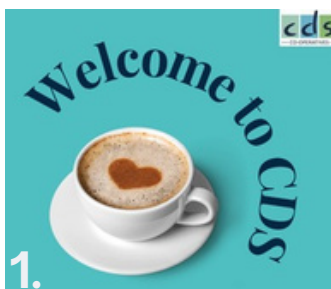


2026

ANNUAL REPORT



www.cds.coop
talktous@cds.coop



1.

Welcome - Chief Executive and Chair



2.

CDS Board of Management



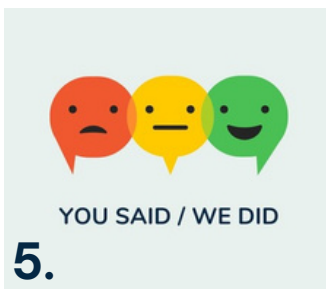
3.

Vision and Values



4.

WBA / Hardship



5.

You said / We did ...



6.

Measuring up against TSMs



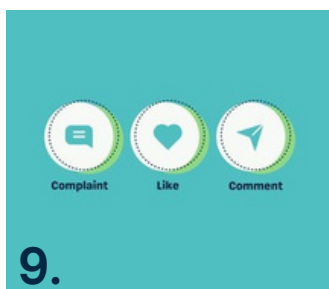
7.

TSM management information



8.

Property Improvement



9.

Complaints



10.

Giving Residents A Voice



11.

Tenant Feedback



12.

Equality and Diversity



13.

Finance



14.

Risk Management



15.

Contact Us

Welcome from CEO and Chair

We are delighted to share CDS's annual report with you. As well as information on how CDS is performing as your landlord, we wanted to show you what we have done as a result of your feedback. So do have a look at 'You said...we did' on page 5 and 'Your voice – shaping what we do' on page 10. Every year we do independent satisfaction surveys of CDS tenants and from these we know how much better you feel about our services overall and especially the repairs do to your homes (see page 6). There's still more to do including spending more on property improvements (page 8) which we are continuing with in 2026/27 and beyond. We are particularly pleased that 80% of you feel that CDS staff are friendly and approachable – up 9% on last year.

Many people are kind enough to send us thank yous and we have captured some of these on page 11. These make a real difference to us. All CDS colleagues and Board members really care about making your lives that little bit better so we love to hear this feedback, as well as responding positively when things don't go so well.

So we are proud to quote just a few of these:

“... a bunch of helpful, kind, considerate staff that any company would be proud of”

“I am 95 and have been so worried and you have helped me so much, if you were here I would give you a big hug”

“Everyone I have spoken to...have been so polite, caring and helpful”

Please have a safe and happy summer.



TOM BREMNER
Chief Executive



JULIET LACK
Chair

The CDS Board of Management

The CDS Board of Management is responsible for setting the strategic direction of the organisation and making sure it is well run, sustainable and delivering on its purpose. It provides oversight of our performance, ensures we meet our legal and regulatory responsibilities, and holds the organisation to account across all areas of our work.



Our Chief Executive is a member of the Board, working alongside other Board members to ensure strong leadership and clear accountability. All Board members sit on at least one committee, where they look in more detail at key areas and provide focused challenge and support. The Board committees include:

- Governance and Remuneration Committee
- Finance, Audit and Risk Committee
- Services Committee.

The Board brings together people with a wide range of professional skills and experience, including housing, finance, governance, risk and customer service. This is strengthened by members with experience living in CDS social housing and housing co-operatives where we provide management services, helping to ensure that resident perspectives are reflected in decision-making, alongside our wider organisational responsibilities.

We are committed to having a Board that reflects the communities we serve. Four of our Board members (36%) are women and three (27%) are from an ethnic minority background. We are keen to build on this and further improve diversity through our next round of Board recruitment, which will take place this Autumn.

Together, the Board provides leadership, oversight and constructive challenge to ensure CDS continues to meet the standards expected of us as a regulated housing provider, while also developing and improving the services we deliver and the support we provide to co-operatives and communities.

CDS VALUES

We want to be trusted as a business because we are reliable, fair and act with integrity. Our values are critical to our success, and this means we all need to behave in a way that reflects these values:

Purpose

We exist to provide, support and promote co-op and community-led housing solutions.

