Zetetick
a unique Housing *charity*



SUMMARY FINANCIAL STATEMENTS

For the year ended 31st March 2026



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CHAIR'S STATEMENT

for the year ended 31st March 2026



It is a privilege to write my first foreword as Chair of Trustees. I take on the role at an important point for Zetetick Housing, as we approach the final year of our current strategy and prepare for the next stage of the charity's development.

Martin Hurst stepped down as Chair in May after six years. His experience, sound judgement and commitment to the people we house helped Zetetick grow while staying true to its purpose. On behalf of the Board, I thank him for everything he has given to Zetetick and for leaving the charity in a strong position for the future.

During 2025–26, we provided homes for 195 tenants across 131 properties, welcomed 16 new tenants and supported nine people to move into homes better suited to their needs. Each figure represents a person whose home affects their safety, independence, relationships and place in their community.

The quality of those homes matters as much as the number we provide. We delivered 96% of completed repairs within target, strengthened housing management, inspection and homeliness arrangements, continued to invest in staff capability and improved systems and information for effective oversight.

Relationships with local authorities, NHS bodies, care providers and property partners remain central to our longer-term work. Further NHS England capital funding secured a fourth property, creating another lasting home for someone with complex needs. Our first Hike for Homes raised more than £7,000. New grants, corporate partners and our first major donor supported activities and opportunities for tenants beyond the bricks and mortar of their homes.

Greater regulation and scrutiny of supported housing are necessary and should improve standards, while placing greater demands on responsible providers. Zetetick must clearly demonstrate safe homes, effective housing management, sound decisions and a meaningful tenant voice in the services they receive.

Our next strategy will support growth where there is clear need and we know we can provide the right home well. The Board will remain focused on quality, safeguarding, financial strength and the experience of tenants and their families.

I thank Jonathan Spencer, our CEO, the senior leadership team and every member of staff for their work throughout the year, alongside my fellow Trustees, our partners, landlords, funders, supporters and volunteers. Most importantly, I thank our tenants and their families for their trust in Zetetick.

Our purpose remains clear: to provide quality homes, not just housing, so that people with learning disabilities and autism can live safely, with dignity, as valued members of their communities.

A Chequers
Chair

STATEMENT OF FINANCIAL ACTIVITIES

for the year ending 31st March 2026

Unrestricted	2026 Unrestricted funds general £	2026 Restricted funds designated £	2026 Total funds £	2026 Total £	2025 £
Income and endowments from:					
Donations and legacies	24,632	-	86,496	111,128	895,193
Charitable activities	5,819,443	-	-	5,819,443	5,052,102
Investments	34,205	-	-	34,205	26,833
Other income	-	-	-	-	3,115
Total income	**5,878,280**	**-**	**86,496**	**5,964,776**	**5,977,243**
Expenditure on:					
Charitable activities	5,603,783	32,005	-	5,635,788	4,854,312
Total expenditure	**5,603,783**	**32,005**	**-**	**5,635,788**	**4,854,312**
Net income/(expenditure)	274,497	(32,005)	86,496	328,988	1,122,931
Transfer between funds	(220,372)	220,372	-	-	-
Net movement in funds	54,125	188,367	86,496	328,988	1,122,931
Reconciliation of funds:					
Fund balances at 1 April 2025	1,785,369	383,014	2,246,694	4,415,077	3,292,146
Fund balances at 31 March 2026	**1,839,494**	**571,381**	**2,333,190**	**4,744,065**	**4,415,077**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

STATEMENT OF FINANCIAL POSITION

As at 31st March 2026

	£	2026 £	£	2025 £
Fixed assets				
Tangible assets		3,710,366		3,511,502
Current assets				
Debtors	697,077		483,447	
Investments	707,438		528,843	
Cash at bank and in hand	453,987		887,036	
	1,858,502		1,899,326	
Creditors: amounts falling due within one year	(228,953)		(299,435)	
Net current assets		1,629,549		1,599,891
Total assets less current liabilities		5,339,915		5,111,393
Creditors: amounts falling due after more than one year		(595,850)		(610,276)
Provisions for liabilities		–		(86,040)
Net assets		**4,744,065**		**4,415,077**
The funds of the charitable company				
Restricted income funds		2,333,190		2,246,694
Unrestricted funds – general		1,839,494		1,785,369
Unrestricted funds – designated		571,381		383,014
		4,744,065		**4,415,077**

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

The Trustees present their annual report and financial statements for the year ended 31 March 2026.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum & Articles of Association. the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

Zetetick Housing exists to relieve financial hardship and social disadvantage by providing housing and housing related services, primarily for people with learning disabilities, autism and other complex needs.

