

Annual Report



2022-23

**'Creating sustainable communities,
where people want to live'**

Table of contents

- 01** CEO and Chair Statement
- 02** Mission, Vision and Values
- 03** Our Strategic Plan
- 04** Responding to Sector Changes
- 05** Our Tenants
- 06** Financial Performance
- 07** Our Performance
- 08** Risk Management
- 09** Our Board
- 10** Management and Advisors



1. Chair of the Board and Chief Executives introduction

With the cost-of-living crisis following the Covid-19 pandemic – it's certainly been a challenging time! This is impacting on both our tenants and Radcliffe, in different ways, but we know by working together we can face these challenges and be stronger.

We know for many tenants, the rising cost of gas, electricity, fuel, and food is a real worry. At Radcliffe we are passionate about working together to maximise quality of life, providing valuable support to tenants when they need it most. Looking through the report you'll see a year in which, despite all the challenges, was filled with hope, commitment, and an ambition to strengthen relationships between Radcliffe, the Board, and most importantly you!

Despite this, Radcliffe has again demonstrated its resilience and its ability to respond to testing times. We have worked well together and have put in place a new Strategic Plan to run from 2023 until 2028. The five-year plan sets out our goals that will further enhance the lives of those in our communities that we serve. No doubt these areas and our response will form part of the 2023/24 annual report.

We believe our services are excellent value for the rent you pay. Your rent money makes your home safe to live in and maintained to a decent standard. It also means we can build new homes for people in housing need.

During 2022/23, we built six new affordable rented properties. In September 2023 we will see the first of our tenants move into their new home situated in Bromley. This is considered to be a great achievement for Radcliffe as we have not built any new properties for over 15 years

We want to continue to be brilliant at what we do and focus on the issues that matter to you. Your engagement with us, scrutinising our services, focusing on service improvements, and giving voice to your concerns is vital in helping us meet our objectives.

If you want to get more involved, then there are lots of ways to do this. We are always looking for tenants to join our Board or become a member of our Resident Scrutiny Panel. If this is something you are interested in, please contact us at 01732 459144

I hope you find the following report interesting and, we look forward to continuing working with you all.



Adam Chalmers
Chair of the Board



Daren Donoghue
Chief Executive

2. Mission, Vision and Values

Vision

To create sustainable communities, where people want to live

Our Mission

To develop services around customers' needs

- Provide support to our most vulnerable tenants and assist them to sustain their tenancies wherever possible
- Develop more self-service opportunities for tenants
- Become a customer centric organisation, to keep the customer's values at the heart of all we do

To invest in our existing homes

- Drive efficiencies and maximising surplus
- Reinvest all our surplus back into the business to help us achieve our vision of creating sustainable communities
- Ensure all homes are well maintained, safe and energy efficient

To grow the organisation

- Build new homes to ease housing pressures
- Pursue business opportunities through transfer and acquisition
- Maintain our strong financial and performance position, balancing cost, and benefit

Our Values

Customer Centric

- Experience = Everyone
- We work with tenants to continuously improve our service
- We use actionable insight from customer data

Passionate

- We demonstrate high standards of conduct and a 'can do' attitude
- We solve problems and continuously improve our services
- We take pride in what we do, and always strive to do better

Inclusive

- We work together and value each other
- We act with integrity, respect, professionalism, empathy, and commitment
- We celebrate diversity and commitment to treating everyone fairly

Accountable

- We do not hide from our responsibilities, as individuals or as a business
- We acknowledge our mistakes and fix them
- We measure and report our impact in open, relevant ways

3. Our Strategic Plan

In 2020 we implemented a new strategic plan. The plan ran for 3 years and the actions surrounding the plan ensured that we remained focused on our vision, set out our core values, and modernised our approach to delivering our service to our tenants.

To ensure that we continued to improve the services we offer to our tenants, in the summer of 2019 we went live with our digital offer. We launched a new web site with a customer portal to allow tenants the ability self-serve making it easy to request repairs, pay rent and engage with our teams. This will also provide the team with additional capacity to help our more vulnerable and at-risk customers.

