

# Annual Report

2023-24



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

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# 1. Chairs' Introduction

Welcome to our Annual Report to Tenants.

The report's purpose is to inform you of our activities and performance over the last year (2023-24).

Another year has passed quickly and perhaps not as expected. Many challenges have remained that we were expecting to ease, most notably the continuing cost of living crisis and the problems that this has caused.

Despite these problems there have been things to celebrate, and this report outlines the progress made in the year, as well as the things that we continue to work to improve. Of particular note to me was being able to build six new properties in Bromley as part of our development programme. Radcliffe had not developed any properties for over 15 years and although small in number we feel we have made a significant contribution as a small housing provider in building very much needed social housing.

Despite some great highlights during the year, we have also listened to our customers about what we need to improve. As such, our future priorities for 2024-2025 and beyond are determined by our customers and our new Strategic Plan.

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 on 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

“We are delighted with the performance of Radcliffe Housing Society over the last 12 months. There has been a clear demonstration of continually enhancing our property standards, which in turn maintains our high satisfaction outcomes. There are clear successes, with a strong financial footing and a sustained operational performance.

We are satisfied where we have limited complaints, there are learning outcomes with every complaint overseen by the Operations Director. There is a huge commitment from the Leadership team to be transparent about complaint handling and to drive satisfaction rates in this area.

The RHS Board have reviewed our self-assessment of compliance with the Housing Ombudsman Complaints Code 2024 and we have approved our Annual Complaint and Service Improvement Report which is published on our website.”



# 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. Housing Management

In 2023, we presented our new Strategic Plan to the Board, we did so with the intention that the goals we agreed were ones that would further enhance the lives of those in the community we serve. Safety, Quality, and Sustainability were always at the forefront of our thinking and the goals agreed by the Board reflect the importance we place on these non-negotiable areas of performance.

As we continue to live in uncertain times, we have continued to demonstrate resilience and our ability to respond, to testing times.

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.

## Climate Change

### OBJECTIVES

- Review the findings of our current carbon footprint and how to report progress
- Continue to improve our property data and keep abreast of technical best practice to inform where and when to best focus our investment
- Improve the energy efficiency of our existing homes to meet the government's Future Homes Standard for retrofit and tackle fuel poverty
- Build new homes to high environmental standards, making future proofing changes to our current design, and test innovative approaches
- Communicate what we are doing and the impact we are having

### ACHIEVEMENTS

- We conducted a full review of our carbon footprint and were provided with a full in-depth analysis by Bio Regional who conducted the review. The report will enhance our approach to achieving net zero by 2050
- We secured Parity Solutions which houses all energy and property data. All new EPCs are uploaded onto this portal which provides real time cost solutions to effectively manage our properties sustainability portfolio
- Continue to work towards achieving 100% of all our properties achieving EPC grade C and above. We are currently achieving 71% and will continue to work towards achieving our goal
- We built our first new development in 15 years in Bromley. We will continue to monitor in the first 12 months and report back any findings to the Board
- All data, metrics and outcomes are shared with residents in our Annual Report and also with the Housing Regulator





# Develop our relationships with tenants

**Relationships** - We will treat all tenants with respect in all their interactions. Our relationship will be based on openness, honesty, and transparency.

**Quality** - Tenants can expect their homes to be good quality, well maintained, safe and professionally managed.

**Communication** - Tenants will receive clear, accessible, and timely information from Radcliffe on the issues that matter to them, including important information about their homes, local community, and how the organisation is working to address problems etc.

**Voice and influence** - Views from tenants will be sought and valued and this information will be used to inform decisions. Every individual tenant will feel listened to by Radcliffe on the issues that matter to them, and they can speak without fear.

**Accountability** - Collectively, we will work in partnership with our tenants to scrutinise and hold us to account for the decisions that affect the quality of their homes and services.

**When things go wrong** - Tenants will have simple and accessible routes for raising issues, making complaints, and seeking redress. Tenants will receive timely advice and support when things go wrong.