The charity achieves this through:

- providing supported social housing which enables disadvantaged individuals to live within their community
- supporting access to private rental housing
- delivering housing management services tailored to the needs of vulnerable tenants

Through these activities, Zetetick Housing delivers clear public benefit by enabling people who might otherwise struggle to access housing to live safely, independently and with dignity in their communities.

Our Vision

To empower people with learning disabilities and autism to live as valued members of their community by finding them quality homes, not just housing, where safety, security and opportunity enable care, friendship and independence to flourish.

Our Mission

- To provide and maintain specialised, high-quality homes.
- To empower choice and deliver dignity to those who need supported housing.
- To work collaboratively with partners across housing, commissioning and care to deliver lasting housing solutions.

Our Aspiration

Housing people with complex learning disabilities and autism sits at the heart of Zetetick Housing's work.

Our aspiration is to harness the passion and expertise of our staff and partners to provide safe, stable homes for some of the most marginalised individuals in society. By maintaining high standards and continuously improving our policies, processes and services, we aim to ensure that every tenant benefits from housing that supports independence, wellbeing and inclusion.

Our commitment to quality, strong governance and sustainable growth enables us to support more individuals each year while remaining true to our core purpose.

Zetetick Housing at a Glance – 2026

During the year ended 31 March 2026, Zetetick Housing continued to grow its housing provision and strengthen the support it provides to tenants with learning disabilities, autism and other complex needs.

- 195 tenants living in Zetetick homes (March 2025: 179)
- 131 properties across the South East (March 2025: 115)
- 16 new tenants welcomed over the reporting period
- 9 tenants supported to move to more suitable homes
- 96% repairs and inspections completed on time
- 27 staff (24.5 full time equivalent (FTE)) supporting our tenants and housing services
- £5,819k total income generated to deliver our charitable activities
- Grant funding secured from NHSE Capital Grants to purchase a 4th property for a tenant with long term needs (to be actioned 2026-27)

These figures demonstrate the continued growth of Zetetick Housing and the organisation's commitment to delivering safe, specialised supported housing for vulnerable tenants.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Impact and Achievements in 2026 Tenant Impact Story

The impact of Zetetick Housing's work is best understood through the experiences of the people who live in our homes. Throughout the year we supported tenants to access safe, stable housing that enables greater independence, dignity and connection with their communities. The following example illustrates how Zetetick's approach to supported housing can make a meaningful difference to the lives of individuals with complex needs.

In June 2025, VK moved into her own Zetetick home and began an important new chapter in her life. Aged 26 and living with Down's Syndrome and associated learning disabilities, she had previously lived with her mother, whose own health challenges meant a more independent housing arrangement was needed. Our East Sussex team worked carefully with VK throughout the transition, helping to create a safe, welcoming home and providing patient, structured support with the practical aspects of managing her tenancy. Regular visits from her Supported Housing Officer have helped her manage her service charge and maintain her home, while building her confidence and independence.



The moment VK received her keys captured what this meant to her: she danced around her kitchen, delighted to have a place she could truly call her own. For VK, this was far more than a house move; it was a step towards greater dignity, choice and independence. Our team continues to provide a steady presence as she settles in, focusing on her safety, wellbeing and sense of belonging. Her story shows the difference that safe housing, thoughtful planning and an individual approach can make - helping tenants not just sustain a tenancy, but have their rights realised and thrive in their own homes.

Delivering Our Impact – Safe Homes, Empowered People

At the heart of everything we do is a simple but powerful belief: when autistic people and those with learning disabilities have a safe, stable home genuinely designed around their needs - they are able to build independence, deepen connections, and live a life of their choosing.

The home is not the outcome. It is the platform from which every other outcome becomes possible.

BEDROCK

BELONGING EMPATHY DETERMINATION RESPECT OPENNESS CARE KINDNESS

Our values – the BEDROCK of our organisation underpin how we pursue this impact in everything we do, with every tenant, family member, partner and colleague.

Lives Transformed

We believe everyone deserves a place where they feel safe and part of a community.

Zetetick homes provide stability and independence for tenants who might otherwise face institutional living or housing insecurity.

During 2025-26:

- 195 tenants were supported to live independently in their own homes during 2025-26 - individuals who might otherwise face institutional living, inappropriate placement, or housing insecurity.
- Stability is the foundation. Our housing management standards, includingregular property inspections, enhanced homeliness checks, and responsive maintenance services, ensure that the homes we provide are genuinely safe and of high quality. Where tenants face financial difficulty in paying their tenant service charges in the context of ongoing cost-of-living pressures — our Hardship Fund provides flexible, practical support to ensure no one is placed at risk. Since it's creation, three tenants accessed the fund when in need.

