Community Gateway Association

2021-22 Value for Money Statement

Our Approach

CGA's objectives are set out in our 2019-24 Corporate Plan. The Plan has three strategic themes:

- **Invest** - in Homes and Neighbourhoods; Technology; and Colleagues and Culture;
- **Support** - Individuals; Communities; and Partners; and
- **Evolve** - our Offer; our Engagement; and our Ways of Working

Value for Money (VfM) runs through everything we do and is an integral theme across our corporate plan and objectives. VfM and continuous improvement underpin our "Evolve our ways of working" objective. The Board use our VfM metrics as key measures to assess and understand our performance against our peer group and the sector as a whole.

Across the three strategic themes we have nine main objectives and each of these has clearly defined Key Performance Indicators (KPIs) and targets by which the Board can track progress and ultimately assess delivery. This year's results allow us to assess our achievements against year 3 of this Strategy.

Decision-making framework

Our effective decision-making process supports the delivery of VfM. It is important for us to know the impacts of decisions, whether these are about improvements to services or cost reductions, as this allows priorities to be set and agreement reached. Our decision-making framework includes:

- A robust corporate planning structure involving the Board, tenants, staff and wider stakeholders in the production of our corporate plan;
- Annual team plans are prepared by each service area which focus on service improvements. These provide a forward view of resource requirements, and therefore include VfM targets, alongside wider social and environmental gains;
- The collection of customer satisfaction feedback, coupled with committed tenant involvement ensures that our customers' views are used to shape services;
- Financial performance is reviewed monthly by the Executive Leadership Team and quarterly by the Board. This enables corrective action to be taken in a timely manner, including consideration of short- and medium-term implications;
- Our KPI's provide the Board, management and tenants with an understanding of current performance against target and how they compare to sector and peer group benchmarks;
- A project management framework exists to assess and approve new business initiatives. This ensures each has been fully evaluated, appraised against the corporate objectives and is managed in a consistent manner.

Reporting on Performance and VfM

We recognise the importance of measuring how the business is performing and use this knowledge to help us challenge whether the quality of our services could be improved or delivered more cost effectively. We set ourselves challenging targets to sustain or improve year-on-year.

The Board track progress in delivering the Corporate Plan through a bi-annual performance report which includes a number of KPIs across the nine main objectives. Board also receive regular reports throughout the year on our financial position (including the VfM Metric targets) and performance against our overall 'Business Health' Targets. Performance in 2021/22 against our suite of Corporate Plan and Business Health KPI targets compared to our peers is set out below.

In previous years we have used HouseMark's North West, Yorkshire and Humberside, and North East and Midlands benchmarking group for Large Scale Voluntary Transfer organisations with more than 2,500 units. However, despite the widening of the peer group in previous years the sample size was too small for several indicators. The peer group has therefore been revised; the geographical group has been narrowed to exclude the Midlands and the organisation type has now been expanded to include traditional housing associations, which is appropriate given the time since CGA acquired its stock from Preston City Council.

When comparing our performance against peers, we now use HouseMark's North West, North East and Yorkshire & Humberside benchmarking group for all housing associations with more than 2,500 units.

This consists of 25 housing providers (including CGA) and these are listed in Table 2. This peer group was selected to represent similar housing associations, in the North of England and to provide the most meaningful and useful comparisons.

In addition, we also compare ourselves to 'live' performance data compiled by Housemark through their monthly pulse surveys. This helps us understand if sector wide issues are impacting on CGA to a greater or lesser extent. Where we have pulse survey information available we have made reference to this in the commentary.