A tenant satisfaction survey was conducted in February 2024. Under the requirements set out in the Consumer Standards by the Regulator of Social Housing, results were produced by Acuity and have been published to residents online, and feature in this report. We also updated our Complaints Policy in February 2024. Resident Scrutiny Panel met three times during the period of 2023-24.

We introduced a new Housing Management system on the 1st of April 2024. The new system allows us to create new transactional surveys for specific services, which can include money advice, lettings and ASB surveys. All complaints reviewed in 2023-24, and any findings are published in this Annual Report. It will also allow you, our tenants, to interact with staff more efficiently.





## Complaints Overview

We are dedicated to providing excellent customer service. However, we recognise that there are times when our service fails to meet the high standards we have set. We value customer feedback and see compliments and complaints as an important part of this feedback.

During 2023-24, we received seven stage 1 complaints and one stage 2 complaint.

Of the seven stage 1 complaints, they are broken down into:

- Parking Management
- Recharges Applied
- Pet Permissions Clarity
- Service Charges
- Anti-Social Behaviour
- Grounds Maintenance
- Transfer Decision Appeal

In addition, two complainants requested to go to stage 2 of our complaints process; one was accepted.

Overall, of the eight complaints received, two cases were upheld, two were partially upheld and the remainder not upheld.

## Service Improvement Highlights

In our learning from these complaints, we will:

- Consider independent assessment of cases at an earlier stage
- Be transparent in our findings so our residents can be better informed about our decision making processes
- Be more pro-active when situations first arise
- Always speak directly with the complainant and discuss details with, to ensure all parties are clear and understand resolution steps
- Acknowledge that emails continue to be the preferred method for contacting us about complaints
- Ensure all complaints are recorded onto our new and effective internal complaints management system, where actions can be better tracked to help support better ownership in resolving complaints
- Publicise that our Operations Director has direct oversight for all complaints and resolutions, which includes reporting to our Board on all aspects of complaints and learning outcomes

## Compliments

We receive many positive comments about the services we provide. Knowing when things are working well and are appreciated is just as important as knowing when things are not working as well as we would like.

If there are any suggestions or feedback you wish to share, please contact us at [suggestions@radcliffehs.org](mailto:suggestions@radcliffehs.org)

"We  
recognise  
at times  
we may  
not  
always  
get it  
right"

# Quality Homes

Keeping our homes in modern and good condition is a priority. To achieve this, it is important that we have:

- Sufficient budgets allocated to meet repairs and maintenance requirements
- Planned and cyclical maintenance programmes that are sufficient and correctly targeted
- Carried out repairs and maintenance work to a high standard

The table below shows our expenditure against budget in the year, and the budget for 2024-25.

Area	Budget 2023-24	Expenditure 2023-24	Budget 2024-25
Cyclical (Includes external redecoration)	£288,450	£281,741	£300,168
Responsive Repairs (includes out of hours and general maintenance)	£198,468	£205,405	£161,173
Planned (includes kitchen, bathroom, heating, window and energy efficiency works)	£381,456	£377,131	£357,318
Void Works (includes major or minor works)	£40,000	£33,732	£19,793

During the financial year, we achieved favourable variances in several key areas of our budget. The cyclical expenditure was lower than anticipated due to fewer extensive maintenance activities being required. This reflects the ongoing stability of the housing stock, allowing us to minimise the need for more frequent or costly cyclical maintenance. However, responsive repairs expenditure exceeded budget, primarily driven by an increase in emergency and urgent repairs.

Unforeseen property issues, such as leaks and electrical or plumbing problems contributed to this overrun, reflecting the unpredictable nature of such repairs and our commitment to addressing these issues promptly, to ensure tenant safety and comfort.

Positively, our planned works expenditure came in slightly under budget. This was largely due to our efficient project management and cost control measures, which allowed for better pricing on materials, contracts, and labour. This demonstrates our ongoing focus on financial efficiency and maximising value from planned investments.