We know that a difficult period followed by a breakthrough is not failure, it is our model working. Supporting people with complex needs requires determination, compassion, and a long-term commitment to each individual. Our staff completed specialist training throughout the year, including in safeguarding adults, communication with people with learning disabilities, and suicide awareness, strengthening our ability to provide sensitive and effective support when it matters most.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Families Supported

The people around our tenants matter. Families and informal networks are part of the picture of a life well-lived, and confidence in the organisation is something families deserve in their own right.

During 2025-26 we held a tenant feedback session in the Christmas event and gathered feedback through our tenant satisfaction survey with accessible participation method, and ensured tenant perspectives informed service improvements. Tenants contributed to the Zetetick Life magazine, helping to celebrate achievements and share experiences across our community.

Tenant voice remains a key area for us to build on. We are committed to ensuring that tenants and families have meaningful opportunities to influence how services are delivered and we are building the infrastructure to make that commitment more systematic and more evidenced going forward.

Reducing System Pressure

Zetetick provides housing for people who would otherwise place significant demand on more costly public provision - residential care, hospital settings, or crisis services. Every sustained tenancy represents not only a transformed life but a significant saving to the public purse.

During the year we continued to expand our housing provision across the South East, developed partnerships with 2 new care providers, and secured additional properties through a combination of partnerships, leasing arrangements, and property acquisition. This determination to grow our reach reflects our belief that more people deserve access to a home that is genuinely theirs.

We also made further progress in our digital transformation programme, improving data systems and linking information across the organisation. This investment in our infrastructure strengthens our ability to evidence the value we create — for tenants, for families, and for the wider system.

Rights Realised

Respect underpins every relationship we have with tenants, families and partners.

Tenant feedback is an important part of ensuring our services remain responsive and effective.

During 2025-26 we:

- held tenant feedback sessions including the Christmas event
- gathered feedback through surveys and accessible participation methods
- ensured tenant perspectives inform service improvements.

Tenant voice remains central to Zetetick Housing's approach. Feedback gathered through tenant engagement activities, surveys and events helps inform service improvements and organisational decision-making. The charity is committed to ensuring that tenants have meaningful opportunities to influence how services are delivered and developed.

Strengthening Our Organisation

During the year the organisation also strengthened its internal capacity to support future growth.

The staff team increased from 21 to 24.5 FTE staff, ensuring that tenants continue to receive high-quality housing management and support. Actual headcount at March 2026 was 27.

Zetetick also had welcomed a new Housing Director in January 25, bringing and building fresh expertise and leadership to the organisation as it continues to grow.

Looking Ahead

The achievements of 2025–2026 demonstrate Zetetick Housing's continued commitment to delivering safe, specialised supported housing while maintaining strong governance and financial stability.

By grounding our work in our BEDROCK values and a clear impact framework we aim to ensure that growth never comes at the expense of the people we serve.

How We Deliver Our Services

Zetetick Housing provides specialised supported housing for people with learning disabilities, autism and other complex needs. Our role is to ensure that tenants have access to safe, stable homes that enable independence, dignity and inclusion.

Zetetick Housing operates primarily within the specialised supported housing / specified exempt accommodation model. This model enables individuals with learning disabilities, autism and other complex needs to live independently while receiving the care and support they require.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Under this approach, tenants receive care and support from specialist care providers, while Zetetick Housing is responsible for the provision and management of the housing. This separation of housing and care helps ensure that tenants benefit from both stable accommodation and tailored support.

Zetetick's housing portfolio includes a combination of leased properties and homes owned by the charity, including properties funded through NHS England capital grants. This mixed model provides flexibility while strengthening the organisation's long-term housing capacity.

The charity's income is derived primarily from housing benefit and rental income associated with supported housing provision. This income supports the delivery of housing management services, property maintenance and tenancy support.

By combining strong partnerships with careful financial management, Zetetick Housing is able to deliver high-quality housing solutions while maintaining a sustainable operating model.

Working in Partnership

Partnership working is central to Zetetick's approach.

We work closely with:

- Local Authorities
- NHS bodies
- care providers
- private landlords and property owners
- housing and voluntary sector partners.

These partnerships enable us to create tailored housing solutions for individuals whose needs may not easily fit traditional housing models.

During 2025-26 Zetetick continued to strengthen relationships with existing partners while also developing partnerships with two new care providers and two local authority partners.

Housing Management and Quality

Zetetick's housing management framework ensures that homes remain safe, well maintained and suitable for tenants. Maintaining high standards across our housing provision is a key priority.

Our housing management approach includes:

- regular property inspections
- responsive repairs and maintenance services
- tenancy support and engagement
- enhanced "homeliness checks" to ensure properties remain comfortable and suitable for tenants.

