

# Moving Forward Together

Corporate Plan  
2024-2030

community  
gateway





# Contents

Introduction 04

---

About Us 05

---

Vision & Values 11

---

Achievements 13

---

Tenant & Stakeholder Engagement 16

---

Operating Environment 17

---

Strategic Priorities 18

---

**Appendices 26**

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# Introduction

**Welcome to our new Corporate Plan - Moving Forward Together - which outlines the type of organisation we want to be, the priorities we will focus on and the outcomes we want to achieve by 2030.**



**Rob Wakefield**  
Chief Executive



**Phil Parramore**  
Chair of the Board

We accept we are living and operating in challenging times. Against this backdrop some may see our targets as ambitious. We make no apology for that. We are keen to stretch ourselves and make the best use of the resources we have available to us.

In doing so, we want to make sure that our tenants live in good quality homes and benefit from services that suit their needs.

In some areas we are performing well, in others we recognise that we have room for improvement. Getting the basics right – and listening to you – will be the foundations for everything we do.

Our Board has led the development of our new Corporate Plan, and we are confident that it reflects the priorities and aspirations of our tenants, staff, and partners.

In line with our founding principles of mutuality, accountability and engagement we have actively sought the views from our members, tenants and those living in our communities. Through ‘The Big Conversation’, Summer Roadshows and other engagement events over 2,900 tenants have actively contributed to the development of our new Corporate Plan.

We’ve also sought out and considered the views of our key partners locally and nationally, and we’ve also taken the time to listen to the views of everyone who works at Community Gateway Association (CGA).

This extensive programme of engagement has provided us with a fair and rounded view of our performance and has allowed the Board to determine a clear vision for the organisation, and the strategic priorities we will focus on to achieve it.

Our new Vision, ‘Working together to provide homes and communities our tenants can be proud of with services they value and trust’ clearly outlines the type of organisation we want to be.

**This Plan outlines the strategic priorities we will focus on to deliver our Vision. Our priorities, seven in total, focus on the services we deliver and how we deliver them, the quality of our homes, the continued investment in our communities, and being a well-run business with a strong social purpose.**

# About Us

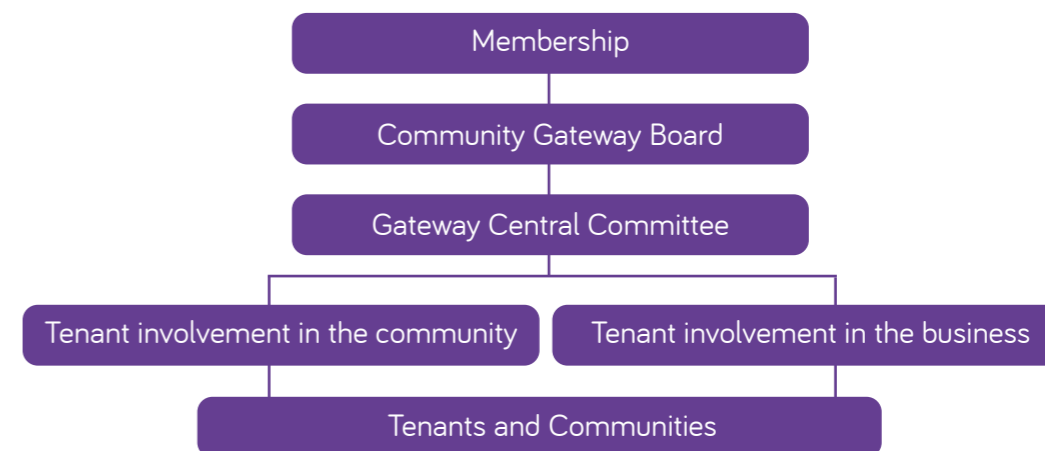
Community Gateway Association is a housing association based in Preston, Lancashire and currently owns and manages circa 6,900 homes in Preston and the surrounding areas. Many of our homes are within former traditional council estates and are made up of both houses and low-rise flatted accommodation. We are one of the City’s Anchor Institutions, committed to the principles of local employment and procurement, and fair and inclusive trading practices. We currently employ around 270 staff and are an accredited Living Wage Employer.

We have a proud history, being the first housing association to be established on the Gateway Model – a model that is centred on the principles of mutuality and accountability and gives tenants significant influence in how the association is run. We remain firmly committed to these principles and actively involve tenants in decisions that affect them, their homes and their communities. Our tenants are actively engaged at all levels of our organisation and play an active role how the organisation is governed through our tenant committee, Gateway Central, board membership, and being Members of the association and using this right to vote at our General Meetings.



## Community based and membership led

The diagram demonstrates the different ways we engage with our tenants and how they shape our business. The Board is ultimately accountable to the Membership and key matters, such as rule changes, need approval by members.



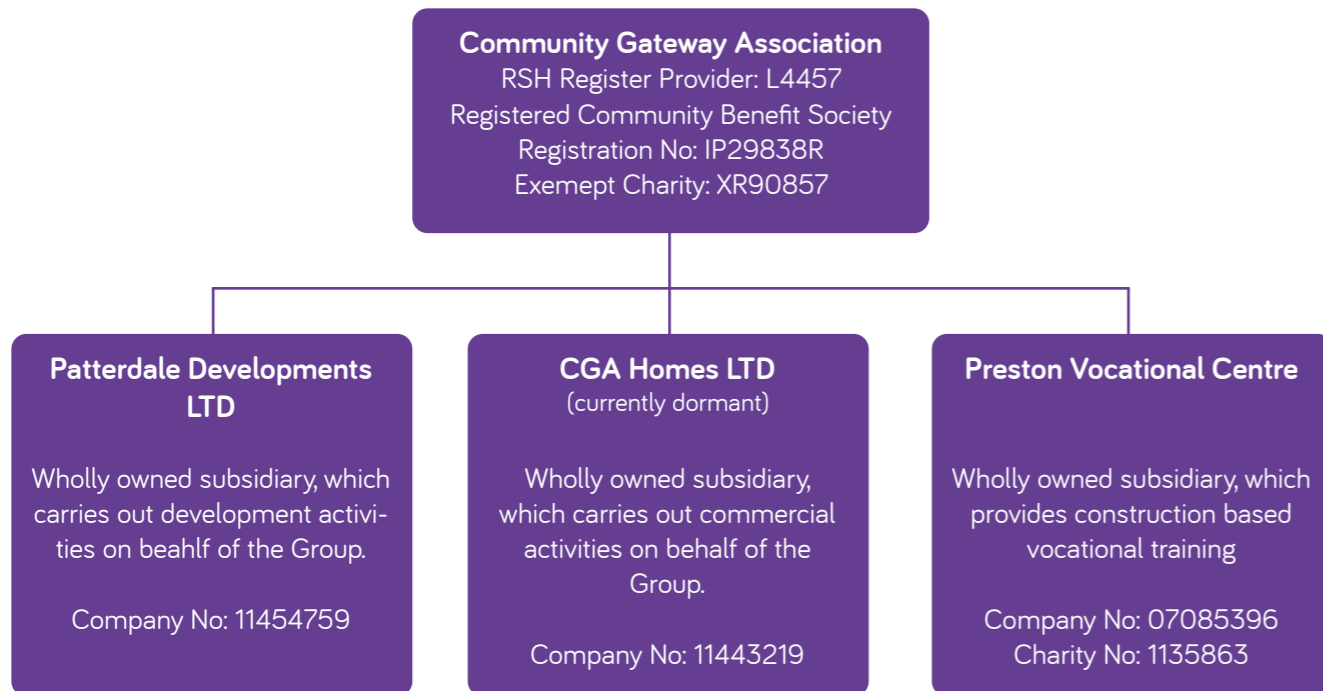
# Group Structure and Governance Arrangements

