

The logo for Community Gateway features the words "community" and "gateway" in a purple, rounded font. Above the word "community" are four stylized human figures in teal, light green, yellow, and pink, each with a circular head and a rectangular body.



**THIS YEAR'S REPORT IS
INTERACTIVE. CLICK ON AN
IMAGE, VIDEO OR LINK TO
FIND OUT MORE.**

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ABOUT US

Community Gateway Association (CGA) is a not-for-profit housing association based in Preston and the surrounding areas.

We own and manage around **7,000 homes**, including houses, flats, a homelessness prevention scheme, sheltered accommodation and extra care schemes.

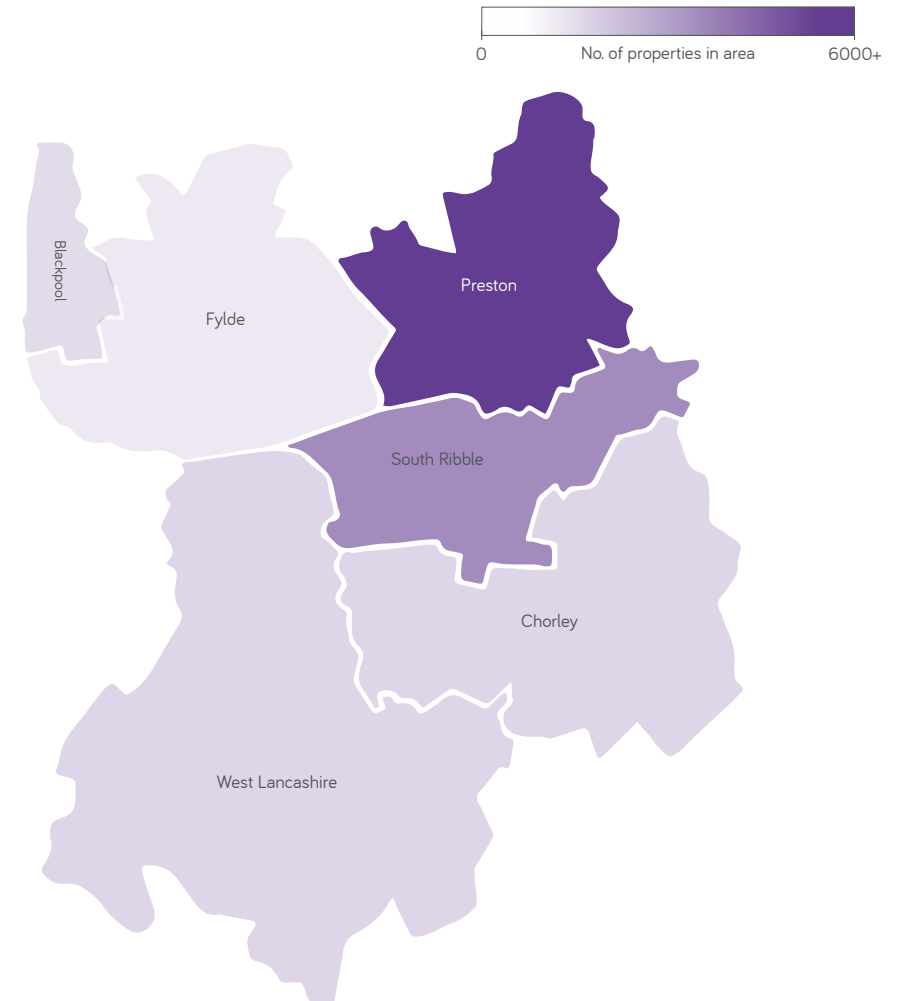
We have a proud history as the first housing association to be established on the **Gateway Model** – an approach centred on the principles of mutuality and accountability that gives tenants a meaningful role in how the association is run.

We remain committed to these principles and offer a wide range of opportunities for tenants to have their voices heard and shape how we deliver our services and invest in our communities. Tenants play an important role in shaping decisions and holding us to account through our Tenant Committee, Board and CGA Membership, where they can attend events and vote at our Annual General Meetings.

We provide more than just homes. Alongside managing and maintaining our homes, we deliver a range of services and support to help tenants live well and thrive in their communities. Our aim is to provide **safe, well-maintained and affordable homes, while making a positive difference to the communities we serve.**

We are also one of **Preston's Anchor Institutions**, contributing to the local economy through employment, procurement and investment. We **employ around 300 people** and are an accredited Living Wage Employer, reflecting our commitment to being a responsible employer and making a positive contribution to the communities we serve.

Our recent regulatory judgement and strong financial position mean we are well placed to continue investing in our homes, services and communities, as well as building new homes across Preston and the surrounding areas.



WELCOME FROM OUR CHIEF EXECUTIVE AND CHAIR OF THE BOARD

Welcome to Community Gateway's Annual Report for 2025/26.

This report is an opportunity to reflect on the past year, celebrate what we have achieved and be open about the areas where we know there is more to do.

Over the past year, we have continued to listen to tenants and use their feedback to shape and improve our services. We have strengthened the tenant voice, ensured our services meet tenants' needs and continued to invest in the things that matter most to our tenants. This is reflected in **78.9% of tenants saying they are satisfied that we listen to their views and act on them.**

We have also continued to invest in our homes and our communities. From keeping homes safe and well maintained and improving their energy efficiency, to delivering new affordable homes and regenerating neighbourhoods, we are working to create places where people are proud to live.