Repair performance (2 April 2025 to 31st March 2026)

Measure	Total
Total repair orders	1,050
Completed repair orders	842
Outstanding/open repair orders	208
Completed within target	808
Completed outside target	34
Overall on time completion	96%

During the year to 31 March 2026, 96% of repairs and inspections were completed on time, reflecting the organisation's commitment to maintaining safe and high-quality homes.

In addition, Zetetick continued to strengthen its data systems and internal processes to improve monitoring and service delivery.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Our People

Our staff are fundamental to the success of the organisation.

Zetetick employs individuals who share our values and bring the knowledge, experience and commitment required to support tenants effectively.

At the end of the financial year the organisation employed 27 staff (24.5 full-time equivalent).

Staff receive ongoing training to ensure they are equipped to work with tenants who may have complex needs.

Training during the year included:

- Chartered Institute of Housing training (CIH)
- Chartered Institute of Personnel and Development training (CIPD)
- Association of Accounting Technicians training (AAT)
- safeguarding adults
- communication with people with learning disabilities
- data protection and GDPR compliance
- managing challenging behaviour

Zetetick continues to support its staff through an enhanced Employee Assistance Programme and a Health Care Plan.

These measures help ensure that staff feel supported and able to deliver high-quality services.

Volunteers and Community Engagement

Volunteers continue to make a valuable contribution to Zetetick's work.

In the year ending 31 March 2026, 3 volunteers supported areas such as communications, outreach and social media engagement. In addition to supporting the organisation's work, volunteering provides individuals with valuable experience that can support their future employment opportunities.

Sustainable Growth

Zetetick Housing continues to grow carefully and sustainably.

During 2025-26 the charity expanded its housing portfolio through a combination of new leasing arrangements and the addition of one further property purchase allocation funded through the NHS England Capital Grant Fund.



These acquisitions represent an important step in strengthening the organisation's long-term housing capacity and reducing reliance on leased accommodation.

Financial Sustainability

Zetetick Housing maintains a strong financial position supported by prudent financial management and a sustainable operating model.

The charity's housing model ensures that the majority of income is directly linked to the provision of supported housing. This provides a stable and predictable income base while allowing the organisation to grow sustainably.

The Trustees continue to monitor the financial environment carefully, recognising the pressures facing the supported housing sector, including inflationary pressures, changes in interest rates and increasing scrutiny from local authorities.

Despite these challenges, Zetetick remains financially resilient and well positioned to continue delivering its charitable objectives.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Financial review

Zetetick Housing maintains a prudent financial approach supported by strong financial management and a sustainable operating model.

During the year ended 31 March 2026, the charity generated total income of £5,878k (2025: £5,083k) in everyday charitable activity, reflecting continued growth in tenant numbers and housing provision.

In addition, we secured a further £86k (2025: £895k) in Capital Grant Funds from NHSE, to complete renovations on a property secured in 2024-25.

The majority of income continues to be derived from charitable housing activity, reflecting the organisation's focus on delivering specialised supported housing for vulnerable tenants.

Total expenditure on day to day charitable housing activity for the year was £5,636k (2025: £4,854k), the majority of which relates directly to the provision of housing and housing management services for tenants.

The charity recorded an overall surplus of £329k for the year (2025: £228k) in unrestricted and designated funds.

This surplus supports the organisation's long-term financial sustainability and enables reinvestment in the charity's objectives.

Growth and Investment

Zetetick Housing continues to invest in expanding and strengthening its housing portfolio.

The charity secured one additional grant from the NHSE Capital Grant Fund, likely to complete purchase in 2026-27. This will increase the number of homes directly supported through this programme. These properties provide long-term, high-quality housing solutions for individuals with complex needs who may otherwise face significant barriers to independent living.

Alongside this, Zetetick continued to work with landlords, care providers and local authorities to identify new housing opportunities that meet the needs of tenants while maintaining financial sustainability.

The charity's strategy of combining leased properties with homes funded through capital grants and selective property ownership helps ensure long-term stability for tenants while reducing reliance on short-term leasing arrangements.

At 31 March 2026, Zetetick Housing had 3 properties funded through NHS England capital grants, with funding for one additional, as mentioned above.

Restricted Funds

At 31 March 2026, the charity held restricted funds of £2,333k (2025: £2,247k).

These funds primarily relate to NHSE Capital Grants received to support the acquisition of properties for tenants. These properties are an essential part of strengthening Zetetick Housing's ability to provide long-term housing for individuals with complex needs.

The properties funded through these grants remain subject to specific conditions regarding their use and may be repayable if the property is sold or its use changes.

Designated Funds

The Trustees have designated certain funds from unrestricted reserves to support the long-term sustainability of the organisation and protect tenants from potential risks.

These designated funds include:

- **Hardship Fund** – providing support for tenants experiencing financial difficulty.
- **End of Tenancy Dilapidations Fund** – covering potential repair costs at the end of property leases.
- **Regulatory Compliance Fund** – supporting the charity in responding to potential regulatory changes affecting supported housing.

