Annual Report

2025–26

‘Creating sustainable communities, where people want to live’

A WORD FROM OUR CHAIR & CEO

Welcome to our Annual Report for the period 2025-26.

At the start of the year, we proudly celebrated our 60th birthday and we are proud to have been meeting local housing need, for half a century.

During 2025-26, Radcliffe Housing Society continued to provide safe, affordable homes while responding to rising costs, stronger consumer regulation and new legal duties. Our focus remains on our residents, the quality of our homes and the long-term resilience of the Society.

We invested in repairs, compliance and planned improvements across our 418 homes. All required gas, fire, electrical, asbestos, water and lift safety checks were completed. None of our homes failed the Decent Homes Standard.

Listening to residents is how we know whether we are getting things right. Our Tenant Satisfaction Measures (TSMs) give residents a clear picture of how we are performing. They look at things such as the quality and safety of our homes, repairs, complaints, communication, neighbourhoods and how satisfied residents are with the services they receive.

From the resident survey results during the year, overall, 82% of residents said they were satisfied with the service we provide. Whilst we are pleased that the majority of residents are satisfied, we know there is still more we can do. The feedback from our residents helps us understand where we need to focus, and where we can make a real difference.

We continue to hold support sessions with our residents, during which we can signpost and support you. The most common assistance has been with benefit claims, but help has also been given with grant applications, foodbank vouchers, sourcing healthcare or accessing our Welfare Fund.

Despite the pressures of rising costs, particularly the cost of repairs, maintenance and meeting increased safety requirements, Radcliffe remains financially strong.

As we move into 2026-27, our priorities are to coninue delivering retrofit works, maintain full safety compliance, embed further Awaab's Law requirements, improve repairs performance and continue listening and responding to residents.

The past year has pushed us and we could not do it without our amazing staff team. We thank our residents, contractors and our Board members for their continued support and contribution during the year.

ADAM CHALMERS
CHAIRMAN

DAREN METCALF
CHIEF EXECUTIVE

VISION & MISSION

Mission & Vision

- To develop services around customers' needs
- To invest in our existing homes
- To grow the organisation

Our Values

We are customer centric

We are inclusive

We are passionate

We are accountable

Radcliffe Housing Society owns and manages around 418 properties across London and the South East of England, with the majority being in several London boroughs.

We employ nine full-time and two part-time colleagues, all committed to our values and to making a positive difference for residents and communities.

About Us

At Radcliffe Housing Society, we are passionate about providing affordable, safe and good-quality homes for our residents.

We are ambitious about providing high-quality, accessible services and maintaining safe, affordable and sustainable homes. Resident engagement remains central to our work.

During the year we continued to develop our single housing management system, improve the quality of customer information and use feedback from surveys, complaints and our Resident Scrutiny Panel to shape service improvements.

Future development of the resident portal will make it easier for residents to manage their tenancy and contact us online.

Legal Updates

Renters Rights Act

The legislation formerly known as the Renters Reform Bill became the Renters' Rights Act 2025. Several reforms focus on the private rented sector, but RHS reviewed tenancy documents, possession processes, pet requests, equality considerations and resident communications to identify and implement provisions relevant to registered providers.

Awaabs Law

Phase 1 came into force on 27 October 2025. Emergency hazards must be investigated and made safe within 24 hours. Significant damp and mould hazards are subject to fixed investigation, written reports and make-safe timescales. RHS strengthened triage, record keeping, contractor escalation and resident communication so concerns are acted on promptly.

Wave 3: Retrofit Works

RHS secured £230,000 through the Warm Homes: Social Housing Fund Wave 3 and spent £34,071 on mobilisation during 2025-26. The programme will target the least energy-efficient homes, with measures selected from property assessments to improve warmth, reduce carbon emissions and support our objective of achieving EPC C or better across all homes.

Electrical Safety

All electrical checks due in 2025-26 were completed and remedial works progressed. New national regulations extend five-year electrical inspection and testing duties across social rented homes. RHS maintained 100% electrical compliance and continues to provide residents with certification and clear access arrangements for inspections.