We have a relatively simple group structure. Community Gateway Association is the Group Parent and is a housing association registered with the Regulator of Social Housing. Community Gateway Association is responsible for the management and maintenance of all the properties owned by the Group and holds charitable statuses as an exempt charity.

Patterdale Developments Limited is a wholly owned subsidiary established in 2018 to undertake the Group's new build development programme.

CGA Homes, which is currently dormant, is a wholly owned subsidiary established in 2018 to undertake activity that Community Gateway Association is unable to do due to its charitable status.

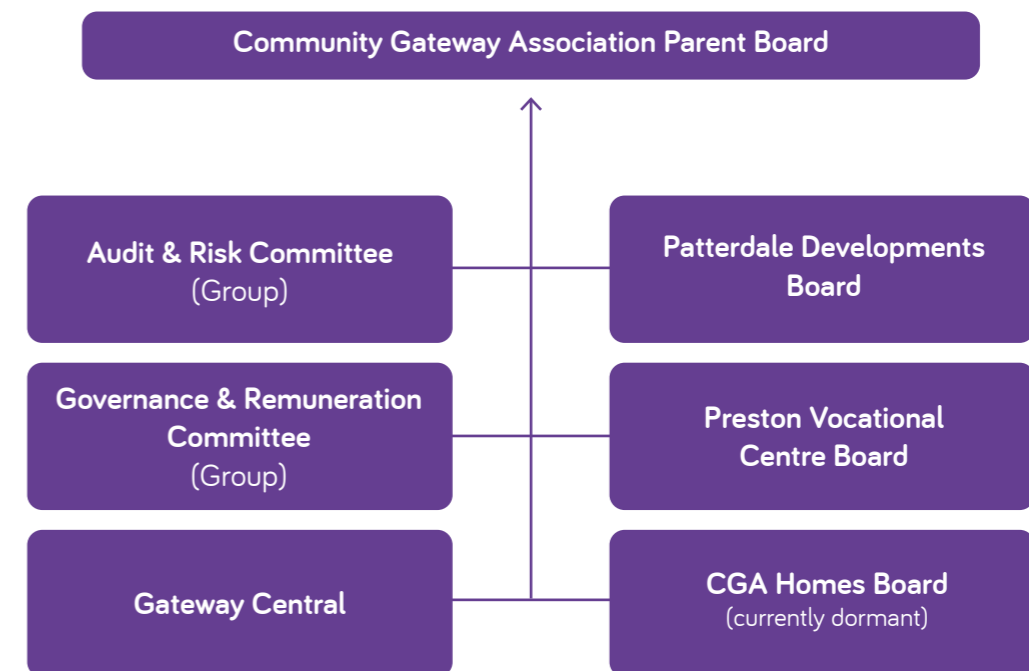
Our charitable subsidiary Preston Vocational Centre provides training for local schools and adult learners from our neighbourhoods and the wider community.



Each group organisation has its own Board which is overseen by the parent, CGA. These are supported by three Committees:

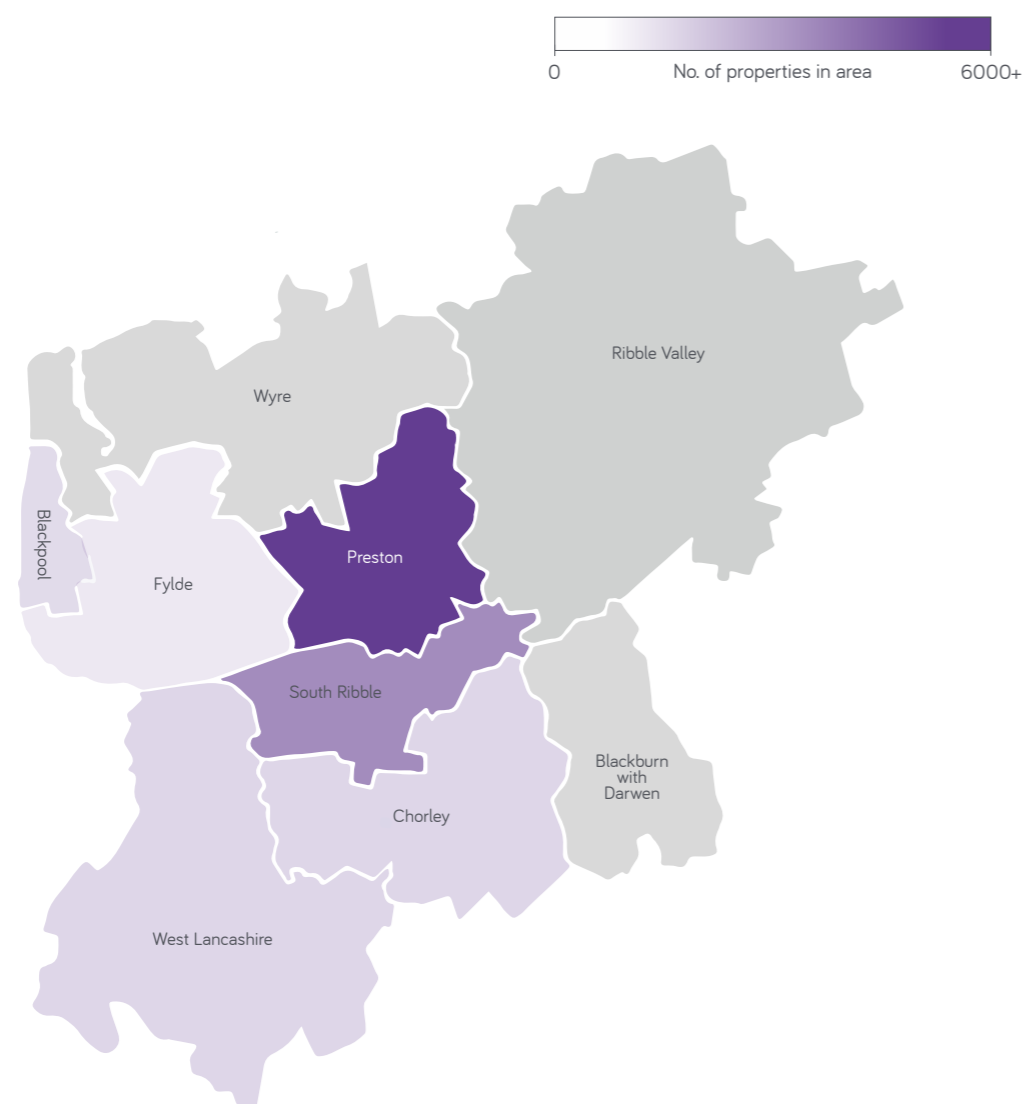
- Audit & Risk Committee reports to the parent Board by considering our assurance framework to ensure risks are managed effectively. It seeks independent verification through assessments by internal audit and other specialist advisors.