Additionally, void works expenditure was notably below budget. This was primarily a result of lower-than-expected tenant turnover, leading to fewer void periods and a reduced need for refurbishment and redecoration between tenancies. This has resulted in significant cost savings while maintaining a high standard of housing availability.

Overall, we have performed well against our budget, balancing the need for responsive repairs with prudent management of planned works and cyclical expenditure, and benefiting from lower void periods.





## Damp and Mould

Damp and mould problems have been highlighted as an issue in the sector in recent years. In the year, and using information from the stock condition surveys, checks of repairs histories and complaints and further reports from tenants, we identified 16 homes with a problem/potential issue. Pro-active repairs have taken place in these homes.

## Stock Condition Surveys

Using data from previous stock condition surveys and ad-hoc inspections, our 30-year financial projections are amended to ensure sufficient funding to meet future maintenance needs and to ensure properties remain safe and in good condition.

Detailed annual planned programmes of work are created based on the data but are amended in line with any changes in requirements due to an earlier or later need for replacement or improvement.

## Decent Homes Standards

It is important that our properties meet the Decent Homes Standard set by, and required by the government. The stock condition surveys completed in 2019 identified that all our homes met the standard. We have reviewed and revised our Repairs and Maintenance Policies and Procedures to ensure early identification and rectification of any decent homes issues. Regular reporting on decent homes (and damp and mould) was introduced to ensure organisational awareness and monitoring.

## Energy Efficiency

Improving the energy efficiency of homes and reducing energy costs is one of our main priorities. Our focus in the year was on updating our energy efficiency data and developing improvement plans, initially to ensure improvements to the least efficient homes and achieve an EPC 'C' rating on all homes by 2030. 71% of our properties achieve a Grade C or above and we will continue to work towards achieving 100%.

## Voids & Lettings

During the year we completed 16 lettings (24 in the previous year) with an average turnaround time of just 5.0 days; excluding homes that needed major works. This performance is one of the best KPI achievements in this area, when compared to our peers.

As part of the above, we also carried out three lettings in our Market Rent properties, six at Sabina Court (our New Build), three at our Independent Living schemes and separately, three mutual exchanges.

Our average relet time at our Independent Living schemes was 20 days. Our relets as a % of stock was 5.2%, when compared to 6.7% the previous year.

We carry out pre-void inspections as quickly as possible. This helps to identify any major repair or other issues at an early stage, and we have demonstrated our commitment in letting our homes to a diverse range of households.



## Planned & Cyclical Works

Below is an overview of the works that we completed on the planned & cyclical maintenance programme during 2023-24.

68

Extractor Fans upgraded

8

Kitchens replaced

12

Externally Decorated Blocks & Properties

52

Heating Upgrades

12

Carbon Dioxide Detectors replaced

5

Bathroom upgrades

40

Hot Water Cylinders replaced

Below is an overview of our compliance performance up to the end of the financial year.

We carried out over 200 gas checks and 85 electrical checks. We thank you for your support in ensuring compliance.

**Asbestos Management Compliance**

100%

**Domestic Electrical Inspection (EICR) Compliance**

100%

**Fire Risk Assessment (FRA) Compliance**

100%

**Domestic Gas & Commercial (LGSR) Compliance**

100%

**Water Safety Testing Compliance**

100%

**Keeping You Safe**

There has been significant new building and fire safety legislation over the last two years.