Capital Works

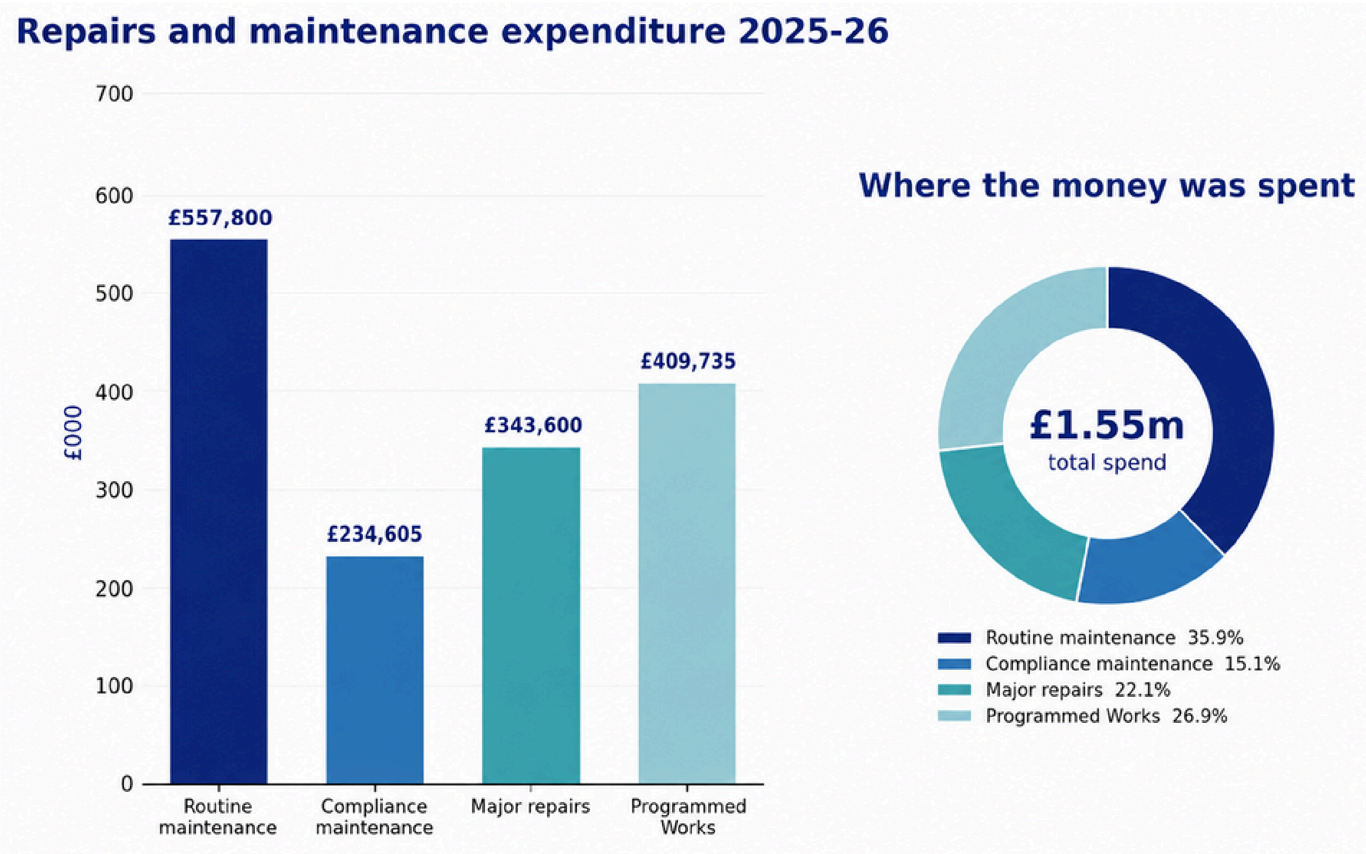
We are proud to continue using local contractors to carry out our repairs services for Radcliffe Housing Society.

Keeping our homes and estates in good condition is a priority.

