

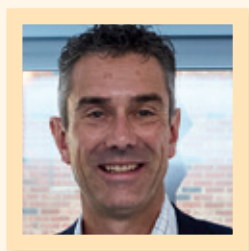


**Sutton
Housing
Society**

Annual report 2025/2026



Chair's report



This year, once again, it is my pleasure to 'shout' about Sutton Housing Society's people recognitions. Significantly, we have been included on The Sunday Times best places to work for the third year running 2024, 2025 and 2026. Whilst in 2025, we were recognised as winners of best small not for profit to work for, now in 2026, we have been awarded winners of the best place to work for employees aged 55 and over. An outstanding achievement!

We have refreshed and launched our new corporate plan 2026/2031, which with the support of the Board, seeks to build upon our previous successes. Our ambition remains unchanged – here for good, enabling happy lives. To support the new corporate plan, our values and five key themes continue with minor amendments. Supporting the corporate plan are our refreshed and updated corporate strategies for 2026/2031.

Importantly, we remain a high performing and top quartile organisation, with our recent TSM (tenant satisfaction measures) survey confirming the same. Our results show that we continue to outperform our peer group and my thanks go to the wider team, our contractors and our valued supply chain for these excellent results.

Our third and latest airspace development at Trickett House started in October 2025, which when completed in late 2027, will provide nineteen (19) new socially rented homes. Trickett House was the first scheme completed by Sutton Housing Society, which opened in late 1967 and is named after the organisation's first Chair. To meet the GLA's grant funding requirements, the new homes will also be our first 'net zero' scheme. As well as our other airspace approvals, the team secured six planning approvals for smaller infill sites over the past year – these will be built over the coming years, with Robertson House to start in 2026.

As a local organisation, we are committed to providing homes for the over 55s, the Board approving that our lower age limit remains. Our financial performance, which underpins all that we do, remains strong and last year, alongside our helping hands fund, the team supported residents to secure other sources of funding. Looking ahead we will be introducing rent convergence from April 2027 to align all our rents in line with the government's rent standard.

Our fully funded community engagement offer delivered a variety of events for our residents, with an impressive 282 events/activities organised over the last year. The work with InCommon delivered twelve intergenerational workshops organised throughout the year, where both young and old meet at two of our schemes.

Finally, my thanks go to all of those who work at Sutton Housing Society and my thanks to Glynis and Robin, together with the Board for their continued support. However, there is one special mention to Marcie Regelous who is retiring after 29 years with Sutton Housing Society – thank you for all you have done Marcie!

Alistair Auty
Chair



Chief Executive's report

As Alistair (Auty) has highlighted, we are very proud to be recognised by The Sunday Times three years in a row, especially as we have been award winners for the last two!

We will continue to build upon these people recognitions and whilst we say a fond farewell to Marcie Regelous, through internal progression and developing talent from within, we are pleased to support Michelle Easton as our new Finance Director (from 1 July 2026).

Our newly approved corporate plan ensures we continue to focus on delivering our long-term aspirations. The (corporate) plan is underpinned by our values: accountable, kind, listen, personal, bold and enjoy (what we do) – we believe our values support us in remaining a good employer and securing the high levels of positive feedback. However, we recognise there are always ways to improve and although overall still a very small number, we received more complaints last year – communication on repairs perhaps being our biggest ‘failing’.

To ensure our stock condition survey remains up to date, our in-house Property Inspector has successfully completed the first year of our five-year rolling programme of stock condition surveys. The survey data is used to support our investment decisions and create our annual programme of works, the data also supports our airspace decision making and aspirations.

Over the last year, Cloverdale Court has been modernised internally from top to bottom, receiving the same interior finishes as those completed schemes at Norman House and Ronald House. With thanks to one of our residents, the gardens also now look immaculate. This year Thomas House will benefit from the same modernisation. Trickett House upon completion, not only provides new homes, but also receives the same internal treatment.

We are also pleased to see Sutton Housing Society being recognised as an ‘airspace pioneer’. Not only are we sharing our approach, other registered providers are now undertaking the same works adopting the same principles! Trickett House, which is on site, is our first two-storey airspace extension to the rear block.