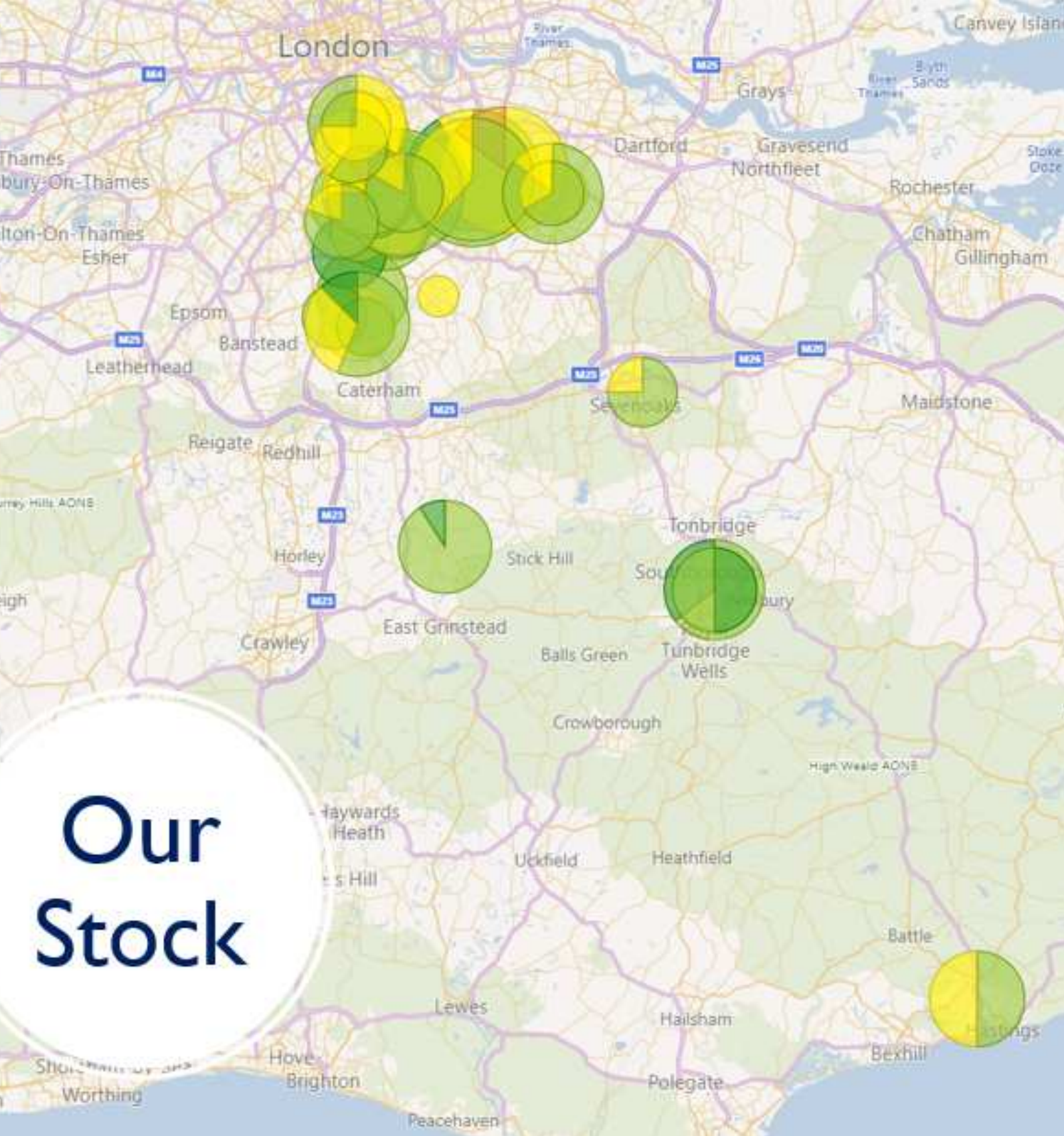
We have updated all relevant policies and procedures in line with the new requirements and we report regularly to the Board on compliance with these.

In the year, new requirements for carbon monoxide (CO2) and smoke detectors had to be met. At the end of the year all properties were confirmed as compliant.

We made further revisions to our Fire Safety Policy to ensure full compliance with new fire safety legislation. We regularly have our building health and safety compliance checked by independent auditors.

All actions from an earlier health and safety audit were completed in the year.





