



# 2022-2023 Annual Report



# Contents

- Chair’s report
- Who we are
- Our vision
- Our values
- Key achievements
- Performance data and the year in numbers
- Resident satisfaction and support
- New Board members
- Accounts
- Summary statement from the CEO



# Introduction

## Chair's Report

I am delighted to be the new Chair of GCHA and to be offered the opportunity to work with great colleagues to pursue GCHA's mission to open doors to safe, secure and affordable homes.

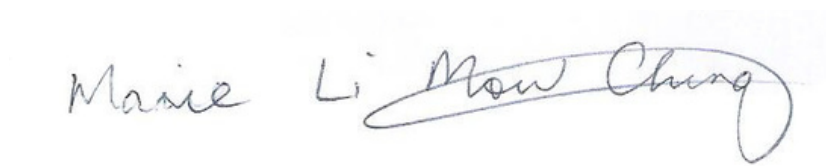
2022/23 has been a challenging year for all housing associations with the cost-of-living crisis, rising interest rates, high energy costs and increasing inflationary pressures, and these challenges continue into 2023/2024.

GCHA has managed the impact of these significant challenges on our residents, staff and partners with prudence and, as a responsible landlord, has maintained a keen focus on what matters most to residents. Working with our development partners, we completed 9 x 3-bedroom new homes in September 2022 in addition to £177k worth of capital investment in our existing homes.

We look forward to working closely with our residents and partners to implement the government's new consumer regulations by creating new ways for them to get involved and influence the delivery of our services. GCHA continues to look for innovative ways to deliver on our strategic priorities while keeping our residents and communities at the centre of our decision-making.

This annual report captures the positive impact we continue to have on the lives of our residents and the communities we serve.

On behalf of the Board, I thank all our residents, staff and partners for their continued support and commitment.



**Marie Lee Mow Ching**  
Chair of GCHA





# Who we are

Gravesend Churches Housing Association (GCHA) is a dedicated independent housing provider located in the heart of Gravesend, Kent. Our commitment is to the community we serve, striving every day to provide high-quality, affordable housing for those who need it.



*Not only do we have purpose at heart as a social landlord, but we also provide a personal service as a local housing association. Most of our staff live in the areas we serve, so we know our communities and get to know the residents who live in them.*





# Our Vision

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Our vision is to open doors to safe, secure and affordable homes.



## Our Priorities

1

Deliver good quality homes and excellent services in safe neighbourhoods.

2

Maintain high levels of resident and staff satisfaction and engagement.

3

Develop new energy-efficient affordable homes.

4

Remain financially viable and strong.



# Our Values

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We adapt quickly to challenges and provide a flexible, personal and friendly service for our residents and communities.



We are quick to respond and believe in going the extra mile and taking personal responsibility for the services we deliver.



We provide equal access to our services and resources. We believe that everyone has the right to be treated fairly and with respect.



We keep our promises and can be depended on by our residents to provide and maintain good quality affordable homes and a consistent service that meets their needs.



We take ownership for everything we do and are held accountable by our residents, Board members and the social housing regulator.



# Key achievements

We introduced tighter controls and monitoring of our Health and Safety compliance by working closely with our key contractors.

We delivered 9 new homes with energy efficient technology in Meopham.

We invested £177k in improving our existing properties with new kitchens, heating systems and other upgrades.

We continued improving the support to residents by conducting tenancy audits and well-being checks.

We updated our Asset Management Strategy to ensure it was fit for the future in light of new damp and mould guidance.

We continue to embed our Resident Involvement Strategy to ensure our residents have greater opportunities to get involved.

We had our resident event in February 2023. GCHA's mission and strategic priorities were discussed, and residents had the opportunity to share their views.

**"It was a good opportunity to meet other tenants and the various staff that make up the organisation. We were very pleased with the organisation".**

**"Very enjoyable day"**





# Performance data 2022/23

	Achieved	Target	Benchmark average
Void re-let times (days) including major works	50	14	64.68
Current resident rent arrears (excludes former residents)	4.62%	3.2%	3.7%
Total rent arrears (includes former residents)	5.5%	Not available	Not available
Number of emergency repairs completed on time	100%	100%	100%
Number of routine repairs completed on time	93%	95%	95%
Budget surplus	£184,636	£213,732	Not available

## The year in numbers

### Investment in our stock

Item	Number of units	Value
Windows	7	£26,191.64
Bathrooms	1	£4,149.60
Kitchens	14	£66,513.09
Doors	7	£10,218.00
Heating Systems	25	£68,158.95
Other		£2,302.71
Grand total	54	£177,533.99

#### Repairs and maintenance

Our in-house team carried out:

- Over 300 repairs and improvements
- Over 1,000 compliance checks

With the help of contractors, we carried out:

- 123 electrical checks
- 3,128 reactive repairs

#### Gas safety

Our gas contractor (Robert Heath) carried out the following heating and hot water repairs:

- 17 four-hour emergency repairs
- 310 emergency repairs
- 227 urgent repairs
- 106 routine orders

#### Lettings

- 42 homes let
- 4 mutual exchanges completed

#### ASB

- 17 ASB cases
- 0 injunctions

#### Wellbeing checks

- 167 tenancy audits

# Resident satisfaction

*Our latest resident satisfaction survey saw a drop in overall satisfaction levels but provides a positive direction for our work over the coming year.*

More than 245 residents completed the survey with the following key takeaways;

- 59% of respondents expressed satisfaction with GCHA's services, a decrease from last year's 71%.
- The highest-rated aspects were satisfaction with the neighbourhood as a place to live (66%), GCHA treating residents fairly and with respect (65%), and perceived rent/service charge value for money (65-66%).
- The lowest-rated areas included repair response time (41%), GCHA's handling of repairs and maintenance (46%), dealing with complaints (42%), addressing anti-social behaviour (43%), and providing opportunities for residents to voice their views (48%) and act on them (47%).

