

এই ডকুমেন্ট অনুরোধে বাংলায় পাওয়া যায়।

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**The Co-operative Development Society Limited**  
(trading as CDS Co-operatives)

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**Housing Corporation Registration No: LH0170**  
**Industrial & Provident Societies No: 17107R**

Chair: Mrs Maureen Stables  
Executive Director: Mr David Rodgers



The Co-operative Development Society Ltd  
Annual Review 2004

## Introduction by the Chair – Maureen Stables

Welcome to our annual review for 2004. The main purpose of this document is to publish key performance statistics about the activities of CDS Co-operatives for the financial year to 31 March 2004.

As you will see from the summary of key events for the year, this has been a year of both internal and external focus for the Society. The Board has committed the Society to a major review and update of key policies and procedures to prepare for the inspection by the Audit Commission in 2005. We continue to focus on consultation with our tenants and client co-operatives through formal surveys and the introduction of a new quarterly newsletter. Our external focus remains strongly targeted towards promoting acceptance of our new model of mutual home ownership.

I would like to thank my fellow Board members for all their hard work over the last year as well as the hard work of all the Society's staff members. If you are a tenant of the Society or one of our client co-operatives I would urge you to consider how you can best participate in developing your own communities whether it be participating in surveys or tenant focus groups or standing for election to your co-operative's committee.

If you wish to know more about CDS Co-operatives please visit our website at [www.cds.coop](http://www.cds.coop). I hope that you find the data contained in this report informative.

**Maureen Stables**  
**Chair**  
**CDS Co-operatives**  
**Board of Management**

## Key Events

### Camden Residents in Short Life Housing

Following the Society's selection as the development partner for CRISH – Camden Residents in Short Life Housing, grant applications were successfully submitted for the project. Negotiations have been concluded with the local authority for the purchase of eight properties. Six of these properties will be refurbished; whilst the remaining two mansion blocks will be demolished and new build properties constructed on the site some for shared ownership sale with the balance being used to rehouse the existing short life tenants. Planning Approval has now been granted and the aim is to start on site with the works in early 2005.

### Common Ground – for Mutual Home Ownership

The Common Ground report for mutual home ownership which was launched in October 2003 has attracted a very high level of interest from national and local politicians and groups representing key workers. The Society's Executive Director has spent considerable time and effort in the past year in promoting acceptance of the model. It is now hoped that funding to develop two pilot projects; one in London and one elsewhere in the South-East will shortly be agreed to allow this innovative idea to help address the crisis in the lack of affordable homes for key workers.

## Tenants Survey

In April 2004, the Society carried out its first comprehensive survey of tenant opinion. 500 participants from the Society's own tenants and the tenants of our client co-operatives took part in the survey. The full results can be found in the library section of our web site. However, the key findings were

- 84.4% were very or fairly satisfied with the overall service provided by the Society. The levels of satisfaction amongst BME communities was comparable with 82.0% very or fairly satisfied with the overall service provided by the Society.
- 80.7% thought that the rent that they paid represented very or fairly good value for money.
- 84.1% thought that the Society took account of their views when making decisions.
- 76.4% thought that the Society was very or fairly good at keeping them informed.
- 77.2% were very or fairly satisfied with their neighbourhood as a place to live.
- 88.2% thought the condition of their property was very or fairly good.

The results have been analysed in detail and will be used to identify key areas of service provision that need to be targeted for improvement.

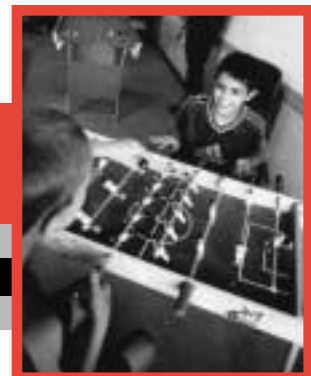
## Tenants Newsletter

The first issue of a tenants' newsletter was published in June 2004 and sent out to all CDS tenants and leaseholders and the tenant members of the Society's client co-operatives. It is our intention to publish the newsletter at least three times a year and use it as an additional medium for communication and consultation with our clients.

