




ANNUAL REPORT

2021-22





Front cover:
A Curo colleague and
sheltered housing
customer dance together
at one of our events to
celebrate HM The
Queen's Jubilee

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Welcome

Customers and Curo together – creating a brighter future

It's been an honour and privilege to serve as Chair of Curo's Board for the past six years. Our rules mean that board members can only hold a position for a certain length of time – and so I must stand down after two three-year terms. I'm sad to leave, but it's important to uphold these high standards of governance.

I'll be leaving with many happy memories and a long list of things that Curo has achieved in that time, which I'm proud to have been involved with. There isn't space here to name them all, but I'd like to share some of my highlights.

Our successes

In the past six years, we've tried hard to engage with a wider range of customers in ways that suit them, through a menu of more than 20 options to tell us what they think. There is still more we can do, but I'm proud of the many ways in which our residents have influenced our decisions on investment and services. This is a real tribute to our customers who take the time and effort to engage in honest dialogue with us. Thank you – you make a real difference.

My highlights in this area include:

- **The Customer Oversight group**, which reviews performance and selects areas for further scrutiny.
- **Our annual Residents' Festival** (this year Curo's Big Get Together).
- **Board Connect**, where groups of residents join the board for a series of conversations on key topics twice a year, to hear directly from customers.

Curo is a place of innovation and, based on customer feedback, we've introduced initiatives such as:

- **Our Caretakers project**, introducing dedicated caretakers on to estates.
- **Passport to Housing**, helping people bidding for homes prepare for a successful Curo tenancy.
- **Customer Navigators**, to help vulnerable customers manage day-to-day issues.
- **Collect with Care**, helping customers, with empathy, to manage rent arrears and debt.

As part of our Independent Lives services, we've created support schemes that are making a real difference to people's lives. Our Step-down properties give customers a place to recover after hospital, while our Wellbeing House is a restful retreat, where people can receive support with their mental health.

Curo Enterprise, our housebuilding company, has regenerated the former Ministry of Defence Foxhill site in Bath into Mulberry Park, with 550 high-quality homes and a thriving local community, including The Hub. This demonstrates how we must continue to provide not just good-quality homes, but great places and communities.

Curo's strengths come from colleagues working alongside each other to create Homes for Good. I feel immense pride that together we've achieved fantastic results from Best Companies and Investors in People – two highly respected workplace accreditation schemes. Colleagues are committed to living Curo's values and this shines through in all our successes. While we're not perfect, we're always trying to do our best for our customers.

However, I'm acutely aware that I'm leaving at a time when the country as a whole, and the housing sector in particular, are facing great difficulties. Global uncertainty, including the war in Ukraine and the lasting impact of the pandemic, are affecting the UK economy and political landscape. The rising cost of living and the massive increases in energy costs are making life much tougher for our customers. We are talking and listening to our customers about their concerns and Curo will continue to do so through the challenges ahead.

Vision 2032

While we've achieved a great deal in my time here, there are still many ways we can improve and, at a time of considerable uncertainty and change, it makes sense to look further ahead. That's why a project is underway to create a new 10-year 'vision' for Curo, defining what the organisation should look like in 2032 and how we can get there. I've been delighted that many of our residents have already given their ideas to the Vision 2032 project, and I hope many more will do so. It's vital that our customers and Curo together create a brighter future.

The Vision 2032 plan must balance our priorities and allow us to meet our customers' needs, including supporting residents and investing in existing homes; reducing our environmental impact and ensuring excellent levels of fire safety; as well as building new homes for the local people who need them.

I'm very grateful to have had the opportunity to work in social housing for more than 30 years. It's a cause very close to my heart, and I know that I leave Curo in safe hands as Jane Tabor takes up the role of Curo Chair.

Chairing the Curo board has been a wonderful experience, and I want to say a heartfelt thank you to all the colleagues who have supported me over the years. I also want to thank board members past and present who have offered their time, expertise and wisdom to steer the organisation. And I'm especially grateful to our residents, who have been such a source of inspiration, energy and welcome challenge as they've helped to guide, advise and hold us to account.

I wish all of you the very best for the future. I'll continue to follow Curo's progress with great interest and affection.



Liz Potter,
Curo Chair



Listening to residents

We're always looking at new and better ways to engage our residents in making decisions and improving our services.