As a starting point, we have just over 400 units, with General Needs (rented) being the majority. We have Leaseholders, eight Market Rent properties and a small proportion of Freeholders.

The map above shows where our properties are located. The colours signify energy efficiencies of those units. The darker the green, the better efficient those homes are.

We operate across eight Local Authorities starting with a small number of units in Southwark, cutting through the South London boroughs of Croydon and Bromley, where the majority of our homes are, and that line forks out to Tunbridge Wells and Lingfield and then onto Hastings where we manage some of our Independent Living schemes.

We are investing in electrification across our homes. We know for residents, gas is a cheaper alternative, but this is not a long term solution. Our new build Sabina Court, is a testament to our approach, with use of PV's driving energy use, to feed our communal areas and our EV point, alongside full electric storage heaters for residents.



# Anti Social Behaviour

"Ensuring that our neighbourhoods are safe and enjoyable places to live is very important to us."

## Safeguarding

Throughout 2023-24, we were alerted to six safeguarding cases, in addition to one Domestic Abuse situation.

We recognise the impact these situations can have within families, and we liaise with relevant agencies to protect victims. We will always support prosecutions of alleged perpetrators.

## ASB Summary

We believe that our homes and neighbourhoods should be places where people like living and feel safe. To this end, we work to minimise any anti-social behaviour, to deal with any occurrences quickly and effectively.

In 2023-24 we dealt with nine ASB cases, compared to 16 the previous year. Most cases were classified as more minor issues with relatively few serious incidents. We continue to work in partnership with other agencies e.g. the Police, Local Authority and support agencies to manage ASB as effectively as possible. We also engaged external legal services to assist with more serious cases, to help achieve the best outcomes.

Our performance was strong and had improved in some areas from the previous year. This was due to the quick initial response to reported cases and the high percentage of cases resolved.

The average time to close an ASB case was 11.7 days. and our satisfaction with our handling of ASB cases was 62%. We were unable to capture the reasons for dissatisfaction expressed. However, other feedback from and discussions with tenants indicate that dissatisfaction was mainly related to a desire for different actions to be taken.

Our ASB cases in relation to stock size was just 2.5%, the average satisfaction rate for ASB handling across London as 59%.





# Rent Payments

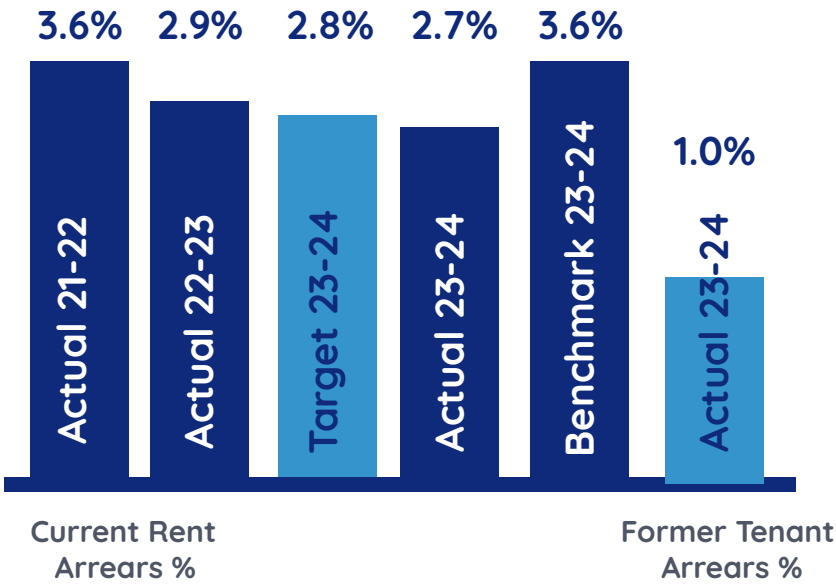
The rent we receive is critical to our financial health and underpins our ability to invest in the services to tenants and new homes. With the cost-of-living crisis, the annual rent increase was considered very carefully by our Board. We recognise the additional financial strain, an increase might put on household finances. Ultimately the decision to increase by 7%, instead of the full 7.7%, was to help offset our own cost increases with spikes being seen in maintenance and building costs.