## Audit Commission Inspection

All registered social landlords are to be inspected by the Housing Inspectorate of the Audit Commission. The Audit Commission concentrate on the front line services to tenants and leaseholders and assesses the quality of the services and the level of commitment and ability of the organisation to continually improve its service. The Society has been timetabled for its first inspection in 2005 and in preparation for that event arranged for independent consultants to carry out a shadow inspection of the Society.

The Shadow inspection team found evidence that tenants and client co-operatives were broadly happy with the service that the Society provides. However, some procedural omissions were identified. Five key areas that required attention were identified and the Society's Board of Management has already approved a comprehensive action plan to ensure that these are addressed.



## The Society's Board of Management

The Board of Management is made up of 15 elected members, elected by the members of the Society. In addition, the Board may co-opt up to three additional members of the Board to serve terms of three years. The Board comprises 10 constituency members and 5 expert members. The 10 constituencies are split into 7 geographical constituencies covering the areas in which the Society operates and 3 constituencies representing the type of co-operatives that the Society works with. However, any member of the Society may stand and be elected to any position on the Board. Board members are elected for a three-year term, but are entitled to stand for re-election on expiry of their period of office.

Members of the Society are either corporate members or individual members. The Society has a membership policy, which allows for any organisation that receives or may receive services from the Society to become a corporate member. Individual membership is open to individuals who have a special interest in supporting housing co-operatives or contributing their special knowledge or expertise to the work of the Society. The membership policy does not allow for individual tenants of co-operatives receiving services from the Society to become members. A copy of the full membership policy may be obtained from the Society's offices.

## The Board of Management – as at 31/12/04

<b>Maureen Stables (Chair)</b>	Expert member
<b>Glyn Thomas (Vice Chair)</b>	Expert member
<b>Godfrey Best</b>	London Borough of Bexley Constituency
<b>Tim Clark</b>	Beds, Herts, Essex and London North Constituency
<b>Cyril Davenport</b>	London South East Constituency
<b>Paula Farrow</b>	Dartford, Rochester & Swale Constituency
<b>Robert Holman FCA</b>	Expert Member
<b>Mike Jeanes</b>	Expert Member
<b>Theresa Lyons</b>	Ashford, Maidstone & Tunbridge Wells Constituency
<b>Stephen Mallaburn</b>	Fully Mutual Primary Co-op Constituency
<b>Ajit Mitra</b>	Co-opted Board Member
<b>Patricia Simmons</b>	Dover, Shepway & Canterbury Constituency
<b>Laurence Zollner</b>	Hants, Surrey & London South West Constituency (co-opted)

There are currently three vacant places on the Board of Management.

The Society's rules also provide for the Board to recommend to the members the election of honorary officers. These honorary posts are given to individuals who have provided a long term commitment to the work of the Society. Honorary officers are able to attend meetings of the Board and participate in discussions, although they are not entitled to vote.

**Lord Graham of Edmonton**    Honorary President  
**John Davis**                      Honorary Vice President  
**Maurice Huggett**                Honorary Vice President

## The Society's Staff

The Society's Senior Management Team are:-

**David Rodgers**                      Executive Director  
**Les Haswell**                         Deputy Director  
**Stephen Brown**                    Administration Manager & Society Secretary  
**Zaeda Kasmani**                   Finance Manager  
**Maria McCarron**                  Housing Services Manager  
**Rachael Greenlees**                Development Manager

The Society's establishment staffing is 40.16 FTE (Full Time Equivalent) members of staff. As at 1/9/04 the actual number of staff in post were 42.5 FTE members of staff.

## Salary Banding - as at 1/9/04

Full time equivalent salary of payroll staff, excluding pension contributions. Pension contributions by the Society on behalf of staff who opt to join the pension scheme amount to a maximum of 11.7% of pensionable salary.