Overall, our Plan set out a clear path to delivering our goals and by working together, we were able to achieve all of our objectives, which has allowed us to continue to remain one of the top smaller housing providers in the country. Here are the goals we achieved:

Great Customer Experience

OBJECTIVES

- Utilise modern technology to help us shape our service offer to deliver easy to use digital services to an excellent standard
- Help our most vulnerable tenants to sustain their tenancies
- Develop a customer engagement & participation strategy
- Review and strengthen our policies and procedures

ACHIEVEMENTS

- Increased customer Satisfaction by at least 1% per year over the life of the plan
- Increased accessibility of services for customers through self-service options
- Delivered a new customer engagement and participation strategy.
- One to One work with vulnerable tenants of all ages.
- Offered financial support through money advice scheme.
- Monitored and reviewed the impact of UC on tenants and identify those most at risk.
- Supported tenants in having access to and learning to use technology.
- Put in place a new digital strategy.
- Agreed an approach to embedding customer insight into the design of our core services and implement them in our 2023/28 Strategic Plan.
- Continued to work with external agencies in identifying vulnerable tenants and sign post them to the appropriate agency.
- Improved and implemented new activities for our older tenants to reduce isolation.
- Improved our current systems and ensure we introduce new software to improve efficiency.



Deliver Good Quality Homes

OBJECTIVES

- Adopt a more strategic approach to asset management and maintain a comprehensive and accurate property base
- Review our procurement options (repairs and maintenance)
- Identify more opportunities for future development
- Continue to invest in our properties to meet quality standards

ACHIEVEMENTS

- Delivered our asset management strategy: and continued to upgrade our homes.
- Identify safety issues and met all actions in line with any new building requirements in fire safety or other areas.
- Identified and implemented our new development programme.
- Implemented a new procurement framework and secured contracts to reduce costs.
- Ensured that all properties remained fully compliant with all statutory safety checks and requirements.
- Ensured all our homes met the Decent Home Standards

To value and Invest in our People

Our People are essential to our future success. Our People include our staff, contractors and Board and Committee members. Without their efforts, skills, and commitment we would be unable to meet our objectives. Investing in and supporting our people will assist in retaining a highly motivated workforce who will deliver on our strategic objectives.

OBJECTIVES

- Review and develop a new competency framework for appraisals and development
- Encouraging and facilitating personal and organisational learning
- Redesign our services, building upon a new staffing structure
- Embed new values and behaviours and Invest in our staff, processes and systems

ACHIEVEMENTS

- Introduced shadowing, coaching and new training courses for all staff.
- Delivered appropriate legal training and safety training to all staff.
- Carried a service review of the organisation and implemented a new staffing structure.
- Carried out a governance review of our Board and legal responsibilities.
- Recruited new Board members to the organisation.
- Put in place a training calendar for all board members.
- Ensure strategy events are held for the board to set the direction of the organisation.
- Reviewed our working practises and implemented new ways of working.





4. Responding to Sector Changes

We follow guidance from national social housing bodies to ensure our work complies with regulations and we are also members of organisations like the National Housing Federation (NHF). This enables us to share experiences and learning with other housing associations across the country and work to achieve best practice.

Together with Tenants

Throughout this report, you'll see references to the Together with Tenants Charter. This is a code of practice set out by the National Housing Federation, in which Radcliffe became early adopters of the charter. It is aimed at making sure we, as social housing landlords are transparent in what we do and how we do it, so you can ask questions and expect answers.

We have embedded the Charter into all aspects of our work and this report includes what the Charter says and what we've done or are doing. We continually assess ourselves against these measures.

Tenant Satisfaction Measures

The Regulator of Social Housing (RSH) is introducing a new system for assessing how well social housing landlords in England are providing good quality homes and services.

This will involve a set of Tenant Satisfaction Measures (TSMs) that we, and other social housing landlords, must report on. The measures will help people to understand how well landlords are doing and make it easier to compare performance on a like-for-like basis.

Although the TSMs do not come into place until April 2023, we have made changes during 2022-23 to the questions we ask in customer surveys to ensure we have everything in place.

You will find more information about the emerging TSMs in this Report, along with the results of customer satisfaction surveys we have carried out during this year, details of other feedback received and examples of where we have made changes and improvements

Social Housing Regulation Bill

The TSMs are part of wider changes by the Government to increase proactive consumer regulation and ensure social housing across the country is of a decent standard, with customers having their voices heard.