We continued to offer extensive support, advice and general money management guidance to assist with avoiding debt and ensuring homes can be kept warm, comfortable and affordable. We also work with and refer to partner agencies such as the Citizens Advice Bureau where tenants require a higher level of support and have accessed local government funding to help tenants address arrears where the tenancy was at risk.

In 2023-24, current tenant rents arrears were below target. Generally, arrears have remained steady throughout the year and were at a lower level compared to other associations in our peer group. We have continued to focus on early intervention and preventive measures as the basis of our approach. Former tenant arrears have stayed below our target. This was partly because of fewer tenancies ending with high level arrears as well as better processes for managing rental income during the lifetime of a tenancy.

We have not seen as big of an impact on rental income from the cost-of-living increase as we were expecting. This is partly due to the additional government support provided to families on low incomes throughout the year. As an organisation we have also provided support to access funding and other resources as and when it has become available.

We have been realistic when setting payment plans for tenants who are in arrears, ensuring that these are manageable. We aim to treat everyone fairly and with empathy and understand that it has been a very difficult time for everyone. We would still, however, take appropriate action as is necessary and do encourage tenants to talk to us should they fall into any financial hardship for whatever reason.



## Satisfaction Surveys

In February 2024, many of you took part in an important survey.

The survey was carried out via telephone and online questionnaires, by an independent market research company – Acuity Research and Practice.

It focused on how happy you are with the way Radcliffe Housing Society maintains your home and delivers key services.

The survey also collected the Tenant Satisfaction Measures as required by the Regulator of Social Housing.

The findings will provide a view of the main drivers behind satisfaction levels and the issues tenants are most concerned about, informing Radcliffe's future strategic and operational planning.

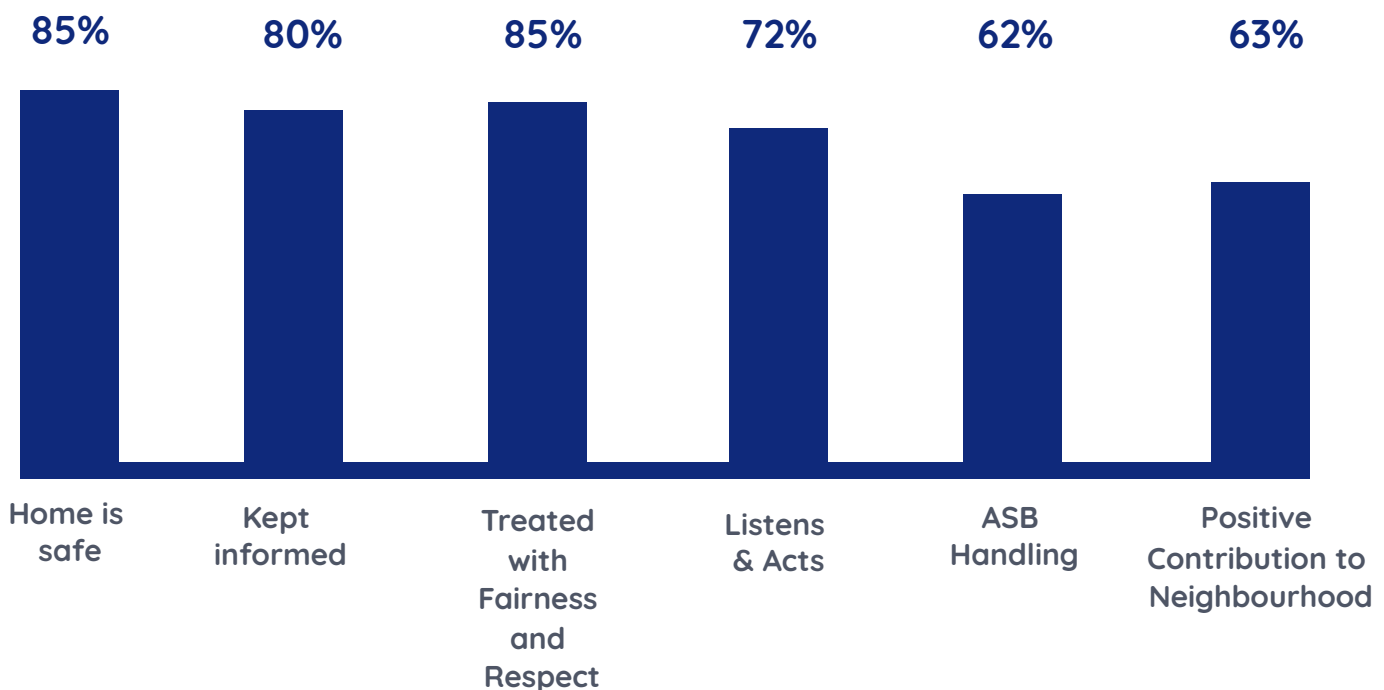
This report contains key survey results regarding tenants' opinions about their homes and the services received.