## Our response

While we are disappointed with the decrease in the overall satisfaction levels, we are putting processes in place to resolve some of the lowest-rated areas.

We're piloting a new SMS scheme to help inform residents of upcoming building maintenance. We have launched a new resident scrutiny panel to allow residents more opportunities to shape our work for them.

We're working with new contractors (CPA Property Services), completing health and safety checks and damp and mould inspections to help ensure our residents are safe and secure in their homes.

**"I feel very happy in my flat and it is peaceful, and I am very lucky to live here."**

**"Great association to live with. Just a few small areas I'd say need improvement."**



# New Board members



**Marie Li Mow Ching**  
**Board Chair**

With her extensive experience and achievements in the housing sector, Marie brings a strategic vision to drive positive change at GCHA and improve services for our residents.



**Chris Starke**  
**Chair of the Audit and Risk Committee**

Chris has worked at an executive level in the social housing sector for over 20 years and also brings previous experience as a non-executive director on the Board of Town and Country Housing Group.



**Paul Sylva**  
**Board Member**

Paul is a Chartered Accountant and a member of the Chartered Governance Institute with extensive work experience as a Finance Director in the charity sector.



**Roselyn Unegbu**  
**Board Member**

With over 20 years of specialist expertise in high-value projects and a track record of strategic vision and strong leadership, Roselyn brings a wealth of valuable insights to our organisation.





## Statement of comprehensive income

for the year ended 31 March 2023

	2023 £	2022 £
Turnover	4,114,989	3,943,368
Operational expenditure	(3,423,285)	(3,374,200)
Operating surplus before surplus on disposal of fixed asset and increase in value of investment property	691,704	569,168
Increase in value of investment property	0	626,000
<b>Operating surplus</b>	<b>691,704</b>	<b>1,195,168</b>
Interest receivable	581,619	213
Interest payable and financing costs	(513,198)	(404,223)
<b>Surplus for the year</b>	<b>760,125</b>	<b>791,158</b>
<b>Other comprehensive income</b>		
Actuarial (deficit)/surplus on defined benefit pension plan for the year	(97,000)	395,000
<b>Total comprehensive income for the year</b>	<b>663,125</b>	<b>1,186,158</b>



# Statement of financial position

as at 31 March 2023

	2023 £	2022 £
<b>Property, plant and equipment</b> <i>Housing properties</i>	32,597,001	31,885,285
<i>Other property, plant and equipment</i>	553,515	607,099
	<b>33,150,516</b>	<b>32,492,384</b>
<b>Investments</b> <i>Investment properties</i>	9,126,538	9,126,538
	<b>42,277,054</b>	<b>41,618,922</b>
<b>Current assets</b> <i>Debtors</i>	201,500	158,232
<i>Cash and cash equivalent</i>	894,111	1,516,219
	<b>1,095,611</b>	<b>1,674,451</b>
<b>Creditors: amounts falling due within one year</b>	(2,027,449)	(17,870,592)
<b>Net current (liabilities)/assets</b>	(931,838)	(16,196,140)
<b>Total assets less current liabilities</b>	<b>41,345,216</b>	<b>25,422,782</b>
<i>Creditors: amounts falling due after more than one year</i>	(26,330,374)	(11,079,065)
<i>Provisions</i>	(361,000)	(353,000)
<i>Net assets</i>	<b>14,653,842</b>	<b>13,990,717</b>
<b>Capital and reserves</b> <i>Called up share capital</i>	10	10
<i>Revenue reserve</i>	14,653,832	13,990,707
	<b>14,653,842</b>	<b>13,990,707</b>

# Summary

## CEO's Comments

The last financial year was one of historic change for the country and the world at large, following the death of the Queen, the cost of living crisis and the ongoing war in Ukraine. More than ever, it is essential that we focus on our mission and continue to invest our resources in improving the customer experience.

We were disappointed with the 2022-23 satisfaction survey results, which showed that we did not meet the expectations of our residents. Customer satisfaction is one of our strategic priorities, and we continue to look at new ways to deliver a responsive, customer-focused service.

We are pleased that quarterly transactional satisfaction surveys have shown a steady improvement, with 78% of residents surveyed reporting overall satisfaction with the service we provided in Q4 of 2022/23.

In a year where our residents have faced real challenges, our rent arrears have increased more than we would have liked. We are working with residents to get them the financial support they need, and with winter fast approaching, we will continue to do as much as possible to support families struggling with high energy bills, signposting to specialist services where necessary.

The job market has been challenging, but we are determined to make Gravesend Churches Housing Association a great place to work. We will continue to embed our values and create a new culture where everyone at GCHA is clear on their part in delivering the organisation's vision and strategic priorities.

I am looking forward to a challenging but, at the same time, rewarding 2023 – 24 and would like to thank the Board and staff for their commitment and support.



**Bukky McGlynn**  
*CEO of GCHA*







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