Band (FTE)	No. of Staff
£15,001 – £20,000	5
£20,001 – £25,000	8
£25,001 – £30,000	17
£30,001 – £35,000	2

Band (FTE)	No. of staff
£35,001 – £40,000	1
£40,001 – £45,000	3
£45,001 – £55,000	1
£55,001 – £65,000	1



## Code of Governance

The Board of Management has considered and seeks to comply with the Co-operatives UK Code of Governance in all areas that are relevant to a secondary Housing Co-operative.

The National Housing Federation published a revised Code of Governance in Summer 2004. The Board of Management has re-affirmed its commitment to the principles of good governance and to complying with the spirit and essence of the NHF's Code of Governance for member organisations. The Board has confirmed its compliance with the code or has taken specific decisions to ensure future compliance with the code in all areas, except as follows:

- The Board is committed to a democratically elected Board and to encouraging the involvement of client co-operative representatives on the Board. In order to achieve this commitment and to ensure that the Board has the proper range of skills required, it has decided not to reduce the size of the Board to the recommended maximum of 12 as recommended by the Code of governance.
- The Board continues to believe that paid members of staff should not serve as members of the Board of Management and consequently those parts of the code relating to this issue do not apply.
- The Board is committed to ensuring that new people with new ideas and skills become members of the Board. However, it does not believe that this should be achieved through the imposition of an arbitrary maximum term of office for Board members as recommended in the code.

## Payments to Auditors

A requirement of the Co-operatives UK Code of Governance is that organisations should report on fees payable to their auditors that are not directly related to the auditing of the annual accounts.

The Society's auditors are BDO Stoy Hayward, who were appointed following a tender process. Their audit fees remain in line with their tender documentation.

During the year to 31 March 2004 the following amounts were paid to BDO Stoy Hayward for non-audit work:

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<b>Corporation Tax</b>	
relates to more than one tax year:	£7,285
<b>Sundry Tax Advice</b>	
relating to the Education Trust:	£2,056
<b>VAT &amp; Corporation Tax Advice</b>	
relating to CRISH:	£7,081
<b>Total non-audit fees paid</b>	<b>£16,422</b>

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# Equal Opportunities

The Co-operative Development Society Ltd (t/a CDS Co-operatives) recognises that groups and individuals have suffered, and continue to suffer from discrimination, that is direct, indirect and institutionalised.

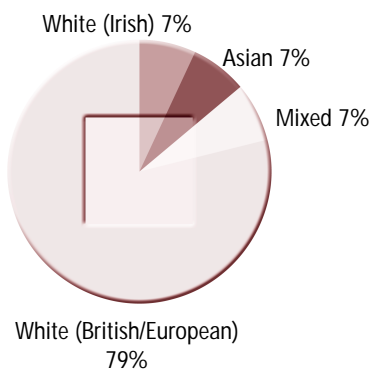
The Society recognises the need for equality of opportunity in all aspects of its operations including the provision of housing and employment. It is the Society's intention to ensure that nobody receives less favourable treatment from the Society or agents acting on behalf of the Society on the grounds of gender, race, colour, ethnic or national origin, marital status, responsibility for dependants, sexual orientation, disability, age, gender reassignment, social status, political or religious beliefs.

All forms of discrimination and harassment are totally unacceptable to CDS Co-operatives in its role as housing provider and employer. The Society has a policy that deals with the issue of harassment and this policy will be followed in all cases of harassment.