At 31 March 2026, designated funds totalled £571k (2025: £383k).

Reserves Policy

The purpose of Zetetick Housing's reserves policy is to ensure that the charity maintains sufficient financial reserves to support its operations and safeguard the long-term stability of the organisation.

Free reserves are calculated as total reserves less restricted funds, designated funds and fixed asset funds.

At 31 March 2026, free reserves were £1,070k (2025: £1,121k), compared with a target reserves level range of £1.0m - £1.4m as agreed by Trustees May 2026.

The Trustees regularly review the level of reserves to ensure that the charity remains financially resilient while continuing to invest in activities that further its charitable objectives.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Investment Policy

The charity's investment policy is to manage its financial resources prudently while ensuring that sufficient liquidity is available to support its operational needs.

Surplus funds are held in low-risk interest-bearing accounts with reputable financial institutions. The Trustees seek to spread financial risk where possible and ensure that deposits are held with institutions covered by appropriate financial protection schemes.

The charity does not currently hold long-term investment portfolios, as available funds are primarily required to support the organisation's charitable activities and housing operations.

Going Concern

The Trustees have reviewed the charity's financial forecasts and cashflow projections covering at least twelve months from the date of approval of the financial statements.

Based on these projections and the charity's current financial position, the Trustees are satisfied that Zetetick Housing has adequate resources to continue operating for the foreseeable future.

The financial statements have therefore been prepared on a **going concern basis**.

Principal Risks and Uncertainties

The Trustees recognise that the provision of specialised supported housing involves a range of operational, financial and regulatory risks. Effective risk management is therefore central to the governance of Zetetick Housing.

The Board maintains a comprehensive risk management framework, supported by a detailed organisational Risk Register. Risks are identified, assessed and monitored regularly by the Executive Team and reviewed by the Audit, Risk and Finance Committee, with key risks reported to the Board of Trustees throughout the year.

The Risk Register considers both strategic and operational risks, assessing the likelihood and potential impact of each risk and identifying appropriate mitigation measures.

The principal risk areas monitored by the organisation include:

- Governance
- Regulatory and legal compliance
- Financial sustainability
- Housing operations
- Safeguarding
- Human resources
- Digital systems and cyber security
- Business development and growth.

The Trustees are satisfied that appropriate systems and controls are in place to manage the principal risks facing the charity. The risk management framework is reviewed regularly to ensure it remains appropriate for the size and complexity of the organisation.



REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

The most significant risks currently facing the organisation are outlined below.

Risk	Mitigation
Regulatory Environment and Legislative Change The supported housing sector continues to face increased scrutiny from central government and local authorities. The Supported Housing (Regulatory Oversight) Act is expected to introduce additional regulatory requirements, including licensing arrangements and strengthened oversight of supported housing provision. As Zetetick Housing operates within the specified exempt accommodation model, changes in regulation or interpretation of the rules could affect the way services are delivered or funded.	The Trustees and Executive Team maintain close oversight of sector developments and engage with sector bodies and partners to remain informed of regulatory changes. The organisation maintains strong relationships with local authorities and continues to review its operating model to ensure compliance with emerging regulatory requirements. The Trustees have also established a Regulatory Compliance Fund to support the charity in responding to any future regulatory changes.
Financial Pressures and Cost Inflation Like many organisations operating within the supported housing sector, Zetetick faces financial pressures linked to inflation, rising property costs and interest rates. At the same time, local authorities are under increasing financial pressure and continue to review housing benefit claims associated with supported housing provision. This environment may create pressure on the balance between income and operating costs.	The charity maintains a prudent financial approach and closely monitors its income and expenditure. The Trustees review financial performance regularly and ensure that the organisation maintains appropriate reserves. Zetetick also applies a full cost recovery approach when preparing housing benefit claims and monitors voids and property performance carefully.
Environmental and Energy Efficiency Requirements Government policy relating to net zero and minimum energy efficiency standards (MEES) may impact properties within the charity's housing portfolio. Although responsibility for EPC compliance typically sits with property owners, Zetetick recognises the potential operational risk if properties fail to meet required standards.	The charity works collaboratively with property owners to improve energy efficiency where required and ensures that any newly acquired or developed properties meet appropriate EPC standards wherever possible.
Safeguarding Zetetick Housing works with individuals who may be particularly vulnerable due to learning disabilities, autism or other complex needs. Safeguarding therefore remains a core operational risk and a central organisational priority.	Zetetick operates a zero-tolerance safeguarding policy. All staff receive safeguarding training and safeguarding is a standing item on senior management and Board agendas. Appropriate checks and procedures are in place to ensure that concerns are identified and addressed promptly.
Succession Planning As the organisation continues to grow, ensuring continuity in key leadership and governance roles remains important. This includes both senior staff positions and the Trustee Board.	The charity maintains forward planning for trustee recruitment and succession planning within the leadership team. Recruitment processes seek to ensure that the Board retains an appropriate balance of skills and experience.