Two of our small team who went on maternity leave have decided not to return to work, we wish them well. However, as a good employer we will take the opportunity to recruit new colleagues and provide them with an opportunity to start and / or develop their careers.

Our personal approach remains key to all that we do and we believe supports the continued high number of compliments received last year with just over 138 (27%) of our residents sending us an unprompted compliment.

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

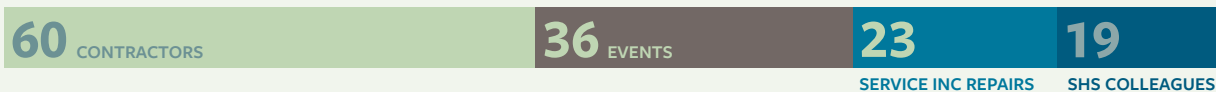
Robin Roberts
Chief Executive

Compliments, complaints and concerns

Compliments

During 2025/2026, we received 138 unprompted compliments from residents/customers; this equates to just over one in four residents.

43.5% of all compliments were in respect of our contractors. The chart below shows what our compliments related to:



Complaints and concerns (service requests)

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 2025/2026, we saw an increase in both service requests (21 in total, up from 18) and complaints (13 in total, up from 11 in the previous financial year).

We continue to work with the team to ensure they understand how important proactive communication with residents is; proactive contact with residents helps to build trust and understanding.

This is particularly important for all aspects of property issues; this is a lesson learnt during 2025/2026 and appears as an action point in the subsequent action plan for improvement during 2026/2027.

The Complaints Officer role is held by the Operations Director and Alistair Auty, the Board Chair, is the Member Responsible for Complaints.

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.

The 21 service requests received are outlined below; time taken to resolve issue is recorded as working days:

Service requests and their outcomes

SITE	ISSUE	CONTACT METHOD	RESULT	TIME TO RESOLVE
Old Brewery House	No hot water	Resident app	Residents updated on issue with communal heating and hot water system, which was resolved	1-working day
Margaret House	Delayed compensation	Telephone	Payment made	8-working days
Tull Street	Delay with repair	Email	Bathroom door repair completed	1-working day
Thomas House	Lift broken down	Via the website	Lift repaired	2-working days
Nairn Court	Delay with repair	Resident app	Window repair completed	6-working days
Griffiths Close	Bedbugs	Email	Bedbug infestation treated	10-working days
Trickett House	Lift broken down	Email	Lift repaired	9-working days
Trickett House	Lift broken down	Letter	Lift repaired	8-working days
Norman House	Washing machines not working	Telephone	Washing machines inspected; user error	11-working days
Trickett House	Unhappy with development arrangements	Letter	Discussed with resident and alternative solution offered	0-working days
McRae Lane	Unhappy with response to repairs request	Email	With help from the support worker, resident understands his repairing responsibilities	9-working days
Norman House	Lack of response following contact via resident app	Email	Resident app is being investigated for errors; alternative contact method agreed	1-working day
Lancelot House	Sutton Housing Society Wi-Fi	Email	Wi-Fi to be upgraded; resident advised	7-working days
Cloverdale Court	Damage to car in carpark	Email	Discussed with resident; reviewed CCTV; new parking signs installed	4-working days
Norman House	Grounds maintenance	In person	Agreed actions following contact with contractor	21-working days
Old Brewery House	Sutton Housing Society employee not informing resident of a meeting	Email	This was an error – meeting referred to was not for the resident to attend	1-working day
Norman House	Sutton Housing Society Wi-Fi	In person	Change made to access point in the flat	5-working days
Griffiths Close	Hot water supply	Telephone	Shower system explained to resident, then to her son; issue with a vent resolved	3-working days
Griffiths Close	Behaviour of contractor	Telephone	Contractor spoke to their staff member regarding speaking to, and treating, residents with respect	10-working days
Norman House	Tepid water; request for compensation	Email	Sum agreed	6-working days
Peppermint Court	No heating	Email	Temporary heating offered whilst new boiler is ordered and installed	4-working days

Of the 21 service requests, 19 were dealt with within the 10-working days timescale for responses.