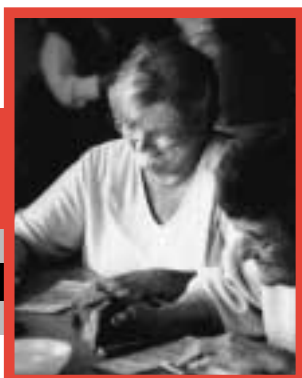
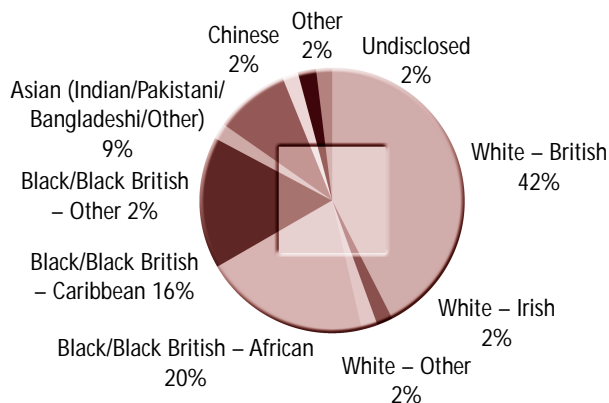
CDS Co-operatives will ensure that all its staff and members of the Board of Management and its sub-committees are fully aware of their responsibilities towards the promotion of equal opportunities and that they are properly equipped to take account of the different and special needs of particular groups and thus make provision for those groups.

A copy of the full equal opportunities policy statement is available from the Society.

**Ethnic Origin of the Board**  
as at 31/10/04



**Ethnic Origin of the Staff**  
as at 01/09/04



## Key Performance Indicators for the year to 31/3/04

Except where explicitly stated the performance information given relates to CDS owned stock and not stock managed on behalf of client co-operatives.

### Stock Owned and Managed – as at 31/3/04

General Needs Rented Housing Stock owned by the Society	656
General Needs Rented Housing Stock managed by the Society	1,813
Shared Ownership stock owned by the Society where the purchaser has not yet purchased 100% of the equity	114
Shared Ownership stock managed by the Society where the purchaser has not yet purchased 100% of the equity	52
Units 100% sold but where the freehold is retained by the Society	157
Units 100% sold but where the freehold is retained by another RSL where the Society is providing management services	30
<b>Total Units owned/managed</b>	<b>2,822</b>

For full details as to the Society's client co-operatives and the location of stock owned and managed please refer to the Society's web site at [www.cds.coop](http://www.cds.coop)

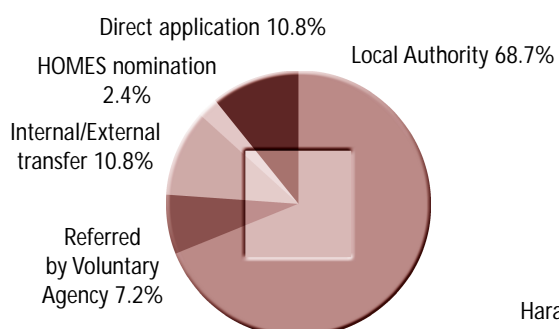
### Complaints about Service

Number of formal complaints received	46
Number referred to Stage 2 (Executive Director)	2
Number referred to Stage 3 (Board of Management)	1
Number referred to Independent Housing Ombudsman	0

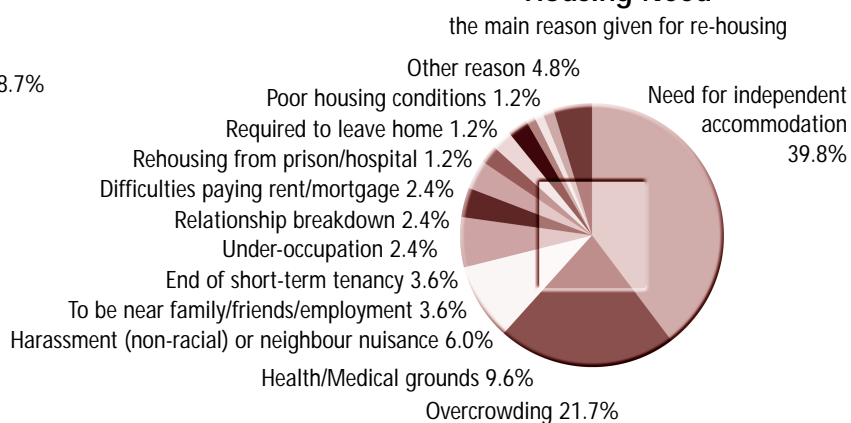
### Lettings

There were 83 lettings for the period 1/4/03 to 31/3/04 (including transfers but not including mutual exchanges), of which 29 were first time lettings of newly acquired or developed properties.