- Governance & Remuneration Committee oversee the effectiveness of our governance arrangements, alongside leading on board and executive appointments and performance. The Committee also considers remuneration matters for both the board and the wider staff body.
- Gateway Central is CGA's tenant committee and its purpose is to represent the views of all tenants, leaseholders and communities as a whole.





# Our operational areas and stock-holding



Local Authority	General Needs	Supported housing/ Housing for Older People	Shared Ownership	Market	TOTAL
Preston	6,026	668	60	3	6,757
Blackpool	71	6	-	-	77
Fylde	22	6	17	-	45
South Ribble	26	-	12	-	38
West Lancs	6	-	-	-	6
Chorley	6	-	-	-	6
<b>TOTAL</b>	<b>6,157</b>	<b>680</b>	<b>89</b>	<b>3</b>	<b>*6,929</b>

\*At 31/03/2024

# Our Board



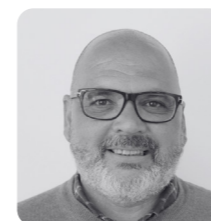
**Phil Parramore - Chair of the Board and Tenant Board Member**

As one of our longest serving Board members, Phil has previously chaired our Tenants' Committee, Gateway Central, as part of his commitment to continuous improvement in our services. Phillip is passionate about ensuring that CGA encourages involvement from tenants in ways that fairly represent its customer base.



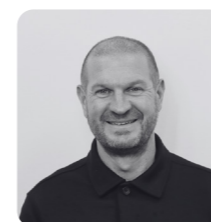
**Michelle Allott - Vice Chair of the Board / Chair of Governance and Remuneration Committee / Independent Board Member**

Backed by 30 years of experience in social housing, Michelle is currently Executive Director of Operations at Together Housing Group, which manages over 36,000 homes. Michelle has a particular expertise in finance, has been the Chair of the Audit and Risk Committee and is currently Chair of the Governance and Remuneration and Committee.



**David Brown - Independent Board Member**

David has around three decades' experience in UK housing. He is currently Director at Pine Court Housing Association, a community-based landlord in Liverpool. His responsibilities include the management, monitoring and development of high-quality value for money services, property investment, risk management, finance, health and safety, governance, and marketing/communication.



**Greig Lees - Independent Board Member**

Greig has more than 20 years' experience in the social housing sector. He is the Head of Development (North) for The Guinness Partnership. Greig has an MSc in Regeneration and Urban Renewal and is a member of the Chartered Institute of Housing, bringing a wealth of knowledge and experience in Community Development and Regeneration.



**Julie Lynch - Chair of Audit and Risk Committee / Independent Board Member**

Julie is a qualified accountant and has worked in the housing sector for over 15 years. She is currently the Director of Finance for Great Places Housing Group, which has 24,000 homes. Julie has valuable insights and experience connected to business planning, stress testing, cashflow management, refinancing and regulatory returns.



**Sarah Murphy - Tenant Board Member**

Sara provides the Board with the unique perspective of having lived in social housing her whole life. She values the opportunities that social housing brings for tenants, and she has previously served for five years on the Board of another housing association.



**Siraz Natha - Local Authority Member**

Siraz was appointed to the Board in 2023 as a representative of Preston City Council, where Siraz has represented the Deepdale Ward as Councillor since 2019. Siraz has previously been a social housing tenant in Preston, and so has a keen interest in making sure that tenants are able to live in good quality homes and neighbourhoods.



**Pam Watson - Tenant Board Member**

Pam has many valuable insights to share with the Board as a Community Gateway Tenant. She is particularly keen to represent members of the local community who have disabilities, as she is passionate about equality and diversity. Pam is a strong believer in the Gateway Model and values the way we engage tenants.

# Our Vision

In developing our Moving Forward Together Plan, the Board recognised the need to have a clear vision, one that was long-term and ambitious in nature and provided a clear direction for the company moving forward.

The Board were also keen to develop a vision that re-affirmed its commitment to all our stakeholders, but most importantly our ongoing commitment to our tenants.

Our Vision goes beyond simply delivering good quality social housing – we need to make sure we get the basics right as well and contribute to improving lives through providing good quality homes in communities where people want to live. We are focused on providing our tenants with great customer service and listening to their feedback so we can adapt and grow to meet local need.

***Our Vision - working together to provide homes and communities our tenants can be proud of with services they value and trust***



# Our Values

A company's values form the cornerstone of its culture, and act as guiding principles that inform its decisions, actions and behaviours. Recognising the challenges that the company has faced in recent years, most notably Covid and the changing nature of our work as a result, alongside listening to our colleagues and tenants, the Board had committed to refreshing the company's values.

During 2023 we carried out an extensive piece of colleague engagement to help determine a new set of company values. This exercise was complemented and informed by views from our tenants and local stakeholders, recognising the relationship between values and behaviours, and

the way in which tenants, customers and partners are treated.