Risk	Mitigation
Cyber Security and Data Protection As Zetetick Housing continues to develop its digital systems and centralised data platforms, the organisation faces increasing exposure to cyber security threats such as phishing attacks, ransomware and unauthorised access to sensitive information. The charity holds personal and sensitive data relating to tenants, staff and partners, including information associated with safeguarding and housing management. A cyber incident could disrupt operations or compromise confidential data.	Zetetick maintains a range of cyber security and data protection measures designed to reduce this risk. These include: • secure cloud-based IT systems and access controls • regular system updates and security monitoring • staff training on cyber awareness and data protection • compliance with GDPR and data protection legislation. Cyber security is reviewed periodically as part of the organisation's broader digital and operational risk management framework.

Fundraising

Zetetick Housing began developing its fundraising activity during 2024–2025, and this work continued to grow during 2025–2026 as the organisation explored new ways to engage supporters and generate additional income to support tenant activities.

During the year the charity received grant funding from the National Lottery Community Fund (Awards for All) and the Bailey Thomas Charitable Fund to support a Christmas Party and Tenant Engagement Event. We also attracted our first major donor, as well as our first corporate partners. The charity also received a grant of £250 from Brewers Paint Supplies, helping to support activities that benefit tenants.

These contributions helped fund events and initiatives that provided opportunities for tenants to come together, celebrate and strengthen their sense of community.

The charity also held its first "Hike for Homes" fundraising event, bringing together supporters to raise funds for Zetetick's work while increasing awareness of the charity's mission. The event raised over £7,000 and will help support future tenant engagement initiatives.

During the Christmas period Zetetick launched its first Christmas fundraising campaign, encouraging supporters to contribute towards activities and gifts for tenants. Through this campaign the charity also secured a corporate partner, which generously provided subsidised gifts for all Zetetick tenants.

Zetetick Housing is committed to ensuring that fundraising is conducted in a responsible and transparent way. The charity follows the Fundraising Code of Practice and is registered with the Fundraising Regulator. The Trustees oversee fundraising activity to ensure that it remains aligned with the charity's values and does not place undue pressure on donors or supporters.



REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Future Plans and Strategic Direction

Zetetick Housing is entering the final year of its five-year strategic plan (2022–2027). This strategy has focused on strengthening the organisation's housing provision, maintaining high-quality services for tenants and building the organisational capacity required to support sustainable growth.

Over the course of the strategy Zetetick has expanded its housing portfolio, strengthened partnerships with care providers and local authorities, and invested in staff, governance and systems to support long-term organisational resilience.

The final year of the current strategy will focus on consolidating these achievements while continuing to deliver safe, high-quality housing for tenants.

Key priorities for the coming year include:

- maintaining high standards of housing quality and tenant engagement
- continuing to strengthen partnerships with care providers and commissioners
- identifying suitable properties to support carefully managed growth
- ensuring readiness for changes to the supported housing regulatory environment
- continuing to develop staff capability and organisational systems.

Developing the Next Strategic Plan

During 2025–2026, Zetetick Housing is in its final year of our current 5 year plan and has begun developing its next strategic plan, which will guide the organisation's work for the following three years (2027–2030).

This planning process provides an opportunity to reflect on the progress made under the current strategy and to consider the evolving needs of tenants, partners and the wider supported housing sector.

The new strategy will build on Zetetick's core mission of providing quality homes, not just housing, while ensuring that future growth remains sustainable and aligned with the charity's values.

Key themes currently being explored within the new strategic plan include:

- strengthening tenant voice and participation
- expanding housing provision in areas where demand is greatest
- increasing organisational resilience and operational efficiency
- responding proactively to emerging regulatory requirements
- continuing to improve environmental sustainability across the housing portfolio.

The Trustees and leadership team are working together to ensure that the new strategy reflects both the organisation's experience and the needs of the communities it serves.

Structure, Governance and Management

Zetetick Housing is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association. The charity operates in accordance with the requirements of the Companies Act 2006 and relevant charity legislation.

The Board of Trustees is responsible for the overall governance and strategic direction of the organisation. Trustees ensure that the charity operates in accordance with its charitable objectives and that appropriate systems of financial and operational control are in place.

Trustees meet regularly throughout the year to review performance, approve strategic decisions and monitor risk and financial management.