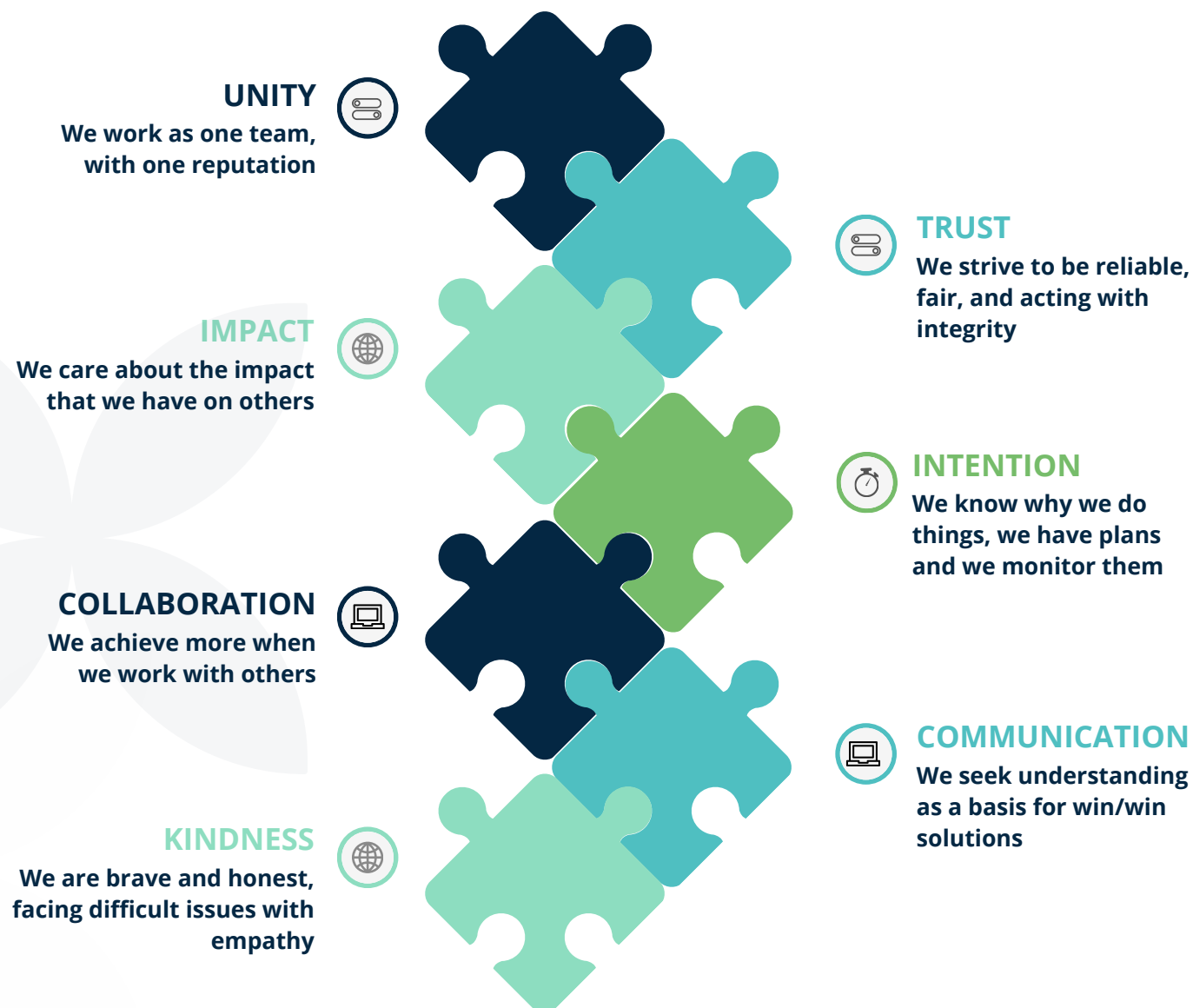
Vision

We want to grow co-op and community-led housing to see more people living and working in co-operative ways.

Values

We believe that how we work is as important as what we do.

The values that underpin our work are :





We supported 20 residents through our Hardship Fund during 2025/26, with total expenditure of £2,168.93. This represents a decrease of £2,885 (57%) compared to the previous year (£5,054).

The fund provided a range of support, including supermarket vouchers, electricity and gas vouchers, cash assistance, and essential household items such as white goods.

The reduction in overall spending is mainly due to lower demand for white goods. In 2025/26, four residents received this type of support (totalling £1,516), compared to eight residents in 2024/25 (totalling £3,075).

The Hardship Fund remains an important source of support for residents facing financial difficulties. Feedback shows that residents value the assistance and appreciate its continued availability.

The fund will remain available in 2026/27, and we will continue to actively promote it so that residents who need support are aware of how to access it.



05 YOU SAID WE DID

We also worked this year with a small resident panel to hear views on our services, especially repairs. Residents told us they had noticed improvements in communication and repair times. One suggestion was to use more local contractors, which we are now exploring where possible.

YOU SAID

WE DID

We need to be more empathetic in addressing your rent queries.