During 2025-26, our repairs, compliance and major works expenditure totalled £1.6m across four key areas:

Routine maintenance - £557,800
Compliance - £234,605
Major repairs - £343,600
Programmed Works - £409,735

The table below shows our expenditure against budget in the year. It displays the significant investments put into our homes, to ensure that they continue to be well maintained, safe and decent.



Homes & Environments

Damp & Mould

Damp and mould reports are treated as a potential health and safety risk. During the year we strengthened our surveying needs, case triage, inspection reporting and our record keeping in preparation for Awaab's Law. Residents are encouraged to report damp, mould, leaks or condensation concerns as soon as possible so that we can investigate and act.

Stock Condition Survey

Through the Autumn, 90% of you allowed us to inspect your home to update our stock condition information, which helps to inform our 30-year investment plan. This means we can programme work at the right time, identify emerging risks and maintain sufficient financial provision for future component replacement.

Annual planned programmes are reviewed throughout the year and adjusted when property condition, resident reports or compliance information indicate that work is needed earlier or can safely be rescheduled.

Warm Homes Fund

Improving energy efficiency and reducing residents' energy costs remain key priorities. 79% of our homes have an EPC rating of C or better, compared with 73% in 2024-25. Our £230,000 Warm Homes: Social Housing Fund Wave 3 award continues to support improvements to our least energy-efficient homes.

Grounds Maintenance & Communal Cleaning

We conducted a comprehensive review of our grounds maintenance and communal cleaning services. This includes giving full consideration to valuable and valid resident feedback, and resident surveys from tenants and leaseholders. After a robust procurement process, we are pleased to confirm that Acorn Environmental Services, commenced grounds maintenance and communal cleaning services from 01 November 2025.

Voids & Lettings

Overall, we carried out 22 lettings last year, four more than the previous year. Our average relet time for minor works voids was 12.1 days (previous year was 13.9 days). Our average relet time at our Independent Living schemes was 10.3 days (previous year was 17.3 days).

Our improved performance in our lettings, continues to be one of the best KPI achievements in this area, when compared to our peers.

Keeping Your Home Safe

If you live in one of our rented homes, we are legally required to carry out safety checks.

This ensures your gas and electrical systems are safe to use. All our safety checks are carried out by qualified, registered professionals and a copy of your certificate is available on request.

100%

Electrical Safety Checks

All electrical safety checks due in 2025-26 were completed to maintain your electrical safety, including any remedials works.

100%

Water Safety Checks

To mitigate any legionella or other water borne diseases for our residents, all required water safety and legionella assessments were carried out throughout the year.

100%

Gas Safety Checks

We carried out all 189 gas safety checks on time to ensure compliance. We also carry out gas safety checks every time a property becomes empty.

100%

Fire Risk Assessments

Actions and recommendations, including fire-door inspection and other remedial work, are tracked through our compliance reporting arrangements.

This includes continued review of our fire door surveys and inspections to maintain your safety across our schemes.

Anti Social Behaviour & Safeguarding

We work with residents and partner agencies to prevent anti-social behaviour, respond proportionately, and support those affected.

During 2025-26, we managed five anti-social behaviour cases, equivalent to 12.2 cases per 1,000 homes. No hate-related incidents were recorded.

We worked with the Police, local authorities, support agencies and legal advisers where necessary, with the aim of resolving cases at the earliest appropriate stage and keeping residents informed.

14

The average time to close an anti-social behaviour case was 14 days

5

We received five ASB cases during 2025-26

"Safe, respectful neighbourhoods are central to the service we provide."

Safeguarding remains everyone's responsibility. Our staff are trained to recognise and respond to concerns involving domestic abuse, self-neglect, mental health, exploitation and other vulnerabilities, and to make appropriate referrals with the resident's safety at the centre of our response.

During the year we supported two safeguarding cases, two domestic abuse cases and one hoarding case. We worked with relevant statutory and support agencies to coordinate appropriate assistance.

We continue to encourage residents, relatives, neighbours and professionals to contact us when something does not look, or feel right.

We will listen, assess the concern and work with you to put the right support in place.