Management Committee

The members of the Management Committee, who were also directors and trustees, during the year were:

G Scott
M Hurst (Resigned 29 May 2026)
A Chequers
C Linden
N Hussain
D Page
N Pakeeree
J Spencer
B Sawyerr (Appointed 24 July 2025)
A Clark (Appointed 24 July 2025)
H Clifford (Appointed 24 July 2025)

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

The Board of Trustees

The Board brings together individuals with a broad range of professional skills and experience, including expertise in housing, finance, governance, health and social care.

Trustees are responsible for:

- setting the strategic direction of the organisation
- ensuring that the charity fulfils its charitable objectives
- overseeing financial performance and sustainability
- monitoring risk management and compliance
- supporting the leadership team in delivering the organisation's strategy.

Trustee Recruitment and Appointment

Trustees are appointed in accordance with the charity's Memorandum and Articles of Association.

The Board seeks to maintain an appropriate balance of skills, knowledge and experience to support effective governance of the organisation. When vacancies arise, the Board considers the existing skills and expertise of Trustees and identifies any areas where additional experience would strengthen the Board.

New Trustees are appointed following a recruitment process designed to ensure that candidates share the charity's values and are able to contribute effectively to the governance and strategic direction of the organisation.

Trustee Training and Induction

New Trustees receive an induction designed to familiarise them with the work of Zetetick Housing, its governance arrangements and key policies and procedures.

Induction typically includes meetings with members of the executive team, an overview of the organisation's strategic plan, financial position and risk framework, and access to key organisational documents.

Trustees are encouraged to participate in relevant training and sector events to support the ongoing development of their governance knowledge and to ensure they remain informed about developments affecting the supported housing sector.

Board Committees

The Board is supported by a number of sub-committees which provide additional oversight in key areas of governance and organisational performance. These committees report to the Board and make recommendations where appropriate.

Audit, Risk and Finance Committee

The Audit, Risk and Finance Committee supports the Board in overseeing financial management, risk management and internal controls.

The committee reviews financial performance, budgets and reserves, and monitors the organisation's risk management framework. It also provides oversight of the charity's annual audit, financial reporting and compliance with regulatory requirements.

Remuneration Committee

The Remuneration Committee provides oversight of the organisation's remuneration framework and employment policies for senior staff.

The committee reviews and makes recommendations to the Board on matters relating to staff pay, benefits and terms of employment. It also supports the Board in ensuring that remuneration arrangements are fair, transparent and aligned with the charity's values and strategic objectives.

Quality Committee

The Quality Committee provides oversight of service quality, tenant experience and operational performance.

The committee reviews key performance indicators relating to housing management, tenant engagement, safeguarding and service delivery. It also monitors compliance with relevant regulatory standards and supports the Board in ensuring that Zetetick Housing continues to deliver safe, high-quality homes for tenants.

REPORT OF THE DIRECTORS & TRUSTEES

for the year ended 31st March 2026

Executive Leadership and Management

The day-to-day management of Zetetick Housing is delegated to the Chief Executive Officer, who is responsible for implementing the strategy approved by the Board and ensuring that the organisation operates effectively.

The Chief Executive is supported by the senior leadership team, which includes the Housing Director, Finance Director and Head of Partnerships & Impact. Together they oversee housing operations, finance, governance, compliance and organisational development.

The leadership team works closely with the Board of Trustees to ensure that Zetetick Housing continues to deliver high-quality services while maintaining strong governance and financial sustainability.

Related Party Transactions and Trustee Remuneration

No Trustees received any remuneration or benefits from the charity during the year. Trustees are entitled to reimbursement of reasonable expenses incurred in carrying out their duties, and £1,039 of expenses were reimbursed to Trustees during the year (2025: £809).

The charity's Chief Executive Officer is also a Director and Trustee of the organisation. In accordance with the charity's governing document and relevant charity legislation, the Chief Executive Officer receives remuneration for their executive role. Appropriate governance arrangements are in place to ensure that decisions relating to remuneration are managed transparently and that any conflicts of interest are properly declared and managed. The Chief Executive Officer does not participate in decisions relating to their own remuneration.

One of the charity's Trustees, Gary Scott, is also a Director of Frontier Support Services, a care provider which works in partnership with Zetetick Housing in delivering supported housing services.

During the year 2025-26, the charity engaged a new supplier, Handyman Ro, who is a relative of Jonathan Spencer, CEO.

In March 2026, a Head of Housing Operations, Lorri Holding, was employed on a temporary contract. This employee is a spouse of The Housing Director, Lisa Purchase.

Any potential conflicts of interest are managed in accordance with the charity's conflict of interest policy, and the relevant Zetetick employee / Trustee does not participate in decisions where a conflict may arise.

Further details of related party transactions are disclosed in the notes to the financial statements.

