



ANNUAL REPORT 2020/2021

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1. CHAIR OF THE BOARD AND CHIEF EXECUTIVE'S INTRODUCTION

Dear Tenants, Colleagues, and Stakeholders,

2020 provided us with the opportunity to prove our reliability in critical times to all of our tenants, stakeholders, and employees. It was our highest priority to ensure the health of our employees and others, while also providing first class services to our tenants.

We remain in a strong financial position which allows us to continue to deliver the high-quality homes and services our tenants and our communities expect and deserve. Investment in our existing homes remains a high priority to ensure they comply with modern standards and meet the expectations of our tenants. We will keep working hard to ensure maintenance and improvement programmes are delivered, after some services were halted temporarily during lockdown.

Our passion for doing right by our tenants is most visible for our people on the frontline and our Customer Services Officer, but it also has to be embedded at every level of the business. But passion on its own is not enough, we understand that we can only meet our ambitions if we have the resources we need to invest.

Throughout the year we have brought in new talent across the business to build our skills and capacity at every level. Throughout the transformation programme we have also extended the range of services available via our website and tenant portal, and we aim to keep developing our platforms further to improve our online offer.

At a governance level, having the right blend of skills and experience is vital. We have continued to develop and strengthen our governance and decision-making framework and effectively embedded our revised financial forecasting model to ensure increased financial reliance during these uncertain economic times. The recruitment of new Board members and a revamped committee structure will allow Radcliffe to remain a well governed organisation, that is fit for the future.

As we speak with the team across the organisation, it is clear how deeply engrained the commitment is to our tenants. For the first time in a number of years, we have recruited several of our tenants to form a Resident Scrutiny Panel. Our Resident Scrutiny Panel members choose the service areas they want to look into. The Panel then talks to staff, other tenants, and service partners, and reviews all relevant information to make recommendations for improving the service.

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 years to come.

A handwritten signature in black ink, appearing to read 'S. Elliott', with a horizontal line extending to the right.

Stephen Elliott
Chairman of the Board

A handwritten signature in black ink, appearing to read 'D Donoghue', written in a cursive style.

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 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'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. HOW DID WE DO?

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

The 2020/21 Board KPIs



Homes with a valid Gas Safety Certificate 100%



Routine repairs completed in 5 days against a target of 28 days



Emergency Repairs completed 98.6% against a target of 100%



Urgent repairs completed in 2.6 days against a target of 7 days.



Four complaints received and responded to within ten days



Rent Arrears reduced to 0.01% against a target of 2.5%



Rent Collected 109% for General Needs and Independent Living properties against a target of 98%

Improving our Homes

We get lots of queries from tenants about when they'll get a new kitchen or bathroom or if their home's windows, doors, or roof are due for replacement. This article explains how we plan and prioritise those sorts of improvements.

Internal improvements

Some of the internal improvements carried out in 2020/21

- Replaced a total of 29 boilers and hot water cylinders in tenants' homes
- Installed 42 new kitchens
- Replaced 13 bathrooms
- Replaced radiators in 26 properties

To keep our homes and estates in good condition, we plan the external and communal maintenance works which will be needed over a five-year cycle. Planning like this helps keep things well maintained. We have guidelines for how long 'components' like roofs, windows and doors should generally last before they need replacing.

In 2019 we carried out stock condition surveys which assess the condition of the property and also ensure that we hold the correct data on each individual property. We aim to survey your home at least once every five years.

The survey looks at:

- Outside – roofs, walls, windows and doors, fences, and paths
- Inside – kitchens, bathrooms, heating system, electrical wiring, and insulation
- The common and external parts of blocks of flats – corridors, lifts, fire alarms, communal lighting, door entry systems and pathways

The information taken from the survey helps us to budget for the forthcoming year's replacement programme and plan for the longer term. Replacement decisions are made on a property-by-property basis, so although neighbouring properties may be of the same design and age, they may not be on the same replacement programme for internal items like kitchens or bathrooms. This is because property

condition, previous works, and types of fittings in the property can all influence how and when we carry out replacements.