Table 1 - Key Performance Indicators	21-22 Target	21-22 Performance	Upper Quartile
Invest			
Properties meeting the Decent Homes Standard (%)*	100	100	
Homes in Band C and above energy rating (%)**	78.50	78.65	
Responsive repairs that were 'right first time' (%)*	97.50	99.45	94.44
Properties with a Valid Landlord Gas Safety Record (LGSR) (%)*	100	100	100
Gas servicing completed by the annual service date (%)*	100	100	100
Properties with a current Electrical Installation Condition Report (EICR) (%)*	100	100	
Customer satisfaction with the quality of their home (Biennial; %)**	88.00	80.74	87.15
Customer satisfaction with their neighbourhood as a place to live (Biennial; %)**	86.00	81.48	86.98
Number of new homes built (Cumulative)*	304	256	
Rent loss through voids (%)*	0.85	1.47	0.96
Colleagues satisfied with the IT tools to do their job (%)**	80.00	80.18	
Customer satisfaction with the range of online services provided (Biennial; %)**	Baseline	54.21	
Average number of days lost to absence (per colleague)*	7.70	10.91	6.65
Colleague E&D measures meeting their respective targets (%)**	80.00	80.00	
Staff satisfaction with CGA as a place to work (Biennial; %)**	86.00	89.86	89.00
Support			
Tenancies ending within 12 months (%)**	8.00	9.05	
Tenancy Turnover (%)*	7.50	7.56	5.72
Customers leaving their home due to affordability issues (%)**	7.50	2.18	
Supported customers helped into employment, training to gain a qualification, apprenticeship or placement of 4+weeks (%)**	35.00	65.65	
Customers leaving their home due to dissatisfaction with community/neighbourhood(%)**	6.00	8.91	
Colleagues that live locally (%)**	75.00	80.22	
Level of spend in PR post code (incl. staff and suppliers)**	£9.0m	£9.4m	
Lettings to people provided with secure accommodation who are at risk of becoming homeless (as proportion of lettings) (Biennial; %)**	25.00	34.74	
Customers aged 65 and over who feel socially isolated**	19.93	25.00	
Customers who feel safe and secure in their communities**	86.00	82.85	
Evolve			
Customer satisfaction with the overall service provided (%)*	92.00	88.72	88
Customers willing to recommend CGA (Net Promoter Score) (Biennial; %)**	58.00	39.48	50.20
Customers who choose to access services online**	26.38	35.00	
Number of engaged tenant members**	345	293	
Occupancy rate General needs (GN) accommodation (Biennial; %)**	99.54	99.23	99.53
Occupancy rate Sheltered (SH) accommodation (Biennial; %)**	98.50	99.24	
Customer satisfaction with the opportunities to get involved (Biennial; %)*	65.00	64.82	
Accepted tenant scrutiny recommendations implemented within agreed timescales (%)**	100	100	
Compliance with all loan covenants (%)*	100	100	
RIDDOR reportable incidents (employees and non-employees) (No)*	0	0	
Net rent collected (%)**	98.00	100.15	
Current arrears as a percentage of net rent debit*	2.00	0.35	2.71
Achieve annual VfM targets (%)**	100	50	

Quartile Key	**Upper Quartile**	**Middle Lower**	
	Middle Upper	**Lower Quartile**	
Performance Key	**Target Met**	**Slightly off Target**	
	Off Target		

* Business Health KPI **Corporate Plan KPI's

Table 2 – Benchmarking Peer Group

Accent Housing Limited	Livin Housing Limited	Salix Homes Limited
Aspire Housing Limited	Magenta Living	South Liverpool Homes Limited
Beyond Housing Limited	Muir Group Housing Association Limited	Southway Housing Trust (Manchester) Limited
Bolton at Home Limited	North Star Housing Group	Together Housing Group Limited
Community Gateway Association Ltd	One Vision Housing Limited	Torus62 Limited
Halton Housing	Onward Group Limited	Weaver Vale Housing Trust Limited
Karbon Homes Limited	Plus Dane Housing Limited	Your Housing Group Limited
Leeds Federated Housing Association Limited	Regenda Limited	
Lincolnshire Housing Partnership Limited	Rochdale Boroughwide Housing Limited	

Commentary on KPI's

We have a suite of KPI's linked to the three themes within the Corporate Plan as shown in Table 1 above. Some of the KPI's are measured on a biannual basis, including various satisfaction results from the recently completed 2022 STAR (Survey of Tenants and Residents) and these are reflected in Table 1 above.

Table 1 shows that despite the ongoing challenges the Covid-19 pandemic presented, there have again been a number of positive areas of performance with 21 out of the 38 targets being achieved (55%), with a further 3 being narrowly missed. Of the 13 that are benchmarked 7 (54%) are in the middle to upper quartile, including 2 where we didn't achieve our targets. Table 1 highlights some notable achievements including all our compliance KPI's remaining on target despite the challenges posed by the pandemic. These include meeting the minimum "Decent Homes Standard"; achieving 100% of "Properties with a valid LGSR" and "current Electrical Installation Condition Report (EICR)"; and 100% of "Gas Services Completed by the annual service date"; 100% compliance with our loan covenants and ending the year with no RIDDOR reportable incidents.

