaints handling code.

The self-assessment and a copy of the annual complaints report has been issued to the Housing Ombudsman, following approval from the Board. This information is also available on our website at www.suttonhousingsociety.org.uk

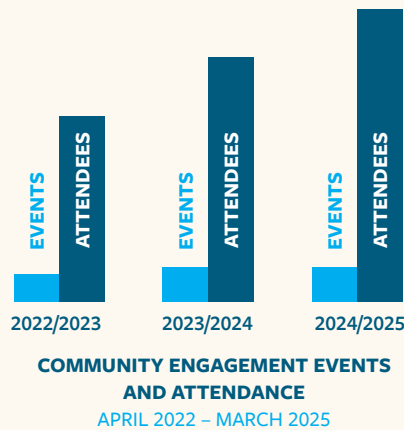
346
COMMUNITY
ENGAGEMENT EVENTS
AND ACTIVITIES IN
2024/2025

43%
OF OLDER PEOPLE
HOUSING RESIDENTS
ATTENDED EVENTS
AND ACTIVITIES
IN 2024/2025

Community engagement Events and activities during 2024/2025

During the financial year April 2024 – March 2025, we provided 346 opportunities for residents to take part in events/activities arranged by Sutton Housing Society. This is one less than the number of opportunities available during the previous year.

In total we had 2,761 attendees with 173 unique individuals or 43% of our older people. Last year there were 2,321 attendees and 167 unique individuals. Overall attendance at events has increased by around 19% since 2023/2024 – and by 58% since 2022/2023:



We continue to produce an annual evaluation of our community engagement work. Feedback from residents is overwhelmingly positive. Residents do feel better for attending our events and feel that they make a genuine difference to them, with many people saying they probably would have just spent more time in their flats if they had not attended the event/activity.

Below is some feedback from residents about our community engagement work:

"It gets you out and you meet other people."

"We look forward to the events – and the monthly schedule is useful."

"It's motivating – we need that – and it makes such a difference."

"You do so many events throughout the year – you cover a bit of everything."

"I like the events – it gives me a reason to get up and push myself."

"If we didn't do the events, we'd just stay home alone, in our flats."

We are looking forward to another jam packed community engagement programme during 2025/2026.

During 2024/2025, we introduced some new initiatives, with 27 different event types offered to residents, which can be summarised into five key categories: social, community, resident engagement, exercise and wellbeing:

- Wellbeing
- Social
- Community
- Resident engagement
- Exercise

COMMUNITY ENGAGEMENT EVENT AND ACTIVITY TYPES 2024/2025

MENS CLUB	● ● ●	CREATIVE MINDS	● ● ●
EXERCISE CLASSES	● ●	LADIES THAT LUNCH	● ●
BIG BINGO!	● ●	LINE DANCING	● ● ● ●
MANICURES/PEDICURES	● ●	NATIONAL SAINTS DAY	● ● ●
QUIZZES	● ● ●	CELEBRATION DAYS	● ● ●
ONE-OFF EVENTS	● ● ●	SINGING	● ● ●
HEALTH/WELLNESS	●	CLOVERDALE WARBLERS	● ● ●
FESTIVE ACTIVITIES	● ● ●	RAH RAH THEATRE COMPANY	● ● ●
DISABILITY FORUM	● ● ● ●	AFTERNOON TEAS	● ● ●
OD DROP-INS	● ● ●	DAY TRIP	● ● ●
MUSIC & DANCE	● ● ● ●	WI-FI CAFÉS	● ●
CHARITY EVENTS	● ● ●	EASTER EVENTS	● ● ●
MENTAL HEALTH	● ● ●	FARM FOOD DEMOS	●
FORMAL ENGAGEMENT	● ●		

"It gives you something to look forward to, otherwise I'd spend more time indoors."

"It's great seeing lots of different people and visiting the other schemes and making friends."

Resident engagement

There continue to be several ways for Sutton Housing Society residents to be involved in making a difference to the services provided to our residents. If residents volunteer to join a group that meets regularly, they can receive a (one-off) £25 shopping voucher.

