



Annual Report

2017 – 2018

co-op
H O M E S
part of the RHP Group

WE'RE CO-OP HOMES



A housing provider with 301 properties across 11 local authorities in Greater London, Berkshire and East Anglia. We also provide accredited management services for another 978 residents living in 25 community-led housing organisations. This year, our total customer base increased from 1,144 to 1,279.

Part of the acclaimed RHP Group, we're in business to provide good quality, affordable homes for people in need and to offer a wide range of housing and management services to individual and commercial customers. We're proud of who we are today: we're passionate about working in collaboration with our customers and we want our people and our communities to flourish.

OUR PEOPLE

We're proud of our employees, and they're proud to be part of Co-op Homes and the RHP Group. As a group:

- › we won the not-for-profit category at the UK Business Awards for our digital services
- › we were awarded the Platinum standard from Investors in People – the highest accreditation in leadership, people management and culture
- › Dolphin Index named us as the most innovative housing provider for the third year running
- › Great Place to Work placed us in the top 10 of Best Places to Work in the UK



OUR VALUES ARE KEY IN HELPING US ACHIEVE OUR GOALS

They are:

- › Respectfulness
- › Co-operation
- › Compassionate commercialism
- › Positive social impact

CUSTOMER HEALTH & SAFETY

We take the health and safety of our customers seriously. So we're pleased to report no properties were overdue a gas safety inspection at the end of the year, and all our fire risk assessments were completed successfully.

End Of Year Performance For Co-op Homes

**properties
with a valid
gas safety
certificate**

2017-18	Target	2016-17
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ALL 100%

**properties
with fire risk
assessments
completed**

2017-18	Target	2016-17
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ALL 100%

**properties
with fire
risk actions
outstanding**

2017-18	Target	2016-17
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ALL NIL

We also completed an electrical upgrade programme at many of our homes to make sure they meet the highest safety standards. Our planned maintenance programme was delivered on time, within budget - we spent £468,000 (slightly less than our budget of £475,000) on enhancing and improving the quality of our customers' homes. This included installing 28 new energy-efficient central heating boilers. We also replaced 10 external doors and six homes had windows replaced.

End Of Year Performance For Co-op Homes

**residents satisfied with
repairs and maintenance**

2017-18	Target	2016-17
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90.7% 83% 84.6%

**repairs that were
completed within target**

2017-18	Target	2016-17
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98.7% 98% 99.2%



CUSTOMER INTERACTION

Non-emergency repairs reported



39.5%



26.7%



14.5%



7%

We've been working to give our customers more opportunities to help them interact with us at a time that suits them. This included a dedicated texting service to get in touch with us about key service issues. We also improved our website and upgraded MyTenancy, our customer portal.

This year digital interactions increased and we've seen a significant reduction in the number of repairs requested by phone from 89.3% to 39.5%. Our customers tell us they love being able to check their rent accounts and statements online, look at their repairs and gas servicing history and request repairs any time of the day, on any device. We'll be focussing our efforts in 2018-19 to further increase digital opportunities.

End Of Year Performance For Co-op Homes

rent arrears in permanent properties

2017-18	Target	2016-17
4.1%	5.0%	4.1%

average time to re-let an empty property

2017-18	Target	2016-17
10.6 days	15 days	11.9 days

OUR COMMERCIAL BUSINESS

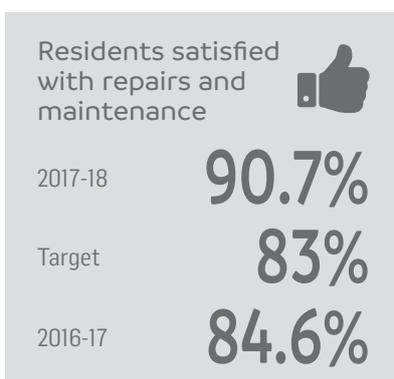
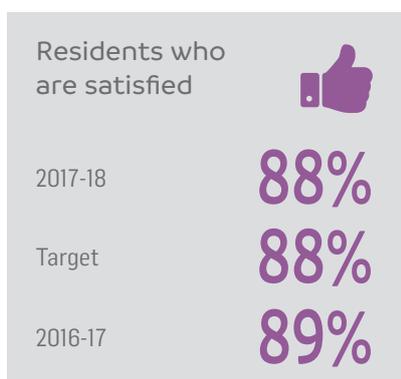
We know the marketplace of housing management providers is competitive so to keep and attract new customers we'll continue offering excellent services at competitive prices, with an eye on improving our overall profit margin. Our operating surplus for the year saw a 15% improvement - a result of increased turnover from management fees and a reduction in overall operating costs.

We won a contract to manage a further 138 units for Deptford Housing Co-op this year and provided ad-hoc support and consultancy services to other social housing and charitable organisations. This generated an extra £149k and supported the overall improvement in our financial performance.

Some other key achievements in 2017-18 included:

- › completion of a £1,000,000 major works programme at a central London co-op
- › kitchen and bathroom replacement programme at a small co-op in Islington
- › planned works across London totalling £450,000 for a charitable organisation
- › completion of an external decoration programme at a small co-op in Hounslow
- › upgrading electrics at an Isleworth housing co-op
- › helped a charitable organisation in Surrey with a new modular housing development
- › providing financial consultancy services for a London housing trust
- › complaints arbitration for a self-help organisation
- › carrying out a stock condition survey and fire risk assessment as well as producing a business plan for a south London housing association
- › providing finance services - including creation of a risk register, management plan and key performance indicators - for a trust providing social housing, care & support for people living with mental health challenges
- › upgrading www.coophomes.coop to better meet the needs of our customers
- › introducing a text messaging service to give customers more opportunities to get in touch with us when it suits them.

END OF YEAR PERFORMANCE FOR CO-OP HOMES



WHAT DOES THE FUTURE HOLD?

Experience of the co-operative housing movement and an obsession with customer service gives us a fantastic foundation to grow the business and provide value for money in the future.

Our strategic goals until 2022 are:

- to modernise the current business to release capacity and improve core service delivery
- to develop new homes for niche customer groups excluded from standard housing choices
- to deliver agency services to a wider range of organisations.

We'll need a phased approach to achieve this, so in 2018-19 we plan to:

- › grow the managed business, increasing our income by £79k over the year
- › continue to maintain our rent arrears at below 5% and our average re-let time at 15 days or below
- › deliver excellent customer service by providing high-quality services at a lower cost
- › increase opportunities for all our customers to self-serve
- › maintain excellent levels of employee satisfaction
- › maintain high standards of governance and regulatory compliance
- › progress our development programme to build new homes
- › upgrade our internal IT systems to make them future proof, further improve the customer experience and make best use of our employees' resources.

A full 2017-2018 Annual Report and Financial Statement containing comprehensive company information is available to download from our website at www.coophomes.coop.



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Affiliated to the National Housing Federation and the London Federation of Housing Co-operatives
Member of the Confederation of Co-operative Housing and Co-operatives UK
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INVESTORS
IN PEOPLE

Platinum
Until 2020

CCH

The Confederation of
Co-operative
Housing