# 148

Tenants took part out of a total of 356 (95 by telephone & 53 online)

### Other satisfaction measures:





# 4. 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:

- 11.2% of our rental income on routine maintenance
- 13.3% was spent on compliance maintenance
- 7.3% spent on major repairs

Planned maintenance included:

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

- 8 Kitchens at a cost of £56,372
- 5 Bathrooms at a cost of £25,212
- 6 Boilers at a cost of £19,079
- 42 Storage heaters at a cost of £207,097

## 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 also leads our fire safety and other regulatory compliance.

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

- Communal gas boiler maintenance and servicing
- Electrical maintenance and servicing
- Ground maintenance
- General repairs and maintenance
- Fire safety
- Windows and doors
- Roofs

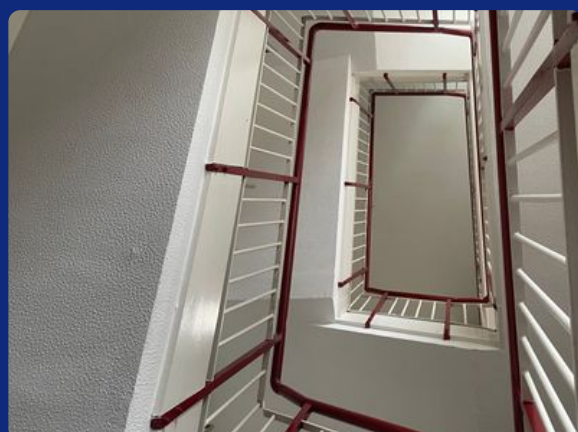
## Repairs Performance Analysis

There were 1,257 reactive repairs in total:

- 150 (99.3% of) emergency repairs were completed within their target time
- 431 (98.4% of) urgent repairs were completed within their target time
- 99.4% of all reactive repairs were completed within target
- Your satisfaction with your last repair was 86%

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. These include:

- Asset Management Strategy
- Sustainability
- 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
1. Reinvestment	0.9%	1.2%	1.1%
2. New Supply Delivered % (Social Housing)	0.0%	0.0%	2.0%
3. Gearing %	3.5%	7.3%	6.4%
4. Interest Cover %	555.9%	413.1%	441.5%
5. Headline Social Housing Cost per Unit	£3,585	£3,932	£3,704
6A. Operating Margin Social Housing Lettings %	30.6%	20.9%	26.7%
6B. Operating Margin Overall %	30.1%	18.7%	26.0%
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 £530,518 which is an increase from the 2023 surplus of £324,786.
- We generated £40,431 in interest on our principal investment compared to £13,685 the previous year.
- We had sufficient liquidity to meet all of our debts should they become payable in one year.
- Our housing management cost per home is £1,131 which is more expensive than most of our peers. Peer medium stands at £571.
- Our cost per unit on responsive repairs and void repairs is £499, which is lower than our peers (who averaged £987) due to our stock being in good condition generally, with any repairs being carried out due to Government guidelines.
- Again, our overheads as a percentage of our turnover are comparable with our competitors of whom we benchmark. This is currently at 18.8% compared to 18.0% of those top 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. This gives 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. Our records are disclosed 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.