Our focus on providing the best services we can is reflected in **88.4% of tenants being satisfied with the overall service they receive.** This year also saw the Regulator of Social Housing complete its latest assessment of Community Gateway, with our strong **G1, V1 and C1 ratings** which is the highest possible rating, recognising the way we are governed, manage our finances and provide services to tenants.

None of this would be possible without our colleagues, whose commitment and dedication make a difference every day. We continue to invest in our people, giving colleagues opportunities to develop their skills and build their careers so they can provide the best possible services to tenants.

There is a lot to be proud of in what we have achieved this year, including the improvements we have made to our services and the strong performance reflected in our Tenant Satisfaction Measures. But we also recognise that there is always more to do.

We will continue to listen to tenants, learn from their experiences and be open about where we need to improve. Our Corporate Plan sets out our priorities for the years ahead and we remain focused on delivering these together with tenants.

Thank you to our tenants, colleagues, members of our Tenant Committee, Board and partners for everything you have contributed over the past year. We look forward to building on this progress and continuing to make a positive difference to our homes, services and communities.



Rob Wakefield
Chief Executive



Phil Parramore
Chair of the Board



THE RECITE ME TOOLBAR ON OUR WEBSITE PROVIDES ASSISTED READING SUPPORT FOR THIS YEAR'S ANNUAL REPORT



Last year marked Community Gateway's 20th anniversary, celebrating two decades of working alongside tenants and communities across Preston and beyond.

Since 2005, we have continued to grow and evolve, improving our homes and services and supporting communities, while staying true to our original promises and the founding principles of the Gateway Model, ensuring tenants remain at the heart of everything we do. Looking ahead, we remain committed to investing in homes, strengthening communities and continuing to work with tenants to shape our services and future direction.



HOW WE'RE PERFORMING

Our latest Tenant Satisfaction Measures (TSMs) give us valuable insight into tenants' experiences of our services. Our results show that we are performing well in many areas, exceeding our targets and achieving results above average when compared with similar housing providers. Tenants are telling us where we are getting things right and helping us understand where we can continue to improve. These results are a fantastic achievement and demonstrate the difference we are making for our tenants.



Overall satisfaction with our services was **88.4%**, compared to a sector average of **74.2%**



Satisfaction that the home is well maintained was **87.3%**, compared to a sector average of **74.5%**



Satisfaction that the home is safe was **89.9%** compared to a sector average of **79.3%**



Satisfaction that we listen to tenant views and act upon them was **78.9%** compared to a sector average of **63.9%**



Satisfaction that we treat tenants fairly and with respect was **91.8%** compared to a sector average of **80%**



Find out more about how we are performing, including our full set of 2025-26 Tenant Satisfaction Measures results and how we are continuing to improve our services.

PROVIDING GREAT CUSTOMER SERVICE



We continued to listen to what matters most to tenants and use this feedback to improve our services. Our focus has been on making services easier to access, improving communication and providing the right support when it is needed. By keeping tenants at the heart of what we do, we are improving how tenants experience our services and strengthening the trust they place in us as their landlord.

Click to watch the video



CUSTOMER SERVICE THAT MEETS TENANTS' NEEDS

Find out how we are making our services easier to access and more tailored to the needs of our tenants. Hear how we are using tenant feedback to improve communication, make our services easier to access and provide the right support when it is needed.



Our average call wait time was **2 minutes 23 seconds**. While this is longer than last year, we are spending more time understanding tenants' needs so we can ensure we have the right information to provide the support they need. We know there is more we can do to make it easier for tenants to contact us and we will continue to improve how tenants access the services they need as quickly as possible.



98.8% of repair appointments went ahead as planned and **91%** of repairs were completed successfully on the first visit. This shows we are delivering a reliable repairs service and reducing delays and repeat visits for tenants.



87.4% of tenants are satisfied that CGA keeps them informed about things that matter to them. This shows we are keeping tenants up to date with changes that affect their homes and the services they receive.



98.2% of tenants were satisfied with how we let our homes. We also rehoused **552** families and completed **29** home swaps, helping tenants move into homes that meet their needs.



The Money Advice Team supported more than **1,000 tenants** and helped households secure over **£4.5 million in additional welfare benefits**. The team also completed more than **3,000 Universal Credit checks**, helping tenants access the financial support they were entitled to. This helped tenants meet essential living costs and improve their financial stability.

Our Income Team provided timely, tailored support to tenants. Of the **493 tenants** identified as needing support with their rent, **62% reduced the amount they owed** and **38% were no longer behind with their rent**, helping tenants get back on track with their rent and maintain their tenancies.

YOU SAID WE DID

Tenants told us they wanted quicker and easier access to information.

We introduced TESS, our 24/7 online knowledge bot on our website which provides instant answers to common queries and has already been used over 2,300 times, supporting tenants in getting the answers they need at any time of day.

YOU SAID WE DID

Tenants told us they were unaware of the financial help and support available to them.

We worked with tenants and renamed the Tenancy Support Team to the Money Advice Team, making it clearer what support is available. As a result, more tenants have recognised the service and accessed help, with referrals increasing by more than 20% following the change.

YOU SAID WE DID

Tenants told us they wanted easier access to money and benefits advice within their communities, including more regular support for older people living in our Independent Living Schemes.

We introduced more regular drop-in sessions at Independent Living Schemes, community centres, libraries and Jobcentre Plus locations, making it easier for tenants to access our money advice service. This has resulted in more tenants accessing support earlier, helping them maximise their income, access financial assistance and get advice before financial difficulties become harder to manage. The increased community presence has also helped raise awareness of the Money Advice Team and reach tenants who may not otherwise have known about this service.