Our staff have had a refresher course in customer service training.

There are delays in issuing decoration vouchers to new tenants

We now issue E-vouchers to new tenants immediately after sign-up, and verify they have received the email during our six-weekly visit.

We need to ensure that our communication between residents and contractors regarding repairs or appointments is more efficient

We have upgraded our repairs portal to provide updates on the status of repairs raised including booking confirmations via email or SMS.

Residents want more frequent and proactive updates about their complaints. They expect more than just meeting minimum response times—they want to feel listened to and informed.

Introduced an “introduction” communication from the member of staff managing the complaint three days from the date the complaint is acknowledged. An informal update letting them know that their concerns are being reviewed and to get in touch if they have any questions.

Contractor behaviour and quality of work are inconsistent.

Refresh contractor code of conduct and embed in Plentific process. Require all contractors to follow requirements and manage performance through post completion satisfaction surveys.

Contractor behaviour and quality of work are inconsistent.

Newsletter sent to all Plentific contractors with code of conduct and expectations.

Newsletter sent to all Plentific contractors with code of conduct and expectations.

Insert messages in Plentific when a contractor bids for a job that includes requesting proof of bookings and attempts with residents

Residents want named contacts and accountability, not generic inboxes or anonymous replies.

All correspondence from our generic mailboxes will include the name and contact details of the officer handling the case.

Staff are polite but sometimes lack empathy or understanding in sensitive situations.

Deliver refresher training for all front-line staff on empathy, vulnerability, and clear communication

Repairs in Last 12 Months

2025/26 - 77%

2024/25 - 61%

Time Taken To Repair

2025/26 - 74%

2024/25 - 55%

Friendly and Approachable

2025/26 - 80%

2024/25 - 71%

How we are doing? Your feedback matters

The Regulator of Social Housing asks all landlords to measure how well they are doing through something called Tenant Satisfaction Measures (TSMs). At CDS, this is really important to us because it tells us what's working, and where we need to improve.

This year, your feedback shows a really positive picture. We've seen strong improvements across almost all areas, and not just small changes, but big steps forward.

This year, 170 residents shared their views with us through our independent survey. That means we've heard 170 different voices, helping us build a clear and honest picture of your experiences.

We are especially pleased to see a significant improvement in satisfaction with our repairs service. This is something you told us mattered most, and it's great to know the changes we've made are making a real difference.

Overall, 71% of residents told us they are satisfied with the service they receive from us, which we are really proud of. It also means a lot to us that 80% of you feel our staff are friendly and approachable. This is something that sits at the heart of how we work and what we stand for.

Across almost every measure, more residents told us they are satisfied with our services, and that homes are well maintained, safe, and that we treat people fairly and with respect.

There are two areas where satisfaction has gone down slightly:

- Anti-social behaviour (ASB) We know how much ASB can affect people's homes and communities, and how important it is to feel safe and supported. We want to make sure we are taking the right approach, and we will work with you to understand what needs to change and how we can do better.
- Neighbourhood contribution (This is how satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood) We know that the wider place you live matters just as much as your home, so we will work in partnership with you to shape improvements, listening to your ideas, tackling issues like ASB together, and agreeing what good looks like for your neighbourhood so we can build places we are all proud of.

Being reliable

We’ve also seen a small improvement in how reliable our service feels, but we know we are not where we want to be yet, and you would like to see more significant improvements. What matters most to residents is knowing that we will do what we say we will do. This is our biggest focus for this year. Alongside this, having a well maintained home is also really important, as well as getting repairs done on time, feeling safe in your home, and having complaints handled properly.

Our aim is simple: for you to be able to trust us, to know that we are listening, that we care, and that we will do what we promise.

We read every piece of feedback, and we contact all residents who are happy to speak with us to learn more. This helps us understand your experiences and improve what we do.

Thank you to everyone who took the time to share their views. We’ve learnt a lot, and we will keep listening, improving, and working with you to get this right.



Year-on-Year Change

	2024/25	2025/26
Overall Satisfaction	65%	71% (+6)
Well Maintained Home	58%	70% (+13)
Safe Home	70%	76% (+6)
Communal Areas	64%	72% (+8)
Repairs Last 12 Months	61%	77% (+16)
Time Taken Repairs	55%	74% (+20)
Neighbourhood Contribution	58%	55% (-4)
Approach to ASB	63%	58% (-5)
Listens & Acts	50%	57% (+7)
Fairly & with Respect	72%	74% (+2)
Kept Informed	65%	67% (+3)
Complaints Handling	35%	41% (+5)
Friendly & Approachable	71%	80% (+9)
Rely on Staff	54%	56% (+2)
VFM Rent	78%	84% (+5)
VFM Service Charge	58%	58% (+1)
NPS (Promoters)	33%	40% (+6)