Residents' Festival and Conference

In 2021 we held a week-long Residents' Festival, from 13-17 September. This hybrid online and in-person event incorporated our conference, which featured many of the ingredients that residents have told us they find useful:

- Hearing directly from those running the organisation including Victor da Cunha, Chief Executive; Liz Potter, Chair; and Paul Harris, Executive Director of Customer Experience.
- Teams from across Curo answering questions from the audience and residents watching at home.
- Celebrating amazing Curo residents with the winners of our 2021 Curo in Bloom competition and the 2021 Curo Community Awards.

Oversight Group

During summer 2021 we recruited a new Resident Chair, Daisy Gaunt, to our Oversight Group (see box, right). The group has increased from seven to 11 members and now meets six times a year. Over the past 12 months the group has helped shape our Renowned Customer Service and Great Property and Places plans, advised on rent increases and scrutinised performance.

Board Connect

Our Board Connect sessions mean the board hears directly from customers about what it's like to receive Curo's services. We ran two sessions during 2021-2022, with themes including: Feeling Safe Through the Pandemic; Disability and Diversity; Communication and Keeping Promises; Sustainability; and Cost of Living.

Engagement Groups

Our groups and forums are important ways for customers to get involved, hold us to account and help shape and improve services. In the post-pandemic era, we've continued to offer the same engagement groups, but now run them as a blend of hybrid and in-person events, leading to more customers getting involved. This year we also launched a new Tenancy Compliance Forum and Repairs Engagement Group, and we held several one-off workshops looking at specific services or strategies such as annual rent increases, service charges and our approach to tackling damp and mould.

Customer voices

"I can make a real difference"

Resident Chair Daisy Gaunt says:

"I took on the role so I could play my part in making improvements across Curo's estates. I want to ensure that the Oversight Group represents the diversity of Curo's customers, and that all resident feedback is listened to, not just the concerns of the most vocal residents.

"I enjoy meeting other residents and hearing what's going on. I feel I can make a real difference. For example, because of one of our scrutiny activities, Curo's complaints process has been simplified from three steps to two."

“ ”



VoiceBox in numbers

Our VoiceBox feedback website is a place where customers can have their say on Curo's services. This year, we've had double the feedback of the previous year.

2,106

Curo customers are on VoiceBox, up from 1,770 in 2020-2021

7,000

VoiceBox survey responses in the past year

300

QuickPoll responses



Curo Community Grants in numbers

27

community projects have been supported by our Community Grants

£11,000

the total value of funding provided through our Community Grants



Customer voices

"The smiles and pride are contagious"

A Curo Community Grant of £500 helped Three Ways School buy equipment for a lunch delivery service at the community special school. Students have loved working in the 3 Café Kitchen, and use the trolley to take deliveries to staff in school.

"The smiles and pride in the 3 Café Kitchen trolley service are contagious. All of our students shouted a huge thank you to Curo!" says Lucy Beattie, Fundraising, Marketing and Development Manager at Three Ways School.

Facebook Live

Every month we run Facebook Live events hosted by members of the Executive Team and often supported by service directors. These one-hour sessions (pictured below) allow customers to post whatever questions they would like us to answer, and these are answered live. The sessions are also posted on our Facebook Page and are regularly viewed more than 1,500 times. During the past year, we received 2,882 comments and engaged with 69,131 people through our Facebook Live events.



Keeping homes safe



Providing homes that are safe is a top priority for us. Over the past year we've continued to strengthen our approach to property safety. We've adapted the measures we took during the pandemic, so that we can continue to comply with our safety duties as a landlord.

Curo's Property Safety & Compliance and Home Safety teams look after all landlord safety areas including: gas safety, fire safety, electrical inspections, asbestos, water safety, radon inspections, as well as mechanical items like lifts, hoists and stair lifts in common areas and inside some homes too.

Over the past year we have reviewed and adapted a number of important property safety policies to make sure we keep up to date with the law and best practice. We continue to adapt our safety measures to the latest and emerging safety legislation. Customers will hear more from us in the coming year about what we're doing and what customers can do to remain safe in their homes.

It is now five years since the terrible fire at Grenfell Tower so tragically resulted in the loss of the lives of 72 residents, so it is right that we have continued to treat fire safety as one of our key safety priorities.

Investing in safety

In the past year, we invested £4.8m in major fire safety works and related improvements across a number of blocks of flats to ensure the highest level of fire safety. This has included starting a major project at Woodside in Midsomer Norton to replace external wall insulation. We are also working on hundreds more flats across our whole area, replacing hundreds of fire doors, improving smoke detection and carrying out work to stop the spread of fire between flats in blocks. We will continue to invest in this important area in future years.