Other notable achievements include 78.65% of our homes being at a band C and above energy rating (exceeding our target of 78.5%). Our "Gateway Home Care" approach to delivering our repairs also performs to a high standard with 99.45% of jobs being right first time (exceeding our target of 97.5%).

We again achieved excellent rent collection performance with 100.15% of rent collected for the year resulting in our lowest ever level of arrears as a percentage of net debt at 0.35%; this demonstrates the impact of the financial wellbeing support we provide and this is further evidenced with just 2.18% of customers leaving their tenancy due to affordability issues.

The KPI targets were stretching ones, to ensure that focus was given to areas of strategic priority to sustain or improve current performance. The commentary below will focus on the areas where the targets were missed and the future actions, we plan to take in order to improve performance in these areas.

"Customer Satisfaction with the quality of their home" and "Customer Satisfaction with their neighbourhood as a place to live" – These KPI's are measured on a bi-annual basis and performance has been updated following the STAR (Survey of Tenants and Residents) assessment in 2021/22. Both KPI's were below the target set and satisfaction with quality of home has seen a reduction of 4.43% since 2019/20 and satisfaction with Neighbourhood as a place to live has reduced slightly by 1.57% since 2019/20. Following the STAR survey results we have reviewed key issues/trends from customer comments within the survey and key themes have been identified for further investigation. These include repairs and maintenance/investment works including external works (e.g. roofing) and our communication with customers. These will be actively considered with a view to understanding how we can improve satisfaction with the quality of homes.

We will continue our "Home Care Repair" approach to maintaining the quality of homes in order to facilitate the delivery of a more targeted investment and repairs services.

Further work is also being undertaken to review key issues/trends from neighbourhood related comments and outcomes from subsequent discussions with customers. Further work is being undertaken to link operational data into the STAR results to provide a more holistic view and to help identify areas of focus.

We have obtained feedback from customers via transactional surveys and this information together with our own insight shaped plans to improve our "Neighbourhoods as a place to live, thereby creating safer communities that people feel a sense of pride to live in". We also have a project focused on enhancing communal areas which was deferred due to the pandemic and commenced during 2021/22 and will continue for a further 2 years.

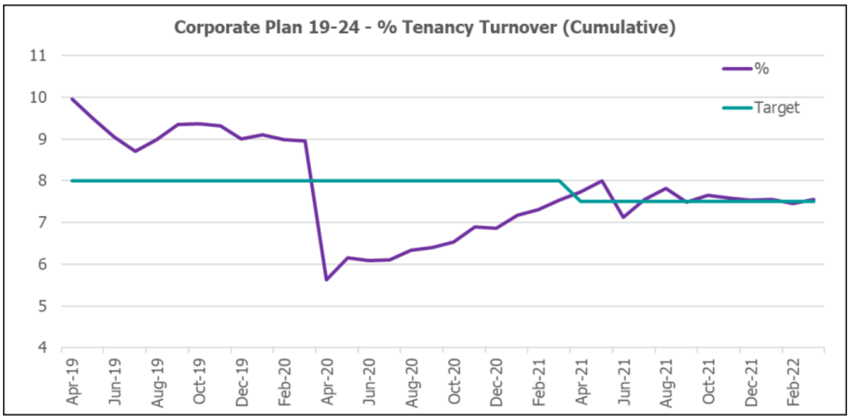
To maintain a focus on our neighbourhoods, we have an ongoing regeneration programme that targets lower performing areas of stock. Following Board approval, we completed the re-modelling of one of our hard to let sheltered schemes (40 remodelled homes were handed over during 2020/21 and 2021/22) and work is due to commence on a second scheme during 2022/23.

We will continue to carry out regular estate visits, liaising with community groups and local schools to support our understanding of the needs of the local community. We will target 'hot-spots' for nuisance ASB and fly-tipping to improve the look and feel of our neighbourhoods.

No. of new homes built/acquired – performance is just under target due to the timing of commencing some schemes. Whilst we have finished year 3 of our Corporate Plan marginally below target, a number of development schemes are now on site and we expect to achieve our development target of 600 new homes by the end of the 2024.