TSM	DESCRIPTION	2025-2026
Complaints (CH01 and CH02)	- Number of stage 1 Complaints - Stage 1 responded within target - Number of stage 2 Complaints - Stage 2 responded with target	45 43 (96%) 9 8 (89%)
Housing Maintenance (RPO1 and RPO2)	- Number of emergency repairs completed YTD - Number of non-emergency repairs completed YTD % of emergency repairs completed within target % of non-emergency repairs completed within target - Emergency repairs as a % of all responsive repairs % of dwellings that are non-decent at year end	476 3055 99.79% 89.79% 15.58% 4.2%
Building safety (BS01 to BS05)	- Number of properties requiring a valid Gas safety record % of homes for which a gas safety check has been carried out % of homes for which a fire risk assessment has been carried out % of homes for which all required Asbestos management surveys or reinspection have been carried out % of homes for which all required legionella risk assessments have been carried out % of homes for which all required communal passenger lift safety checks have been carried out	732 100% 100% 100% 100% 100%
ASB (NM01)	- Number of cases of ASB reported - Number of cases involving hate incidents	6 0



Improving your homes and services

This year, we've made real improvements to the services you receive, and we are proud of the progress we've made.

Repairs

We know how important repairs are to you, and this year we've made big changes. We strengthened our team, worked more closely with you and our contractors, and focused on getting repairs done more quickly and keeping you better informed. We are really pleased to have been able to complete all emergency repairs within 24 hours with the exception of 1. We are also pleased to have improved on the time taken to repair, with an average of 9 days for the year; a major improvement. Some residents have seen repairs done as quickly as 2-3 days!

We're really pleased to see that resident satisfaction with repairs has improved significantly, showing that these changes are making a difference.

Listening and acting on what you tell us

We have made a real effort to listen more and learn from your feedback. Through surveys, calls and conversations, we've heard what matters most to you, and we are using this to shape how we deliver our services. Whether it is a personal adjustment or a wider community one. What you tell us also helps your neighbours too.

This year, we have improved how we manage complaints, with quicker responses, better communication, and stronger focus on learning from what you tell us. Your complaints are mostly linked to repairs and communication, and we are using this feedback to improve how we keep you informed and deliver services.

Safe homes

Keeping your home safe is our top priority, and we continue to meet all our safety requirements. This means you can feel confident that your home is safe and meets the standards it should. Our team is working hard behind the scenes to make this happen. Your support with access is really important.

Decent homes

Following our recent stock condition surveys, we identified 43 homes that needed work to meet the Decent Homes Standard.

We are pleased to say that work has already been completed in 34 homes, with improvements made to bring them up to standard.

There are 9 homes remaining, and we have a clear plan in place to complete these works as soon as possible.



Last year, we completed 3,318 repairs. We also completed 99.8% of emergency repairs within 24 hours.

This shows the hard work of our repairs team, who manage emergency repairs every day and work closely with contractors to help residents get the support they need as quickly as possible.

Most repairs were for plumbing and electrical issues. Our team worked hard to make sure repairs were completed within our 28-day target, and this was achieved in 86% of cases.

We continue to work with our contractors to make sure emergency repairs are attended quickly and made safe within 24 hours.

Overall, it has been a good year for the repairs service. We have improved how repairs are managed, how quickly they are completed, and the quality of the finished work.



Over the last two years, we have installed 68 new kitchens and 62 new bathrooms in CDS homes. We will continue planning these improvement programmes as part of our commitment to making homes better for residents.

To also continue to help improve homes and make them more energy efficient, we also installed 55 new boilers. This has meant we have completed almost all of the boilers highlighted in our surveys that needed replacing within 1-2 years.

So far, we have completed over 500 EPC inspections. This means we are now more than 80% of the way through our EPC project. Most of the homes inspected have received an EPC rating of C or above. We are continuing to work with residents where we still need access to complete the remaining inspections.

Our Stock Condition Surveys have now been completed. We are still following up on homes we could not access at the time, so we can make sure every home is included. Any urgent issues found during the surveys have already been dealt with and resolved.

How have we improved?

We have strengthened our repairs team and improved our ways of working so residents can receive a quicker and more reliable repairs service.

We have put customer service at the heart of what we do. Feedback from our recent resident survey shows that these changes are making a real difference to the service residents receive.

Damp and mould

Over the last year, residents reported 152 damp and mould cases to us. The most common reasons were poor ventilation, leaks, roofing problems and blocked gutters.

We know damp and mould can be worrying and frustrating, so we aim to respond as quickly as we can. Awaab's Law requires inspections to be completed within 10 days, and very serious cases to be inspected within 24 hours.