Resident volunteers 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 up to two hours. The group is involved in monitoring our tenant satisfaction measures (TSMs), reviewing our repairs and maintenance performance, promoting sustainability matters and reviewing our progress with the Better Social Housing Review;
- 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. It would be great if any residents from our homes at Wandle Valley were interested in learning more about this.

To find out more, contact Glynis Gatenby on 020 8642 1500 or email hello@shsoc.org.uk



Repairs and maintenance



As usual it was another busy year for the property team, not only in the day-to-day work but also with some employee changes. Due to a retirement and a semi-retirement, we welcomed a new Property Compliance Officer in June 2024 and a new Property Services Manager, the manager for the team, in November 2024.

During 2024/2025, we continued to improve homes and remain legally compliant across all areas of statutory maintenance. Unfortunately, we also had an increasing number of failures with the communal heating systems, particularly at Old Brewery House and Thomas House, and with lifts at both of these schemes and at Norman House.

During 2024/2025, we:

- raised and completed 2,064 repairs orders (with 99% positive feedback)
- replaced 9 bathrooms
- replaced 7 kitchens
- replaced 46 boilers
- completed work to 31 empty properties, enabling 40 people in housing need to find a new home
- remained 100% compliant across both current and new areas of operations
- carried out adaptations to 46 homes, enabling residents to maintain independence in their homes
- replaced the front doors to homes at Killburns Mill Close and Margaret House with fire doors that meet the most up to date fire safety standards
- overhauled the communal heating systems at Margaret House and Old Brewery House.

We proactively monitor any reports of condensation, damp and/or mould, on a monthly basis. These are shared with the senior management team and seen through to their resolution. During 2024/2025, we received and investigated 15 reports of possible damp and mould. All investigations are closed with work carried out where necessary.

46

HOME ADAPTATIONS
ENABLING RESIDENTS
TO MAINTAIN
INDEPENDENCE

31

EMPTY HOMES
WORKS COMPLETED
WHEN PROPERTIES
BECAME VACANT

9

BATHROOMS
REPLACED AS
PART OF PLANNED
MAINTENANCE

7

KITCHENS REPLACED
TO OUR NEW
DEVELOPMENT
STANDARD

Our Board

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

Our Board members are volunteers; they do also have the option to be paid. Our Board members bring 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 Board Chair since 2021. Alistair is a partner for a global property company and is passionate about affordable housing. He has extensive 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. Michael is a chartered surveyor with an interest in sustainability; he works for the Greater London Authority (GLA) as Senior Area Manager. Michael is also a member of the Housing Operations Committee.

Pamela Norton MBE

Pam is well known to many residents. She is retired, having previously worked at the London Borough of Sutton. Pam is the Chair of our Housing Operations Committee. Pam received an MBE for her services to the social services sector.

Annette Dunningham

Annette has been a resident of Sutton Housing Society since 2018. Annette has many years' experiences working within asset management in the affordable housing sector. Annette is also a member of the Housing Operations Committee.

Lisa Rae

Lisa has been a company secretary and is an experienced practitioner of governance within the charity sector. Lisa is currently a member of the Housing Ombudsman's newly formed Tenant's Panel.

Matthew Corbett

Matt is an experienced housing sector professional. He 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.

Barbara Bransgrove

Barbara has a background in finance, payroll, and customer service. Barbara is the daughter of Frank Griffiths who set up Sutton Housing Society in 1964 and fondly remembers him working in their spare room.

Chris Hunter-Taylor

Chris owns a recruitment consultancy and has a degree in economics and finance. Chris 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.

Adrian Simpson

Adrian Simpson is a retired finance specialist, with a background in national and international finance, which is supported by a detailed knowledge of funding. Adrian lives locally, is passionate about older people's housing and supports the value small providers can bring to the benefit of the local community.



Value for money and quality

Our Board approved value for money and quality strategy 2022/2027 is published on our website. For us, value for money (VfM) is about being effective in how we plan, manage, and operate our business. It is also the appropriateness of our homes to help meet local housing need, which is supported by the quality (of the homes and services we provide). With these in place we can support 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 and 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.