LOOKING AHEAD

We continue to use tenant feedback to improve our services and deliver a better customer experience.

Our priorities for the year ahead include:

- Introducing a new telephone system to make it even quicker and easier for tenants to contact us
- Improving access to our services through the introduction of an online tenant portal, so tenants can manage more of their tenancy online
- Introducing a new Customer Experience Strategy, shaped by our tenant feedback to support us to deliver excellent customer service and improve how we communicate and keep tenants informed
- Continuing to make our services easier to access by providing information in the languages our tenants speak and in accessible formats
- Continuing to support tenants who may find it harder to access our services
- Improving how we deliver repairs, complaints handling and other key services

COMPLIMENTS, COMPLAINTS AND FEEDBACK



Tenant feedback continues to play an important role in helping us understand what is working well and where we need to improve. Feedback helps us recognise great service, learn from mistakes and make improvements that matter.

1,383 COMPLIMENTS
(237% increase from 2024-25)

The number of compliments we received increased during the year, reflecting the positive experiences tenants had with our services and the great customer service provided by our colleagues. We also made it easier for tenants to share their feedback by introducing feedback cards after every repair visit and redesigning the Compliments and Complaints page on our website to include a dedicated section for submitting compliments.

HERE ARE SOME COMPLIMENTS WE HAVE RECEIVED

“Thanks to the gas operatives who came to do my gas repair, they were punctual, respectful and tidy. They explained the work clearly and were very polite, 10/10 service.”

“The operative who did my repair took the time to explain the work clearly and made sure I understood what was being done. He was respectful, approachable and left a really good impression. He’s a credit to your team.”

“I can’t praise CGA enough for the help and support you give us, without your professional dedication we would really struggle, so thank you.”

Compliments we receive recognise colleagues’ professionalism, compassion and commitment to going above and beyond, reflecting our value of putting tenants at the heart of everything we do.



COMPLAINTS AND SERVICE IMPROVEMENTS

We welcome complaints to help us improve our services.

228 COMPLAINTS
(5.6% increase from 2024-25)

There was a slight increase in complaints compared to the previous year, in line with trends seen across other housing providers.

This year, most of the complaints we received related to:

- A lack of updates on the progress of tenants’ enquiries
- Inconsistent information being provided
- Delays in booking follow-up repairs

To address this, we have made and continue to make changes to improve our services. [Turnover to see some examples.](#)



RE-EMBEDDING OUR VALUES AND CUSTOMER SERVICE COMMITMENTS

We re-embedded our Values and Customer Service Commitments across the organisation, reinforcing the service standards tenants can expect from us, such as clear communication, timely responses and listening to feedback. These commitments were shaped by tenant feedback and align with our Corporate Plan priority of providing excellent customer service, while also meeting the expectations set out by the Regulator of Social Housing.



CLEARER AGREEMENTS ON REPAIRS

We improved our repairs inspection process so surveyors can record and agree all required works during repair visits. Tenants can review and sign the repair agreement at the time, providing greater clarity and reassurance on what repairs will be carried out.



SELF-HELP REPAIR VIDEOS

We introduced a library of step-by-step self-help videos on our website designed to help tenants carry out straightforward repairs such as resetting boilers and bleeding radiators safely and independently.



NEW COMPLAINTS SYSTEM

We implemented a new complaints system to help us manage feedback more effectively, improve internal communication and strengthen how we learn from complaints.



IMPROVING REPAIRS INVESTIGATIONS

We invested in new multi-purpose inspection cameras to help investigate repairs in hard-to-reach areas, such as behind kitchen units and inside wall cavities. This helps us identify problems more quickly, reduce the need for additional visits and resolve repairs more efficiently.

WE ARE COMMITTED TO REDUCING RECURRING COMPLAINTS, LEARNING FROM THEM AND IMPROVING OUR SERVICES.

HOUSING OMBUDSMAN

If a tenant is not happy with the investigation of their complaint, they can contact the Housing Ombudsman to request a review. In 2025/26 we had six complaints reviewed by the Housing Ombudsman. Across those complaints, the Ombudsman made 16 decisions (individual complaints can include more than one decision). To find out more, read our full [Complaints Performance and Service Improvement report](#) on our website www.communitygateway.co.uk/complaints-and-compliments

COMPLAINTS CULTURE SCAN

Last year colleagues and members of our Tenant Committee and Board took part in an independent Complaints Culture Scan exploring how complaints are handled across the organisation and how effectively they are used as opportunities to learn and improve. To find out more, read our full [Complaints Performance and Service Improvement report](#) on our website www.communitygateway.co.uk/complaints-and-compliments

PROVIDING SAFE, WELL-MAINTAINED HOMES



We continued to invest in our homes to ensure they are safe, well-maintained and meet high standards of quality. We also continued to improve our repairs and maintenance service to provide a more reliable and responsive service, so tenants can feel confident in the quality and safety of their homes.

Click to watch the video



KEEPING HOMES SAFE

Find out how our Gas and Electrical teams help keep tenants safe by carrying out essential safety checks and maintaining high standards across our homes. Hear how we are investing in our colleagues, developing their skills and continually improving the way we keep homes safe and well-maintained.



We completed **28,000** repairs across our homes, with **91%** completed successfully on the first visit. This helped tenants get repairs resolved quickly, with less disruption and fewer repeat visits.



Our Repairs Team responded to more than **41,000** calls and **12,000** emails, helping tenants report issues with their homes and get the support they needed to keep their homes safe, secure and well maintained.