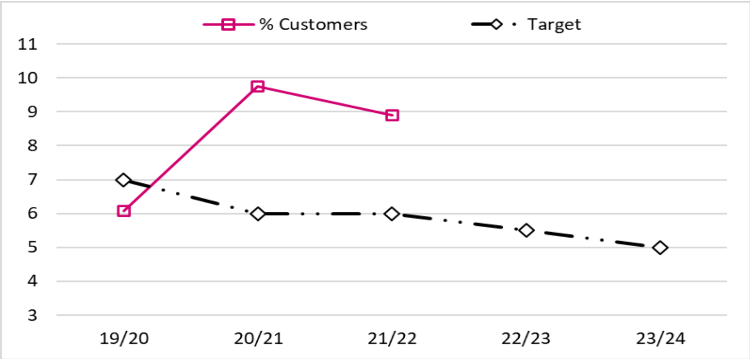
Percentage of Rent loss through voids - Performance is below target due a combination of factors including, (a) longer than average void periods due to factors including the Covid-19 safe working systems throughout the financial year; (b) homes at our new extra care scheme, the Courtyards, being allocated slower than anticipated. This was due to external issues with care assessments being undertaken in a timely manner resulting in nominations into the scheme being delayed; and (c) the phased letting of our new 26 unit homeless prevention scheme "The Spires" to allow residents to adjust in a controlled, Covid-19 safe environment, to their new accommodation. Both "The Courtyards" and "The Spires" schemes are close to full occupancy and maintaining high occupancy levels at these schemes will positively impact on performance in the coming year.

We narrowly missed our **"tenancy turnover"** target and also missed our **"Tenancies ending within 12 months"** target for the year. Whilst we narrowly missed our tenancy turnover target of 7.5% with a tenancy turnover of 7.56% for the year our investment in creating sustainable tenancies has helped stabilise tenancy turnover at this level as shown in the graph below.



During the 2019-24 Corporate Plan, turnover dropped significantly following the first Covid-19 lockdown primarily due to restrictions in place and remained low but increased during 2020/21. Positively turnover has stabilised and remained low throughout 2021/22 and has not returned to pre Covid-19 levels, ending the year in an almost identical position to March 2021 (7.54%). Tenancies ending in 12 months was 9.05% exceeding our target of 8.5%. We have analysed the terminations and 79% of customers leaving lived in a flat with 60% being 1 bed flats. Reasons for leaving ranged from moving to another CGA property (26%), death of the tenant (23%) followed by receive/give support from/to family or friends (19%).

"**Customers leaving their home due to dissatisfaction with community/neighbourhood"** was 8.91% for the year compared to the target of 6.0%. As the graph below shows whilst this has reduced when compared to the previous year it remains outside of the target.



A number of terminations were management supported transfers, with 42% of customers leaving moved to another CGA property. These include customers receiving support from CGA/partner moving for reasons including safeguarding, domestic violence or moves to support significant mental health issues.

"Customer satisfaction with the overall service provided" - We retained a high level of satisfaction, with 88.72% of survey respondents satisfied with the overall service. However, our performance was below our stretching target of 92% and shows a 1% decrease on 2019/20. Despite this reduction, this places us in the upper quartile when compared to our peer group. However, it places us in the middle-upper quartile when compared to the latest pulse survey data. The pulse survey indicates that satisfaction across the sector is now starting to improve following the transition into a post Covid-19 environment.

We also measure **"Customers willing to recommend CGA (Net Promoter Score)" -** we were below our stretching target of 58% at 39.48%, which places us in the middle lower quartile and shows a reduction of 2.69% from 42.17% in 2019/20 (our previous STAR survey results). Further analysis is being undertaken to understand the changes.

"Customer satisfaction with the opportunities to get involved" - We seek to ensure all tenants have a voice in shaping our service as tenant involvement is at the heart of everything we do. We measure engagement through the STAR survey, and this is also measured on a biannual basis.

Positively performance at 64.82% has improved by almost 10% on the 2019/20 STAR Survey performance of 55.07%. Performance has improved due to the significant amount of work undertaken in this area following our recent 'Let's Talk Engagement' review which increased the range and number of opportunities to get involved and ways we are actively engaging with tenants.

Despite the reduction in active members the number of engagements with tenants was recorded at 480. As part of our new Community Empowerment Strategy and supporting engagement framework we have significantly expanded our digital engagement offer over the last 12 months and this has enabled us to increase the number and diversity of those getting involved. We have 465 tenants registered on the Digital Engagement Portal and 304 on the tenant-only Facebook Group.