During the year, we also appointed a new company to undertake regular fire risk assessments of our blocks. This is a legal requirement to ensure our flats are safe, with checks carried out every one, two or three years, depending on the type of block. At the end of March 2022 all 834 blocks had an up-to-date fire risk assessment.

Home safety in numbers

£4.8m

the amount we have invested in major fire safety and related improvements across a number of blocks of flats

£4m

the amount we have invested in servicing, testing and repairing safety-related items in customers' homes and communal areas

12,000

the number of home safety checks we carried out

10,000

the number of gas safety checks we carried out in homes with gas appliances

2,500

the number of electrical safety checks we completed – we do these every five years



Before



After



Before



After



Before



After



Customer voices

“It looks clean and smart”

Maple Leaf Court is a lovely property with bright and welcoming communal spaces. However, it needed some upgrades to improve safety standards.

In late 2021, we invited contractors CLC Group and Severnside Security to the property to assess the scope of work needed. Both contractors offered excellent suggestions and we began planning works at the start of 2022.

On 12 January, Curo hosted a resident engagement session to explain the works to customers, and to ask them for their questions and suggestions.

CLC Group started work in February, tackling the old wooden suspended ceiling. This then allowed Severnside Security to install the new wiring for the fire alarm and intelligently designed lighting system.

Meanwhile, West Port, our door supplier, was busy fabricating our new certified communal and flat entrance doors.

The new doors have greatly improved the building’s appearance. Residents said that they “like the new doors, the appearance is clean and smart”. They also said that our contractors were “wonderful and very friendly”.

“ ”

Curo carried out work to improve safety at Maple Court in Bristol

Repairing homes

Alongside our core repair service, we provided a 24/7, 365-days-a-year emergency repairs service. We completed 44,000 repairs during the year. Of these, 38,500 were completed by our internal Repairs team and 5,500 by subcontractors. We attended 100% of our emergency repairs on the same day and 99% urgent repairs by the end of the next working day.

During the year, we reduced the repairs backlog that had built up during the pandemic. Before the pandemic, we had 2,200 open repairs (repairs waiting to be carried out or completed). As a result of lockdowns which affected our usual service, this increased to more than 3,400 open repairs. Following the lockdowns, we invested in more trade resources and this helped us to reduce our open repairs to 1,900 by the start of April. From repairs being reported, our internal Repairs team took an average of 22.1 days to complete the work.

Customer satisfaction

Our internal repairs service achieved a customer satisfaction rate of 93% and our contracted repairs service achieved a 79% satisfaction rate – an improvement in both services compared with the previous year.

We listen to customers' feedback and during the year we met regularly with our repairs resident involvement group to discuss what's working well and the areas we could improve. Following meetings with customers, we have improved our service, including how we communicate with customers.

We have introduced new measures for 2022-2023 to track how customers feel about first-time fixes – or repairs completed in one visit – and satisfaction with waiting times for repairs. We will use this feedback to assess how we can make further improvements throughout the year.

Repairing homes in numbers

38,000

repairs completed by our internal Repairs team

100%

of our emergency repairs were attended on the same day

93%

the customer satisfaction rate of our internal repairs service



Our tradespeople
are here to help

Customer voices

Feedback from customers on our Repairs team:

“Warren is a star! It was a tricky repair, but he never gave up. He kept trying until he got it done. He was also very friendly and understanding.”

“The colleague was prompt to respond, friendly and professional, and clear about the repair process.”

“The colleague who visited was so polite and fixed the problem with the toilet straight away. She was very helpful.”