The outcome was a new set of company values, supported by a clear and simple behaviours framework that has the buy-in from everyone involved with CGA. At their core remains one of our founding values and one that colleagues were keen to retain – 'We put tenants at the heart of all we do.' In light of some of the troubling news coming from failings within the social housing sector in recent times the importance of knowing, valuing and respecting our tenants, and working with them to make a difference has perhaps never been more important.

## We have five key values that we demonstrate in everything we do:



# Achievements

Our Board has led on the development of this Plan, working closely with the executive team on its direction and focus, intended outcomes and measures of success.

The starting point was an honest and robust assessment of the success of our last plan, providing due recognition of the strong foundations that were in place and also critical appraisal of areas where we had not achieved our intended outcomes.

## 2019-2024 Corporate Plan: A review

We started the previous corporate plan in a good place, and with the intent to build on this to deliver much more for our tenants and communities. The onset of the Covid pandemic led to unprecedented challenges, and with it we had to adapt what we did and how we did it in order to continue to deliver for our tenants while ensuring we safeguarded the health and wellbeing of our staff.

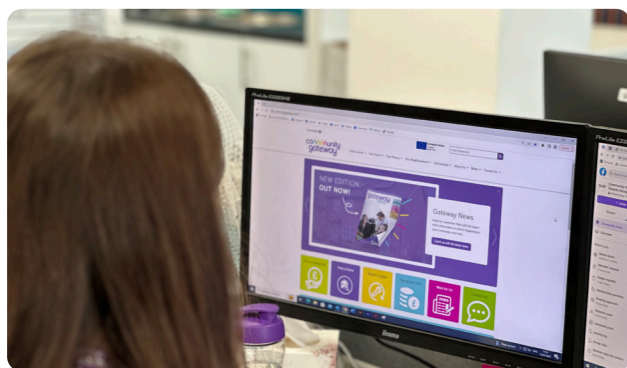
The recovery from Covid was hampered by other external issues not least high levels of inflation and the associated cost of living crisis. Despite these challenges we still achieved a great deal which is testament to our talented and dedicated workforce and the support of our partners and stakeholders.

- We retained our G1 V1 regulatory grading following our In-Depth Assessment in 2021, confirming we are well governed, financially strong organisation and further demonstrated through our ability to secure funding via our first Private Placement to support our investment and development plans.
- We continued to invest in our existing homes, ensuring all our homes met or exceeded the Decent Home Standard and over 80% of our homes had an energy performance rating of C or above.
- We successfully developed nearly 500 new affordable homes, including our first dedicated Extra-Care facility, The Courtyards, our first Shared-Ownership properties at Bartle Fields to allow customers to part own their home, and The Watermills, our first dedicated development of older-persons housing.
- In addition to developing new homes, we continued to invest in and regenerate our existing estates with targeted developments at Rothwell Crescent and Brookfield Church in Grange, and the remodelling of the Savick Estate in Lea. We also continue to work in partnership with Preston City Council to acquire and refurbish long-standing empty homes that are causing a blight in our neighbourhoods, with over 40 completed to date.





- Through the challenges of Covid and the cost of living we have continued to demonstrate strong performance in income collection with current tenant arrears levels at 0.35%. Our unwavering support for our tenants has contributed significantly with this, helping and supporting them with budgeting, access to welfare benefits, and essential goods and services.



- Through our Housing Pathways initiative we have played an active role in supporting the actions taken by Preston City Council to address homelessness in the city. A significant part of this was our development of The Spires, a dedicated facility offering support and move-on accommodation.



- We have further developed our tenant engagement framework, using Covid as the catalyst for significantly enhancing our digital engagement offering to complement our more traditional offer. Over 1,000 tenants now engage with us digitally.



- We continued to focus on, invest in and support our workforce, improving the quality and availability of digital tools to help them do their jobs better, increasing the diversity of our colleagues, lowering absence rates, and attaining a colleague satisfaction rate of 85%.



## G1 / V1 Regulatory Rating

- Our track record on health, safety and wellbeing continues to be strong demonstrated by our attainment of the RoSPA Gold Standard Award for the 14th consecutive year and being awarded 5\* by the British Safety Council in its Occupational Health and Safety Audit.

We achieved much over the last five years, and we are keen to build on these solid foundations as we move forward into our new Corporate Plan. There were however some areas where we did not achieve our intended outcomes, or where service levels are not at the level where they had been previously, or where we expect them to be. We accept and own these issues, and through our new strategic priorities we will take specific action to improve performance in these areas.

- Tenant satisfaction with our services, while still strong, has fallen and is below where we want it to be. We understand the drivers for this satisfaction and through our focus on a customer first culture, and putting tenants at the heart of all we do, are aiming to see improvements in satisfaction levels over the course of this plan.

## EVERY CUSTOMER MATTERS

- Service levels in some areas, especially our responsive repairs service, are below target and are leading to an increase in complaints and dissatisfaction. An increase in staffing capacity in this area, alongside a review of working practices, a focus on data and systems, and a great focus on customer service is anticipated to drive improvements in this key service area.



- We have seen an increase in the number of void properties, and the time and cost taken to return these properties to management, and the amount of lost rental income while works are being completed, are all below target. We have completed a review of this service and are actively targeting improvements in the pace that voids are turned around to reduce the level of void rent loss.



- The level of colleague turnover is above average and is impacting on our ability to deliver the service levels our tenants expect. It is also contributing to an increase in costs and administration through more recruitment activity and the use of temporary staff. Improvements have been identified and action is being taken to reduce turnover moving forward.





## Tenant & Stakeholder Engagement

In line with our founding principles of mutuality, accountability and engagement, we have actively sought the views of our members, tenants and those living in our communities in developing this plan. Our 'Big Conversation' allowed us to gather the views from over 1,200 tenants, and this was supplemented by a wider programme of engagement, such as our Summer Roadshows and our door knocking activities. We've taken on board learning and feedback from tenant insight gathered through our perception and transaction surveys, complaints and compliments, dedicated focus groups and tenant-led scrutiny assessments. Overall, over 2,900 tenants views have actively contributed to the development of our new corporate plan and this involvement has been supported by Gateway Central, our strategic tenant committee.

We've also sought out and considered the views of our key partners locally, including Preston City Council, principal contractors and delivery partners, and community and voluntary groups. We've also considered the views of our lenders in developing this plan, as well as ensuring that its direction and content are consistent with statutory and regulatory requirements and direction. It's also cognisant to the issues and learning coming from the DLUHC, the Regulator for Social Housing, and the Housing Ombudsman, and initiatives and programmes led by the National Housing Federation and other sector bodies.

