



# ANNUAL REPORT 2019/20

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# CHAIR OF THE BOARD AND CHIEF EXECUTIVE'S INTRODUCTION

As we are writing this report COVID-19 is still devastating communities across the world. Radcliffe has faced an enormous challenge over the last few months, to ensure we were still able to provide our services to our tenants.

## **Board**

We introduced some significant changes to our Governance structure. The changes are in line with our new Strategic Plan which will put our tenants at the heart of everything we do. We have created a new Finance Committee, Asset Management Committee and a Customer Service Committee.

## **Rising to meet the challenges**

An important part of our plan is to build homes, to ensure that we can do our bit as a small housing association in helping tackle the housing crisis and in meeting housing needs within our communities.

We are well on our way to delivering on our promise and we have two developments currently moving through the planning stages.

As the digital revolution is well and truly upon us, I am particularly pleased to say that we launched our digital offer in the summer of 2019 as planned. This included a new web site and the ability for our customers to self-serve via an online portal making it easy to order repairs, pay rent and engage with the local teams.

One area of innovation is our greater focus not just on helping when things go wrong, but also on protecting people and preventing problems. Our new technology not only allows us to assess risk more accurately, it can actually help lower the risk.

Radcliffe will fully embrace technology new to the market, and we will take advantage of the enormous potential of the information age. We will do this in a way which is innovative and as inclusive as possible.

## **Our Tenants**

At Radcliffe, we are committed to strengthening the relationship we have with our tenants and as we move further into 2020/21, we will be actively recruiting tenants onto our Board and various tenant panels. This will enable us to shape our services and improve our customer experience.

Radcliffe Housing Society is committed to be a truly great landlord; offering affordable, well maintained properties that people can call home. We're proud of our strong community focus and we continue to deliver excellent local services.

I'm grateful to the Board, staff, tenants and stakeholders who've been so involved during the year in making Radcliffe such a thriving and dynamic housing association. I very much look forward to seeing further improvements and new homes emerge out of the ground in the year to come.



Stephen Elliott  
Chairman of the Board



Daren Donoghue  
Chief Executive

## 02. STRATEGIC REVIEW

To create sustainable communities,  
where people want to live

### Our Mission

#### **To develop services around customer's 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 lifetime 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 growth 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

## BOARD KPIS

The Group's Key Performance Indicators (KPIs) help the Board to monitor progress against the Strategic Plan

### The 2019/20 Board KPIs

**Average re-let  
time (days)**

**4**

2018/19 42

**Gas servicing  
(% complete)**

**100%**

2018/19 100%

**Emergency  
repairs  
completed**

**100%**

2018/19 100%

**Operating  
margin (social  
housing)**

**37%**

2018/19 34.8%

**Rent collected  
as a % due**

**107%**

2018/19 99%

**Gearing**

**7.1%**

2018/19 8.4%

**2019/20 Overall Customer Satisfaction 100%**  
2018/19 80%

**2019/20 Percentage of repairs completed first time 97%**  
2018/19 80%

**Rent arrears**

**2.5%**

2018/19 3.2%

**Social housing  
Cost per unit**

**£3129**

2018/19 £3284

**Operating  
Margin  
(overall)**

**35.3%**

2018/19 34%

**Return on  
capital  
employed**

**2.8%**

2018/19 2.7%

**Housing  
management  
cost per unit**

**£511**

2018/19 £953

**Investment in  
communities**

**1.3%**

2018/19 1%

# Our Strategic Plan

2020 - 2023

We launched our three-year Strategic Plan earlier this year. The new strategy builds upon the work we have done over the last financial year and moves us into a clear framework for measuring the success of the business.

The challenges that we face as an organisation and the response in our strategic responses are informed by the changes in the political, economic and social environment that we work in. Every year we review our progress against the objectives we have set ourselves.

## Our Priorities and what we will achieve

To Value and Invest in our People



Deliver Good Quality Homes



Great Customer Service





# Our 3 Strategic Plan Objectives are:

## Objective #1

### To Value and Invest in our People

Our people are essential to our future success. Our people include our staff, contractors and Board/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.

## Objective #2

### Deliver Good Quality Homes

As a social landlord we take our responsibilities for looking after our properties very seriously. We are also acutely aware that these properties are peoples' homes and as such, their quality has a major impact on the lives of those who live in them. We have also committed ourselves to delivering new homes to meet the challenges of the housing crisis and the changing needs of the market.