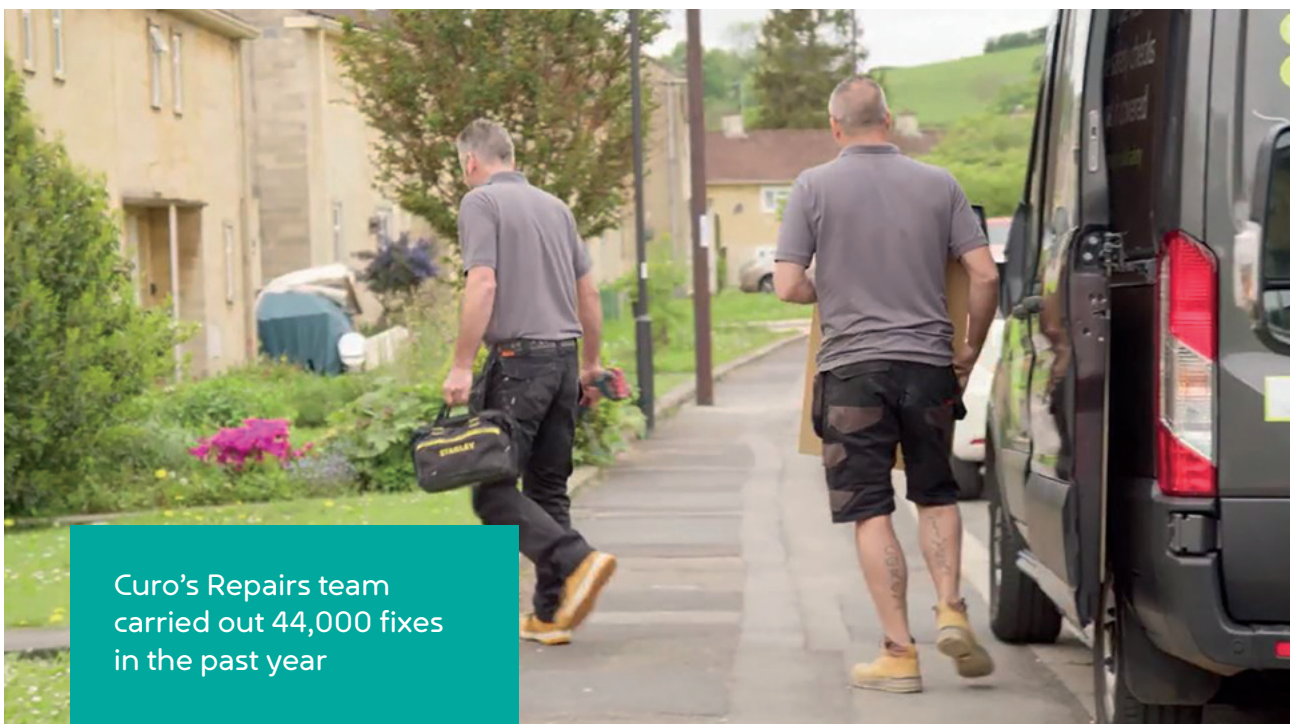
“The colleague identified the problem and showed good logic and experience. They resolved the issue promptly, didn’t leave a mess and communication levels were great all the way through.”

“The colleague did the repairs well and quickly. He was very friendly and pleasant to be around. My children loved him!”

“Great customer service and it was so nice to meet a female tradesperson – such an inspiration. Brilliant job, thank you.”

“The colleagues were respectful of my home. They put everything back and cleared up after themselves.”

“The colleague had the work done in no time and cleaned up the work area afterwards, taking my children’s health and safety into consideration.”



Curo's Repairs team carried out 44,000 fixes in the past year

Improving homes

At the start of the 2021-2022 financial year we planned to deliver a programme of home improvements. These would have upgraded 1,514 ‘components’ – such as kitchens, bathrooms or heating systems – in customers’ homes and 76 blocks across our estates.

However, the national lockdown that began in January 2021 and ended in March 2021 delayed our improvement works and led to a slower start to the year than we would have liked.

The previous lockdowns meant that we had a backlog of repairs to deal with and we decided to move some of our home improvement trades colleagues to support our repairs colleagues in reducing our backlog to normal levels. This reduced our ability to deliver all our home improvements in time for the end of the year.

Impact of the pandemic

In February 2022, one of the main companies we use to carry out home improvements went into administration. As this happened late in the financial year, we were unable to finish all the work we needed to.

We continued to have problems getting hold of the materials we needed to carry out improvements. This was down to supply chain issues, brought on by the pandemic lockdowns and staff furloughs.

Despite these challenges, we were still able to deliver 93% of the improvements that we had originally intended to deliver. This amounted to 1,390 components and 70 blocks of flats.

The challenges above had a knock-on effect on customer satisfaction. Some customers experienced delays to the anticipated start of their improvement works. We finished the year with a 90% customer satisfaction rate, a reduction on the previous year’s 95%.