100% of our homes have a valid gas safety certificate

In 2020/21, we achieved 100% compliance for our gas safety checks. Although the country was in lockdown, we were one of only a few landlords who were able to carry out these checks and achieve full compliance.

Fire safety


All our blocks have a current fire risk assessment, and we work hard to ensure that fire safety work is done quickly. The tragic fire at Grenfell Tower has led to the Government bringing change across the housing and construction sectors. We follow these changes closely to make sure our properties meet the most up to date requirements.

Electrical Safety


Although it's not currently a legal requirement, we take the same approach to electrical safety as to gas safety. We're working towards every home having an electrical check every five years.

Resident Feedback

When we receive feedback and complaints, it helps us to understand what we have done wrong and gives us the opportunity to put things right. More importantly this helps us to improve our services. In 2020/21 we received 4 complaints. We responded to all complaints within 24hrs of which 3 of the complaints were resolved immediately. The other complaint was resolved within 10 working days. Over the last year we've worked closely with tenants to improve processes and services, and we've seen a reduction in the amount and types of complaints we're receiving. We've adopted a more consistent approach and tighter monitoring of complaints to continue to improve our performance and have implemented changes to our procedures. We have also received a lot of compliments from our tenants, with some highlighted below.



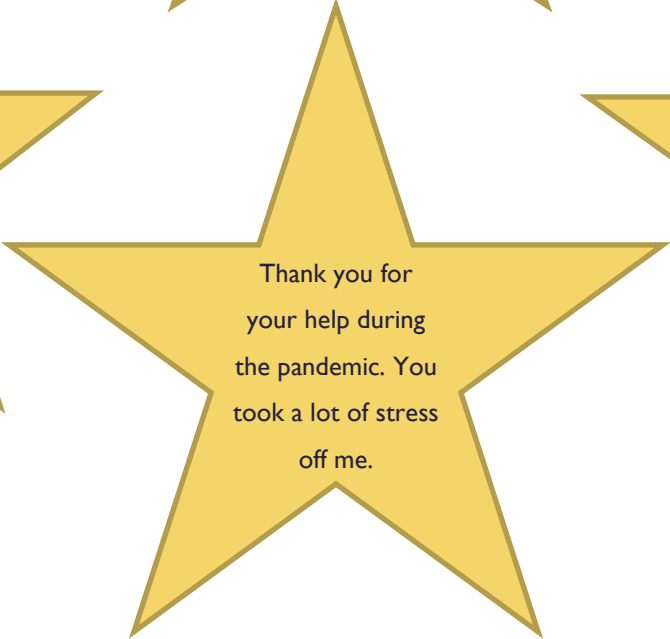
I am so happy in
my home;
everyone is
always helpful.



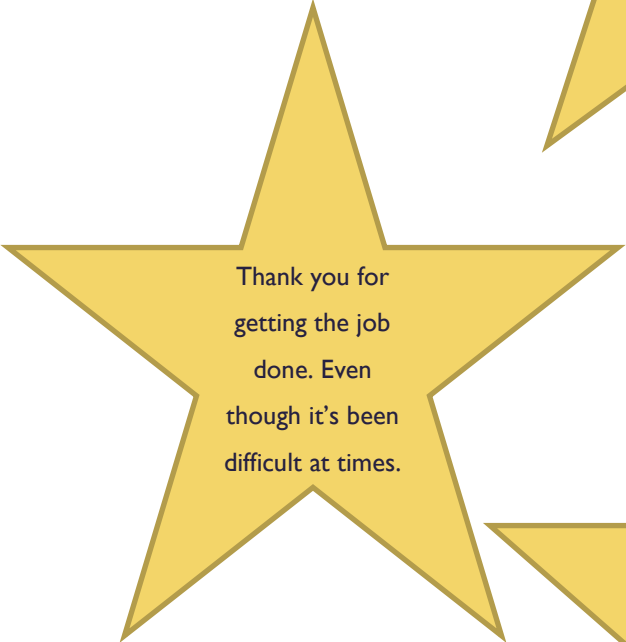
The new
team are
great



Thank you for
the money
advice and
food vouchers.




Thank you for
your help during
the pandemic. You
took a lot of stress
off me.