87.3% of tenants were satisfied with our repairs service, while **87.3%** were satisfied that their home was well maintained, giving tenants confidence in our repairs service.



We invested **£11 million** in repairing and maintaining our homes, helping keep homes safe and in good condition for tenants.



We invested a further **£6 million** in major planned improvements to our homes, including **165 new kitchens**, **61 full property window replacements**, **32 roof replacements** and **18 new bathrooms**. This investment has helped provide safer, warmer and better-maintained homes for tenants, while improving their quality and ensuring they remain fit for the future.



100% of homes had a valid electrical safety certificate.



100% of homes had a valid gas safety certificate.



100% of required fire safety checks completed.



89.9% of tenants were satisfied that their home was safe, giving tenants confidence that essential safety measures are in place and their safety remains a priority.



We reduced the number of empty homes from **119 to 52**, helping bring more homes back into use and making them available for those on the housing waiting list.

YOU SAID WE DID

Tenants told us they wanted to remain living independently in their homes for as long as possible. We worked with tenants and partner organisations to deliver home adaptations tailored to individual needs, helping tenants live safely, independently and with greater confidence in their home.

YOU SAID WE DID

Tenants told us they wanted clearer information to help them recognise and report concerns about damp and mould. We strengthened our approach to damp and mould by updating our policies, systems and reporting processes and providing colleagues with additional training. We also improved the information available to tenants on our website, including clearer guidance and photographs to help recognise signs of damp and mould and understand how to report concerns. These changes have strengthened how we identify and respond to damp and mould and support our approach to meeting the requirements of Awaab's Law.



YOU SAID WE DID

Tenants told us they were experiencing long wait times for repairs such as roofing and joinery work. We invested in new technology and improved our processes to reduce waiting times and provide a more efficient repairs service.

LOOKING AHEAD

We will continue to invest in our homes to keep them safe, warm and well maintained.

Our priorities for the year ahead include:

- Delivering a repairs service that responds quickly, keeps tenants informed and gets things right first time
- Investing in kitchens, roofs, heating systems, windows and bathrooms to keep homes warm, safe and well maintained
- Working with tenants to review our repairs and maintenance service, including choosing a new kitchen supplier, so services reflect what tenants want and need
- Identifying and tackling damp and mould early, so homes stay safe and healthy
- Ensuring every home is surveyed at least once every five years so repairs, improvements and potential hazards can be identified early
- Reducing the time it takes to repair and re-let empty homes, so more homes are available sooner for people waiting for housing

PROVIDING MORE AFFORDABLE HOMES



WOODVALE CLOSE

We continued to build new homes, regenerate neighbourhoods and bring more empty homes back into use. We have focused on providing high-quality, affordable homes in places people want to live, while investing in communities and ensuring new homes meet modern standards for space, quality and energy efficiency. By making the best use of both new and existing homes, we are increasing the choice of affordable homes available to local people across Preston and surrounding areas.



TRANSFORMING SAVICK

Find out how the Savick Regeneration project has transformed the heart of the community, creating high-quality affordable homes, new community spaces and facilities that will benefit local people for generations to come.



We delivered **17 new-build homes** designed to be energy efficient and cheaper to heat, helping tenants reduce household energy costs while providing high-quality, affordable homes that are fit for the future.



100% satisfaction with new homes, showing tenants are happy with the quality of homes we are delivering.



We bought **four homes** that had been empty for various reasons, carried out improvements to bring them up to a good standard and made them available as high-quality, affordable homes for families in need of housing.



YOU SAID WE DID

Tenants told us they wanted a smoother and more consistent experience when moving into new homes. We introduced a Development Aftercare Advisor, providing a single point of contact for tenants and contractors during the defects period. This gave tenants a clear and consistent service, making the move into their new home a smoother experience and giving them confidence that support was available.

YOU SAID WE DID

Tenants told us energy efficiency and running costs were important when moving into new homes. We remain committed to delivering new homes that are energy efficient and well insulated to help reduce energy use. These homes are fully electric, helping to reduce energy use and lower household bills for tenants.

YOU SAID WE DID

Tenants told us they wanted our empty homes to better reflect their expectations before moving in. We worked with tenants to review the condition homes should be in and made changes based on their feedback, helping ensure homes are ready for tenants to move into.

LOOKING AHEAD

We will continue to develop new homes to provide a wide range of good-quality, affordable housing, including temporary accommodation for families, helping to reduce homelessness and the number of people without a permanent place to call home.

Our priorities for the year ahead include:

- The completion of The Crossings, our new homelessness prevention scheme. This will provide much needed short-term accommodation to families in need
- Progressing The Sumners development site, delivering 51 apartments for older people and 34 for general needs housing
- The completion of The Orchards at Lightfoot Lane, delivering 24 shared ownership homes and 24 affordable rent homes
- The completion of the new development at the former Blessed Sacrament church, delivering six affordable rent homes
- Completion of one bungalow for affordable rent at Bailey Close, Lambert Road
- Continuing to buy homes that have been empty for a long time, bringing them back into use as high-quality, affordable family homes

MAKING A DIFFERENCE IN OUR COMMUNITIES



We continued to work with tenants and partners to make our neighbourhoods cleaner, greener and safer. We have focused on tackling anti-social behaviour, supporting communities and investing in projects that make a positive difference. By working alongside tenants, we are helping to create well-kept neighbourhoods and giving tenants opportunities to play an active role in making their communities better places to live.

Click to watch the video



TACKLING ANTI-SOCIAL BEHAVIOUR

Take a look at how we tackle anti-social behaviour, working with tenants and partners to address concerns and improve neighbourhoods. Find out how we provide support, take action and help create safer places for people to live.



