



co-op
H O M E S

Annual Report
2019 – 2020

Co-op Homes Annual Report 2019-20

Co-op Homes' core business is providing good quality, affordable homes for people in housing need. We also deliver professional housing-related services for our commercial clients. We're proud and passionate about working in collaboration with our customers to enable them to maintain their stability and independence. We've invested in our employees and our infrastructure to help our communities flourish and our values are central to helping us reach those goals:



Respectfulness



Co-operation



**Compassionate
Commercialism**



Positive Social Impact

We're a registered provider with 205 permanent and five short-life properties across 11 local authorities, spreading from Reading in the west, across London and out to Norfolk in the east. We're also an accredited provider of management services to 24 other housing organisations which include housing co-operatives and other tenant-led groups.

We're part of the award-winning RHP Group, with a portfolio of around 9000 properties in SW London.





How did we do in 2019-20?

Our targets are designed to stretch and improve performance in finance and customer service as well as those areas our customers tell us are most important to them.

Indicator	Performance	Target
Easy to do business with	80%	79%
Customer satisfaction	90%	88%
Employee satisfaction	100%	90%
Current rent arrears as a percentage of current debit (including Housing Benefit)	4.8%	5%
Average days to re-let an empty property (CHS)	7.7	15
Repairs completed within target (CHS)	96.9%	98%
Properties without a valid gas safety certificate	0	0
Fire Risk Assessments complete	100%	100%

As well as meeting our legal responsibility to keep our tenants gas safe, the health and safety of our co-op residents is of equal importance. We've completed comprehensive Fire Risk Assessment programmes, electrical, legionella and emergency lighting testing as well as asbestos surveys where we have responsibility to do this. We received substantial assurance from external auditors on our performance in these health and safety areas.

We spent around £283,000 on capital improvements to our own properties this year, which included:

- ▶ 22 new combination boilers
- ▶ 16 bathroom replacements
- ▶ 6 new roofs
- ▶ 3 new UVPC windows throughout
- ▶ Electrical upgrades in various locations

Our investment in new technology and digital platforms (to give our customers greater choice in how they access our services), meant we were the first social landlord in the UK to introduce Fixflo, the market-leading repairs and maintenance management software. Fixflo enables us to improve on our high standards in housing management, making us more efficient and delivering a great customer experience to our residents and contractors.

Customers now have a smart, web-based image portal to report repair issues in over 40 languages with automatic suggestions to solve common, easy-to-fix repair requests. The portal also smoothes the process for our contractors, our own employees and our residents who can track repair requests and arrange contractors' visits in real time without needing to call us. The biggest advantage is that residents can report their repair at any time of the day or night and from any device. While this is another digital step forward for Co-op Homes, and as continuously improving our customers' experience of our service is at the heart of all we do, we are proud that we can still offer customers the choice of traditional methods to contact us if they so wish.





We successfully secured new contracts in 2019-20 to provide services to a housing co-op with 92 members in Reading, and a private leaseholders organisation with 47 homeowners in Hackney. We also carried out one-off consultancy and finance work for several others across London.

We supported several clients with their capital programmes. Some of these major works and projects included:

- ▶ Kitchen and bathroom surveys and replacement schemes
- ▶ Cyclical works
- ▶ Major voids
- ▶ New door entry systems
- ▶ Re-roofing and roof retrofit schemes
- ▶ Emergency lighting and electrical upgrades including consumer units
- ▶ Fire alarm upgrades
- ▶ Managing subsidence claims, including underpinning
- ▶ Window replacement projects
- ▶ Fire safety work.

We've had excellent feedback from our firstdigital only' client and will aim to expand this service style by introducing it as a reduced-fee option to others.

We ended our year at the start of the global pandemic which disrupted our service delivery and changed the way we work. Despite these challenges we were able to stay agile and equip employees with the tools and equipment they needed to maintain services whilst working from home. This happened overnight and I'm so proud of the way everyone adapted during these unprecedented times.

Being in a strong financial position, we know we can weather the impact of COVID-19, but we also know that these have been and will continue to be tough times for many of our residents. We have been offering increased levels of sensitivity and support to many of our residents including referrals to third party agencies. It's likely that our rental income will be affected so we plan to re-evaluate our priorities against our business plan more frequently as the year progresses to take all these external factors into account.

Our focus in 2020-21 remains to:

- ▶ Remain agile and innovative with our future plans
- ▶ Modernise our business to release capacity and improve core service efficiencies.
- ▶ Remain focussed on delivering first-class customer service.
- ▶ Focus on being easy to do business with.
- ▶ Measure our success against tough key performance indicators to make sure we stay on track.
- ▶ Be flexible in our service offer to meet the needs of new, existing and potential customers, and community-led housing groups.
- ▶ Deliver high-quality services at a competitive price.
- ▶ Grow our agency-managed business and extend our service offer to a wider range of organisations.
- ▶ Progress the development of new homes for niche housing groups currently excluded from the housing offer.
- ▶ Deliver our asset management programme on time.
- ▶ Develop more digital governance and administration services to enhance the customer experience and satisfy our Environmental Policy.
- ▶ Develop the Group's Your Work Your Way flexible working offer by re-evaluating how and where we work. This will help us shape the future of work and make employees' work work for them: whilst keeping our customers at the heart of what we do.