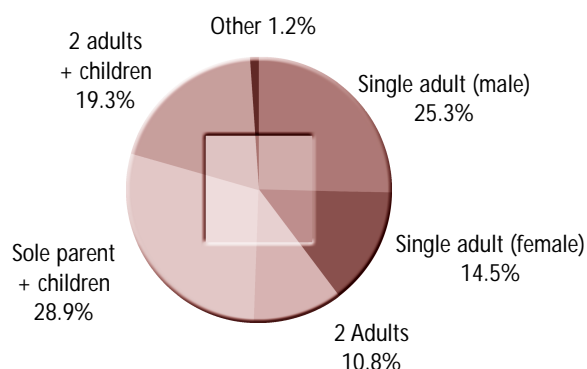
#### Source of Referral



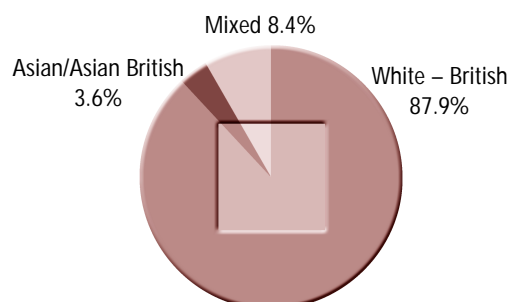
#### Housing Need



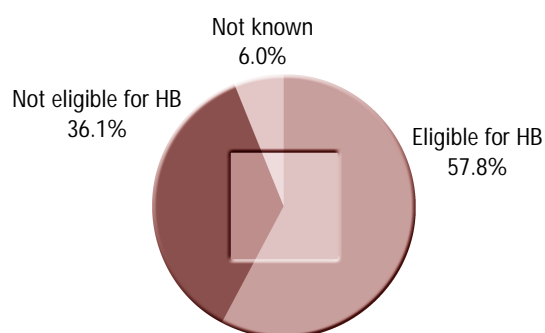
### Household Type



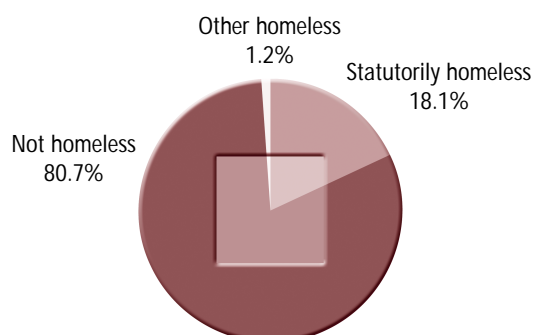
### Ethnic Origin of Household



### Housing Benefit Entitlement



### Homelessness



## Rent and Service Charge Collection Rates

#### Rented Housing Stock owned by the Society

Rent charged in the year to 31/3/04	2,362,708	
Rent collected in the year to 31/3/04	2,331,301	(98.67%)
Amount lost due to void properties	24,196	(1.02%)
Former tenant debt written off as uncollectible	16,381	(0.69%)
Rent arrears as at 31/3/04	207,395	(8.78%)
Rent arrears as at 31/3/03	195,628	

#### Shared Ownership Stock jointly owned by the Society and a tenant/leaseholder

Rent charged in the year to 31/3/04	204,756	
Rent collected in the year	205,539	(100.38%)
Rent arrears as at 31/3/04	8,302	(4.05%)
Rent arrears as at 31/3/03	8,250	

#### Service Charges to leaseholders/freeholders on Society estates

Service charge levied in the year to 31/3/04	61,646	
Service charge collected in the year	65,096	(105.60%)
Service charge arrears as at 31/3/04	10,066	(16.33%)
Service charge arrears as at 31/3/03	13,301	

## Routine Maintenance Service

(all responsive repairs raised by the Society's customer services team)

Type	No. of repairs notified	Target time	Repairs completed within target %
Emergency	577	1	94.8
Urgent	874	5	90.2
Routine	1,178	28	93.5

There was a significant improvement in performance in all three categories and the Society met its target of getting at least 90% of urgent and routine repairs completed within their target time. On emergency repairs, the target of 95% to be completed within 24 hours was missed by just 0.2%. The Board has reviewed and set more challenging targets for the current year.