- Over 1,200 views gathered as part of The Big Conversation
- 2,900 tenants views contributed to the development of our Corporate Plan
- Dedicated sessions were held with colleagues across the organisation, with opportunity to shape priorities

The views of all CGA colleagues were sought, captured and considered in developing our new Plan. Dedicated sessions were held with colleagues across the organisation, with the opportunity to shape and influence the outcome of our new vision, values, and strategic priorities. We believe this open and honest approach to engagement will lead to a better understanding of what we are aiming to achieve and why, and secure the buy-in from colleagues at all levels across the organisation.

This extensive programme of engagement has provided us with a fair and rounded view of our performance, and we are confident that our Moving Forward Together Plan reflects the priorities, needs and aspirations of our tenants, staff, partners and wider stakeholders.

## Operating Environment

We fully appreciate that we are operating in challenging times, with many complex and interdependent issues and risks that need to be recognised, considered and responded to. To do this, and to do it well, we need to remain live to issues as they present themselves and adapt our plans and tailor our responses while remaining true to our values and sighted on delivering our vision.

Local challenges, such as the cost of living and access to good quality affordable homes, remain key considerations. The ability to attract and retain skilled and talented colleagues, and access to professional and competent contractors

and developers, are issues faced by us and many across the social housing sector. The introduction of a new regulatory framework and increasing expectations and requirements around building safety and environmental sustainability are all active risks we need to manage. With a General Election expected later in 2024 and the continued risk of further unexpected shocks from the ongoing war in the Ukraine and the instability in the Middle East, the complexity of the issues facing us remains considerable.



# Our Strategic Priorities

Reflecting on our current performance, listening to and reflecting on the valuable feedback from our tenants, staff and wider stakeholders, and considering the challenging environment in which we are currently operating the Board have set the organisation seven clear strategic priorities.

These priorities, summarised below, focus on the services we provide and how we deliver them, our continued investment in your homes and communities, and being a well-run business with a strong social purpose.



We will continually monitor and evaluate our performance through a range of measures and targets. Alongside this we will remain vigilant of the challenges and risks we face and recognise that whilst we are clear about our strategic priorities the ink never dries on our Plan. We will continue to rely on evidence-led decision-making in everything we do and aligned to that will adjust and adapt our plans as we move forward.

# We will provide **great customer service**

Our insight tells us that the basic building blocks of tenant satisfaction are a great, well-maintained home, backed up by a highly effective repairs service. When we combine this with clear communication and knowledgeable people on the ground that are empowered to make decisions that are in the best interests of our tenants, then we will give tenants exactly what they have told us they want: great customer service. Our Service Transformation Strategy will lead much of this work in the first part of our Corporate Plan, and is focused on re-invigorating our customer first culture, making sure we do the basics brilliantly and ensuring that we have a culture of organisational learning and continuous improvement.

### DESIRED OUTCOME

Our tenants benefit from great customer service, and value and trust CGA as their landlord.

### Key actions within this strategic priority are:

- Embedding our new Values & Behaviours, and ensuring all colleagues have the right skills, training and support to do their job well .
- Improving our understanding of our tenants and using this data well to drive service improvements.
- Develop a more robust approach to capturing and utilising customer insight and demonstrating how feedback from our tenants has influenced and shaped how we design and deliver our services to adapt to the diverse range of needs and requirements our tenants have.
- Improving how we communicate with our tenants and making access to information easier for our tenants.
- To do more for those who may struggle to access our services, and as part of this develop and implement a robust approach to identifying our 'silent tenants'.

### MEASURING SUCCESS

We will measure our success in this area through the ongoing assessment of satisfaction in line with the new Tenant Satisfaction Measures, where we are looking for improvements to our existing performance levels. We will supplement this with specific targets around contact, communication, repairs, and complaint handling and resolution.



## We will provide **safe, well-maintained homes**

A safe, warm and decent home is a basic ingredient for a good life, a necessary condition for good health and wellbeing and a springboard for other opportunities. We have a good understanding of our properties, their condition and our options – and will use this data to inform our investment decisions while looking to further improve the understanding we have of our stock.

We are alert to changes in property compliance and will be proactive in relation to new legislation, making sure our homes remain safe and that they meet or exceed all relevant regulations. This, coupled with a drive to improve the performance of and satisfaction with our repairs service are key priorities for our tenants – and we are committed to securing improvements in these areas.

Actions will be driven by and coordinated through our Asset Management Strategy and will be centred on ensuring that our tenants continue to live in safe, well-maintained homes.

### DESIRED OUTCOME

Our tenants live in safe, well-maintained homes.

#### Key actions within this strategic priority are:

- To continue to operate a zero-tolerance approach to poor quality homes, actively encouraging every colleague to ‘speak out’ if they see properties in a condition below our expected standards, and working with tenants to do the same.
- To continue to focus on the safety and quality of our homes, meeting or exceeding all statutory and regulatory requirements.
- To build on and effectively use the wealth of information we have on our properties, our tenants, and our services to make better informed decisions around our investment works and / or stock rationalisation.
- To continue to listen to our tenants, and work with them to drive improvements in our repairs service making sure we do the basics brilliantly.
- Where feasible to bring all remaining properties up to an energy rating of EPC C or above.

### MEASURING SUCCESS

We set high standards and expect all tenants to live in a safe and decent home – and our decency target will remain at 100% as well as aiming for full compliance in all areas of safety. We are looking to improve our repairs service levels and, using the Tenant Satisfaction Measures, are targeting above average satisfaction for the quality and safety of our homes and the effectiveness of our repairs service. Works to improve the energy efficiency of our homes will continue and we are aiming to have 100% of our homes (where feasible) with an energy performance at EPC C or above.

## We will provide **more affordable homes**

Everyone deserves a safe, secure, good quality affordable home to live in. Our existing homes remain in high-demand, and the waiting-list for those wishing to move into a Community Gateway home continues to grow. At the same time our existing properties continue to age, with some now being over 100 years old. While investment in our existing homes is a strategic priority, we must also continue to develop new properties that local people can make their home.

Our Development & Regeneration Strategy will direct and guide much of our work within this strategic priority and if delivered successfully will enable us to meet our intended outcome of CGA continuing to grow and providing a greater choice of good quality, affordable homes.

### DESIRED OUTCOME

We will continue to grow and provide a greater choice of good quality, affordable homes.