We seek to embed value for money into the organisation and share successes with the wider team. Retaining quality staff, who will go the extra mile to *be the body...* delivering better outcomes for our residents, underpins our approach to value for money.

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

Tenant satisfaction measures (TSM)

We carried out our first TSM perception survey during the summer 2023, achieving a 52.5% response rate, ensuring the survey is statistically valid (a 45% return is required, which we achieved for the previous STAR survey). We have since received other responses, which are not recorded with the survey results as they were out of time.

We received completed TSM surveys in four ways – postal, digital, in person and by telephone. A total of 28.5% of residents chose to complete their surveys online, although due to our age profile most residents do still prefer to complete and return paper surveys. We will continue to monitor this as we progress with our appropriate digital journey.

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 2024/2025 for all our homes was 19.5 days.

The rent collection and arrears performance for all our homes in 2024/2025 was 0.62% (1.86% for general needs and 0.30% for older peoples housing).

Former tenant arrears met the target of 0.14%. The previous year's results were 0.19%; this area shows continuous improvement.

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 lease to August 2026.

Securing grant funding from the GLA (Greater London authority) for all our

new developments (except the bedsit conversions). Typically, 100% of grant paid at start on site through the care and specialist supported housing route, which allows us to minimise borrowings. For the smaller schemes grant is typically 75% at start on site.

Our communities

We received eleven (11) complaints during 2024/2025 and 18 service requests pre-complaint relating to a variety of matters. Significantly, we received 149 compliments, which equates to around 29% of our residents. The compliments received in the last year largely relate to contractors, community engagement events, and our service including repairs.

Our residents

Our Residents Charter group continues to meet to review our compliance with the *Together with Residents Charter*. Repairs and maintenance remain a key area for all residents; we are pleased that 99% of all repairs appointments made were kept, with 95% of repairs having had an appointment.

Our homes

Performance relating to repairs and maintenance remains strong with 100% of emergency repairs and 99.8% of non-emergency repairs completed within target.

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.

Growing our stock through development

The construction industry was heavily impacted by the cost-of-living challenges particularly relating to material price increases and contractor insolvency. Our second airspace scheme at Ronald House, creating six energy efficient homes to the existing building (of 15 flats) was completed in November 2024. As part of the works a new communal lounge, new lift tower and accessible entrance were added, as well as wider scheme improvements including new fire alarm, low energy lighting, telecare, complete internal decorations, carpets, fire doors and external improvements.

We also completed work on a new one-bedroom self-contained semi-detached bungalow at Bridges Court, which was completed in the Autumn of 2024.

Both schemes are funded by grant from the GLA.

Our people

Employee sickness decreased this year at an average of 2.9 days per person. We believe that this is related to our collaborative working and hybrid arrangements.

We actively promote training for employees, with just over 363 hours of training recorded.



Annual statement of compliance and internal controls

The Board accepts that it is responsible for the organisation's system of internal controls and for reviewing its effectiveness. The Senior Management Team reports annually to the Board on internal controls.

Sutton Housing Society's system of internal controls is designed to manage rather than eliminate the risk of failure to achieve business objectives. The system can only provide reasonable and not absolute assurance against misstatement or loss.

The process of identifying, evaluating and managing the significant risks faced by the business is ongoing. Key elements of the business's internal controls include:

- Board approved terms of reference
- annual review of internal controls by the Board
- clearly defined management responsibilities for the identification, evaluation and control of significant risks
- comprehensive business planning processes with detailed financial budgets and forecasts
- stress testing of business plan and appointment of external consultant to support treasury management
- regular reporting to the Board on key objectives, performance measures and outcomes
- regular reviews of financial regulations and standing orders
- policies in place for giving and receiving hospitality, whistleblowing, fraud, GDPR and investment/borrowing
- independent assurance reviews.

Fraud and other material concerns

No serious or material control issues have been identified and the Board have identified no serious or material control issues or problems during the year.

Sutton Housing Society maintains a fraud register; no entries were made to the register during the year.

There were no reportable data breaches in respect of GDPR. However, a resident, despite agreeing to her data being shared with a mediation company, then challenged this when contacted by them.