Affiliations

Zetetick Housing is a member of the National Housing Federation (NHF) and the National Council for Voluntary Organisations (NCVO). These memberships support the charity in maintaining strong governance, staying informed of sector developments, and sharing best practice across the housing and voluntary sectors.

Auditor

In accordance with the company's articles, a resolution proposing that TC Group be reappointed as auditor of the company will be put at a General Meeting.

Fundraising

During the year, the Board approved a comprehensive fundraising framework to diversify Zeteticks' income streams. Over the next three years, fundraising will be a core organisational priority, underpinning our efforts to expand and engage our supporter base, generate sustainable revenue, and elevate our profile. This framework will undergo regular review to ensure it continues to align with our goals, respond to changing circumstances, and deliver maximum impact.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

TENANT STORIES

2025-2026

Sarah: From hospital to home

Sarah remained in hospital for a prolonged period because a property able to meet her complex needs could not be found. After an extended search involving Zetetick, her care provider, health teams and the local authority, she moved into a suitable home and has since thrived. Her experience illustrates both the shortage of specialist housing and the difference determined partnership working can make.

Ava: A home should feel safe from the start

Ava experienced repeated short-term placements, hospital admissions and temporary accommodation before gaining a more settled home. She describes how rushed moves, missing furniture, inconsistent staffing and a lack of involvement in decisions affected her safety and wellbeing. Now an experienced self-advocate, she is helping Zetetick understand how better communication, reasonable adjustments and genuine tenant involvement can lead to safer homes and more sustainable tenancies.

R: From hospital towards a home of his own

When R. was preparing to move from hospital into a Zetetick home, the transition required careful planning over several months. Zetetick worked alongside an Occupational Therapist, who helped identify specific requirements around radiators, surfaces and the garden to make the property safe for him.

His experience shows that moving from hospital into the community can involve much more than finding an available property. The home, transition arrangements and tenancy process all need to work around the individual.

R.'s tenancy agreement is now signed and the Housing Benefit application was being completed, marking significant progress towards establishing his tenancy.

Luke: Making sure the tenants voice is heard

When a possible move back to his home town was being discussed for Luke, Zetetick identified that some important questions had not yet been answered. His care provider was not aware of the proposed transfer and much of the discussion had taken place with his family.

Rather than simply progressing the move, the team paused the transfer process to speak directly with Luke, separately from his mother, to make sure that moving back was what he wanted.

It is a small but important example of what person-centred housing should mean in practice. Families and care providers can play an essential role, but the person whose home and life will be affected must remain at the centre of the decision.

Turning 18: Planning for a first adult home

One young person referred to Zetetick was approaching their 18th birthday and beginning the transition towards adult housing. Finding the right home required planning well in advance, including consideration of how the tenancy and rent arrangements would work before and after they turned 18, when they would be able to enter into a new tenancy themselves.

This illustrates the complexity families can face when a young person with additional needs approaches adulthood. Successful transition is not simply about finding somewhere available. It requires the right property, appropriate legal and funding arrangements, and planning that protects the young person's future rights and independence.

Zetetick's role is to help families and partners navigate those practical barriers while keeping the individual's long-term housing needs at the centre.

Victoria: One year in my own home

When Victoria moved into her own bungalow, it was a major milestone. For her, having a home of her own was about more than the property itself. It meant having her own key, her own space and the chance to build greater independence.

Shortly after moving, Victoria said:
"I am so happy, I have my own key... I have my own home."

She spoke about enjoying having support while also becoming more independent, including shopping and cooking with support. She also identified becoming more independent as one of her goals for the future.

Over the following year, that independence continued to grow. Victoria took part in travel training, became more confident planning and navigating journeys, volunteered regularly at Eastbourne Hospital and remained involved in drama, exercise and community activities.

In June 2026, she marked a full year in her home by organising her own celebration and inviting her friends. She continued to attend church, volunteer, meet friends and make choices about her daily life.

Her own words summed up the milestone:
"I'm so happy I have been living in my own home for a year, and I still love it."

Victoria's experience shows what a stable home can make possible: greater confidence, independence, community participation and the freedom to build a life around the things that matter to her.

Zetetick
a unique Housing charity

COMPANY INFORMATION

Charity No: 1118922
Company No: 06082488

Directors and Trustees

G Scott
A Chequers (Chair)
C Linden
N Hussain
D Page
N Pakeeree
J Spencer
B Sawyerr
(Appointed 24 July 2025)
A Clark
(Appointed 24 July 2025)
H Clifford
(Appointed 24 July 2025)

Company Secretary

Ms A Neill

Registered Office

Innovation Centre
Highfield Drive
St Leonards on Sea
East Sussex TN38 9UH

Auditors

TC Group
One Bell Lane
Lewes
East Sussex BN7 1JU