#### Key actions within this strategic priority are:

- To continue to develop good quality, affordable homes in areas where people want to live and refurbishment of long-term empty homes to reduce the blight these homes have in our communities and increase the availability of affordable homes.
- To develop our second Extra-Care facility, The Atrium.
- To continue to invest in and support the regeneration of our communities through the redevelopment of the Savick Estate in Lea, and the Ribble Heights development in Grange.
- In partnership with Preston City Council acquire and refurbish homes to support the successful resettlement of refugees within the City.
- Continue to undertake the targeted acquisition

### MEASURING SUCCESS

We will measure our success in this area through the effective delivery of our new-build development programme, with an aspiration for CGA to have over 7,000 homes in management by 2030. The homes will be of good quality, meeting or exceeding the expected standards for space and energy efficiency, and we want over 90% of new tenants to be satisfied with their new home.

## We will make a difference in our communities

We want our tenants to live in well-kept neighbourhoods and to be actively involved in making their communities better places to live. We know that proactively managed environments with clean, safe, shared spaces and well-maintained communal areas can create places that people feel good about. By focusing on those shared spaces as well as the fabric and quality of our homes, we can create community pride and enhance wellbeing.

Through our Community Investment Strategy, we will work with our tenants in their local communities to focus on addressing local issues and creating cleaner, greener and safer communities. This approach is in keeping with the spirit of the Gateway Model, and the commitment we have made to continue to listen to our tenants about how to support, maintain and develop the places in which they live.

### DESIRED OUTCOME

Our tenants live in well-kept neighbourhoods and are actively involved in making their communities better places to live.

#### Key actions within this strategic priority are:

- To collect, review and analyse a wide range of tenant and community data and insight to target our community investment activities where they will add most value.
- To work collaboratively with tenants, residents and partners to co-produce and implement neighbourhood plans creating community-led solutions to local issues.
- To maximise the impact of work by leveraging in external resources and capacity that supports social investment.
- To measure the impact of our activities by continually reviewing data and seeking the views from those living in the local area.

### MEASURING SUCCESS

Success measures will be dependent on the content of local plans, however, we will expect to see greater levels of satisfaction with the cleanliness of communal areas and our contribution to the neighbourhood, alongside positive impact on issues around anti-social behaviour and the feeling of safety and security.

## We will be a great place to work

Housing is all about people, and CGA is a people organisation.

Our experience over the past few years has demonstrated that CGA can adjust its ways of working to meet the needs of the business and our changing operating context. We have navigated recent challenges due to the skills and dedication of our colleagues, and through it we have retained high levels of colleague engagement.

Our new People Strategy will build on these strong foundations, and we will continue to listen to our colleagues in order to make our organisation the best it can be and ensure that our people deliver great outcomes for our tenants and customers.

### DESIRED OUTCOME

We have a skilled, talented, and engaged workforce and a working environment that allows them to provide excellent customer service.

#### Key actions within this strategic priority are:

- To embed our new Values & Behaviours into everything we do and set clear expectations for all colleagues to truly live our values and deliver excellent customer service.
- To focus on recruitment and retention to ensure we attract and retain a skilled and talented workforce with a strong sense of commitment to the organisation and its purpose.
- We will invest in developing managers to effectively lead their teams through service transformation and deliver service improvements, ensuring a keen focus on performance management where data is used to drive decision-making.
- We will further enhance our diverse workforce, and ensure colleagues benefit from training on respect and cultural awareness to ensure we are delivering fair and inclusive services to our tenants and each other.
- We will upskill our workforce to meet the changing expectations on the organisation, equipping colleagues to provide the best service they can to our tenants.

### MEASURING SUCCESS

We will measure our success through an ongoing assessment of our engagement seeking to retain the current high levels. We want to see absence remain low, colleague turnover to improve, and the continued diversity of our workforce.



## We will manage our business to the highest standards

It is our responsibility to be an efficient, resilient and well-run organisation. Currently, our governance arrangements and financial performance are judged to be strong, and these foundations are crucial for us to deliver our future objectives. We will continue to review our governance arrangements ensuring they support the delivery of our Moving Forward Together Plan, and the Board has the right skills to guide the organisation through these challenging times.

In a period of economic uncertainty, we will continue to manage our financial performance, further optimising our borrowing arrangements and the management of our supply chain, assets and other costs. We will maintain the ongoing resilience and flexibility of our financial plan to make sure we can invest in the delivery of the priorities set out in this Plan.

We will seek to further improve our operational resilience, maintaining business continuity plans that can respond to both real world and cyber disruption. We look to improve on the data we hold and how we use it, and make sure business systems are actively supporting the delivery high quality and efficient services.

### DESIRED OUTCOME

We are efficient, resilient, and well-run.

#### Key actions within this strategic priority are:

- To actively manage corporate risk to protect our organisation.
- To strengthen our approach to data management and governance, aligning this with system improvements to enable enhancements to service delivery.
- To strengthen our governance arrangements through implementing our Governance Action Plan and ensuring the Board benefits from a considered approach to succession-planning.
- To maintain a robust health and safety culture that protects tenants and colleagues, ensuring compliance with legislation.
- To continue to optimise our financial planning and treasury arrangements to enable us to deliver on our strategic priorities.

### MEASURING SUCCESS

We will measure our success through our continued compliance with the Regulatory Standards, alongside managing our business and delivering our strategic priorities in line with our financial plans, funding arrangements and adherence to our robust policy framework.

## We will create a sustainable future

CGA has a duty to respond to the climate crises, and we are fully committed to reducing our impact on the environment, becoming greener in our business practices and achieving net-zero in line with the government's timeline.

The policy environment, technology and costs associated with this strategic priority continue to change quickly. We need to better understand our position and develop a clear and deliverable strategy that will see us become a carbon-neutral organisation by 2050. In the short term we must continue to improve the energy efficiency of our homes, longer term we need a strategy that informs our actions and keeps pace with the government's policy initiatives, markets and the economy.

Creating a sustainable future is a huge challenge. It is a challenge we must meet – but we must meet it in a prudent, evidence-led way that allows us to deliver our other strategic priorities.

### DESIRED OUTCOME

Our tenants live in homes that are energy efficient and we have a clear strategy in place to become carbon neutral by 2050.

#### Key actions within this strategic priority are:

- To continue to take a fabric-first approach to our stock, making the necessary investments so that where feasible all our homes have an energy performance rating of EPC C or above by 2030.
- To ensure that all our new homes are fit for future carbon-free standards and have a minimum energy efficiency rating of EPC B or above.
- To carry out research that provides us with the necessary intelligence and understanding to develop a strategy that allows us to set meaningful commitments and milestones that will see us transition to a carbon-neutral organisation by 2050.