### Comprehensive Income for the Year ending 31 March 2024

	2023-24	2022-23
Turnover:	£530,518	£324,786
Revenue Reserves at end of Year:	£15,076,764	£14,546,246





## 5. Our Performance

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

Performance Indicator	2023-24	Peer Group
<b>Efficiencies</b>		
Relet Times: General Needs (Minor Works)	5.0 Days	43.8 Days
Relet Times: Independent Living (Minor Works)	20 Days	22.5 Days
% Rent Arrears (General Needs)	2.1%	3.6%
% Rent Arrears (Independent Living)	0.6%	1.6%
% Rent Arrears (Leasehold)	1.2%	N/A
Rent collected as a % Rent owed (General Needs)	98.8%	99.0%
Cost per property of Housing Management	£1,131	£571
Operating Margin (Overall)	26.0%	15.2%
Overhead Costs as a % of Turnover	18.8%	18.0%

Performance Indicator	2023-24	Peer Group
<b>Residents</b>		
Number of complaints received	7 (1)	
Number of complaints closed on time	100%	
Complaints in relation to stock size %	1.9%	
Complaints per 1,000 homes	17.1	25
The number of ASB cases	9	
ASB cases in relation to stock size %	2.5%	
ASB cases per 1,000 homes	21.9	29.0
The number of ASB cases at the end of each quarter	4, 1, 1, 3	
Average time to close ASB case	11.7 Days	
The number of Safeguarding cases	6	
The number of Domestic Abuse cases	1	
The number of hoarding cases	2	
Number of evictions	1	

Performance Indicator	2023-24	Peer Group
<b>Property</b>		
% Properties with valid Gas Safety certificate	100%	100%
FRA % Completion	100%	100%
% Electrical Compliance	100%	100%
% Asbestos Compliance	100%	100%
% Water Safety Compliance	100%	100%
% Properties <b>that do not</b> Decent Home Standard (DHS)	0%	0%
% EPCs C and Better	71%	71%
EPCs for all Stock	70%	N/A
Cost per property for Responsive Repairs & Void Works	£499	£986
Cost per property for Major and Cyclical Works	£1,028	£1,207
% Emergency jobs completed on time	99.3%	98.1%
% Urgent repairs completed on time	98.4%	93.6%
% Routine repairs completed on time	100.0%	

# 6. Risk Management

We face a range of risks which can affect the achievement of our corporate objectives. We are 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 us 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 Management 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 Management Team meetings that take place on a monthly basis.

## Risk Register

We have a risk register which has been compiled by the Board and Senior Management 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 Management 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. Our revised 30-year financial model has been tested and performs very well with scope to deal with unexpected events in future years.



## 7. Our Board 2023-24



**Chairman: Adam Chalmers**



**Vice Chair: Darya Bahram**



**Christopher Rowland-Smith**



**John Lau**



**Helen Sudbury**



**Ankit Mehrotra**



**Treasurer: Solomon Ezobi**



**Avi Nagel**

Registered Office: Radcliffe House, Homefield Road, Sevenoaks, Kent, TN13 2DU

Registered with the Regulator of Social Housing number: L2159

Registered under the Co-Operative and Community Benefit Societies Act 2014 number: 17284R



#### Postal Address

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

Telephone: 01732 459144

Visit our website here

Linked-In **in**

## 8. Management and Advisors

**Chief Executive:** Daren Metcalf

**Company Secretary:** Daren Metcalf

**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