Of the two that were overdue:

- One was one day late; this was due to the contractor visiting late.
- One was 11 days late; this was due to the service request not being received as a result of IT issues with a new laptop set up. We visited the resident when this was discovered to discuss the issue, apologise and explain what had happened.



Complaints – our responses and actions

In the 2025/2026 financial year, 10 stage 1 and three 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:

SITE	ISSUE	CONTACT METHOD	COMPLAINT OUTCOME	TIME TO RESOLVE
Old Brewery House	Squeaky floorboards from flat above	Email	Upheld	10-working days
Thomas House	Lift constantly out of service	Email	Upheld	10-working days
Old Brewery House	Gardening and window cleaning concerns	Email	Upheld	9-working days
Old Brewery House	Dissatisfied with grounds maintenance and cleaning contractor	Email	Upheld	13-working days (by agreement with resident)
Ronald House	Rent arrears letter	Telephone	Not upheld	9-working days
Thomas House	Scheme issues – various	Letter	Upheld	10-working days
Norman House	No hot water/tepid water	Letter	Upheld	7-working days
Trickett House	Time taken for repair	In person	Upheld	11-working days (resident was aware within 10 days)
Tull Street	Grounds maintenance contractors	Email	Upheld	7-working days
Kent Court	Health and safety concern in the lift	Email	Upheld	2-working days

Nine of the ten stage 1 complaints were upheld; these were all property related, albeit three involved the grounds maintenance contractor. Some of the issues are due to new Sutton Housing Society colleagues being new in post and not fully understanding expectations/service standards or the relevant specification eg internal communal cleaning.

Stage 2 complaints

The three stage 2 complaints received are outlined below:

SITE	ISSUE	CONTACT METHOD	COMPLAINT OUTCOME	TIME TO RESOLVE
Old Brewery House	Property and building issues	Email	Upheld	5-working days
Old Brewery House	Gardening and window cleaning	Email	Upheld	19-working days (by agreement with resident)
Norman House	No hot water	In person	Upheld	10-working days

The three stage 2 complaints were all upheld.

The stage 2 complaints relating to Old Brewery House, whilst being upheld, remained open at the beginning of April 2026. One was closed on 13 April 2026 as all issues had been addressed. The other complaint, whilst being upheld, was not closed as work was still to be completed to the communal gardens.

Compliance with the Housing Ombudsman's Complaints Handling Code

A self-assessment was carried out during November 2025 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.

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

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COMMUNITY
ENGAGEMENT EVENTS
AND ACTIVITIES IN
2025/2026

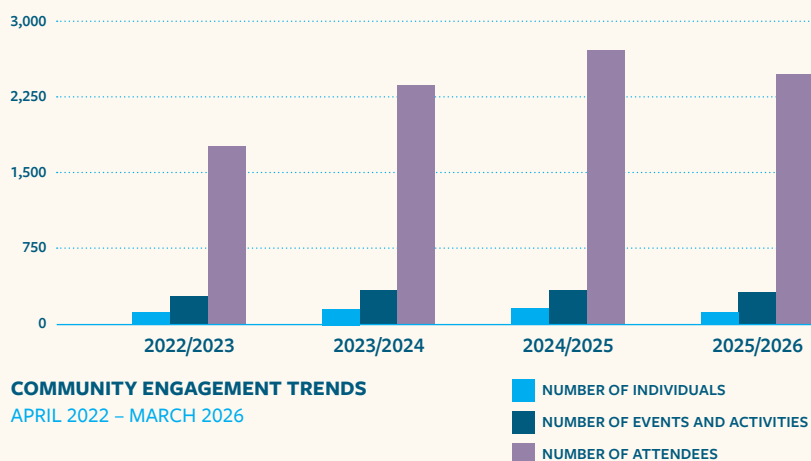
36%
OF OLDER PEOPLE
HOUSING RESIDENTS
ATTENDED EVENTS
AND ACTIVITIES
IN 2025/2026

Community engagement Events and activities during 2025/2026

During the financial year April 2025 – March 2026, we provided 282 opportunities for residents to take part in events/activities arranged by Sutton Housing Society.