### MEASURING SUCCESS

We will measure our success in two ways, our continued progress towards all our homes being energy efficient as measured by having an energy rating of EPC C or above, and a clear strategy in place that allows us to transition to a carbon-neutral organisation by 2050.

APPENDIX 1

# Strategic Risks

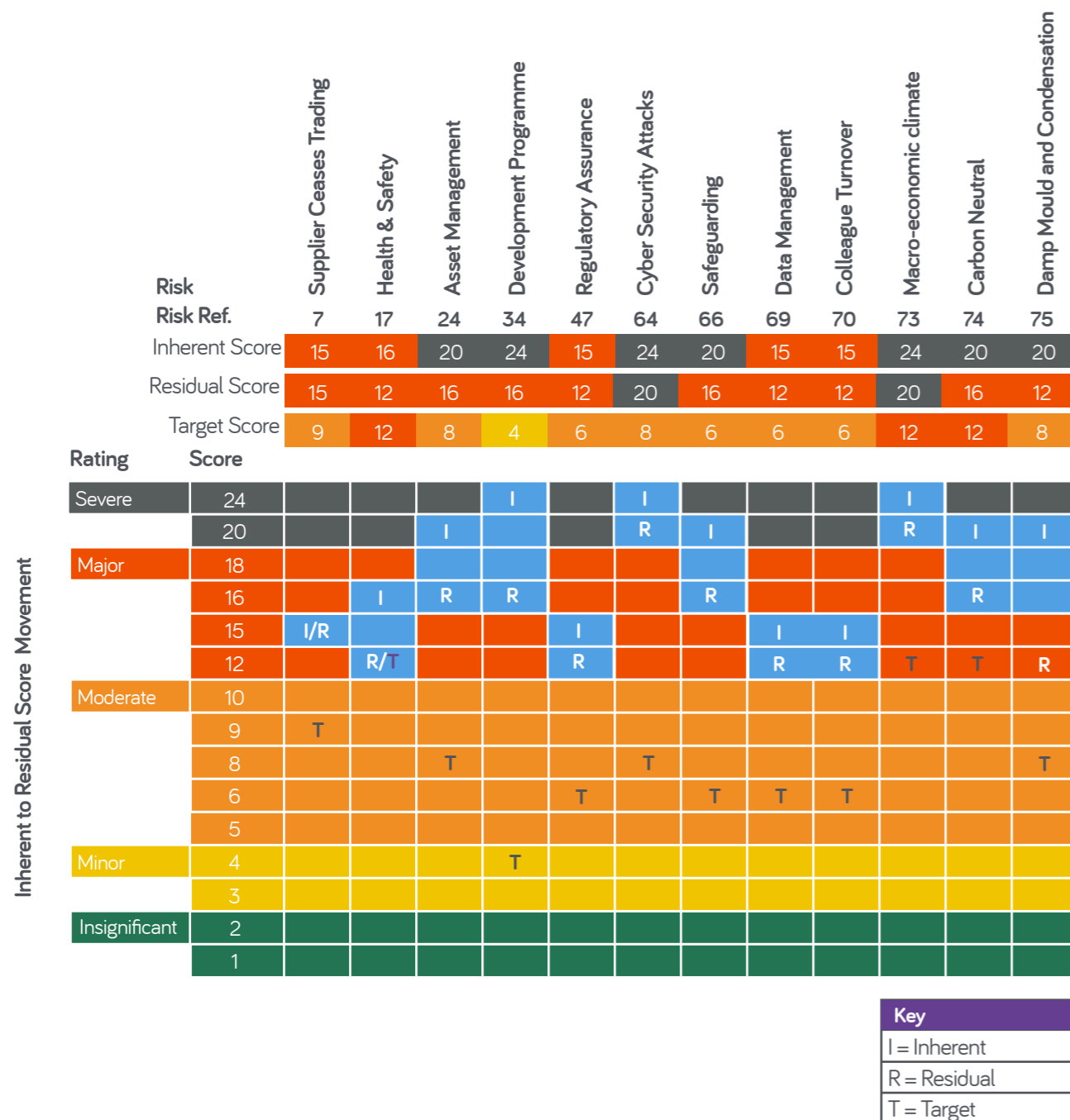
Our governance framework supports us to manage risk effectively and respond to changes in the external environment. Risk is managed in order to minimise the impact and likelihood of financial loss, compromised service delivery, damage to reputation, and non-compliance with law or regulation. Our focus is on creating a culture in which risks can be taken to achieve our business objectives, providing they are appropriate and can be actively managed.

Key Risk	Description	Controls
<b>Health &amp; Safety</b>	Failing to ensure the health, safety and welfare of employees and other persons affected by CGA, there is a risk of harm, legal action, increased costs and reputational damage.	Health and safety management system; qualified staff; Health and Safety Committee; Detailed risk register reviews.
<b>Asset Management</b>	Properties fail to reach legal requirements which could lead to legal action, increased costs, regulatory downgrade and reputational damage.	Asset Management Strategy, Decent Homes framework, In-house services, annual stock condition reviews, active asset management approach.
<b>Development Programme</b>	Due to the increased scale and diversity of the development programme, this could result in cash flow pressures and diminished financial viability.	Development strategy, financial regulations, steering group oversight, approval process via Board, financial planning/stress testing.
<b>Regulatory Assurance</b>	As a result of the evolving nature of regulation, our governance and assurance framework or the Board is not judged to be effective and/or compliant with the regulatory framework could lead to a downgrade and a greater level of intervention by the Regulator.	Governance framework, including rules and standing orders; skilled board; Board succession planning; regulatory compliance framework in place.
<b>Key Supplier ceases trading</b>	As a result of a key contractor/supplier ceasing to trade there is a risk that there is significant service failure which could lead to unforeseen costs and damage to CGA's reputation.	Procurement/due diligence processes in place; financial controls/checks; monitoring performance including sub-contractors; contractual arrangements.
<b>Cyber Security</b>	The threats from cyber security attacks not being effectively managed, our systems and data could be compromised leading to a loss or corruption of service and/or data resulting in reputational damage and financial penalties.	Technology strategy; data breach procedure; staff awareness/training; systems access/permissions; cyber security action plan; systems configuration and monitoring.