We elected to inform the ICO (Information Commissioner's Office). The case (IC-363327-B6X3) concluded that "we have considered the information provided and we have decided to close the case and provide you with advice."





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 top three risks that face Sutton Housing Society currently are felt to be:

- 1 Recruitment and retention (of our employees)
- 2 Succession
- 3 Cyber security

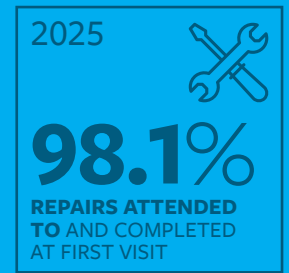
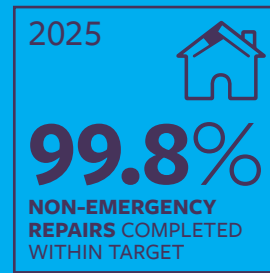
Information relating to heat networks and the Energy Ombudsman were added to the risk map, as were our additional cyber control measures.

Several of our risks were stress tested in November 2024 and reported to the Board as part of the treasury paper; all are mitigated and are under control.

Responding to the regulatory standards and government initiatives, we will introduce new auditable systems to evidence our 100% stock condition including the status of fire doors, damp and mould etc during 2025/2026. We plan to start carrying out stock condition surveys and propose to undertake 20% inspections each year (or around 100). The data will be updated as required, to ensure our business plan and asset information is maintained.

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 external consultants to support the team where necessary.

Performance measures



Our resources

	RESULTS 2023/24	RESULTS 2024/25	TARGET 2024/25	LSEBM* 2024/25	HfOP*
2024/25					
Current tenant arrears: general needs	1.42%	1.80%	1.80%	3.97%**	–
Current tenant arrears: older people	0.31%	0.30%	0.50%	1.12%**	0.86%
Current tenant arrears: overall	0.55%	0.62%	–	–	–
Former rent arrears	0.19%	0.14%	0.14%	–	0.19%
Average re-let days for empty homes: general needs	35 days	21 days	23 days	32 days	–
Average re-let days for empty homes: older people	19.7 days	19.4 days	21 days	22.7 days	22.69 days
Average re-let days for empty homes: overall	20.4 days	19.5 days	–	–	–

Our residents

	RESULTS 2023/24	RESULTS 2024/25	TARGET 2024/25	LSEBM* 2024/25	HfOP*
2024/25					
Repairs attended to & completed at first visit	99.2%	98.1%	93%	93.90%	–
Residents 'happy' with last repair	100%	99%	96%	90.35%	99.32%
Number of repair appointments made – based on survey returns	96.5%	95.4%	85%	–	–
Repair appointments kept (where made) – based on survey returns	99%	99%	95%	–	–

Our homes

	RESULTS 2023/24	RESULTS 2024/25	TARGET 2024/25	LSEBM* 2024/25	HfOP* 2024/25
Emergency repairs (completed within target)	100%	100%	100%	100%	100%
Non-emergency repairs (completed within target)	99.5%	99.8%	N/A	95.34%	98.20%
Homes with valid gas safety certificate	100%	100%	100%	100%	100%
Completed fire safety risk assessments	100%	100%	100%	100%	100%
EPC C+ %	89.9%	90.2%	–	74%	90.58%

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

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

Our people

	RESULTS 2023/24	RESULTS 2024/25	TARGET 2024/25	LSEBM* 2024/25	HfOP* 2024/25
Staff sickness per person per year	4.4 days	2.9 days	N/A	4.75 days	3.47 days
Staff turnover	21.6%	5.9%	<6.5%	–	–
Staff training	434 hours	363 hours	500 hours	–	–