## Objective #3

### Great Customer Service

Our tenants want to feel safe, warm and secure. It is our aim to deliver effective, consistent services to our tenants, to listen to feedback and to understand what they value so that we design our services accordingly. Through digital channels we aim to widen customer involvement in our service design and performance.

# Objective #1

## To Value and Invest in our People

Objectives	
1. Utilise new technology to help us shape our service offer to deliver easy to use digital services to an excellent standard	2. Help our most vulnerable tenants to sustain their tenancies
3. Develop a customer engagement & participation strategy	4. Review and strengthen our policies and procedures
Actions	
<ul style="list-style-type: none"> <li>➤ To increase customer Satisfaction by at least 1% per year over the life of this plan</li> <li>➤ Increase accessibility of services for customers through self-service options</li> <li>➤ Deliver the customer engagement and participation strategy by 2021</li> <li>➤ One to One work with vulnerable tenants of all ages by 2021</li> <li>➤ Offer financial support through money advice scheme</li> <li>➤ Monitor and review impact of UC on tenants and identify those most at risk</li> <li>➤ Support tenants to have access to and learning to use technology by 2021</li> </ul>	<ul style="list-style-type: none"> <li>➤ Agree a digital strategy by 2021</li> <li>➤ Demonstrate the impact of the Resident Scrutiny Panel in the delivery of our services by March 2022</li> <li>➤ Agree an approach to embedding customer insight into the design of our core services by 2023</li> <li>➤ Continue to work with external agencies in identifying vulnerable tenants and signposting to appropriate agency</li> <li>➤ Continue and improve activities for our older tenants to reduce isolation</li> <li>➤ Improve our current systems and ensure we introduce new software to improve efficiency.</li> </ul>

# Objective #2

## Deliver Good quality Homes

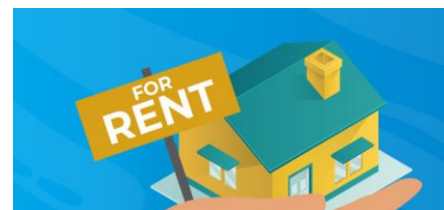
Objectives	
1. Adopt a more strategic approach to asset management and maintain a comprehensive and accurate property base	2. Review our procurement options (repairs and maintenance)
3. Identify more opportunities for future development	4. Continue to invest in our properties to meet quality standards
Actions	
<ul style="list-style-type: none"><li>➤ Delivering our asset management strategy: continue to upgrade homes</li><li>➤ Identify safety issues and ensure we meet any new building requirements in fire safety or other areas</li><li>➤ Review stock when it becomes hard to let and consider alternatives</li><li>➤ Identify and implement our hidden homes development programme</li><li>➤ Ensure all homes meet the Decent Home Standards</li></ul>	<ul style="list-style-type: none"><li>➤ Continue our use of the best procurement frameworks to secure contracts and reduce costs</li><li>➤ Develop a proactive and strategic approach to identifying opportunities for inorganic growth</li><li>➤ Ensure that all properties remain fully compliant with all statutory safety checks and requirements</li><li>➤ Agree a contract procurement strategy for delivering repairs and maintenance services as one</li></ul>

# Objective #3

## Great Customer Experience

Objectives	
1. Utilise new technology to help us shape our service offer to deliver easy to use digital services to an excellent standard	2. Help our most vulnerable tenants to sustain their tenancies
3. Develop a customer engagement & participation strategy	4. Review and strengthen our policies and procedures
Actions	
<ul style="list-style-type: none"> <li>➤ To increase customer Satisfaction by at least 1% per year over the life of this plan</li> <li>➤ Increase accessibility of services for customers through self-service options</li> <li>➤ Deliver the customer engagement and participation strategy by 2021</li> <li>➤ One to One work with vulnerable tenants of all ages by 2021</li> <li>➤ Offer financial support through money advice scheme</li> <li>➤ Monitor and review impact of UC on tenants and identify those most at risk</li> <li>➤ Support tenants to have access to and training to use technology by 2021</li> </ul>	<ul style="list-style-type: none"> <li>➤ Agree a digital strategy by 2021</li> <li>➤ Demonstrate the impact of the Resident Scrutiny Panel in the delivery of our services by March 2022</li> <li>➤ Agree an approach to embedding customer insight into the design of our core services by 2023</li> <li>➤ Continue to work with external agencies in identifying vulnerable tenants and signposting to appropriate agency</li> <li>➤ Continue and improve activities for our older tenants to reduce isolation</li> <li>➤ Improve our current systems and ensure we introduce new software to improve efficiency.</li> </ul>