At CDS, we aim to inspect damp and mould reports within 5 days wherever possible. If there is an emergency or a serious risk, we will attend within 24 hours.

In 2026/27, we will continue to look at ways to improve ventilation in homes where our surveys showed this may be needed. This follows the good progress made in 2025/26, when we installed many high-efficiency extractor fans to help reduce damp and mould.

At the start of this year, an independent audit of our damp and mould work was carried out by Menzies. The results were very positive. The audit found that our processes are well designed and working well in practice. Menzies also recognised the care we take in managing damp and mould cases, particularly when compared with others in the social housing sector.

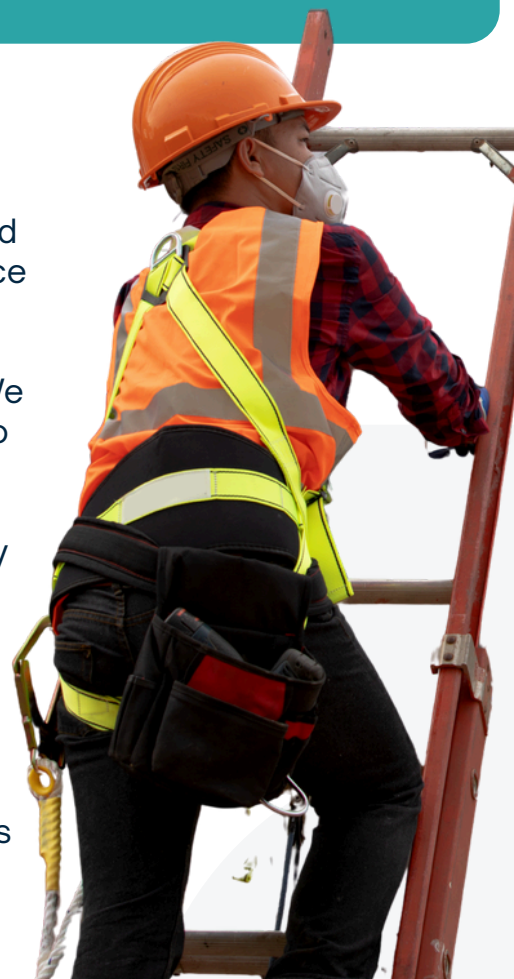
Compliance with Property Safety

We regularly check our buildings to help keep everyone safe. This includes things like fire safety, gas, electrics, water systems and lifts. We make sure the checks we need to do by law are completed, and we keep working to reduce fire risks in our homes and shared areas.

All our buildings meet the required fire safety standards. We also work with PSM, our independent fire safety experts, to carry out regular fire safety checks in shared spaces such as stairwells and hallways. If something needs fixing, we work with our fire safety partners to get it sorted as quickly as we can. Our housing officers also visit estates each month to look out for any safety concerns.

We therefore maintain a low risk compliance status across all health and safety indicators.

Residents also play an important part in keeping our homes and shared spaces safe. If you spot something that does not look right, please let us know so we can look into it.



Complaints Management with Lessons Learnt

Complaint volumes have been lower this year when compared to last year, we received 69 cases in total last year and 58 cases for 25-26.

Complaints received					
	Q1	Q2	Q3	Q4	Total
Stage 1 Complaints received	11	10	11	14	46
Stage 2 escalations	0	1	6	5	12
All stages	11	11	17	19	58

We want to resolve complaints well at Stage 1, so residents do not need to escalate them. We are giving staff extra training and making sure we speak with residents before sending a written response. This helps us understand concerns properly, agree the right actions, and improve how we respond.

We know some residents have been concerned about contractor reliability and the quality of work. We are reviewing contractor performance, taking action where standards are not met, and asking residents for feedback after repairs. If work is not good enough, we will make sure it is put right.

We now ask residents for feedback four weeks after their complaint response. This helps us understand what worked well and where we need to improve, especially around communication at the start of a complaint. Some residents have also joined our Resident Panel through these conversations.



Your voice - shaping what we do

Since starting to develop our Resident Influence Strategy, we have worked with groups of residents on key areas including communication, repairs, complaints and engagement. Through this, we've realised that together we want and need a different approach. Engagement (what we do for you) is important, but co-production (what we do with you) is key to building strong, happy communities.

Your feedback matters to us, and this year we have continued to build a more open and collaborative way of working with you.