Complaints

Complaints and service requests made directly to our service, increased during the year. Where such contacts are received, a process is in place to ensure that customers receive an appropriate response, in line with standard complaint and service procedures.

As part of our Complaints Policy, requests for complaints relating to the following issues were not usually progressed:

- Where the cause of the complaint occurred more than 6 months ago
- When court proceedings had already been confirmed
- Where a complaint had already been fully handled under our Complaints Policy
- Complaints relating to insurance claims
- Reports of anti-social behaviour (these are handled under our ASB Policy)
- Complaints about rent increases, service charges or their reasonableness (these are handled under our rent and service charge dispute process)
- Complaints relating to planned Section 20 works (these are handled under our Section 20 process)

6 complaints

2024-25

15 complaints

2025-26

Strengthening our relationship with the Housing Ombudsman Service (HoS) continues to be a core focus and significant progress was made throughout the year.

Our Operations Director remains the primary point of contact at the HoS. Regular analysis and scrutiny takes place to review any issues impacting compliance and any lessons learned from recent cases.

Lisa Whelan (Board Member) is our Member Responsible for Complaints (MRC) who ensures complaints compliance.

12 complaints

Stage 1 Complaints

3 complaints

Stage 2 Complaints

1 MP enquiry

MP Enquiry

2 complaints

Ombudsman Determinations

On analysis, the data and feedback tells us that we need to be more transparent in our decision making and in particular, in the way we manage our communal services. There remains a need for continued focus on improving communication and ensuring policy consistency.

The 12 “Stage 1 complaints” during 2025-26 are summarised below:

5 **Repairs**

Centred around delays and / or quality concerns

4 **Income**

Three were complaints in relation to the service charge increase or new charges. The fourth was to contest a recharge

1 **Pet Permission Appeal**

Clarity on our approach was needed on our residents having pets at home

1 **Anti-Social Behaviour**

Complaint received about how we handled their anti-social behaviour case

1 **Allocations**

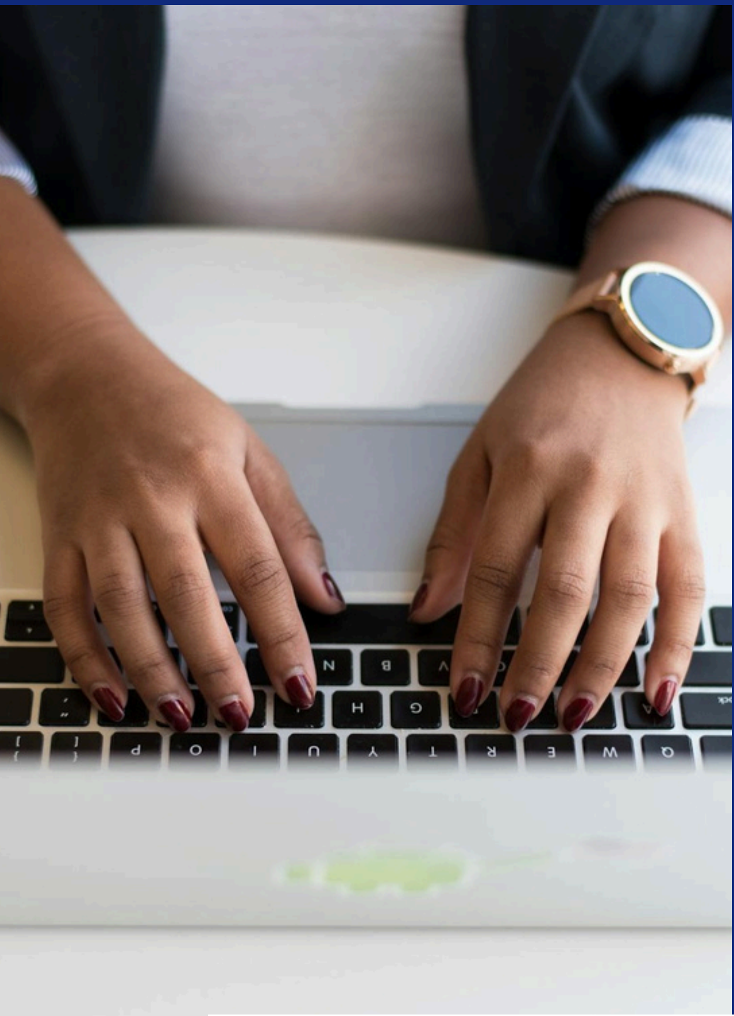
A mutual exchange appeal decision was reviewed

We also had three “Stage 2 complaints”, broken down as a service charge query, outstanding repairs and a tenancy management query.