They apply to all registered social housing providers in England and are part of new laws currently going through Parliament as part of the Social Housing (Regulation) Bill. The Bill provides the legal basis for many of the measures set out in the Government's Social Housing White Paper.

Various amendments have been added to the Bill as it has progressed through Parliament and we are monitoring this closely. We have already made changes to our complaint's procedure (see Housing Ombudsman Complaint Handling Code) and, as with the work we are doing to meet the TSM's, we will ensure we are meeting the further new requirements expected of us as a responsible housing landlord.

One of the most recent amendments added to the Bill (February 2023) includes 'Awaab's Law', following the tragic death of two-year-old Awaab Ishak, who died from prolonged exposure to damp and mould in his housing association flat in Rochdale. The amendments will require social landlords to fix hazards, such as damp and mould, in their homes within strict time limits.

Providing decent, safe homes has always been a priority for us at Radcliffe and you will find more information about our repairs and maintenance, asset management and safety checks throughout this report. The tragic death of Awaab has rightly put a spotlight on the issue of damp and mould.

Service Standards

Heightened awareness across Radcliffe has also led to staff and contractors flagging cases of damp and mould, or any safety concerns at our properties. We have a clear service standard in place that we always aim to meet.

- When a case is identified, it will be assessed and initial advice provided to the customer.
- If necessary, the case will be passed to our Asset Manager to consider a further plan of action. In most cases this will include a visit for assessment. We aim to visit the home and carry out an assessment within seven days.
- Following the assessment, we will inform you of our findings and if necessary carry out any intended actions.
- We will contact you again within three months of the assessment to check if the issue is resolved.





Damp and Mould Spotlight

The tragic death of toddler Awaab Ishaq caused by the prolonged exposure to mould in his housing association flat in Rochdale, and findings of the inquest in November 2022, have rightly put a spotlight on the issue of damp and mould.

We are continually improving our work and actions based on customers' expectations, the Regulator and Ombudsman and we want to keep you informed of the actions we take to address reports of damp and mould.

Following Awaab's inquest, we reviewed our procedure and approach to reports of damp and mould and have published advice via our website on steps that can be taken to help prevent damp and mould in the home, and to reassure that we will take this issue extremely seriously.

Prior to the inquest, damp and mould caseloads across the sector started to increase sharply, due to a combination of factors such as higher customer expectations of housing standards as well as increased awareness of mould risks, and higher heating costs.

Condensation is a primary factor in many cases of damp and mould. Rarer contributing factors are; penetrating damp, rising damp, leaking services and evaporation from materials in new builds.

We have worked hard to introduce new measures, which will help reduce risks to customers from mould. Depending on each case and customer circumstances, we may offer:

- Improved ventilation exceeding building regulation standards
- Mould cleaning (including a wash down)
- Help for tenants to re-decorate their home

We aim to work in partnership with our customers to try and manages cases and this includes information during visits about heating and ventilations systems, which can help reduce condensation and the risk of damp and mould becoming an issue.

We continue to work towards improving identifying and addressing damp and mould issues and our performance on this issue is monitored on an ongoing basis by quarterly reporting to our Board. Our resident scrutiny panel will also review how we respond to reports to damp and mould, and we will consider any recommendation that result from this.

5. Our Tenants

79% Overall satisfaction

90% Satisfaction with Repairs

91% Satisfaction to complete most recent repair

87% Satisfaction home is well maintained

From 1st April 2023 new Tenant Satisfaction Measures (TSM's) require all registered providers to collect and report annually on their performance.

The TSM's will provide more transparency about how we perform – showing how we meet the Regulator of Social Housing requirements.

We have been getting ready for the new TSMs to see how we performed throughout the last 2 years and getting ready for a new survey to be commissioned in 23/24. The TSM's listed below are based on the feedback you provided us with in our tenant surveys.