We've been talking to you and learning from your feedback in different ways:

- We spoke to hundreds of residents over the summer to check in and better understand your experiences. We genuinely loved talking to you!
- We contacted all residents aged 65 and over to make sure we are supporting you in the right way
- We called all residents who have had issues with Damp and Mould to make sure it has not returned and that practical fixes are in place if required.
- We surveyed all new tenants, 6 weeks after they have moved into their new home, so we can ensure your first experience is a positive one and where there have been issues, we improve.
- We introduced surveys after complaints, so we can learn directly from your experience and improve how we respond
- We continued to gather feedback through calls, surveys and conversations to help improve our services

We also worked more closely with residents through panels and projects:

- Our Residents' Panel is helping us review and improve key services, like repairs
- At Phoenix Place, the Vision 2030 group is bringing residents and staff together to shape the future of the estate, sharing ideas, setting priorities and making decisions together



GIVING OUR RESIDENTS A VOICE TO SHAPE SERVICE DELIVERY

Your voice - shaping what we do

This is what co-production means to us: working alongside you, sharing ideas and making decisions together.

This is the difference it makes:

You told us...	What we changed	The difference it makes
Repairs weren't always fixed first time and quality could be better	We trained staff to better diagnose repairs and worked with contractors to improve quality and first-time fixes	Repairs are completed more quickly and with fewer repeat visits. Improved satisfaction
Issues weren't always picked up early enough	We contacted residents directly through calling campaigns to identify and fix problems sooner	Problems are sorted earlier, before they become bigger or more urgent
Some contractors were not meeting expectations	We replaced underperforming contractors for repairs, cleaning and refuse services	More reliable and consistent services across estates
Estates didn't always feel safe or well managed	We introduced parking controls and worked with residents on local improvements	Safer, better managed neighbourhoods
Service charges and services weren't always clear or fair	We introduced trials of self-managed cleaning blocks with residents	More transparency, fairness and local control
You wanted to be listened to more	We increased engagement, speaking to around 70% of residents through surveys and calls	Your voice is heard more consistently and shapes decisions
Complaints didn't always feel like they led to learning	We introduced follow-up surveys after complaints and used feedback to improve responses	Better communication and improved handling of complaints
You wanted a say in how services are run	We set up resident panels and co-production groups like Phoenix Place Vision 2030	Residents now work directly with us to design and improve services

GIVING OUR RESIDENTS A VOICE TO SHAPE SERVICE DELIVERY

Policies didn't always reflect residents' views	We strengthened consultation so your feedback informs changes before decisions are made	Policies are clearer, fairer and shaped by real experiences
Some homes did not meet residents' needs	We contacted older residents and those with specific needs to understand support and adaptation requirements	Better support and more suitable homes for those who need it
Repairs and services didn't always reflect local needs	We are exploring more tailored, community-led approaches and new ways of delivering services	Services are becoming more responsive to each community

Compliments

This year, we've received a really high number of compliments from residents, more than we've seen before, and it's been incredibly encouraging for our teams. It's a clear reflection of how residents are experiencing the changes we've made. Many of you have shared how we've turned things around, shown care, and followed through without dropping the ball. For some of you, it has been life changing.

While we've always received positive feedback, the increase this year really stood out, and we are truly grateful to everyone who took the time to share their kind words. We often hear when things haven't gone well, so receiving so many compliments is especially meaningful and motivates our teams to keep improving.

What happens next

As we move forward, we are taking a fresh look at our Resident Influence Strategy. We know that you understand your communities best, and by working together, sharing ideas, setting priorities and having equal voices, we can focus on what really matters and build something truly transformative for our communities. This could also mean working in a different way, where we support and empower communities to take on the management of some services for example, if that's what's important to you, and where we can make it work together.

Want to know more?

We would love more of you to get involved.

Whether it's joining a panel, sharing your ideas or giving feedback, your voice makes a difference. **You can call us on 020 4551 0080 or email us at talktous@cds.coop.**

Our staff will be happy to answer any questions you may have.

11 TENANTS' SUCCESS STORIES

“ We adore the kitchen. When I walk into the room it lifts my spirits a little. In turn it helps Lee to see me feeling happier. Without doubt it's our favourite room in the house.

I would like to say a massive thank you to everyone who helped in any way but most of all, those people at CDS, who could not have done any more than they did. Truly we are so grateful, and we thank all of you for everything you did.



“ Thank you so much for your kind support during my staircasing.
Thank you for always responding to my calls and be clear on points.

“ The CDS crew have developed in my opinion over the years to go from, to be honest, a sad bunch of unhelpful staff (not all) to a superb all round bunch of helpful, kind, considerate staff that any company would be proud of and is a credit to the main management group. This has given me in particular, but I'm sure many residents on all your estates, confidence in their housing association.

So again many regards to all over this festive season and look forward to next year here in our lovely little home.

“ Elsa has been a valuable asset to our co-operative and to your company at CDS.