### 03. FINANCIAL PERFORMANCE



#### COMPREHENSIVE INCOME FOR THE YEAR ENDED 31<sup>ST</sup> March 2020

	2020	2019
	£	£
TURNOVER:	2,497,848	2,521,694
Less: operating costs	1,696,673	1,664,015
OPERATING SURPLUS:	801,175	857,679
Interest receivable and similar income	19,388	15,573
Interest payable and similar charges	259,611	279,708
SURPLUS FOR THE YEAR BEFORE TAX:	560,952	593,544
Tax on Surplus	Nil	Nil
SURPLUS FOR THE YEAR:	560,952	593,544
TOTAL COMPREHENSIVE INCOME FOR THE YEAR:	560,952	593,544
Revenue reserves at start of year:	12,429,881	11,836,337
REVENUE RESERVES AT THE END OF YEAR:	12,990,833	12,429,881

## FINANCIAL POSITION AS AT 31<sup>ST</sup> MARCH 2020

	2020 £	2019 £
TANGIBLE FIXED ASSETS		
Housing properties:		
Cost:	34,892,038	34,580,818
Less: Depreciation	5,287,462	5,007,550
Other fixed assets:	159,507	167,640
CURRENT ASSETS		
Debtors:	119,929	87,068
Cash and cash equivalents	2,018,484	2,032,932
Less CREDITORS		
Amount falling due after one year:	696,972	585,642
NET CURRENT ASSETS:	1,441,441	1,534,358
<b>TOTAL ASSETS LESS CURRENT LIABILITIES:</b>	<b>31,205,524</b>	<b>31,275,266</b>
Less: Creditors falling due after one year		
Housing Loans:	(4,029,537)	(4,482,158)
Grant – Deferred income:	(14,185,126)	(14,363,202)
<b>TOTAL NET ASSETS</b>	<b>12,990,861</b>	<b>12,429,881</b>
CAPITAL AND RESERVES		
Revenue reserves:	12,990,833	12,429,881
Share capital:	28	25
<b>TOTAL RESERVES</b>	<b>£12,990,861</b>	<b>£12,429,906</b>

## 04. Together with Tenants Charter



Radcliffe Housing Society works hard to create a positive relationship with our tenants aiming to provide safe, decent and affordable homes. The housing sector has a longstanding commitment to engaging with residents, and there are many great examples of how housing associations have shaped their organisations around the needs and views of the people they house.

However, we acknowledge that we do not always get it right for everyone and are not always as accountable as we should be to our tenants. We recognise that more can be done to ensure that our tenants feel represented and listened to, and that you are meaningfully involved in the decision-making that determines the quality of your homes and services you use.

In the Autumn of 2019, Radcliffe Housing Society signed up as an early adopter of the National Housing Federations “Together with Tenants Plan”. The plan includes a new tenants charter, which sets out in clear terms what our tenants can and should expect from us as your landlord.

### What’s in the Plan?

- A new requirement in the National Housing Federation Code of Governance for our Board to be accountable to our tenants
- A new Together with Tenants Charter
- Tenant oversight and reporting of the progress of the charter
- Giving residents a stronger collective voice with the regulator

Our Together with Tenants Charter sets out our commitment to provide you as our tenants with the service you can expect. Radcliffe Housing Society is a “not for profit” organisation that has the needs of our tenants at the forefront of everything we do. We provide quality, value for money housing across the London and South East area. We are a “registered provider” and are regulated by Homes England and the Regulator of Social Housing – GOV.UK

## The Together with Tenants Charter

**Relationships:** we will treat all tenants with respect in all your interactions with us. Our relationship with you will be based on openness, honesty and transparency.

**Communication:** you will receive clear, accessible and timely information from us on the issues that matter to you, including important information about your home and local community, how the organisation is working to address problems, how the organisation is run, and information about performance on key issues.

**Voice and Influence:** your views will be sought and valued, and this information will be used to inform decisions. We will ensure you all feel listened to on the issues that matter to you, knowing you can speak to us without fear.

**Accountability:** we will work in partnership with you to independently scrutinise and hold us to account for the decisions we make that affect your home and the services we provide.

**Quality:** you can expect your home to be good quality, well maintained, safe and well managed.

**When things go wrong:** we will ensure that you have simple and accessible routes for raising issues, making complaints and seeking redress. You will receive timely advice and support when things go wrong.