Thank you for
getting the job
done. Even
though it's been
difficult at times.



Thank you for
getting rid of
ASB in our
block



Just Thanks!

4. RESIDENT INVOLVEMENT

Resident involvement is crucial to Radcliffe Housing Society, ensuring that we put tenants' views at the heart of what we do. Our focus this past year has been on how we engage with as many tenants as possible to help improve our services.

We contacted all tenants inviting them to apply for a role on our Resident Scrutiny Panel and also to take a seat on our Board.

The Resident Scrutiny Panel will carry out in-depth service reviews and make evidence-based recommendations direct to the Radcliffe Housing Board to positively influence and improve services for all tenants. Made of up 13 Radcliffe Tenants, the panel will spend approximately six months on each review, by examining documents & processes, interviewing staff, and surveying other tenants to get feedback. They are due to carry out their first piece of work in late 2021.

RHS resident chosen for Lidl Opening

We were delighted that one of our tenants was specifically invited by the Lidl management to cut the ribbon, at the unveiling of the new Lidl store which opened on 26th November 2020 in Burnt Ash Lane, Bromley. Accompanied by our Independent Living Officer, Jennifer Lyston, said "it was a wonderful opportunity for our tenant to be involved in such a fantastic morning and to see them cutting the ribbon to mark the store officially open".

The new store will be providing customer donations and surplus food to a number of charities in Bromley. Surplus food will be donated to Donderry Children and Family Centre, The Anchor of Love Ltd, Downham Mutual Aid and Connecting Communities, all of whom aim to ensure families have full access to good nutritional foods. This is delivered through Lidl's 'Feed it Back' scheme, which is run through various partnerships and connects Lidl stores up and down the country with local charities, foodbanks, community cafes and kitchens, putting quality food surplus to good use every day.

We were grateful to be involved in supporting the investment in our local communities. Thank you to Lidl for making this memory for our tenant and creating an everlasting impression on her.

Resident Engagement

We spoke to many more tenants over lockdown, providing additional support to those most vulnerable. Whether this was financial assistance, or a general welfare call we got to know our tenants more informally which for our new staff members was a highlight of the year. We will continue to work closely with our tenants and ensure our engagement and involvement activities will enable all tenants to take part.

We continue to work on our digital strategy to ensure our service is efficient, easy to access and available for all.



*Radcliffe Tenant opening the new Aldi store

5. FINANCIAL PERFORMANCE

COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST March 2021

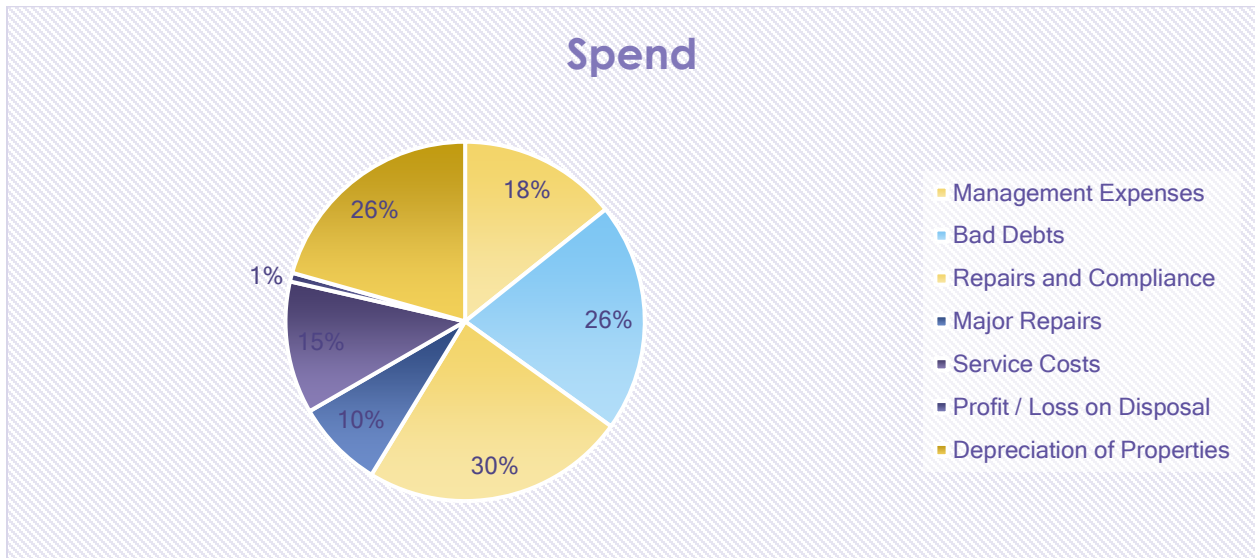
	2020	2021
	£	£
TURNOVER:	2,497,848	2,536,546
Less: operating costs	1,696,673	1,688,230
OPERATING SURPLUS:	801,175	848,316
Interest receivable and similar income	19,388	7,586
Interest payable and similar charges	259,611	231,958
SURPLUS FOR THE YEAR BEFORE TAX:	560,952	623,944
Tax on Surplus	Nil	Nil
SURPLUS FOR THE YEAR:	560,952	623,944
TOTAL COMPREHENSIVE INCOME FOR THE YEAR:	560,952	623,944
Revenue reserves at start of year:	12,429,881	12,990,833
REVENUE RESERVES AT THE END OF YEAR:	12,990,833	13,614,777