20 Community projects delivered to improve neighbourhoods, making them cleaner, greener and safer www.communitygateway.co.uk/community-investment-stories



£20,000 Awarded through our Community Fund to support local community projects to enhance communal spaces while engaging and upskilling tenants.



91 tenants attended our Shape Your Space sessions to share feedback on how we could improve their communities. Their feedback was used to create community plans, leading to improvements including the installation of gates, fly-tipping initiatives and dog fouling days of action.

81.6% of tenants were satisfied that CGA makes a positive contribution to their neighbourhoods, showing strong levels of satisfaction with our contribution to our communities.



We held almost 500 events across our Independent Living and Extra Care schemes, with activities shaped by tenant feedback and interests. This gave tenants opportunities to stay active, reduce social isolation and build connections with others living in their scheme.



439 Fly-tipping incidents were removed, helping to make neighbourhoods cleaner, greener and safer.



We received **1,967** reports relating to anti-social behaviour, nuisance and tenancy breaches and worked with partners to address issues and improve neighbourhood safety. This partnership working helped us take a joined-up approach to tackling issues affecting our communities.

64% of tenants were satisfied with our approach to dealing with anti-social behaviour, giving tenants confidence that action is being taken to address issues affecting their communities.



571 safeguarding investigations were carried out, with support plans put in place to reduce risk and protect vulnerable tenants. Depending on their circumstances, this included connecting tenants with specialist support, improving security in their homes, supporting moves to safer accommodation and taking legal action where necessary.

We also made 185 referrals to external support agencies, helping tenants access specialist support for issues including domestic abuse and mental health.



We carried out 48 court proceedings and 8 evictions in serious cases to address repeated tenancy breaches and help protect communities.



YOU SAID WE DID

Tenants told us they wanted to know when action was being taken to keep their neighbourhoods safe and secure. We introduced awareness cards to keep tenants informed about enforcement activity and provide reassurance that we were working with our partners to take the right action.

YOU SAID WE DID

Tenants at The Spires, our homelessness prevention scheme, told us they wanted more opportunities to improve shared spaces and bring people together. We worked with tenants to create a community gardening project that has increased engagement, social interaction and wellbeing.

YOU SAID WE DID

Tenants told us they wanted more information about their local area when moving into a new home. We introduced improved local area information sheets, developed by tenants. These guides provide details on local schools, supermarkets, community centres and other key services, helping tenants feel more informed and settled when moving into their new community.



Scan to view our community plans

LOOKING AHEAD

We will continue to work alongside tenants and partners to strengthen our communities.

Our priorities for the year ahead include:

- Expanding our community plans to deliver more improvement projects across our communities such as enhancing communal spaces, supporting environmental improvements and working with tenants to address issues identified in their neighbourhoods
- Working with our partners to strengthen our response to tackling anti-social behaviour, helping resolve issues for tenants and communities
- Continuing to invest in our communities to make them cleaner, greener and safer

FEEDBACK FROM RESIDENTS AT THE SPIRES

"The Spires has lifted a weight off my shoulders. I feel safe, secure and happy and I now have somewhere I can call home. Staff are always around to help and I don't feel lonely anymore."

"Living here has helped me gain confidence. When I'm feeling low, staff are there to support me and it really lifts my mood. It has helped just having someone to talk to."

TENANT VOICE



We continued to strengthen opportunities for tenants to share their views, influence decisions and get involved in shaping our services and communities. Tenant feedback plays an important role in how we make decisions and shape the services we provide.

Click to watch the video



STRENGTHENING THE TENANT VOICE

Find out how tenants helped shape the new Tenant Voice Group, creating more opportunities to share ideas, influence decisions and have their voices heard. Discover how tenant involvement is helping to shape the future of our services.



We engaged with **1,031 tenants** across a range of involvement activities giving tenants opportunities to have their say and help shape the issues and services that matter most to them.



We **co-designed** our new Tenant Voice Group, working with tenants to ensure the format and remit of the meeting met their needs.



We created a **multi-language involvement guide** to overcome language barriers when engaging with tenants in our communities, making it easier for those whose first language is not English to access involvement opportunities and have their views heard.



We delivered **73 community pop-up events** across our neighbourhoods.



61 Tenants signed up to become members, bringing the total to **1,720 members**.



1,324 views gathered across **36 consultation activities**, improving areas such as Community Safety, Communications, Independent Living and online services and helping us make changes that better reflect tenants' needs.



78.9% of tenants are satisfied that CGA listens to their views and acts on them, demonstrating the value tenants place on being heard and having opportunities to influence our services.



We knocked on over **1,200 doors**, engaging with **656 tenants**, some of whom may not usually take part in engagement activities, giving them the opportunity to share their views. This helped us hear from a broader and more representative range of tenants.

WE ARE COMMITTED TO MAKING A DIFFERENCE FOR OUR TENANTS AND COMMUNITIES, BUILDING COMMUNITY SPIRIT AND SUPPORTING TENANTS TO LIVE SUCCESSFULLY IN THEIR HOMES. WATCH OUR COMMUNITY EMPOWERMENT STRATEGY VIDEO TO FIND OUT MORE.

[Click to watch the video](#)

2025/2026

COMMUNITY EMPOWERMENT STRATEGY UPDATE



LOOKING AHEAD

We want more tenants to have a say and get involved to make a difference to our services. We will continue to strengthen our approach to tenant engagement and ensure tenants remain at the heart of everything we do.