Improving homes in numbers

90%

customer satisfaction rate

1,390

of components were improved
as well as 70 blocks

“We were still able to deliver 93% of the improvements that we had originally intended to deliver”

Customer voices

“It’s more than I could have asked for”



Catherine James, Curo customer, says:
“A massive thank you for my amazing new kitchen. From the beginning, you were helpful, friendly and professional. The thought of all the mess was daunting for me, but you put my mind at ease and made the journey so smooth. It’s more than I could ever have asked for and I couldn’t be happier.”



“It’s great that Curo gave me options to pick the kitchen that I wanted”

Gwen



Dealing with complaints

We've been working hard to improve our complaints performance to help resolve complaints quicker and provide a better experience for our customers.

In the past year, we have seen an increase in the number of complaints, receiving 123 more complaints than last year. In 2019-20 we had relatively fewer complaints, reflecting less customer contact during the pandemic. If we compare our latest complaints numbers with pre-pandemic levels, the number has reduced slightly.

Overall, for Curo the long-term trend remains steady. However, through our work with other organisations in the housing sector, and with the Institute of Customer Service (ICS), we know that our sector is seeing a significant increase in complaints. A rise in complaints has also been seen across all other sectors and the ICS have reported that complaints are at their highest ever volume.

Looking at specific services, our Customer Contact Team and Estates Teams have seen a continual decrease in the number of complaints received related to their service areas, while Tenancy Compliance has remained the same compared with last year. Although Asset, Lettings and Commercial Teams receive smaller volumes of complaints overall, they have experienced a small increase in the number of complaints received. The most significant increase in complaints has been in our Repairs service.

What we're doing

During the past 12 months we've moved the Customer Resolution Team into the Customer Contact Team, bringing the teams communicating with our customers closer together.

We focused on some key areas of improvement:

- Reducing the average time to resolve a complaint.
- Resolving our longest standing complaint cases.
- Avoiding unnecessary delays in the complaints process.

We've seen a great improvement in complaints resolution, with 22% more complaints being resolved at the first stage compared to 2020-2021. This work has resulted in a reduction in complaints being escalated.

Customer satisfaction

Customer satisfaction on complaint handling has reduced by 5% compared with the year before. We have noticed that responses to complaint satisfaction surveys often relate to the reason the customer had to complain in the first place, rather than how the complaint was handled. We're reviewing our survey questions to help us gain more accurate feedback on our complaint handling. This will allow us to find ways to improve and provide a better service when managing complaints, resulting in a happier customer.

Curo Complaints Forum

Members of Curo's Complaints Forum:

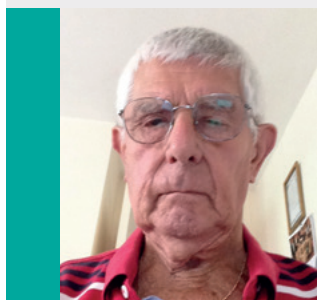
- Hold joint staff and panel discussions with Curo's Customer Resolution Manager and Customer Feedback Lead on a sample of anonymised closed complaints made to Curo.
- Come to a consensus on whether the process taken was in line with policy and procedure and whether Curo were fair and appropriate in our response.
- Review satisfaction results, including customer feedback on complaint case management.
- Share evidence-based recommendations on process improvements and quick fixes.
- Advise on amendments to policy and procedural documents for future reviews.



Customer voices

"I feel listened to"

Bob Cole, member of the Curo Complaints Forum, says:
"My feedback is valued by Curo. Being part of the group gives me a sense of camaraderie and a place where we can share our knowledge. Other customers should get involved as it benefits residents to have their input and suggestions valued. I feel I'm listened to intently."



“ ”

"Coming to this group really helps. You've got your own voice to say what you want to say"

Wendy, Curo customer



Independent Lives

Over the past year, we have supported more people than ever to get into work, education and training and have started care and construction academies, bringing people into these valuable sectors.

We were also proud to see the Curo Wellbeing House return to its pre-pandemic model of service, offering people from across Bath & North East Somerset (B&NES) a free retreat for those who want to enhance their mental health and wellbeing.

Overall, we supported more than 6,053 people across B&NES, North Somerset and South Gloucestershire to live independent and successful lives, through a variety of person-centred services. All teams have continued to provide essential face-to-face services to vulnerable customers throughout the pandemic, and in the tough economic climate, to support people to remain independent in our communities.

We continue to develop our services to meet the needs of our communities. In North Somerset we have developed our partnership working to offer accommodation to people with learning disabilities and also to support unaccompanied asylum-seeking children. We will be offering places to young people and women accessing trades job and green jobs as part of our Power UP offer. Our Housing First offer has also grown. We support the most vulnerable people in their communities through this intensive support model in North Somerset, South Gloucestershire and B&NES, developing our own best practice and supporting pathways into secure and safe accommodation.