FINANCIAL POSITION AS AT 31ST MARCH 2021

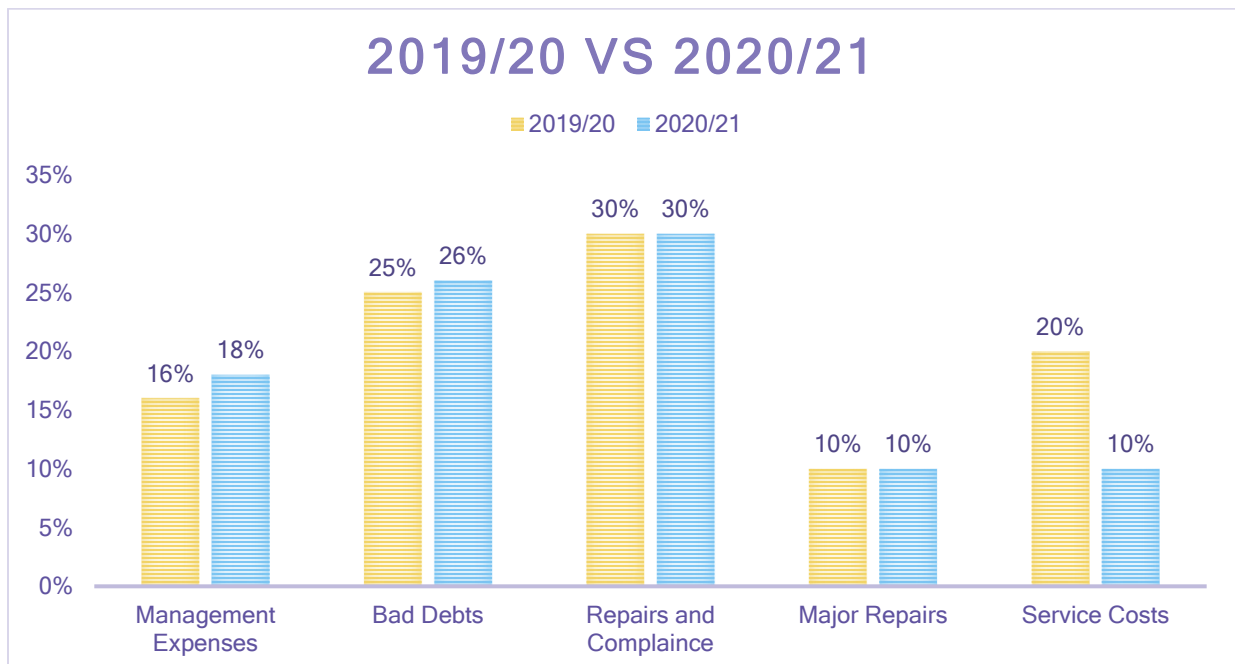
	2020 £	2021 £
TANGIBLE FIXED ASSETS		
Housing properties:		
Cost:	34,892,038	35,065,020
Less: Depreciation	5,287,462	5,615,519
Other fixed assets:	159,507	165,922
CURRENT ASSETS		
Debtors:	119,929	112,544
Cash and cash equivalents	2,018,484	1,675,253
Less CREDITORS		
Amount falling due after one year:	696,972	623,930
NET CURRENT ASSETS:	1,441,441	1,157,867
TOTAL ASSETS LESS CURRENT LIABILITIES:	31,205,524	30,773,290
Less: Creditors falling due after one year		
Housing Loans:	(4,029,537)	(3,151,460)
Grant – Deferred income:	(14,185,126)	(14,185,126)
TOTAL NET ASSETS	12,990,861	13,614,777
CAPITAL AND RESERVES		
Revenue reserves:	12,990,833	13,614,777
Share capital:	28	7
TOTAL RESERVES	12,990,861	13,614,784