We have also co-designed our refreshed service standards ("Gateway Promises") by gathering views from over 1,000 tenants through various consultation activities. We are also carrying out a full customer profiling exercise to continue to better tailor our services.

As part of our Technology and Digital Transformation Strategy we have invested significantly in IT, and the benefits of this are reflected in high levels of satisfaction from colleagues (80.18%).

A new indicator for 2021/22 measures customer satisfaction with the range of online services provided and this is reported at 54.21% and will be used as a baseline to set future years targets.

As we continue to implement this strategy, we anticipate seeing an increase in customer satisfaction in the range of online services.

Unfortunately, our **"average number of days lost to absence (per colleague)"** was 10.91 days per colleague against a target of 7.70 days. During the year we saw an increase of 4.3 days lost compared to 2020/21; however, we saw unusually low levels of sickness in 2020/21 due to the Covid-19 lockdowns. Pleasingly we saw improvements in quarter 4 of 2021/22. In this period, days lost to short-term absence has decreased by 62% impacted by a significant reduction in Covid-19 related illness. Similarly, long-term absence has reduced by 32% due to a more intensive approach to absence management.

The percentage of **"customers aged 65 and over who feel socially isolated"** has increased by 3.07% to 25% when compared to 2020/21 and missing our target of 19.93%. This is due to a 10.94% decrease in customers stating they are "hardly ever"/"never lonely". Further analysis is being undertaken to understand this change.

The **"percentage of tenants who feel safe and secure in their communities"** has reduced by 0.73% to 82.85% missing our target of 86%. Further analysis is being undertaken to understand this change.

"Achieve annual VfM targets" - We achieved 4 out of 8 targets detailed below.

VfM Regulatory Metrics – our current performance

The VfM Standard and supporting code of practice requires Registered Providers to annually publish evidence to understand the provider's performance against its own VfM targets and the metrics set out by the RSH, alongside how that performance compares to peers.

Table 3 below provides VfM performance in 2021/22 and provides a comparison against the target for the year, the previous two years and our peer group (detailed in Table 2) - and the sector (based on data provided in the 2021 VfM Global Accounts).

Table 3	19-20	20-21	21-22 Target	21-22 Actual Group	Comparison to CGA's Peer Group median (Based on 2021 data)		Comparison to Sector Consolidated median (Based on 2021 data)	
					Peer Group Median	CGA Quartile	Sector Median	CGA Quartile
Metric 1 - Reinvestment % Investment in properties (existing stock as well as New Supply) as a % of the value of total properties held.	10.9%	8.32%	16.70%	13.26%	7.10%	1	5.8%	1
Metric 2a - New supply delivered (Social Housing Units) No. of new as a % of total units.	1.03%	1.32%	1.83%	1.42%	0.80%	2	1.3%	2
Metric 2b New supply delivered (Non-Social Housing Units) No. of new units as a % of total units.	0%	0%	0%	0%	0%	n/a	0%	n/a
Metric 3 - Gearing % The proportion of assets that are made up of debt.	43.4%	46.9%	45.31%	48.83%	45.0%	3	43.9%	3
Metric 4 - EBITDA MRI % Measurement of liquidity.	220%	221%	171%	187%	234%	3	183%	2
Metric 5 - Headline Social Housing Cost per Unit £ Cost per unit for social housing activities.	£2,930	£2,921	£3,112	£3,230	£3,540	2	£3,730	2
Metric 6a - Operating margin % (Social Housing Lettings) Measurement of financial efficiency.	29.1%	27.4%	26.37%	27.37%	25.8%	2	26.3%	2
Metric 6b - Operating margin % (Overall Margin) Measurement of financial efficiency.	26.0%	25.3%	21.89%	23.71%	22.8%	2	23.9%	3
Metric 7 - Return on Capital Employed % Measurement of efficiency of investment.	4.9%	3.9%	2.91%	3.68%	3.60%	2	3.3%	2

Quartile Key	**Upper Quartile**		**Middle-Lower**		**Performance Key**	**Target Met**		**Slightly off Target**	
	Middle-Upper		**Lower Quartile**			**Off Target**			

Commentary on the metrics

The VfM indicators show a strong position for CGA, with 6 out of the 8 metrics being at or above the median of our peer group and the sector (there is no measure for metric 2b as all the new supply was Social Housing). It is pleasing to note that we have no indicators in the lower quartile when compared to our peer group or the sector.