Whilst this is less than the number of events offered in the last few years, this was deliberate, as we chose, based on residents' feedback, to focus on larger events, rather than lots of smaller ones. In total, we had 2,406 attendees (143 unique individuals or 36% of our older people).

The chart below shows the attendees and events since 2022:



Over the last year, we started to consider what the community engagement 'offer' could look like moving forward, as people become 'younger', live longer and have more interest in health/wellbeing.

We introduced some new initiatives, such as a book club and a games afternoon. There were 26 different event types offered to residents, which can be summarised into five key categories: social, community, resident engagement, exercise and wellbeing.

We continue to produce an annual evaluation of our community engagement work, based on feedback from residents. This continues to be overwhelmingly positive, with a satisfaction of 91%.

Residents feel welcome at the events and activities, and are happy with the variety of events/activities on offer. Whilst most people are happy with the timing of events, some residents that are working have commented that it would be nice to have a few events held 'out of office hours' so that they have the opportunity to attend. This is something we are now considering. The vast majority of people felt that the various events/activities offered do help to ease feelings of isolation and loneliness.

"It is a lifeline for a lot of lonely residents."

"Sutton Housing Society supply a good selection of events."

"Thank you for all the events that have taken place."

"I think all your events are fabulous and very well organised."

"You all do a great job!"

"They were all good; I hope to join more."



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 delivered to residents;
- attend an estate 'walkabout', highlighting any concerns you may have. 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 providing views on new national housing-related initiatives;
- 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.

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



Our senior team at Sutton Housing Society

Our team changed in July 2026, when the Resources Director, Marcie Regelous, retired. Our senior team comprises three enthusiastic and passionate people, with varying strengths that combine to make a strong leadership team.

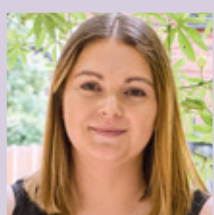


Robin Roberts

BA(Hons)
DipArch(Hons)
PGDip FRIBA FRICS,
Chief Executive
Robin has worked within the affordable housing

sector for over 25 years, the last eight+ years as Chief Executive of Sutton Housing Society. He is a qualified architect and chartered surveyor, as well as uniquely being a fellow of both the RIBA and RICS.

Robin has been an award-winning construction client, which included creating the multi-award-winning Relish™ retrofit research that was included as a Sustania100 project. He is an experienced non-executive director and Board Chair. He is Chair of the RIBA fellowship panel.



**Michelle Easton,
Finance Director**

Michelle has been part of Sutton Housing Society for 12 years. In 2020, she was appointed

to the newly created role of Management Accountant and in 2026 she was appointed Finance Director.

Michelle is currently responsible for the finance function, which includes management and statutory accounts, external audit, loan portfolio and treasury management; she is also responsible for the organisation's ICT and related strategy.



Glynis Gatenby
PG Dip Cert.CIH,
**Operations
Director**

Glynis has worked in social housing for 40 years – at a senior

level for both local authorities and housing associations.

Glynis joined Sutton Housing Society in 2016 and is responsible for overseeing the teams that provide the operational landlord services to residents. Glynis also leads on employee training across the organisation, as well as policy development and regulatory compliance.

Our Board

Sutton Housing Society is currently governed by a nine-person (soon to be ten-person) strong 'Board' working with the Senior Management Team – Robin, Marcie (Michelle from July 2026 following Marcie's retirement) and Glynis.

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 several years' experience working within asset management in the affordable housing sector. Annette is also a member of the Housing Operations Committee.

Lisa Rae

Lisa is an experienced 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 Taylor

Chris is a senior leader within the global construction and consultancy firm Currie & Brown. His role includes leading recruitment in Saudi Arabia, as well as supporting hiring across other regions.

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.

Louise Graham-Smith

Louise was co-opted onto the Board in March 2026 and will be elected to the Board at the September 2026 AGM. She is an executive director for a small London based housing association.



Value for money and quality

The value for money (VfM) and quality strategy was updated for the period 2026/2031 and is published on our website. For us, 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, 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.