We are listening to our customers to build on our strong foundations, as we continue to respond proactively to the ever-changing world in which we live.



Our temporary accommodation service can support young people

Independent Lives service in numbers

412

homeless families, vulnerable adults and young people supported in our temporary accommodation services across Bath & North East Somerset, North Somerset and South Gloucestershire

1,897

people supported through Step-down from hospital accommodation, Wellbeing House, Community Connect and Gordano & Mendip Social Prescribing

3,264

older people supported to live independently through our Livewell, Extra Care, Dementia Challenge and Independent Living Services

480

people supported into work, education and training by our Work Wise Team

Customer voices

“I know I can trust my Livewell Officer”

An older customer came to us with complex health and social care needs. They were unable to read or write and had no access to a telephone. This had a significant negative impact on their ability to liaise with agencies and left them feeling isolated and lonely.

The customer couldn't access any of their benefits due to them being paid into a child's bank account. They had no official forms of ID as they'd never had a driving licence or passport and their birth certificate had been stolen.

They were also malnourished and needed support with eating, after their oesophagus had been damaged in a previous hospital intervention.

Curo provides Extra Care housing, designed for older people who need more support than that available in sheltered housing, but who would still like to be independent. The local authority approved the customer for Extra Care, but they were reluctant to move as they lacked trust in professionals, having been repeatedly let down in the past.

Through positive and sustained support, the customer built up trust in the Curo colleagues. Following a stay in hospital, the customer agreed to move into Step-down

accommodation, where they flourished. They made friends with other residents and went to social events on site.

The support we put in place had the following outcomes:

- Partnership working with the Step-down Care Team and Social Services ensured the customer had wraparound support, with Curo putting the customer at the heart of any decisions.
- Supporting the customer with their weekly food shop helped the customer to buy healthy food that met their specialist medical needs.
- A PIP assessment was carried out to maximise the customer's benefit entitlement. We also supported a video call with a building society to open an account.

The customer says: “I really struggled to engage with any support, as everyone I start to trust has let me down. But my Livewell Officer has really shown me I can trust her, and now I ask her for help all the time. I'm not so stressed and I feel better in myself.”



Curo's Livewell Officers support customers with practical advice and a friendly listening ear

New homes

This year we've built 357 new homes for Social and Affordable Rent, open market sale and Shared Ownership, the low-cost, part-rent/part-buy scheme that's helping many young people to take a first step on the property ladder.

We are a strategic partner with Homes England to build new 670 new grant-funded Social Rent, Affordable Rent and Shared Ownership homes over the next five years. In total, we expect to deliver 1,300 homes during this time frame.

Most of our new-build homes were delivered in Bath and North East Somerset (134 homes) with the remainder in Wiltshire (97 homes), North Somerset (76 homes), South Gloucestershire (37 homes) and Bristol (13 homes).

Most (240) were affordable housing, while 117 homes were sold on the open market, with the profits being reinvested in maintaining our existing homes and delivering more affordable housing for local people.

Of the 240 new affordable homes delivered this year, most were let at Social Rent (103), while 92 were sold through the Shared Ownership scheme and 45 were let at Affordable Rent.

Rent levels for social and affordable tenancies are set according to a Government formula, linked to local market rents and are usually substantially lower than rents for similar properties rented privately in the area. Social Rent is around 64% lower than the market rent, while Affordable Rent is around 20% lower.

Our developments

Curo is building much-needed new homes across the West of England. Mulberry Park in Combe Down, Bath, is our largest project, set to deliver almost 700 homes by 2026. Mulberry Park is also home to the first Passivhaus-certified houses in the Bath & North East Somerset region. Passivhaus

homes are energy efficient and can lower energy costs by up to 90%.

In North Somerset, we're building 154 homes at Eaton Park in the village of Yatton, and we've recently secured planning permission to deliver 124 homes in Weston-super-Mare.

We're also working on many sites in Bristol. In Lawrence Weston we're building 128 homes at Century Park, where, instead of gas boilers, we're installing ground source heat pumps – a more environmentally friendly way to provide heating and hot water.

Also in Lawrence Weston, we're approaching completion of our 100% affordable housing development of 57 homes at The Willows, where we'll be welcoming residents by the end of 2022.