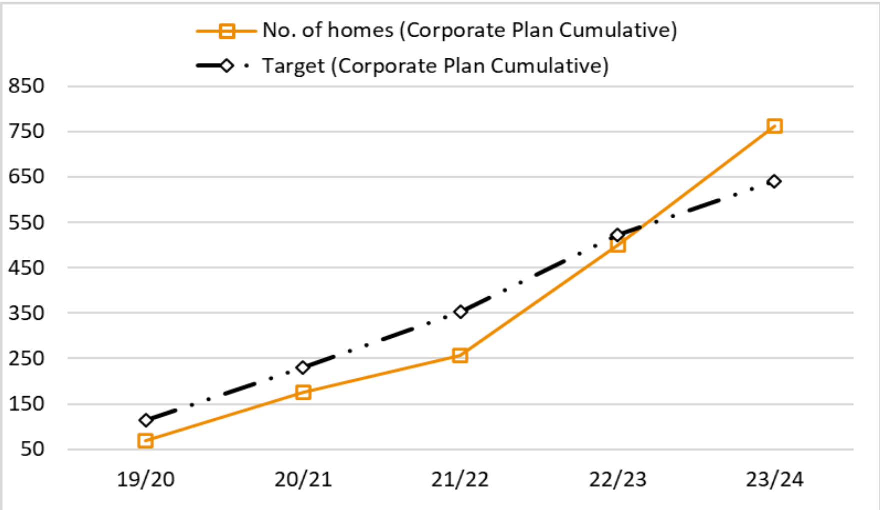
Metric 1- Reinvestment %: this metric remains consistently strong when compared to our peer group and the sector and places us in the upper quartile.

Unfortunately, we missed our Reinvestment % target due to the re-phasing of schemes within the development programme. However, the number of schemes that we have ready to contractually commit places us in an excellent position to achieve our new homes target of 640 homes by 2024.

Metric 2a - New Supply Delivered (Social housing Units): This metric has increased steadily to 1.42% in 2021/22 and places us in the middle-upper quartile when compared to both our peer group and the sector. Unfortunately, we missed our target due to the timing of completion of schemes.

We currently have 559 new homes approved of which of which 296 (53%) are contractually committed and 263 (47%) where sites have been identified but have not yet been contractually committed. We have also identified land for a further 120 new homes and are currently in the process of designing the schemes.

This means we are anticipating exceeding our 2019-24 Corporate Plan new homes target as shown in the graph below.



Metric 2b - New Supply Delivered (Non-Social Housing Units): No non-social housing units were planned or acquired during the year.

Metric 3 - Gearing % - this ratio is 48.83% meaning we have more borrowing capacity than the middle-lower quartile of the sector. In 2020/21, we secured £95m Private Placement funding (with a coupon rate of 2.47%) increasing our loan facility by 52% from £115m to £175m.

Our gearing reflects the increased borrowing capacity. As we draw-down further funding to fund our development programme we expect our gearing ratio to increase.

Metric 4 - EBITDA-MRI & **Metric 6 - Operating Margin %**: Our **EBITDA-MRI** and **Operating Margin** metrics achieved the targets for the year. Our EBITDA-MRI of 187% places us in middle upper quartile when compared to the sector but the lower middle quartile when compared to our peer group. Our overall Operating margin of 23.71% is marginally below the median for the sector and places us in the middle-lower quartile. We compare more favourably when compared to our peer group and are in the middle-upper quartile of this group.

This strong position reflects our income maximisation, with excellent rent collection performance of 100.15% and low level of arrears at 0.35%, combined with effective cost control. Interestingly our turnover per social housing unit of £4,650 is in the lower quartile of the sector as a result of the low rental values within the Preston area.

This clearly adversely impacts on both our EBITDA-MRI and Operating margin metrics and means that our Headline Social Housing Cost per unit needs to be low in comparison to others to achieve a strong performance in these areas.

Metric 5 - Headline Social Housing Cost: this indicator has remained consistently strong and places us in the middle-upper quartile when compared to our peer group and the sector, despite just missing our target for the year.

This reflects our continued tight control of costs and organic growth (an 8% increase in stock since 1 April 2018). Despite our tight cost control, we continue to deliver effective outcomes, with the percentage of customers satisfied with the service provided in the middle upper quartile at 88.72%.