During 2025/2026, the Board reviewed our corporate plan, refreshing it for the next five years from 2026 – 2031. This included reviewing our purpose, ambition and values, which saw some ‘tweaks’ made. We also reviewed and updated our related strategies.

Looking back

Our communities

We received thirteen (13) complaints during 2025/2026 and 21 service requests pre-complaint relating to a variety of matters. Significantly, we received 138 compliments, which equates to around 27% of our residents.

Our people

Employee sickness increased very slightly this year at an average of 3.2 days per person (up from 2.9 days). Our employees received 317 hours of training.

Our residents

Our Residents Charter Group continues to meet at least three times a year, reviewing our compliance with the Together with Residents’ Charter, and so much more.

The team managed 10 cases of anti-social behaviour during 2025/2026.

We carried out one eviction in 2025, the first for Sutton Housing Society in over 10 years. This was due to the (former) residents putting other residents at risk by not allowing statutory maintenance inspections to be carried out and for allowing their home to fall into disrepair.

Our resources

The average re-let time for 2025/2026 for all our homes was outside our target with 35.5 days. This was due to various challenges that arose during February/March 2026, not least a ‘run’ of empty homes that needed considerable maintenance work.

The rent collection and arrears performance for all our homes in 2025/2026 was 1.11%, with former tenant arrears ahead of target at 0.11%.

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, which has been extended by a further five years until 2031.

Securing grant funding from the GLA (Greater London Authority) our work to develop new homes continues to go well. Typically, 75% of grant is paid at start on site across all schemes.

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.

Defining the standard for our residents’ homes (above the current and proposed 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.

Our homes

Repairs and maintenance remains a key area for all residents; we are pleased that 98% of all repairs appointments made were kept, with 96% of repairs having had an appointment.

Performance relating to repairs and maintenance remains strong with 100% of emergency repairs and 99.3% 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 on resident health and safety ensuring that we remain compliant on all statutory responsibilities.

Tenant satisfaction measures (TSM)

We carried out our second TSM perception survey during 2025, achieving just over 54% response, ensuring the survey is statistically valid. We received completed TSM surveys mostly by post although 34% of residents completing the survey, did so online.

The proportion of residents that report they are ‘satisfied’ with the overall service from Sutton Housing Society is 92.4%.

Growing our stock through development

The construction industry has continued to be impacted by the cost-of-living challenges relating to material price increases and contractor insolvency.

Our second airspace scheme at Ronald House (which created six energy efficient homes to the existing building (of 15 flats) and which was completed in November 2024), saw the year 1 defects inspections completed without any issues of concern. There is a two-year defects period in place.

Our first airspace scheme at Norman House (which created 13 new homes to the existing building (of 19 flats)) completed its two-year defects period. Works were needed to the air source heat pump; this proved challenging due to being such new technology, but the issues were successfully addressed.

The new one-bedroom self-contained semi-detached bungalow at Bridges Court, completed in the Autumn of 2024, also successfully completed its first year defects inspection without any concerns being found.

Annual statement of compliance and internal controls

The Board is responsible for the organisation's system of internal controls and for reviewing its effectiveness, with the Senior Management Team reporting 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 continues.

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;
- achieving cyber essentials certification.

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. We do maintain a log of data breaches by external parties who have incorrectly sent information to us, often confusing Sutton Housing Society, with Sutton Housing Partnership, the arm's length management organisation of the local authority.

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

There continues to be an increasing number of regulatory changes and initiatives. Responding to these during 2025/2026 saw us introduce more auditable systems to evidence our 100% stock condition, including the status of fire doors, damp and mould etc during 2025/2026.

We started our (new) stock condition surveys, surveying 20% of our homes over a five-year rolling programme. The data is used 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.





Repairs and maintenance

Our Property Services Manager, Peter Toulson, completed his first full year at Sutton Housing Society. Within this first year, there have been several communal heating issues, which have taken time to fully resolve together with the challenges of new technologies such as the ASHP at Norman House. We engaged a new lift servicing contractor, to support us with lift servicing and breakdowns.

New regulations relating to damp and mould were introduced together with a new regulatory regime for heat networks (communal heating systems) with Ofgem.