Our priorities for the year ahead include:

- Expanding opportunities for tenants to influence services by providing more digital and face-to-face ways to get involved, so more tenants can have their say
- Strengthening how we show the impact of tenant feedback, so tenants can see how their views have influenced decisions and improvements and the difference these changes have made
- Growing our membership offer so more tenants from across our communities are represented and have a voice in shaping our services



FEEDBACK FROM TENANTS ABOUT HOW THEY GOT INVOLVED

"I honestly love coming to these meetings. They are so important because they give us tenants the chance to share our views and make sure our voices are heard."

"I went to my first meeting and all the tenants were so welcoming. I've learnt so much about social housing and would encourage others to get involved."



BEING A GREAT PLACE TO WORK



What makes Community Gateway special is not just what we do, but the people who deliver services for our tenants. Last year, we continued our commitment to creating a workplace where colleagues feel valued, supported and proud of the difference they make.

Our strong, values-led culture continues to grow. We have invested in development, strengthened wellbeing support and created opportunities for colleagues to progress. We have also focused on creating an environment where people feel listened to, included and empowered to do their best work.



[Click to watch the video](#)

INVESTING IN OUR PEOPLE TO IMPROVE SERVICES

Find out how we support colleagues to develop their skills and progress their careers, helping us deliver better services for tenants. Hear how one colleague's journey from apprentice to Repairs Manager shows how career development opportunities can support progression and strengthen the services we provide.



Team of the Year 2025 - Colleague Awards



Manager of the Year 2025 - Colleague Awards



Over **97%** of colleagues are satisfied with CGA as a place to work.



34 colleagues completed professional qualifications including apprenticeships, supporting career progression and helping them to build skills to deliver better services for tenants.



38 managers completed development training, strengthening our future leadership.



We continued to **invest in colleague wellbeing** which supports the retention of talented colleagues and enables us to deliver better and consistent services for tenants.



50% of leadership roles are held by women, reflecting our commitment to equality.



23% of colleagues identify as having a disability or long-term health condition and **15%** of colleagues are from an ethnic minority background, helping us better understand our communities.



13 years of being a Living Wage Employer, ensuring fair pay for all colleagues.



LOOKING AHEAD

Our priorities for the year ahead include:

- Supporting colleagues to live our Values and Behaviours every day, so tenants receive a consistently respectful and reliable service
- Continuing to support colleague wellbeing and remain a great place to work, helping us retain skilled people and provide high-quality services
- Strengthening skills and leadership across the organisation, so colleagues are equipped to deliver the best services for tenants
- Continuing to build a diverse and inclusive workforce that reflects our communities, so we better understand and meet the needs of tenants

FEEDBACK FROM COLLEAGUES

"The benefits and support at CGA are excellent and they really go above and beyond."

"Thank you for investing in colleague wellbeing. I really do feel that CGA cares about its employees, not all employers do."

"I've never worked for an organisation that offers so much for its staff."

MANAGING OUR BUSINESS TO THE HIGHEST STANDARDS



We continued to strengthen how we make decisions, use information and plan ahead, helping us to improve services and better support our tenants. We also continued to prepare for challenges, ensuring we remain resilient and well placed to provide safe, reliable and well-managed services for tenants.

Click to watch the video



OUR REGULATORY RATINGS

Discover how our regulatory rating reflects our commitment to tenants and the services we provide. Find out how we continue to strengthen our approach, improve performance and deliver safe, well-managed homes.



As a charitable housing association, we reinvest any **additional income into our homes, services and communities.**



We are currently in the **top 25%** of housing providers across five value for money measures, recognising how well we manage our resources and run the organisation.



We maintained strong rent collection performance, placing us among the **top-performing housing providers.** This allowed us to reinvest in homes, carry out repairs and build new homes, helping us continue to provide the services tenants need.



Our Board continued to make sure Community Gateway is well managed, financially strong and focused on **delivering the best services for tenants.**



We were awarded **RoSPA Gold Award** for the **16th consecutive year**, recognising our continued commitment to keeping tenants and colleagues safe.



Independent audits gave us assurance that we are **operating effectively** and identified opportunities to further strengthen how we work and improve services for tenants.



We reduced lost rent from empty homes to **1.42%**, below our target of **1.5%**, by improving how quickly empty homes are repaired and re-let, helping more people move into a home sooner.



YOU SAID WE DID

Tenants told us they wanted easier access to information about their home, appointments and tenancy. We carried out consultations and workshops with tenants to understand their priorities and used this feedback to shape the development of our new Tenant Portal, ensuring it focuses on the information and features that matter most to tenants.

YOU SAID WE DID

Tenants told us they wanted clearer and more accessible information about their rent account. Following tenant feedback, we changed the frequency of rent statements to provide an annual statement, making it easier for tenants to keep track of their rent account and manage their finances.



LOOKING AHEAD

We will continue to build on our strong foundations, so we remain efficient, resilient and well-run.

Our priorities for the year ahead include:

- Making sure we continue to have strong leadership and the right skills to lead Community Gateway and make decisions in the best interests of tenants
- Improving how we use data and feedback to shape and improve services
- Continuing to manage our finances responsibly so we can invest in our homes and services
- Investing in systems and technology to make it easier for tenants to access our services and improve the way we work
- Preparing for and responding to risks such as cyber security and changing regulations so we can continue delivering reliable services

CREATING A SUSTAINABLE FUTURE



We continued to improve the energy efficiency of our homes, helping tenants reduce energy use and household costs while reducing our environmental impact. These improvements support our long-term goal of becoming a net zero organisation and our commitment to providing high-quality, energy-efficient homes across our existing homes and new developments.