Metric 7 – Return on Capital Employed %: Our **Return on capital employed** of 3.68% compares favourably to our peer group and to the sector, being in the middle-upper quartile.

VfM Regulatory Metrics – our Business Plan forecasts

We recognise the need to maintain this strong position and the metrics calculated from our future financial plans are shown in Table 4 below.

It is worth noting the figures below include prudent assumptions to reflect the uncertainty around the current high inflation operating environment. Should we continue to operate at existing levels and manage these risks, we would expect to out-perform these forecasts.

Table 4 – VfM Metrics Business Plan Forecasts

	21-22 Actual	22-23 Forecast	23-24 Forecast	24-25 Forecast	25-26 Forecast	26-27 Forecast	Peer Group Median	Sector Consolidated Median
Metric 1 - Reinvestment %	14.0%	22.5%	16.2%	8.0%	3.6%	1.2%	9.4%	7.1%
Metric 2a - New supply delivered (Social Housing Units)	1.38%	2.48%	3.96%	3.85%	0.46%	0.96%	1.3%	0.8%
Metric 2b New supply delivered (Non-Social Housing Units)	0%	0%	0%	0%	0%	0%	0%	0%
Metric 3 - Gearing %	48.8%	51.0%	52.4%	51.0%	50.8%	47.6%	51.2%	44.4%
Metric 4 – EBITDA-MRI %	187%	168%	146%	172%	174%	198%	179%	244%
Metric 5 - Headline Social Housing Cost per Unit £	£3,230	£3,478	£3,831	£3,717	£3,819	£3,793	£3,470	£3,550
Metric 6a - Operating margin % (Social Housing Lettings)	27.4%	26.3%	28.4%	32.3%	34.0%	33.8%	23.3%	25.7%
Metric 6b - Operating margin % (Overall Margin)	23.7%	20.7%	23.3%	24.5%	28.4%	25.1%	21.1%	22.6%
Metric 7 - Return on Capital Employed %	3.7%	3.1%	3.1%	3.6%	3.7%	4.0%	5.0%	3.6%

Our latest Business Plan, based on current assumptions, allows us to deliver the target of owning 7,000 homes by March 2024. This will see us increase our **Reinvestment %** to over 20% in 2022-23; and **New supply delivered** metric to a peak of 3.96% in the following year, demonstrating strong upper quartile performance when compared to our peer group and the sector (based on 2020-21 Global Accounts VfM data). The new homes we develop will help us meet a range of housing needs, including those for 'Independent Living' alongside many for families, in a variety of locations in and around Preston.

We will draw on finances we have secured to deliver a long-term sustained return. This increased level of debt funding means our **Gearing** ratio will begin to rise and our **EBITDA-MRI** reduces in the short-term as a consequence. The reduction in our **EBITDA-MRI** in 2023-24 reflects the interest costs of the additional funding drawn combined with the increase in the Investment Programme in line with the component replacement programme as reflected in the Stock Condition Survey.

As noted above, the approved business plan includes prudent assumptions, which if outperformed, should see us improve this ratio at outturn. This would also have a positive impact on the **Headline Social Housing Cost per unit, Operating margin and Return on Capital Employed**, all of which show a downward trend when compared to 2021/22, due to these assumptions.

2021/22 was the third year of our new five-year Corporate Plan to 2024. Following an analysis of performance to-date, we have reviewed our targets to ensure they remain appropriate and help us to further improve our Business Health.

Our plans for 2022/23 include:

- Responding effectively to the current high inflation macro-economic environment;
- Continuing to develop new homes, with a range of tenures;
- Looking at ways to improve satisfaction across the business by listening to our tenants' views particularly those gained from the recent STAR survey;
- Developing a medium to long-term strategic direction to improve the energy efficiency of our homes and subsequently how we achieve the "2050 Carbon Neutral requirement."

As we enter the final stages of our 5-year Corporate Plan we will review our plans for the period until March 2024 and will look to build upon this as we develop our strategic priorities beyond 2024/25. In doing so we will consider how we manage the cost pressures for both CGA and our customers arising from the high inflation macro-economic environment. We will continue to ensure that our plans remain appropriate and affordable within the Business Plan.

Due to the evidence set out in this report, the Board believes it fulfils the requirements of the RSH's 2018 Value for Money standard.