Of all 15 complaints received during 2025-26, 12 were upheld.

Separately, we had two Ombudsman determinations:

- One case resulted in acknowledging and apologising for maladminstration, in three of the six findings
- Another case was rejected, not upheld and found in our favour



Housing Ombudsman Service: Complaints Handling Code

We are signed up to the Complaints Handling Code:

- There were no complaints we refused to accept.
- Our Complaints Policy was reviewed by the Housing Ombudsman to ensure compliance with the Complaint Handling Code.
- There were no findings of non-compliance with this Code by the Housing Ombudsman Service (HoS).
- We did not receive any other relevant reports or publications produced by the Ombudsman in relation to our services.

Service Improvement Highlights

In our learning from these complaints, we will:

Implement a new in-house system to track complaints with timescales, alongside specific actions and to ensure the owners of those actions, are held accountable.

Be transparent in our findings so our residents can be better informed about our decision making processes.

Review our grounds maintenance and communal cleaning services, to ensure value for money and the quality of services are improved.

Review the inconsistencies in Policy application, across different departments when tackling complaints.

Ensure training gaps in staff handling of complex customer enquiries are tackled, with all staff completing training on complaint handling and conflict management.

Continue to 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.

RADCLIFFE HOUSING SOCIETY

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

Financial Performance

The table below summarises the Society's audited results for the year ended 31 March 2026 and the comparative figures for 2025. The Society remains financially resilient, with substantial reserves, low gearing and sufficient liquidity to support its obligations and planned investment. The overall position shown is one of strength and stability, which is one of our objectives.

For the Year ended 31 March 2026

Comprehensive Income	**2026**	**2025**
Turnover	3,327,530	3,203,4383
Operating Expenditure	(3,050,394)	(2,670,689)
Operating Surplus	**276,596**	**532,749**
Net interest Charge	(172,831)	(213,515)
Surplus for the year before tax	**103,765**	**319,234**
Statement of Financial Position		
Housing Properties	30,707,231	30,600,918
Other Fixed Assets	130,271	146,684
Net Current Assets	1,348,539	1,901,324
Total	**32,186,041**	**32,648,926**
Housing Loans	(3,159,865)	(3,544,144)
Deferred Grant Income	(13,526,405)	(13,708,776)
Total Net Assets	15,499,771	15,396,006
Total Reserves	**15,499,771**	**15,396,006**

Financial Summaries

Our financial performance in the year was strong with highlights including:

- Total turnover of £3,327,530 increased from last year by 3.9%.
- As expected, we saw a £380,245 increase in operating costs. This is due to increased obligations on compliance, general repairs and remediation spending for new regulatory and safety requirements.
- Service charge costs continued to be a challenge, reflecting a mix of inflation in contractor, utility and insurance costs, increased compliance requirements, and expanded service activity.
- The Warm Homes Fund is co-funded, so for every £1 spent, we will also spend £1. We remain committed to investing over £210,000 on energy improvements over a three year period.
- RHS recorded an operating surplus of £276,596 and an overall surplus of £103,765.
- Capital expenditure on additions to housing properties (including capitalised interest) in the year was £181,322.
- Our costs are also reflective of the acquisition of a Leasehold property and refurbishment, to return this property into much needed social housing. Cash and cash equivalents at year end were £2,052,213 and total reserves were £15,499,771.
- Gearing remained low at 5.0% and interest cover remained strong at 294.0%.

Responsibilities

All our Board Members are aware of the regulatory requirements in respect of the VfM (Value for Money) standard and the expectations of our Regulator. They also understand how important it is for us to be able to assess the financial and social return from our assets to achieve our objectives. The Board maintain oversight by regularly reviewing performance metrics.

