

Moving Forward Together

Corporate Plan
2024-2030

community
gateway

A message from our Chief Executive



ROB WAKEFIELD
CHIEF EXECUTIVE

I am proud to share with you our new Corporate Plan which sets out our plans and priorities up to 2030.

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.

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 taken the time to listen to the views of everyone who works at Community Gateway Association (CGA) as well as our key partners.

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 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.

Working together to provide homes and communities our tenants can be proud of with services they value and trust

Our Values

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

We do the right thing
We act with honesty and integrity, we ask questions and think differently, and do the things that matter.



We own it
We take responsibility for our own actions and we deliver on our promises.



We aim high
We are creative and resourceful, constantly seeking improvements to achieve the highest possible standards.



We are one team
We value and support each other, build positive relationships, and work together to achieve more.



We put tenants at the heart of all we do
We know, value and respect our tenants, and work with them to make a difference.



Our Strategic Priorities

Reflecting on our current performance, listening to 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 our 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 safe, 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.
- 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 our understanding of our tenants and using this data well to drive service improvements.
- 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, and their condition – 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 by 2030.

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.
- 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.
- Continue to undertake the targeted acquisition and refurbishment of long-term empty homes to reduce the blight these homes have in our communities and increase the availability of affordable homes.
- In partnership with Preston City Council acquire and refurbish homes to support the successful resettlement of refugees within the City.

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

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 crisis, 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.

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