Value for money metrics

	RESULTS 2023/24	RESULTS 2024/25	TARGET 2024/25	GLOBAL ACCOUNTS 2024† HfOP
RSH 101: operating margin (overall) %	19.8%	18%	17.4%	18.5%
RSH 102: operating margin (social housing lettings) %	20.3%	19%	18.4%	20.4%
RSH 103: EBITDA MRI (as % interest)	225%	184.5%	219%	122%
RSH 203: gearing (RSH and scorecard measure)	10.9%	13.6%	10.2%	45.6%
RSH 204: new supply delivered (social housing units) %	0.0%	1.2%	1.4%	1.4%
RSH 205: new supply delivered (non-social housing units) %	0.0%	0.0%	0.0%	0.0%
RSH 304: reinvestment %	7.4%	2.2%	1.8%	7.7%
RSH 401: return on capital employed (ROCE) %	2.1%	2.1%	1.7%	2.8%
RSH 501: headline social housing cost per unit (£'000)	£6.95	£7.17	£6.95	£5.14

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

Tenant satisfaction measures (TSM)

Perception survey results	2024/25	Management data results	2024/25
Proportion of respondents who report that they are satisfied with the overall service from their landlord	94.5%	Number of: Stage 1 complaints – per 1,000 homes	21.61
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	94%	Number of: Stage 2 complaints – per 1,000 homes	1.96
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	93%	Proportion of stage one complaints responded to within Complaint Handling Code timescales	100%
Proportion of respondents who report that they are satisfied that their home is well maintained	94%	Proportion of stage two complaints responded to within Complaint Handling Code timescales	100%
Proportion of respondents who report that they are satisfied that their home is safe	94%	Anti-social behaviour cases relative to the size of the landlord – number of 1. anti-social behaviour cases, 2. anti-social behaviour cases that involve hate incidents opened per 1,000 homes	27.5 NIL
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	83%	Proportion of homes that do not meet the Decent Homes Standard	NIL
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	88.5%	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	99.8%
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	94%	Proportion of emergency responsive repairs completed within the landlord's target timescale	100%
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	72%	Proportion of homes for which all required gas safety checks have been carried out	100%
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	91%	Proportion of homes for which all required fire risk assessments have been carried out	100%
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	81%	Proportion of homes for which all required asbestos management surveys or re-inspection have been carried out	100%
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	83%	Proportion of homes for which all required legionella risk assessments have been carried out	100%
		Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%

Financial statements

Year ended 31 March 2025



Where our money came from

	£
Rents	3,349,383
Supporting people services	0
Service charges	977,490
Interest receivable	13,035
Amortised government grants	153,690
Other income	84,264
Total income	£4,577,862

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	329,177
Supporting people services	47,324
Service charges	1,211,071
Responsive maintenance	399,985
Cyclical maintenance	308,275
Aids, adaptations and health & safety works	57,267
Major improvements and developments	436,436
Depreciation and disposals of housing properties	786,333
Interest payable	439,175
Other expenses	189,678
Total expenditure	£4,204,721
Surplus for the year	£373,141
Gain/(loss) pension scheme adjustments	1,000
Total surplus for the year	£374,141



Income and expenditure

	2025 £	2024 £
Turnover	4,564,827	4,306,684
Operating costs	(3,765,546)	(3,535,325)
Operating surplus	799,281	771,359
Interest receivable	13,035	13,908
Interest payable	(439,175)	(343,540)
Surplus for the year	£373,141	£441,727
Gain/(loss) pension scheme adjustments	1,000	(66,000)
Total surplus for the year	£374,141	£375,727



Balance sheet

	2025 £	2024 £
Fixed Assets	37,804,689	36,422,802
Cash and investments	1,119,809	1,116,854
Net liabilities	(20,159,004)	(19,148,301)
Total assets less current liabilities	£18,765,494	£18,391,355
Share capital and reserves	18,765,494	18,391,355
Total capital and reserves	£18,765,494	£18,391,355

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

CAF 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

Matthew Corbett

Pamela Norton MBE

Lisa Rae

Barbara Bransgrove

Annette Dunningham

Chris Hunter-Taylor

Adrian Simpson (*elected September 2024*)

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



Resident Housing Operations Committee members

Jean Gardner

Annette Dunningham

Dave Brigden

Maureen Chapman-Towns

Les Cox (*stepped down February 2025*)

Anne Brown (*joined October 2024*)

John Vine (*joined October 2024*)

Peter Burdon (*joined October 2024*)

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