Property Size	Number of Units	Average weekly Rent (£)	Average target Rent (£)
<b>Dartford</b>			
Bedsit	24	41.26	45.88
1 - bed	69	48.50	52.29
2 - bed	101	58.77	60.25
3 - bed	24	72.63	70.25
<b>Welwyn Hatfield</b>			
1 - bed	8	59.22	62.25
2 - bed	10	65.67	70.36
3 - bed	11	77.63	76.21
<b>Dacorum</b>			
1 - bed	14	53.98	55.79
2 - bed	9	60.91	64.98
3 - bed	10	75.09	75.31
<b>Colchester</b>			
1 - bed	11	56.00	48.84
2 - bed	15	61.88	55.51
3 - bed	26	71.18	63.16
4+ - bed	4	74.20	68.00
<b>Canterbury</b>			
2 - bed	2	86.43	66.77
3 - bed	6	90.97	67.05
<b>Tower Hamlets</b>			
2 - bed	4	51.16	91.46
3 - bed	1	68.58	99.17
4+ - bed	14	92.71	123.80
<b>Shepway</b>			
1 - bed	10	48.93	47.87
2 - bed	6	60.86	59.55

## Average Rent Data

The Government has announced that it would like to see the rents charged by RSLs and Local Authorities harmonised and a new policy has been introduced of target rents. Target rents must be calculated for each property. 30% of the target rent is based on the value of the property compared to a national average property value and 70% of the target rent is based on the level of local earnings compared to a national average figure. The Housing Corporation have published the local earnings data and the national average property value. The Society has carried out valuations of beacon properties and this has enabled a calculation of the target rent for each property. Under the regime RSLs have a 10 year period to bring their rents in line with the target rents.

The adjacent tables give the average rent data for Society owned stock in each local authority area and shows the comparison average target rents for our stock.

## Financial Year to 31 October 2004

<b>Where the money comes from:</b>	<b>£</b>
Rented homes: rents and service charges	2,517,573
Shared ownership homes: rent and service charges	194,729
Fees from managed co-ops	905,694
Income from sale of developments to independent co-ops	–
Income from right to buy and shared ownership property sales	112,126
Income from investments	77,065
Other income	225,232
<b>TOTAL INCOME</b>	<b>4,032,419</b>
<b>Where the money goes:</b>	<b>£</b>
Rented homes: services and charges	1,653,674
Spending on shared ownership homes	80,870
Cost of services to managed co-ops	1,285,539
Cost of developments sold to independent co-ops	–
Mortgage interest paid	418,076
Other expenditure	589,278
<b>TOTAL EXPENDITURE</b>	<b>4,027,437</b>
Leaving a surplus transferred to reserves	4,982
<b>What assets we own</b>	<b>£</b>
Completed houses	24,542,340
Homes under construction / pending sale to independent co-ops.	8,006,542
Monies owed to CDS	866,183
Office and computer equipment	254,791
Investments	581,669
Cash at bank	1,505,930
<b>TOTAL ASSETS</b>	<b>35,757,455</b>
<b>Reserves and liabilities</b>	<b>£</b>
Grant received on completed houses	18,451,914
Housing properties depreciation	233,754
Grant received on homes under construction / pending sale	3,268,882
Long term mortgage loans	5,494,173
Amounts owed by CDS	2,254,744
<b>TOTAL LIABILITIES</b>	<b>29,703,467</b>
Leaving net reserves and shares	6,053,988

Stephen Brown, Society Secretary  
20 September 2004