She has a wealth of information to hand and is very quick in her response to emails.

In the short period of time she has been with us we feel a whole lot more supported than previously which has given us more confidence as a co-op going forward.

“ Thank you for the excellent service you provided during the viewing at Shellon Street.

The prospective tenant had very kind words to share they - felt welcomed, appreciated the information you provided, and were clearly impressed by your professionalism and approach.

This is exactly the kind of experience we aim to deliver, and it's great to see your efforts making a real difference.

“ We would like to thank you so much for all the time and effort you put into the viewing of Elliot Close, the paperwork and the outcome of our meeting this morning 16th June 2025 with Ian at Ageuk. The conclusion being the Handover of the keys to our new home.

Also please thank your superior for allowing us to have Flo remain with us.

We look forward to seeing you in six weeks."



“ I have had occasion to get in touch with CDS many times over the years with regard to the bin stores ,always with a complaint / whinge. However, I am now getting in touch with glowing praise !

“ I write further to my conversation today with Natalie regarding the above subject matter. Just to mention that Natalie was very professional, positive and helpful.

“ Thank you ever so much for your time and effort to break down my rent in such a level of understanding. I appreciate you so much and will definitely bring it back to a level of balance within the time frame.

“ You have worked very hard on my behalf, to find the best resolution for my issue. I cannot thank you enough for the outcome that you have arranged. After weeks of sleepless nights I am able to rest more easily now, bless you. I remain forever in your debt.

“ I know im 95 and difficult to hear but you have been so patient and called me so many times and helped me out with my Shower and other bits, I have been so worried but you have helped me so much, if you were here I would give you a big hug!

“ I would like to compliment Matthew the cleaner who works late and starts early and just never stops. He does the work of 2 or 3 people all by himself.

“ Thank you ever so much for your time and effort to break down my rent in such a level of understanding I appreciate you so much and will definitely bring it back to a level of balance within the time frame.

“ Everyone I have spoken to either on the phone or in person have been so polite, caring and helpful. I have had follow up phone calls to check everything is as it should be. All work carried out in the property has been sorted quickly, to a high standard, respect shown to my property and myself.



CDS Co-operative's second Equality, Diversity and Inclusion (EDI) Strategy, is marking a clear shift in focus. It moves us beyond early, foundational awareness-raising efforts toward a more developed and embedded approach to EDI to one that reflects an organisation fully committed to the value of inclusivity and the positive impact it brings to both colleagues, suppliers and customers.

Our commitment to full inclusivity remains central to who we are, because we know that an inclusive culture is the foundation on which genuine diversity thrives. As our knowledge and understanding deepen, we aim to move beyond simply 'supporting' EDI to actively championing it and taking a proactive, anti-discriminatory stance, building meaningful partnerships, driving initiatives, speaking up, and being strong allies who feel safe to share lived experiences.

This will support us in meeting the requirements of the Equality Act 2010 and our responsibilities under the regulatory framework, going beyond legislation to meet our moral and social responsibilities.

Our strategy will have three clear aims:

Aim 1: We know the needs of our staff and residents and consider the ways our work impacts them by consulting with them.

Aim 2: We have a balanced and diverse workforce.

Aim 3: We are leaders in EDI and share our work to influence improvements in the sector.

67%

of employees are
women

36%

of the workforce has
an ethnic minority
background

40%

of the senior
management team
are women

Over the past year, we've been working hard to make sure we provide good value for your money. Since most of our funding comes from social housing rents, it's important for us to meet certain rules and regulations.

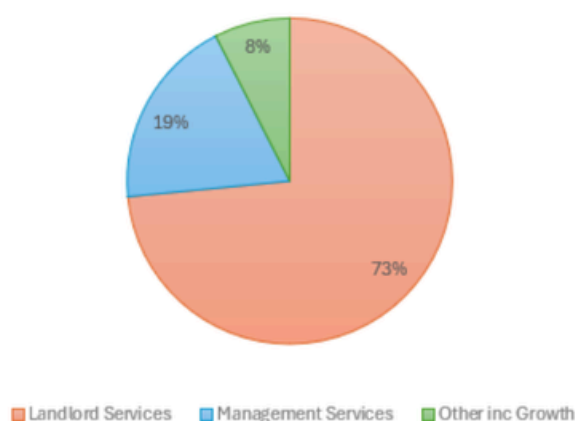
Our strategy for value for money is part of our overall plan. We look at our goals through a value for money perspective to make sure we use our resources efficiently and support our main mission.

Our main goals are:

- **Being financially stable**
- **Following legal and regulatory standards**
- **Focusing on our customers and community**

These goals guide our actions and decisions, ensuring that we deliver the best possible outcomes for you, our residents.

