



co-op  
HOMES

Annual Report  
2018 – 2019







# Co-op Homes Annual Report 2018 – 2019

During 2018-19 we provided accredited management services for 27 affiliated organisations. Our customer base includes housing co-operatives and other community led organisations. We're also a registered provider in our own right and manage 296 permanent and 5 short life properties which stretch across 11 local authorities in Greater London, Berkshire and East Anglia. We're part of the award-winning RHP Group, with a portfolio of around 9000 properties in SW London.

As a registered provider our core business is to provide good quality, affordable homes for people in housing need as well as deliver related professional services that meet our commercial clients' needs. We're proud of what we do and who we are and are passionate about working in collaboration with all our customers. We want all our people and communities to flourish and our values below are central to helping us reach our goals.



**Respectfulness**



**Co-operation**



**Compassionate  
Commercialism**



**Positive Social  
Impact**

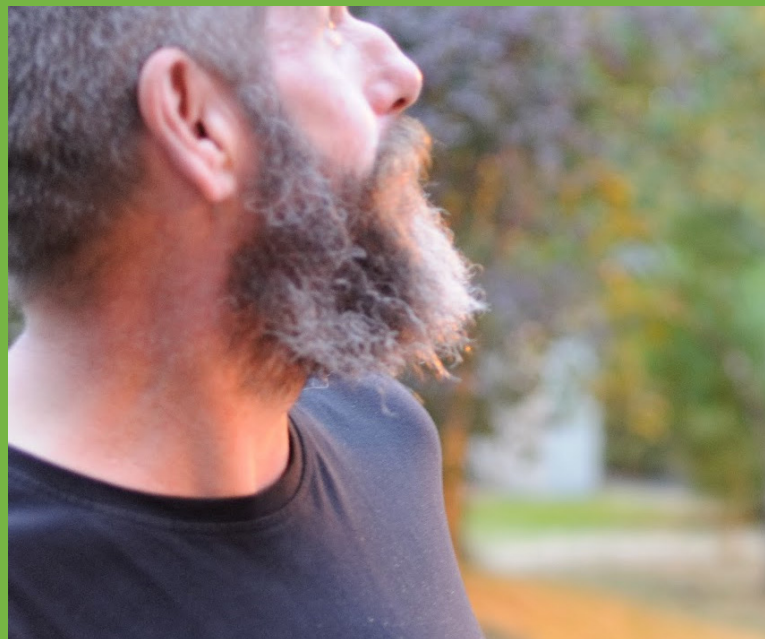
## How did we do?

We're pleased to report on our progress for 2018-19. We set ourselves tough targets which are designed to stretch us to improve our performance in the areas of finance and customer service. Some key highlights are listed here:

Indicator	Performance	Target
Repairs for co-ops completed on time	<b>96%</b>	96%
Co-op Homes' residents satisfaction with the way we deal with repairs	<b>90.7%</b>	83%
Average days to re-let an empty property (CHS)	<b>4.3</b>	15
Properties without a valid gas safety certificate	<b>0</b>	0
Fire Risk Assessments complete	<b>100%</b>	100%

The health and safety of our customers is of the utmost priority to us. We're pleased to report that we had no properties overdue a gas safety inspection at the end of the year; and all fire risk assessments of communal areas were completed successfully.

We also value the health and safety of our co-op residents and have completed comprehensive Fire Risk Assessment programmes, legionella and emergency lighting and asbestos surveys and associated remedial works where we have responsibility to do this.





The whole team at Co-op Homes has worked hard to exceed the targets set to deliver an excellent service to customers both across Co-op Homes and our client co-ops. We spent £419,000 on capital improvements to our own properties which included:

- ▶ 30 new bathrooms across Slough and Chiswick
- ▶ 20 gas boiler replacements across Isleworth and Slough
- ▶ Electrical upgrades in various locations
- ▶ 3 new kitchens, Slough, North London and Reading

In addition we supported a number of Co-op clients with their capital programmes. A sample of some of these major works included:

- ▶ Kitchen replacements in shared houses
- ▶ Bathroom replacements
- ▶ Cyclical decorations
- ▶ Fire Alarm installations
- ▶ Electrical upgrades

During the year we continued our investment in systems to help promote digital services as part of our strategic aim to modernise our service offer. A key success during 2018-19 was the increase in the proportion of online transactions against other contact methods. During the year 61% of repairs were logged using self-serve digital methods compared to 51% at the end of 2017-18. The number of inbound calls is also reducing year on year. In March 2019 we received 17% fewer calls than in March 2018, again showing a significant step-change in the way our customers contact us, whilst tenant satisfaction with our repairs and maintenance service and being 'easy to do business with' continued to exceed the targets.



## Value for Money

We're committed to achieving value for money for both us and our client co-operatives – to help us do this we measure our progress against indicators agreed by the Board.

CHS Scorecard	CHS	Board Target
Repairs completed within target time	98%	98%
Being 'Easy to do business with'	80%	79%
Arrears (as a % of rent income)	4.3%	5.0%
Customer Satisfaction	90%	88%
Employee Satisfaction	100%	90%

Our priority for this coming year focusses on growing the business by extending our offer of management services to a wider range of organisations, adding to our own stock by development and increasing our digital capacity.



Management Services is a competitive market. To retain and attract new customers, we need to offer an excellent service at a competitive price whilst continuing to improve our contribution to central overheads. Co-op Homes uses 'cost per unit' as an important indicator of our performance and how it compares with others.

Overall operating results	Co-op Homes	Peer1	Sector Scorecard
Operating cost per unit managed (all units)	£1,466	£1,755	NA
Management cost per unit (managed for others)	£724	£844	NA
Cost per unit (owned stock)	£2,325	£2,977	£4,801
Routine repairs per unit (owned stock)	£735	£1,047	£1,112
Management cost per unit (owned stock)	1,111	£762	£1,189

\*N/A - Not applicable

The figures above, shown for 2017/18 to allow comparison with peers' published data, show that our performance compares well with Peer 1, a direct competitor, and the sector scorecard data. During that year the cost per unit for owned stock reduced by 5% per unit from the previous year and is significantly lower than the sector scorecard data.

We enjoyed many successes in 2018-19, however, we lost two co-ops, resulting in a reduction in our agency managed income for 2019-20. Our challenge continues to be finding economies of scale in the way we deliver our services to separate entities, each with their own ways of working. We've responded to this challenge by launching our first well-received 'digital only' service which will help make our internal processes more efficient and allow us to charge a reduced fee.

# Our goals

As set by our Board until 2020, our goals are to:

1

Modernise the current business to release capacity and improve core service efficiency.

---

2

Develop new homes for niche customer groups currently excluded from the housing offer.

---

3

Deliver agency services to a wider range of organisations

---











## In 2019/20 we will:

- ▶ Remain agile and innovative with our plans for the future.
- ▶ Invest financially in new digital systems to improve our repairs and maintenance service for the benefit of our customers and contractors.
- ▶ Remain focussed on delivering first class customer services
- ▶ 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
- ▶ Progress the development of new homes
- ▶ Deliver our asset management programme on time
- ▶ Ensure all our employees are supported through training and development

Co-op Homes  
8 Waldegrave Road  
Teddington  
TW11 8GT

0203 166 2608  
[www.coophomes.coop](http://www.coophomes.coop)