Elsewhere in Bristol we're gearing up to start construction works to deliver 70 new affordable homes in Bishopsworth, and another 47 homes for Social /Affordable Rent and shared ownership in Filwood. Meanwhile, we're getting ready to welcome more new residents at Midland Road, in Bristol's Old Market Quarter, where we're just adding the finishing touches to 32 new affordable homes – among the first to be connected to the city's Heat Network, providing future Curo residents with affordable, low-carbon heat and energy.

Customer voices

“It’s a great opportunity for our family”

A young couple and their two children are finally able to live together for the first time in years, after taking a first step on the property ladder at Curo’s new development of 128 homes in Lawrence Weston, called Century Park.

Bradley and Chelsea are both 27 and live in the local area. For the past two years, Chelsea stayed at her parents’ home in Lawrence Weston with the couple’s two children, a five-year-old daughter and three-year-old son, while Bradley lived in Shirehampton with his parents and younger sister.

The couple have opted for this arrangement instead of renting so that they could save up for a deposit to buy a home of their own.

In February this year, Bradley and Chelsea could finally make their dream of living together as a family come true. The couple bought their two-bedroom house at Century Park with the Government’s Help to Buy Equity Loan scheme, which is only available for new-build homes. Help to Buy makes it possible for first time

buyers to purchase a home with only a 5% cash deposit, while benefitting from a Government loan of 20% of the cost of a newly built home, making mortgages more affordable.

Bradley says: “We were very excited when we heard that Curo were going to build homes in Lawrence Weston. We really thought this is a great opportunity to do something good for our family. Since then we made extra efforts to save up and buy our own home.

“We couldn’t buy an older property in the area because we couldn’t afford it without Help to Buy.”

Chelsea says: “Our extended families live in the area and we’re very close, we help each other with the kids and support one another, so we feel very lucky that we could stay in Lawrence Weston, close to all our family and friends.”






Bradley and Chelsea’s new home is close to their family and friends

The year in numbers

On these pages you'll find a range of performance figures that show how we performed in 2021-2022. Where we set targets, we've shown whether we've hit or missed them. We have also compared performance with the previous 12 months where we have this data.

Key:

-  2020/21
-  Target hit
-  Target missed

Overall satisfaction with Curo

81.1%*

 83%  81%

Customer Commitments delivered

65%

 88%  100%

**This year-on-year score is not a true like-for-like comparison. The figures for 2021-2022 take customer satisfaction data from more teams into account in the overall score.*

Our homes



Customer satisfaction with responsive repairs

93%

 91%  91%

Emergency repairs attended within 24 hours

100%

 100%  100%

Repair appointments kept

94%

 92%  92%

Repair requests received

41,868

 41,722


Average days to complete a routine responsive repair

30

 20  28



Average cost of a repair

£116

 £117  £125

Upgrades made to homes (eg kitchens, bathrooms, heating, block refurbishments)

1,460

 944  1,577

Our homes (cont)

Customer Satisfaction with our Voids and Lettings, (Empty Homes) service

83%

🔄 88% 🎯 88%

Homes that had a home safety visit during the year

100%

🔄 100% 🎯 100%

Independent Lives

Supporting vulnerable people and people on low incomes in our communities

Customers satisfied with our Independent Lives services

96%

🔄 96% 🎯 95%

Number of people benefitting from Independent Lives services

6,053

🔄 3,676 🎯 2,650

Contacting Curo

Satisfaction with customer contact

92%

🔄 92% 🎯 92%

Calls answered by Customer Contact team

110,399

🔄 100,702

Average call wait time

4min 49sec

🔄 1 min 32 sec

Percentage of phone queries resolved first time

82%

🎯 85%

Putting things right

Complaints received

1,128

🔄 1,006 🎯 858

Complaints resolved at first stage

65%

🔄 44% 🎯 67%

Number of days taken to reach resolution

30

🔄 36 🎯 20

Your neighbourhood

Satisfaction with communal cleaning

59%

🔄 59% 🎯 58%

Satisfaction with grounds maintenance

57%

🔄 62% 🎯 62%

Number of anti-social behaviour cases received

2,764

🔄 3,018

Building and letting homes

Homes built for Social/Affordable Rent and Shared Ownership

240

🔄 242 🎯 232

Homes built for market sale

133

🔄 44 🎯 131

Total unpaid rent (arrears)