Where does our revenue come from?



How we spend our money?

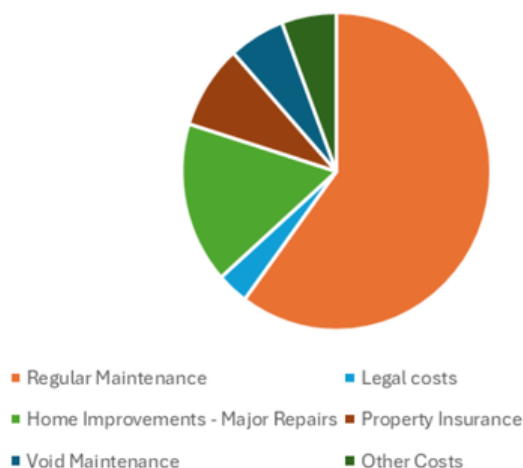


Value for Money

Average Housing Management cost per Unit= £843

Average Property Cost per Unit= £2,673

Drilldown into Property Costs



It is our top priority to effectively manage risk in all aspects of our work. Our Board of management is responsible for determining the risk appetite for the business and for monitoring our risks and ensuring we are managing them properly.

We use our key risk framework below to determine the likelihood and potential impact of any risk becoming a reality:



KEY RISK FRAMEWORK	
HEALTH & SAFETY: Don't kill or seriously injure anyone	BUSINESS INTERRUPTION: Don't allow or cause a significant service interruption
REPUTATION & IMAGE: Don't break the law or damage our reputation	FINANCES: Don't bankrupt the business or cause a serious financial loss

For each risk we have identified, we assign a risk score by assessing the likelihood of a risk occurring and its impact using the matrix below:

		LIKELIHOOD				
Impact		Rare	Unlikely	Possible	Likely	Almost Certain
	Catastrophic	5	10	15	20	25
	Major	4	8	12	16	20
	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5

We manage risks across the organisation to make sure we keep residents safe, meet our legal responsibilities, and remain financially stable. Our Board regularly reviews our most important risks and ensures that strong controls are in place to manage them effectively. Below are the main risks we are currently focused on:

Finance capacity and internal controls

Risk score: 16 (high)

Risk: Lack of capacity or expertise in the finance team leading to errors or reduced oversight

What we are doing:

- Strengthening the finance team structure and skills
- Additional oversight from senior management and external specialists
- Improved financial controls, processes and monitoring

This remains an area of focus, with improvements underway to strengthen resilience.

Cyber security and data protection

Risk score: 9 (moderate)

Risk: Cyberattack or unauthorised access to systems and data

What we are doing:

- Secure, cloud-based systems with multi-factor authentication
- Regular staff training on cyber security and data protection
- Strong data protection policies and controls

These measures reduce the likelihood and impact of a data breach.

Financial capacity and cost pressures

Risk score: 9 (moderate)

Risk: Costs increasing faster than income or financial pressures affecting delivery

What we are doing:

- Monthly financial monitoring and budget control
- Maintaining sufficient cash reserves
- Long-term financial planning and stress testing

This ensures we remain financially resilient and able to deliver our plans.

Keeping residents safe in their homes

Risk score: 5 (low – tightly controlled)

Risk: Failing to meet health and safety requirements

What we are doing:

- Carrying out all required safety checks (gas, electrical, fire, water and lifts)
- Regular inspections of our homes and estates
- Ongoing monitoring and reporting to senior managers and the Board

Safety remains our highest priority, with strong controls in place.

We take a proactive and structured approach to managing risk. This helps us to:

- keep residents safe
- protect our finances
- meet regulatory standards

All risks are regularly reviewed by senior management, our Finance, Audit and Risk Committee and the Board.

CONTACT US



Phone Number:

020 4551 0080



Email Address:

talktous@cds.coop



Website:

www.cds.coop



Location:

82 Tanner Street, London SE1 3GN

HOUSING TEAM

Housing email:

housingteam@cds.coop

Telephone:

020 4551 0080 option 3 then option 3

Leasehold email:

homeownership@cds.coop

Telephone:

020 4551 0080 option 3 then option 4

PROPERTY TEAMS

REPAIRS TEAM

email: **repairs@cds.coop**

Telephone: **020 4551 0080 option 1**

GAS SAFETY

email: **gassafety@cds.coop**

Telephone: **020 4551 0080 option 0**

COMPLIANCE

email: **safety@cds.coop**

Telephone : **020 4551 0080 option 0**

INCOME TEAM

To make an auto payment over the phone:

Telephone:

020 4551 0080 option 2

For a rent query:

Telephone:

020 4551 0080 option 3 then option 1

THANK YOU