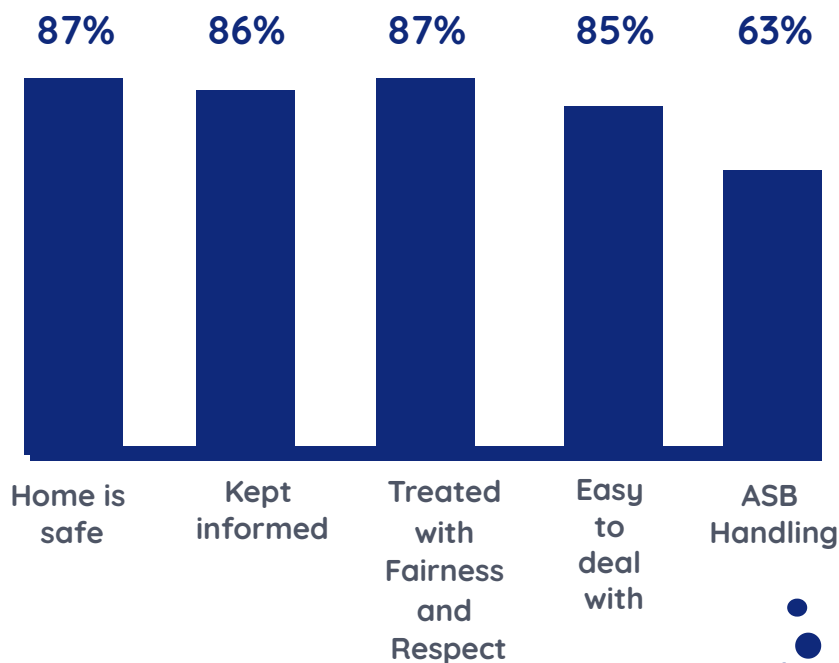
We helped several residents who asked for support from our Tenancy Sustainment Officer during the year. We were able to secure extra income for them and also refer people for support from other agencies. We have listened to you and created several tenant money workshops enabling you to speak with our teams about your circumstances and gain any support that has been needed to allow you to maintain a successful tenancy.

The support we provided in 2022-23 helped us keep evictions to a minimum, in fact no evictions took place in 2022-23 as you, our tenants worked with us to overcome the problems you may have been facing.

“Customer satisfaction is vital to us at Radcliffe and we take the results of our tenant surveys very seriously. We want you to tell us if you are not happy with our service so we can continue to improve and we would also like to hear when we get it right. When it comes to benchmarking against other smaller housing providers, we are pleased to say that our performance sits in the top quartile, in terms of operational management.

“However, we still have work to do, in one area particularly, keeping our communal areas clean and well maintained. Action is being taken to make improvements and we will continue to work to maintain and improve our satisfaction in this area”

Other satisfaction measures:



6. Financial Performance

Good Quality, Affordable homes

Radcliffe has 413 properties, which are let as:

- 278 General Needs
- 73 Independent Living
- 45 Leasehold
- 9 Freehold
- 8 Market rent

Maintaining our homes is our largest area of expenditure. This year we spent:

- 15.1% of our rental income on routine maintenance
- 14.3% was spent on compliance maintenance
- 7.8% spent on major repairs

Planned maintenance included:

- Carrying out essential fire risk assessment work
- Replacing fire doors across some of our stock
- Replacing smoke detector
- Replacing CO2 detectors

Expenditure under planned and routine maintenance does not include kitchen and bathroom replacements or boiler replacements. We class them as components and their costs are capitalized under component accounting rules.

This year we replaced:

- 26 Kitchens at a cost of £150,914
- 5 Bathrooms at a cost of £17,888
- 5 Boilers at a cost of £17,000
- 26 Storage heaters at a cost of £139,055

Responsive asset management service

The service is managed by our directly employed Asset Manager. His role is to plan and prepare works specifications, placing orders, quality monitoring and managing our contractors. He is also lead for fire safety and other regulatory compliance.

We continue to outsource our repairs service and have contracts for:

- communal gas boiler maintenance and servicing
- electrical maintenance and servicing
- ground maintenance
- general repairs and maintenance
- fire safety

Repairs performance analysis

- Total repairs were 1,201
- 133 (99.3% of) emergency repairs were completed within their target time.
- 448 (96.3% of) of urgent repairs were completed within their target time.
- 98.4% of all reactive repairs were completed within target.
- Your satisfaction with your last repair was 91.2%

Our Asset Manager also reviews the following policies and procedures to ensure they continue to be robust and comply with changes in the law and relevant regulations.