£1.78m

🔄 £1.62m

Amount lost through properties being empty

£1.21m

🔄 £1.20m

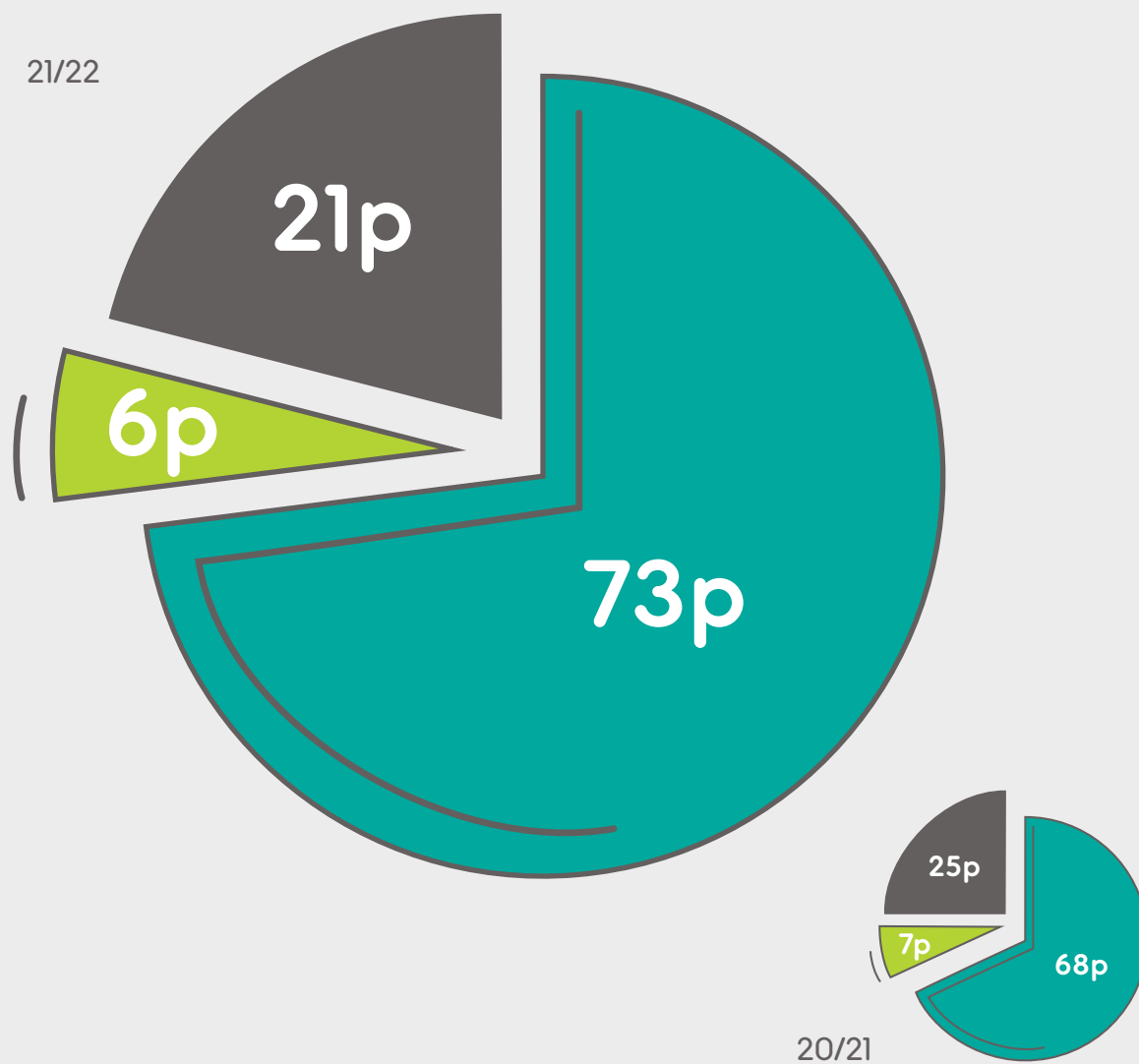
Resident Involvement

Residents on our VoiceBox customer engagement website

2,106

🔄 1,770




How we spend each £1 of income



Find out more:

Environmental, Social & Governance Report – you can view or download a copy at:

www.curo-group.co.uk/annualreport

-  Maintaining existing homes and services
-  Bank charges and interest on loans
-  Reinvested in brand new homes

Find out more:

Our statutory Financial Statements contain more detailed financial and performance information – view or download a copy at:
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