In the last financial year, as well as Cloverdale Court having a 'mini refurbishment', we replaced 14 kitchens, 15 bathrooms and 39 boilers. All seven heat networks (communal heating systems) in our older people schemes were independently inspected and all recommended work completed.

We worked with Tunstall to upgrade our analogue telecare systems (at seven schemes) to ensure the equipment continues to work post January 2027 when BT will no longer support these analogue telephone lines. We also repaired the leaky roof at Pat Shaw House.

We carried out fire safety work following our independent fire risk assessments and ensured that our homes remained safe and compliant in all areas such as asbestos, legionella, electrical safety, gas safety etc.

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KITCHENS REPLACED TO OUR NEW DEVELOPMENT STANDARD

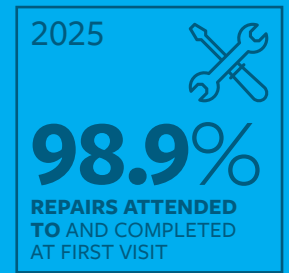
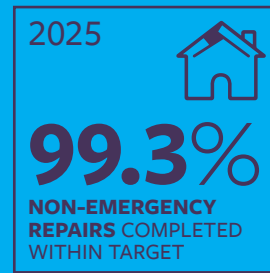
15

BATHROOMS REPLACED AS PART OF PLANNED MAINTENANCE

39

BOILERS REPLACED AS PART OF PLANNED MAINTENANCE

Performance measures



Our resources

	RESULTS 2024/25	RESULTS 2025/26	TARGET 2025/26	LSEBM* 2025/26	HfOP* 2025/26
Current tenant arrears: general needs	1.86%	1.89%	2.50%	3.80%	–
Current tenant arrears: older people	0.30%	0.90%	1.00%	0.95%	0.96%
Current tenant arrears: overall	0.62%	1.11%	–	–	–
Former rent arrears	0.14%	0.11%	0.14%	–	0.04%
Average re-let days for empty homes: general needs	21 days	0 days	23 days	36.6 days	–
Average re-let days for empty homes: older people	19.4 days	35.5 days	21 days	26 days	22.15 days
Average re-let days for empty homes: overall	19.5 days	35.5 days	–	–	–

Our residents

	RESULTS 2024/25	RESULTS 2025/26	TARGET 2025/26	LSEBM* 2025/26	HfOP* 2025/26
Repairs attended to & completed at first visit	98.1%	98.9%	93%	94.8%	–
Residents 'happy' with last repair	99%	100%	96%	85%	99%
Number of repair appointments made – based on survey returns	95%	96%	85%	–	–
Repair appointments kept (where made) – based on survey returns	99%	98%	95%	–	–

Our homes

	RESULTS 2024/25	RESULTS 2025/26	TARGET 2025/26	LSEBM* 2025/26	HfOP* 2025/26
Emergency repairs (completed within target)	100%	100%	100%	99.2%	100%
Non-emergency repairs (completed within target)	99.8%	99.3%	99%	96.2%	97.9%
Homes with valid gas safety certificate	100%	100%	100%	100%	100%
Completed fire safety risk assessments	100%	100%	100%	100%	100%
EPC C+ %	90.2%	93.9%	–	77%	91%

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

Our people

	RESULTS 2024/25	RESULTS 2025/26	TARGET 2025/26	LSEBM* 2025/26	HfOP* 2025/26
Staff sickness per person per year	2.9days	3.2 days	N/A	5.7 days	6.1 days
Staff turnover	5.9%	5.6%	<6.5%	–	–
Staff training	363.1 hours	317 hours	500 hours	–	–

Value for money metrics

	RESULTS 2024/25	RESULTS 2025/26	TARGET 2025/26	GLOBAL ACCOUNTS 2025† HfOP
RSH 101: operating margin (overall) %	18%	13%	19.5%	17.4%
RSH 102: operating margin (social housing lettings) %	19%	14%	20.5%	20%
RSH 103: EBITDA MRI (as % interest)	184.5%	155.6%	237%	113%
RSH 203: gearing (RSH and scorecard measure)	13.6%	7.5%	10.2%	46%
RSH 204: new supply delivered (social housing units) %	1.2%	0.0%	0.2%	1.3%
RSH 205: new supply delivered (non-social housing units) %	0.0%	0.0%	0.0%	0.0%
RSH 304: reinvestment %	2.2%	5.4%	11.3%	7.5%
RSH 401: return on capital employed (ROCE) %	2.1%	1.5%	2.1%	3%
RSH 501: headline social housing cost per unit (£'000)	£7.17	£7.85	£7.33	£5.69