IMPROVING ENERGY EFFICIENCY IN HOMES

Take a look at the work we are doing to improve the energy efficiency of our homes, reducing our environmental impact and supporting our journey towards becoming carbon neutral. Find out how these improvements are helping create warmer, more sustainable homes for tenants.



[Click to watch the video](#)



EPC 'A'-rated homes with air-source heat pumps



Electric vehicle chargers installed in new-build homes



Over **83%** of our homes have an energy efficiency rating of **EPC C** or above, helping tenants reduce energy use and lower household bills.



221 homes received energy improvement measures, including insulation, low energy lighting, heating controls and ventilation, helping improve energy efficiency and reduce energy use for tenants.



We secured **£1.1m of Warm Homes funding**, allowing us to carry out energy efficiency improvements and bring more homes up to at least EPC C, helping tenants benefit from warmer, more energy-efficient homes and lower energy costs.



Air Source Heat Pumps have been installed in **17 new build homes**, providing efficient heating to help keep homes warm.



We installed electric vehicle charging points in **17 new build homes**, supporting greener living and future transport needs for tenants.



We introduced **five electric vehicles into our fleet**, helping reduce operational emissions, lower running and maintenance costs and support our commitment to reducing our impact on the climate.

YOU SAID WE DID

You told us **reducing energy bills and improving energy efficiency was important when living in our homes**. We continued to invest in improvements such as insulation upgrades and renewable technologies, helping more homes reach EPC C or above and reducing energy costs for tenants.

LOOKING AHEAD

We will continue to improve the energy efficiency of our homes and progress our long-term ambition of becoming a net zero organisation.

Our priorities for the year ahead include:

- Continuing to improve the energy efficiency of our homes, helping more tenants heat their homes at a lower cost
- Making sure all new homes are built to high energy efficiency standards, helping make them cheaper to heat and more comfortable to live in
- Developing a clear plan to reduce carbon emissions and improve the energy performance of our homes over time
- Looking at new technologies and funding that can help improve the EPC of our homes and reduce energy use for tenants
- Continuing to reduce our environmental impact as an organisation

MONEY MATTERS

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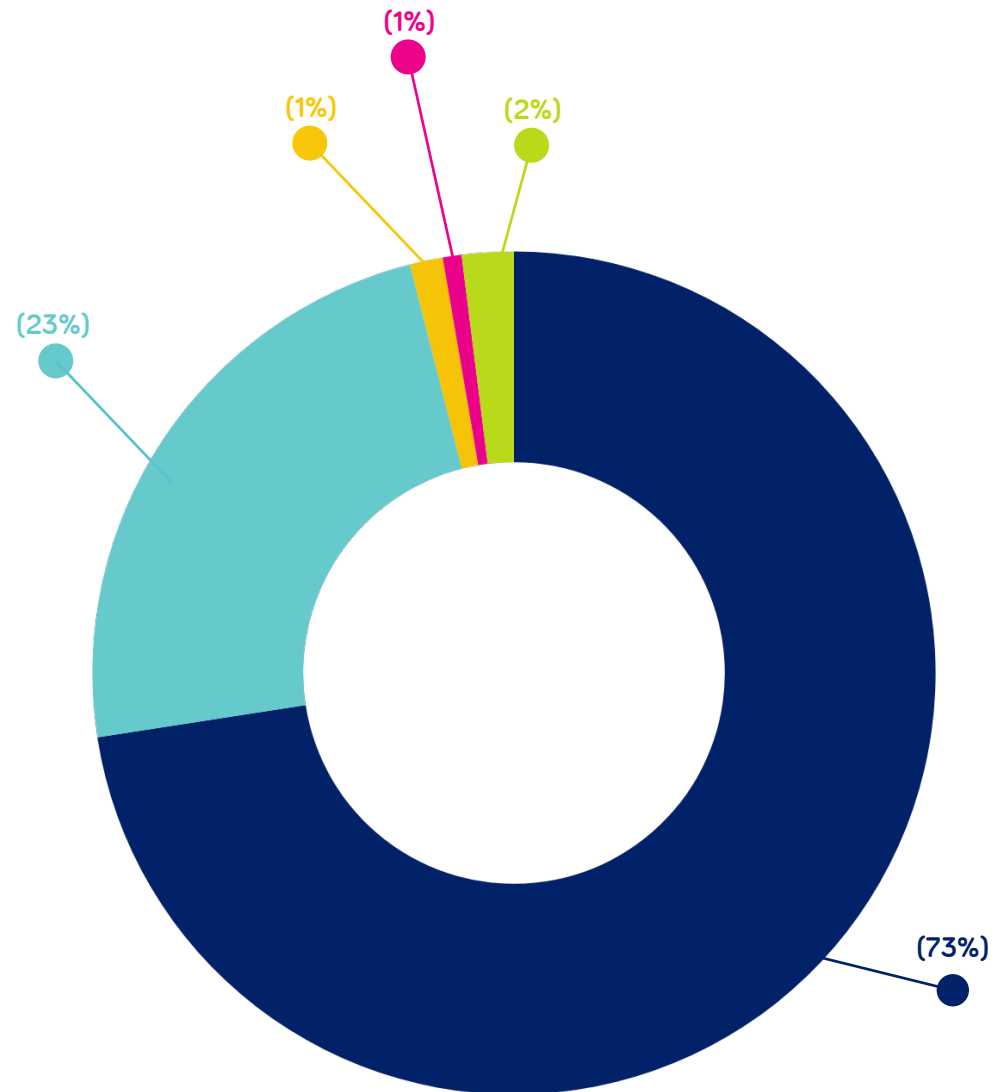
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INCOME - 2025-26

The rent we receive from tenants is our main source of income. This was £40.2m for the year, which is slightly higher than last year due to the 2.8% rent increase and the additional new homes we built through our development programme.