How we spend each pound

In 2020/21, the total amount of rent and service charge collected was just over £2m. A breakdown on how we spent each pound received is outlined below.



How each pound was spent 2019/20 compared to 2020/21



Rent and Service Charge Collection

In 2020/21 we exceeded our target, collecting 109% of the total amount due. That meant that the rent owed on our properties as a percentage of the rent due was 1.8% of the total amount. This is significantly better than last year of 1.3%.

We measure the cost of rent and service charge collection compared with other registered providers. Radcliffe was the top housing provider on rent collection when compared to other registered providers. This was because we took the decision to recruit a strong and experienced Income and Money Support Officer to help support tenants to sustain their tenancies.

We continued to support tenants affected by welfare benefit reform and the number of tenants claiming Universal Credit more than doubled to over 250 in 2020/21. During the pandemic our team provided money and benefit advice to more than 100 tenants, helping them to reduce their housing related debt.



**Rent surgery taking place at one of our Independent Living Schemes*

6. VALUE FOR MONEY (VFM)

Radcliffe's values, goals and service delivery are underpinned by Value for Money (VfM) as set out in the Value for Money Standard published by the Regulator of Social Housing. As a smaller housing provider, we strive to achieve value for money so that we provide more for our tenants in terms of service delivery and new homes.

Our strategic objectives include:

- Offering a range of rented housing by type, size, and tenure to meet community needs.
- Providing a comprehensive high standard housing service.
- Improving the service in conjunction with our tenants.
- Growing the business by adding to the stock through development, acquisition, or the provision of services to other organisations.

To meet the many challenges ahead of us we know we will need to carry on improving efficiency, produce cost saving and continue to deliver quality core services for our tenants. We will therefore have an ongoing review of all aspects of our activity to improve efficiency, build upon our technology-based approach to service delivery and where possible, eliminate processes that cannot be justified on a cost/benefit basis and make best use of our assets.

VFM Metrics

The Regulator of Social Housing has set a core of VfM metrics, this is a set of measurements for the housing sector.

Financial Value for Money Metrics	2020	2021	2022 (Forecast)
1. Reinvestment %	1.5%	0.9%	1.1%
2. New Supply Delivered % (Social Housing)	0%	0%	0%
3. Gearing %	8.4%	6.1%	5.1%
4. Interest Cover %	404.7%	474.7%	557.2%
5. Headline Social Housing Cost per Unit	£3,182	£3,346	£3,822
6A Operating Margin Social Housing Lettings %	33.6%	35.0%	29.0%
6B Operating Margin Overall %	32.1%	33.4%	27.4%
7. Return on Capital Employed %	2.6%	2.8%	2.3%

7. MANAGEMENT AND ADVISORS

For the Year ending 31st March 2021

Board: Stephen Elliott (Chair) Jo McTavish
 Catherine Charles Adam Chalmers
 Solomon Ezobi Ola Akintelure
 Alan Beer John Lau

Treasurer: Alan Beer (resigned Nov 2020)
 Solomon Ezobi

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: Batchelor's
 Charles House
 35 Widmore Road
 Bromley, Kent
 BRI IRW

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