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

Tenant satisfaction measures (TSM)

Perception survey results	2025/26	Management data results	2025/26
Proportion of respondents who report that they are satisfied with the overall service from their landlord	92.4%	Number of: Stage 1 complaints – per 1,000 homes	19.65 (1.96%)
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	90%	Number of: Stage 2 complaints – per 1,000 homes	5.89 (0.59%)
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	89%	Proportion of stage 1 complaints responded to within Complaint Handling Code timescales	100%
Proportion of respondents who report that they are satisfied that their home is well maintained	91%	Proportion of stage 2 complaints responded to within Complaint Handling Code timescales	100%
Proportion of respondents who report that they are satisfied that their home is safe	90%	Anti-social behaviour cases relative to the size of the landlord – number of 1. anti-social behaviour cases,	19.65 (1.96%)
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	83%	2. anti-social behaviour cases that involve hate incidents opened per 1,000 homes	NIL
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	83%	Proportion of homes that do not meet the Decent Homes Standard	NIL
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	92%	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	99.3%
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	55%	Proportion of emergency responsive repairs completed within the landlord's target timescale	100%
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	86%	Proportion of homes for which all required gas safety checks have been carried out	100%
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	78%	Proportion of homes for which all required fire risk assessments have been carried out	100%
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	73%	Proportion of homes for which all required asbestos management surveys or re-inspection have been carried out	N/A
		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 2026



Where our money came from

	£
Rents	3,503,026
Supporting people services	0
Service charges	1,037,579
Interest receivable	50,092
Amortised government grants	153,690
Other income	86,564
Total income	£4,830,951

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	335,091
Supporting people services	47,115
Service charges	1,307,607
Responsive maintenance	492,171
Cyclical maintenance	338,756
Aids, adaptations and health & safety works	100,447
Major improvements and developments	487,568
Depreciation and disposals of housing properties	838,365
Interest payable	400,831
Other expenses	207,670
Total expenditure	£4,555,621
Surplus for the year	£275,330
Gain/(loss) pension scheme adjustments	21,000
Total surplus for the year	£296,330



Income and expenditure

	2026 £	2025 £
Turnover	4,780,859	4,564,827
Operating costs	(4,154,790)	(3,765,546)
Operating surplus	626,069	799,281
Interest receivable	50,092	13,035
Interest payable	(400,831)	(439,175)
Surplus for the year	£275,330	£373,141
Gain/(loss) pension scheme adjustments	21,000	1,000
Total surplus for the year	£296,330	£374,141



Balance sheet

	2026 £	2025 £
Fixed Assets	38,868,798	37,804,689
Cash and investments	3,281,986	1,119,809
Net liabilities	(23,088,962)	(20,159,004)
Total assets less current liabilities	£19,061,822	£18,765,494
Share capital and reserves	19,061,822	18,765,494
Total capital and reserves	£19,061,822	£18,765,494

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 Sutton Housing Society, please contact hello@shsoc.org.uk.

The Senior Management Team

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

Chief Executive and Secretary

Glynis Gatenby PG DIP CERT, CIHM

Operations Director

Marcie Regelous

Resources Director

The Board

Alistair Auty – Chair

Michael Payton BSc MSc MRICS – Vice Chair

Matthew Corbett

Pamela Norton MBE

Lisa Rae

Barbara Bransgrove

Annette Dunningham

Chris Taylor

Adrian Simpson

Louise Graham-Smith (*co-opted March 2026*)

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



Resident Housing Operations Committee members

Jean Gardner

Annette Dunningham

Dave Brigden

Maureen Chapman-Towns (*stepped down July 2025*)

Anne Brown

John Vine

Peter Burdon

Elizabeth Brock (*elected January 2026*)

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



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