We also received £13m in grant funding to help us meet the demand for more new homes. During the year, we sold 39 homes through the Right to Buy/Right to Acquire scheme.

- Rents & Service Charges - £40.2m
- Grant Income - £13.0m
- Other Income - £1.1m
- Property Sales - £0.7m
- Shared Ownerships Sales - £0.4m



EXPENDITURE - 2025-26

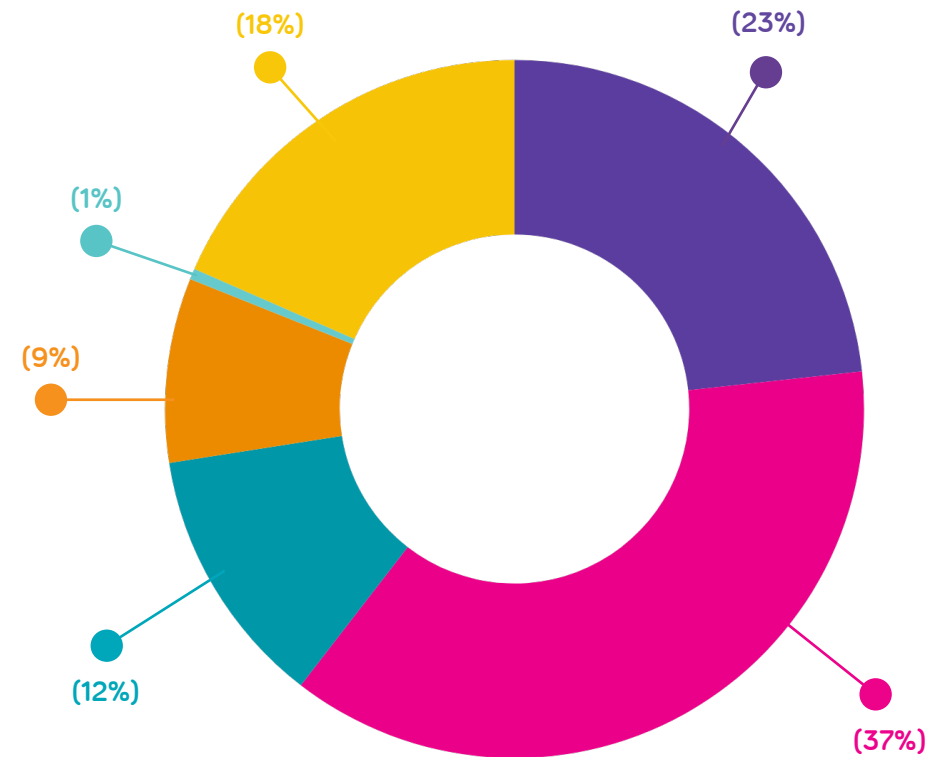
Throughout the year, we continued to invest in our homes and neighbourhoods, helping to keep them safe, well maintained and places tenants are proud to live. We spent over £22m on improving homes and neighbourhoods, representing 37% of our total spending, helping us improve the quality, safety and energy efficiency of tenants' homes and make our neighbourhoods better places to live.

We also invested just under £14m (23%) in developing new homes. More than 200 homes are currently in development, with 21 completed during the year and plans in place to deliver a further 461 homes in the future, helping to provide more affordable homes for people in our communities.

We spent £7.2m (12%) on housing services. This includes letting homes, supporting tenants to sustain their tenancies and collecting rent. This investment is reflected in our tenant satisfaction, with 88.4% of tenants satisfied with the overall service they received.

Thanks to our strong financial position, we were able to repay £11m of loans, reducing the amount we owe and helping to lower our borrowing costs in the future. Our borrowing costs for the year were £5.1m (9%).

- Improving/maintaining our homes and neighbourhoods - £22.2m
- Development - £13.9m
- Loan Repayment - £11.0m
- Housing Services - £7.2m
- Interest - £5.1m
- Shared Ownership cost of sales - £0.3m



Read our full Financial Statements on our website
www.communitygateway.co.uk/financial-statements

OUR BOARD & COMMITTEES

Find out more about our Board Members and Committees by visiting www.communitygateway.co.uk/boards-and-committees



DAVID BROWN

Board Member
(Independent)



GREIG LEES

Board Member
(Independent)



ALLEN BARBER

Board Member
(Independent) and Chair of
Audit and Risk Committee



SIMONE DE LA HARPE

Board Member
(Tenant)



PHIL PARRAMORE

Chair of the Board
(Tenant)



SIRAZ NATHA

Board Member
(Councillor)



LISA BREEZE

Board Member
(Independent)



STUART FLYNN

Board Member
(Tenant)



ALEX BUTLER

Tenant Voice Group
Representative of the
Homes and Services
Committee



MICHELLE ALLOTT

Board Member (Independent)
and Vice Chair and Chair of
Governance and
Remuneration Committee



PAM WATSON

Board Member
(Tenant)



SUE SUTTON

Board Member (Independent)
and Chair of Homes and
Services Committee



STEPHANIE MURPHY

Board Member
(Co-Optee)



ADAM CRESSER

Member of the Audit and
Risk Committee



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