## Tenant Engagement

As we move through 2020 into 2021, Radcliffe Housing Society will be recruiting Tenants to sit on our Resident Scrutiny Panels as well as our main board. It is important that our tenants are directly influencing our services and decision making.

It is very important that all residents have an opportunity to influence which services the panel scrutinise. The 'resident call for scrutiny' enables residents to ask the panel to review an area of the business on their behalf.

### What will the panel do?

- Work with us to make sure that we are providing the services that are important to all our tenants.
- Help us to put you, our tenants, at the heart of everything that we do.
- Review our service delivery processes, measuring, testing and monitoring services.
- Make sure that we are as effective, efficient and economical as possible.
- Make recommendations for service improvements directly to our Board.

### What's Involved?

- Specialist resident scrutiny training and development
- Regular meetings at a central location
- Activities in between meetings – reading information, forming opinions and giving objective feedback via email or telephone
- Undertaking occasional site visits and shadowing of services



## 05. KEY FACTS AND FIGURES

We have had a busy year in customer services which saw us excel with rising demand, in all areas of customer service KPIs. Radcliffe has redesigned our services around our tenants, ensuring our standards will meet the needs of older and younger generations alike.

Measure	2020	2019
Percentage of tenants satisfied with the landlord's services overall	<b>100%</b>	<b>80%</b>
Percentage of tenants satisfied that their landlord listens to their views and acts upon them	<b>95%</b>	<b>90%</b>
Percentage of tenants satisfied with home and neighbourhood	<b>97% (Home) 92% (Neighbourhood)</b>	<b>Not surveyed</b>
Percentage of tenants satisfied with Value for Money (Rent)	<b>100%</b>	<b>Not surveyed</b>
Percentage of tenants satisfied with Service Charge	<b>100%</b>	<b>Not surveyed</b>
Percentage of tenants satisfied with repairs and maintenance	<b>90%</b>	<b>Not Surveyed</b>
Percentage of tenants satisfied with estate services	<b>96%</b>	<b>Not Surveyed</b>
Percentage of tenants satisfied landlord provides a safe and secure home.	<b>97%</b>	<b>90%</b>
Percentage of tenants satisfied landlord is easy to deal with	<b>97%</b>	<b>Not Surveyed</b>

# Repairs



Providing a safe, secure and well-maintained home to our current and future customers is something we feel very passionately about. Which is why each year we keep on improving the standard our homes.

During the year, we invested over £900K on our general repairs, upgrading our IT systems, people's homes and surrounding areas.

This Included:

An illustration of a computer monitor displaying a user interface with a person's profile, a search bar, and an envelope icon.

**£56K on upgrading and new IT Systems**

An illustration of a modern bathroom with a toilet, sink, bathtub, and shower.

**£63K on new bathrooms**

An illustration of a person standing next to a lift.

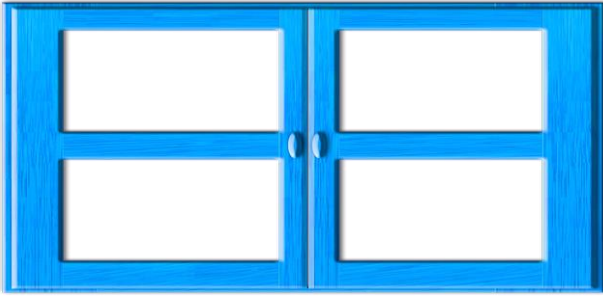
**£81K on a new lift in our independent living scheme**

An illustration of a technician working on a boiler.

**£72K on new boilers**

An illustration of a stair lift.

**£20K on a new stair lift in our independent living scheme**



**£19K on new windows**



**£115K on new kitchens**



**£25K on roof replacements**



**£92K on day to day repairs**



**£60K on fire safety**



**£33K on gas safety**



**£30K on electrical safety**

## 06. MANAGEMENT AND ADVISORS

For the Year ending 31<sup>st</sup> March 2020

**Board:**

Stephen Elliott (Chair)	Catherine Charles
Albert Wontumi	Jo McTavish
Samantha Kay	Adam Chalmers
Chris Francis	Ola Akintelure
Solomon Ezobi	John Lau

**Treasurer:** Albert Wontumi

**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:** Nat West  
Maidstone  
Kent  
ME14 1ST

**Solicitors:** Batchelors  
Charles House  
35 Widmore Road  
Bromley, Kent  
BRI 1RW

**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