- Asset Management Strategy
- Gas, electric, fire, water safety
- Repairs Policy and Procedures





Financial Outcomes

The Regulator of Social Housing requires us to report against a prescribed set of value for money metrics, and these are shown below.

Financial Value for Money Metrics	2022	2023	2024 Forecast
1. Reinvestment	1.6%	1.2%	1.1%
2. New Supply Delivered % (Social Housing)	0.0%	0.0%	2.0%
3. Gearing %	3.5%	7.3%	7.0%
4. Interest Cover %	555.9%	413.1%	403.5%
5. Headline Social Housing Cost per Unit	£3,617	£3,932	£3,930
6A. Operating Margin Social Housing Lettings %	31.5%	20.9%	20.7%
6B. Operating Margin Overall %	30.3%	18.7%	17.5%
7. Return on Capital Employed %	2.5%	1.5%	1.5%



Notes on how the Financial Value for Money Metrics are calculated

1. Reinvestment % is the cost of new properties developed and components replaced divided by housing properties cost.
2. New Supply Delivered % is the number of new social housing units divided by the total number of social housing units owned at end of period.
3. Gearing % is arrived at by dividing the loans less cash and cash equivalents by housing properties cost.
4. Interest Cover % is arrived at by dividing the operating surplus before interest, tax, depreciation, and grant amortisation by the interest payable.
5. Headline Social Housing Cost per Unit is arrived at by dividing total management costs by the total number of social housing units owned at the period end.
- 6A. Operating Margin Social Housing Lettings % is the operating surplus (social housing) divided by turnover from social housing.
- 6B. Operating Margin Overall % is the overall operating surplus divided by the total turnover.
7. Return on Capital Employed % is the operating surplus divided by the total assets less current liabilities.



So how did we do?

- We generated a surplus this year of £324,786 which is a decrease from 2022 surplus of £606,683
- We generated £13,685 in interest on our principal investment compared to £10,017 the previous year.
- Radcliffe had sufficient liquidity to meet all of its debts should they become payable in one year.
- Our housing management cost per home is £882 which is more expensive than most of our peers. Peer medium stands at £757.
- Our cost per unit on responsive repairs and void repairs is £1,157. Our stock is in good condition generally, with additional repairs being carried out due to new Government legislation.
- Again, our overheads as a percentage of our turnover are comparable with our competitors of whom we benchmark. This is currently at 19.0% compared to 18.4% of the upper quartile providers.



Statement of Accounts

The Board is responsible for preparing financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice which give a true and fair view of the state of affairs of the Society at the end of the financial year and shows the surplus or deficit resulting from income and expenditure of the Society for the year ending on that date.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements.
- prepare financial statements on the basis that the Society is a going concern unless it is inappropriate to make such a presumption.

The Board is responsible for ensuring that arrangements are made for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Society and that its financial statements comply with the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, and Financial Reporting Standard 102.

	2023 £	2022 £
TURNOVER	2,647,057	2,600,945
Less: operating costs	-2,148,343	-1,812,887
OPERATING SURPLUS	498,714	788,058
Interest receivable and similar income	13,685	10,017
Interest payable and similar charges	187,613	-191,392
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	324,786	606,683
Tax on surplus	Nil	Nil
SURPLUS FOR THE YEAR	324,786	606,683
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	324,786	606,683
TOTAL RESERVES ON 01 APRIL EACH YEAR	14,546,246	14,221,460





7. Our Performance

Here at Radcliffe our performance continues to be measured against a set of indicators that are aligned to both Housemark and G320 performance benchmarking Group. The measures allow us to demonstrate Value for Money to our tenants and also identify any areas of improvement across our services.