Many of our staff have specific roles in monitoring and recording VfM, however we see it as an integral part of everyone's role (staff and board members) to work towards achieving VfM. Performance is measured using a combination of metrics, reflecting the shared understanding that VfM is not just about reducing costs. The key metrics monitored are the VfM metrics set out by the Regulator, internal financial VfM metrics and resident satisfaction levels.

Value for Money

The table below shows the performance against the Regulator for Social Housing, VfM metrics. These metrics are reviewed regularly by the Leadership team, quarterly by the Board and monitored by the Regulator.

For the Year Ended 31 March 2026	**2026**	**2025**
Interest Cover %	294.0%	315.5%
Gearing %	5.0%	4.6%
Reinvestment %	1.1%	0.4%
New Supply Delivered %	0.0%	0.0%
Headline Social Housing cost per unit	£5,640	£5,053
ROCE	0.7%	1.5%
Operating Margin (Social Housing)	1.4%	11.2%
Operating Margin	**8.2%**	**16.1%**

RADCLiFFE HOUSING SOCIETY

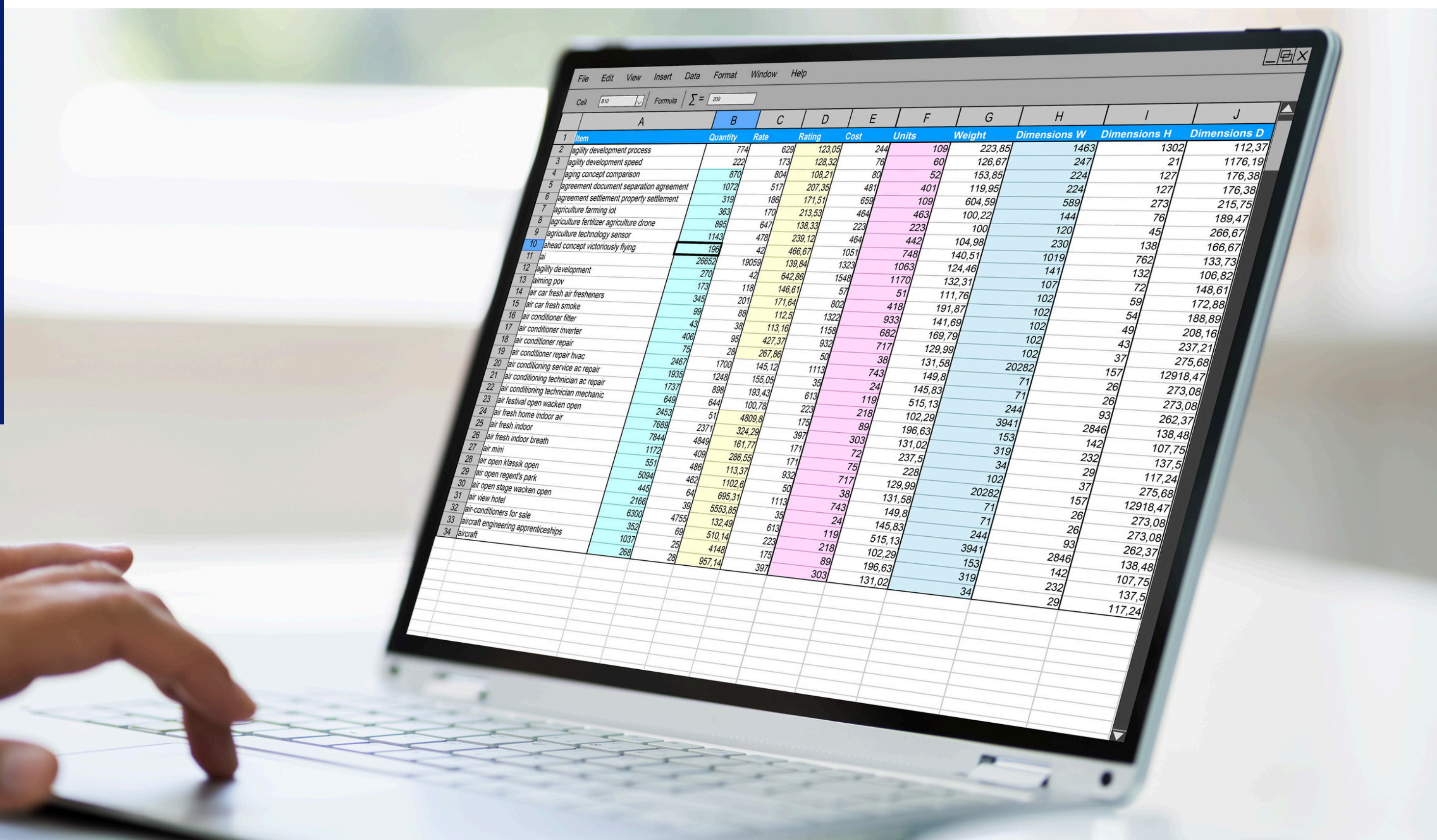
Reporting

The Board see it as essential that all our stakeholders; staff, board members, tenants, leaseholders, contractors and partners, receive regular information on our progress and performance. This is achieved by a variety of means including regular monthly and quarterly reports to Board, Resident Scrutiny Panel and to residents through our website.

Radcliffe continues to be a member of HouseMark and we benchmark ourselves against traditional Housing Associations (with a stock portfolio under 1,000 units), including being part of a peer group of the London & South East Benchmarking Group.

Radcliffe are also members of G320 (London Smallers Network Group) which provides us with deep insight, sharing good practice and continued progression for collaborative working.

Ensuring the customer voice is listened to and acted on, provides opportunities to shape and influence decisions affecting the services we deliver. This remains a key objective for us. Our Resident Scrutiny Panel (RSP) is now successfully in place and we will continue to work with them to consult on key issues, policies and strategic priorities affecting services to customers. They are your voice and they provide assurance to the Board that the consumer standards are being met, and value for money is being achieved in service delivery.