Key Risk	Description	Controls
<b>Data Management</b>	Good quality data management is crucial to ensure appropriate decision-making which aids the provision of great customer service and delivery of core landlord responsibilities, such as maintaining the quality and safety of our homes.	Key data sets stored on robust systems with inherent controls and external support. In-house administrators/external support in place to assist in the management of data. Interfaces to ensure consistency of key data sets. Reconciliation processes in place where required.
<b>Colleague Turnover</b>	Due to the challenges of recruitment and retention, this could put increased pressure and demands on colleagues, which may impact on morale, wellbeing and resilience and our ability to deliver effective services.	Employment package/offer; marketing strategies; recruitment and selection processes; colleague engagement activities.
<b>Macro-economic Climate</b>	The recent impact of economic and political uncertainty has led to volatility in markets and increasing inflation which puts pressure on costs, income collection and service delivery, ultimately reducing the organisation's financial resilience.	Financial planning, including stress testing and resilience planning; financial and operational environmental scanning; performance monitoring/management.
<b>Carbon Neutral</b>	The future financial requirements to achieve carbon neutral could put undue pressure on the organisation's ability to deliver other corporate objectives.	Flexible delivery plan/phased approach; engagement with partners and supply chain; financial planning; environmental scanning.
<b>Damp, Mould &amp; Condensation (DMC)</b>	If we don't manage DMC in our homes effectively, living conditions can become unacceptable and property condition deteriorate. This can affect peoples' health and wellbeing.	DMC policy and procedure; inspections and treatment carried out by trained professional; targeted communications with colleagues and customers; disrepair and complaints processes; data driven/risk-based approach.
<b>Safeguarding</b>	An ineffective approach could mean our customers, or their dependents, partners, contractors or colleagues may be put at risk of abuse, which could result in a Serious Case Review, prosecution or other action leading to reputational damage or other serious detriment.	Policies and procedures; staff awareness/ training; collaborative working with partners; DBS checks; contractor engagement.



# Strategic Risk Heat Map



# Financial Plans

Robust financial planning and strong financial management are essential components in maintaining our viability and improving financial resilience to support delivery of our Corporate Plan.

## Key Assumptions

In developing our plans, an assessment has been made in relation to the key factors that influence our financial performance. These are summarised in table 1 below.

Table 1	Year 1 24-25	Year 2 25-26	Year 3 26-27	Year 4 27-28	Year 5 28-29	Year 6 29-30
CPI	5%	2.5%	2.25%	2.0%	2.0%	2.0%
Rent increase	6%	2.5%	2.25%	2.0%	2.0%	2.0%
Cost increases	5%	2.5%	2.25%	2.0%	2.0%	2.0%
Voids	2.35%	1.25%	1.25%	1.25%	1.25%	1.25%
Bad debts	0.75%	1.25%	1.00%	1.00%	1.00%	1.00%
Variable interest rates	4.95%	4.50%	4.25%	4.00%	4.00%	4.00%

## Financial Forecasts

Our ambition to develop new affordable rented homes and grow the business is reflected by an increase in turnover of 17% over the 6 year period. We will continue to manage our cost base to ensure continued value for money services. As a not-for-profit housing association, the surpluses we generate will continue to be invested in our homes and neighbourhoods. This is summarised in the abbreviated Statement of Comprehensive Income below.

Table 2 Statement of Comprehensive Income	Year 1 24-25 £000s	Year 2 25-26 £000s	Year 3 26-27 £000s	Year 4 27-28 £000s	Year 5 28-29 £000s	Year 6 29-30 £000s
Income	44,459	42,555	44,414	48,449	46,986	52,229
Expenditure	(35,022)	(32,599)	(34,389)	(37,486)	(36,038)	(40,610)
<b>Operating Surplus</b>	<b>9,437</b>	<b>9,956</b>	<b>10,025</b>	<b>10,963</b>	<b>10,948</b>	<b>11,619</b>
Surplus/deficit on Property Sales	299	11	36	59	83	(25)
Net Interest payable	(5,168)	(6,147)	(6,912)	(6,523)	(6,404)	(6,112)
<b>Surplus</b>	<b>4,568</b>	<b>3,820</b>	<b>3,149</b>	<b>4,499</b>	<b>4,627</b>	<b>5,482</b>

## Financial Forecasts (continued)

Our ambition to grow the business is also reflected in the Statement of Financial Position summarised below. The forecasts show an increase of over 20% in our fixed asset value over the 6 year period mainly reflecting the increase in our housing assets. The net cost of developing new affordable rented homes will be supported through our borrowing facilities and this is reflected in the increase in debt during the plan period.

Table 3 Statement of Financial Position	Year 1 24-25 £000s	Year 2 25-26 £000s	Year 3 26-27 £000s	Year 4 27-28 £000s	Year 5 28-29 £000s	Year 6 29-30 £000s
Fixed Assets	297,894	333,285	350,133	358,155	356,791	361,396
Cash / investments	1,000	1,000	1,000	1,000	1,000	1,000
Debt	138,279	161,315	167,644	171,779	169,281	162,058
Reserves	83,893	87,713	90,862	95,361	99,988	105,470

Table 4 Key Financial Metrics	Year 1 24-25	Year 2 25-26	Year 3 26-27	Year 4 27-28	Year 5 28-29	Year 6 29-30
<b>Loan Covenants</b>						
Interest Cover	1.87	1.64	1.53	1.77	1.87	1.50
Gearing	40.02%	45.75%	40.94%	41.47%	38.28%	35.59%
<b>Regulatory VfM indicators</b>						
Operating Margin	21.23%	23.40%	22.57%	22.63%	23.30%	22.25%
Gearing	48.64%	50.69%	50.14%	50.30%	49.88%	47.18%
Social housing cost p.u.	£4,317	£4,406	£4,466	£4,521	£4,538	£5,102
EBITDA MRI	179%	163%	153%	176%	186%	150%
Return on capital employed	3.46%	2.93%	2.96%	3.39%	3.09%	3.25%
New supply delivered	2.69%	0.83%	2.71%	0.14%	2.15%	0.00%
Reinvestment	9.1%	13.2%	6.9%	4.3%	2.0%	2.0%

## Stock Holding Profile

Our Corporate Plan targets the delivery of a further 590 new affordable homes to ensure we continue to provide much needed quality homes in and around Preston. Our aspiration is to own and manage over 7,000 homes by 2030. We have a sufficient pipeline of opportunities to achieve our objectives over the life of our Corporate Plan. Inevitably, we expect to lose some homes through 'Right to Buy' (RTB) and 'Right to Acquire' (RTA) alongside other potential voluntary disposals.