Maintaining and improving homes

	RHS 2022-23	Peer Group
Repairs fixed on first visit	98.5%	95.0%
Emergency repairs completed on time	99.3%	99.3%
Non-emergency repairs completed on time	98.4%	95.5%
Cost per property of major and cyclical works	£605	£1,389
Cost per home of responsive repairs and void costs	£1,157	£971
Properties with valid gas certificate	100%	100%
Properties with overdue gas check	0%	0%
% Homes with EPC C or better	68.80%	65.0%
% Tenants satisfied with their last repair (12 months)	90.0%	84.0%
% Tenants feel their home is safe	89.0%	85.0%

Housing Management

	RHS 2022-23	Peer group
Cost per property of Housing Management	882	757
Overhead costs as a percentage of turnover	19.0%	18.4%
% Void losses – General needs (GN)	0.2%	1.0%
Average re-let time (GN)	17.6	33.7
Re-lets as % stock	3.6%	3.6
% Void Losses – Independent Living (IL)	1.40%	1.40%
Average re-let time (IL)	16.2	20.6
Re-lets as % stock (IL)	17.8	9.6

Rent Collection and Arrears

	RHS 2022-23	Peer group
Arrears as a % of rent debit (General Needs)	1.5%	2.30%
Arrears as a % of rent debit (IL)	1.1%	Not Measured
Arrears as a % of rent debit (Leasehold)	0.6%	Not Measured
Rent collected from current tenants (%)	99.1%	Not Measured
Current Leasehold tenant arrears as a % of rent debit	0.6%	0.40%

8. Risk Management

Radcliffe face a range of risks which can affect the achievement of our corporate objectives. Radcliffe is committed to the proactive management of risk, and view this as a key responsibility of all employees and Board members. Discharging these responsibilities will significantly assist RHS to continue to meet and deliver our corporate objectives without jeopardising our:

- Reputation,
- Financial Viability,
- Assets and Resources, and the
- Provision of affordable, high quality housing services.

Risk Management incorporates a number of elements that together facilitate an effective and efficient operation, enabling the Society to respond to a variety of operational, financial, and commercial risks.

These elements include:

Policies and Procedures

Attached to key risks are a series of policies that underpin the internal control process. The policies are set by Senior Leadership Team and implemented and disseminated throughout RHS. Written guidance supports these policies.

Quarterly Reporting

Comprehensive quarterly reporting to the Board is designed to monitor key risks and their controls. Decisions to rectify problems are made at the Senior Leadership Team meetings that take place on a monthly basis.

Risk Register

Radcliffe has a risk register which has been compiled by the Board and Senior Leadership Team. The register helps to facilitate the identification, assessment, and ongoing monitoring of risks that are significant to the Society. This risk register is formally appraised annually but emerging risks are added as required and controls monitored on a quarterly basis.

Department / Framework

Each Director has their own monitoring framework to ensure that key risks within their department are identified, assessed, and controlled. The framework will be formally appraised annually, and any emerging risks are contained, as required. Reference is made to key performance indicators (KPI's) which allow the department to identify any improvement actions.

External Audit

An external audit provides feedback to the Chief Executive on the operation of those aspects of the internal control system and is reviewed as part of the annual audit. They shall also provide a comment on the general governance arrangements within RHS.

Business Planning & Budgeting

The business planning and budgeting process is used to set objectives, agree action plans, and allocate resources. Progress towards meeting strategic plan objectives is monitored regularly by the Senior Leadership Team. The Society has the relevant funding in place to deliver its planned maintenance programme, meet its obligations and cover additional pension costs, etc. Therefore, much of our financial risks have been carefully planned and significantly mitigated. The Society's revised 30-year financial model has been tested and performs very well with scope to deal with unexpected events in future years.



9. Our Board 2022-23



Chairman: Adam Chalmers



Vice Chair: Darya Bahram



Jo McTavish



John Lau



Ola Akintelure



Ankit Mehrotra



Treasurer: Solomon Ezobi



Postal Address

Radcliffe Housing Society Limited
Radcliffe House
Homefield Road
Riverhead
Kent
TN13 2DU

Telephone: 01732 459144

Visit our website here



10. Management and Advisors

Chief Executive: Daren Donoghue

Company Secretary: Daren Donoghue

Auditors: Knox Cropper LLP Chartered Accountants
Registered Office: 153-155 London Road,
Hemel Hempstead,
Hertfordshire, HP3 9SQ

Bankers NatWest
Maidstone
Kent, ME14 1ST

Solicitors Birketts
1 Suffolk Way
Sevenoaks
Kent
TN13 1YL