Stakeholders & Roles

Our Board Responsibilities

- **Decision Making**

  The Board is responsible for providing strategic leadership, ensuring financial stability and effective operations to ensure we are serving our residents and communities effectively.

- **Oversight and Governance**

  They provide overall governance, ensuring we are adhering to our legal responsibilties, regulatory standards and mitigating risks, to ensure we're delivering in the best interests of our residents.

- **Strategic Planning**

  The Board hold the Leadership team to account and to ensure we have long-term goals, vision and values, in addition to identifying opportunities for growth and innovation.

Our Leadership team Responsibilities

- **Leadership & Culture**

  The Leadership team is responsible for inspiring change, fostering a positive work environment and upholding our values, to drive performance, innovation and growth.

- **Financial Viability & Risk Management**

  Responsible for ensuring the long term financial health of RHS, following best practice, managing risk and meeting financial viability standards.

- **Performance Management**

  All leaders monitor and measure our performance in every aspect, ensuring consumer standards are met, housing maintenance is excellent, and our services for residents are managed effectively.

Our Board

Adam Chalmers
Chair of the Board

Darya Barham
Vice Chair

Julian Pitcher
Treasurer

Dave Skelton
Board Member

Christopher Rowland- Smith
Board Member

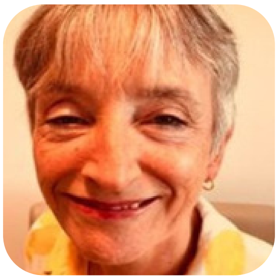
Lisa Whelan
Board Member

John Lau
Board Member
(to July 2025)

Maeve Sherry
Board Member

Avi Nagel
Board Member

Jason Boyle
Board Member



Helen Sudbury
Board Member
(to July 2025)

Ankit Mehrotra
Board Member
(to December 2025)

Management & 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 LLP 1 Suffolk Way Sevenoaks Kent TN13 1YL
Our Postal Address	Radcliffe Housing Society Ltd Radcliffe House Homefield Road Riverhead Kent TN13 2DU
Website	www.radcliffehs.org.uk