

2025-26

Annual **REPORT**



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CEO's Report



I am pleased to present Gravesend Churches Housing Association's (GCHA) Annual Report for 2025/26.

This has been a year of significant achievement, resilience and continued progress as we have remained focused on delivering high-quality services, investing in our homes, and supporting the communities we serve. Despite a challenging operating environment, our commitment to residents has remained at the heart of everything we do.

Customer satisfaction continues to be a key priority. In March 2026, GCHA achieved the prestigious Customer Service Excellence (CSE) Compliance Plus accreditation, recognising our commitment to providing outstanding services and continuously improving outcomes for residents.

We are also proud to have attained Investors in People (IIP) Silver accreditation during the year, demonstrating our commitment to creating a positive workplace where colleagues are valued, engaged and empowered to perform at their best.

Maintaining and improving our homes remains a core strategic priority. During the year, we successfully completed a substantial programme of investment works to ensure our properties continue to meet and exceed Decent Homes Standards. Major improvements included upgrades to 10 structures, 7 roofs, 9 kitchens, 9 bathrooms, 51 doors, 6 windows and 23 heating systems, ensuring our residents have access to safe, modern and well-maintained homes.

We also took important strategic decisions to strengthen our asset base and financial position. During the year, we disposed of one property and reinvested the proceeds into our housing portfolio. In addition, we completed the sale of a development site to the local authority, further supporting our long-term financial sustainability.

While GCHA reported a deficit of £729k for the year, this was primarily driven by a £1.5m non-cash reduction in the valuation of investment properties at year end. As this accounting adjustment does not affect cash generation, operational performance or compliance with loan covenants, the Association remains financially resilient and well-positioned for the future.

Our proactive and supportive approach to income management delivered excellent results. Rent arrears reduced to 1.8% compared with 2.09% in the previous year, outperforming our target of 2.5%. This performance reflects the effectiveness of our partnership working with residents and external agencies to sustain tenancies and promote financial resilience.

CEO's Report



Bob Heapy

Chief Executive of GCHA

We also continued to improve our performance in managing empty homes. During the year, 26 properties became void, representing a reduction of 20 compared with the previous year. Average re-let times improved to 20 days from 26 days in 2024/25. While this remains above our target of 14 days, we are working closely with contractors and local authority partners to further reduce turnaround times and minimise income loss from vacant properties.

We continued to benchmark our performance against local peer groups and the Regulator of Social Housing's Global Accounts median for associations with fewer than 2,500 homes, ensuring a continued focus on value for money and service excellence.

As we look ahead, we remain committed to delivering our strategic objectives, strengthening our organisation, and enhancing the services we provide to residents. I would like to thank our residents, board members, partners and dedicated staff for their continued support and commitment throughout the year. Together, we will continue to build on these achievements and create a strong and sustainable future for GCHA.

Who are we

GCHA has served the Gravesham community for over 60 years. Established in 1964 as a small local housing association focused on delivering safe, affordable accommodation for those in need, GCHA has since become a respected community partner, now offering more than 500 homes.

Throughout its history, GCHA has developed into a trusted provider of social housing, overseeing a varied property portfolio and delivering housing support to hundreds of residents.

At GCHA we believe in ensuring our homes are places where people can feel safe and secure.

Our team is committed to delivering services aligned with our core values. We collaborate with residents, addressing their needs and adapting our service to ensure that they get the best experience.



Our vision



Our vision is to be a leading provider of affordable housing, ensuring that everyone has a safe, secure and comfortable place to call home. As we look to the future, we will remain focused on providing sustainable housing solutions while strengthening the services that we provide to enable our residents lead fulfilling lives.

Key achievements

GCHA has demonstrated resilience and a continued focus on service quality and strong governance throughout 2025/26

£421,802

Invested in our homes

Including new kitchens, bathrooms, heating systems and other essential improvements.

1.86%

rent arrears

*2025: 2.09%
(target:2.5%)*



12/12

TSM perception measures improved

Overall satisfaction with GCHA services increased by 12%

48%

reduction in complaints

From 66 in 2024/25 to 33 in 2025/26



26 void properties

20 fewer than last year.

Average re-let time reduced to 20 days (2025: 26 days, target: 14 days)

Silver 

Investors in People

Recognising our commitment to high levels of staff satisfaction and engagement.

Customer Service Excellence

Compliance Plus achieved

Accredited in March 2026, reflecting our commitment to delivering high-quality services and improving outcomes for residents.



Stronger together

Supporting local communities through strategic partnerships with Kasbah and Clarion Housing Association.



Capital works completed

10



structures upgraded

7



roofs

9



kitchens

9



bathrooms

51



doors

6



windows

23



heating systems

Key achievements

Through investment, innovation and collaboration, we continue to improve our homes, services and communities.

Maintaining safe and quality homes

We maintain compliance with regulatory standards through robust monitoring, the use of specialist contractors and regular reporting to the Board. Investment in our housing stock has continued, with a focus on delivering a comprehensive stock condition survey and maintaining an effective planned maintenance programme. During the year, one property was disposed of, with proceeds reinvested into improving existing homes.

Improving services for residents

TSM results improved in all 12 areas of the perception survey. Overall satisfaction with GCHA services increased by 12%, placing us just below the median quartile.

Satisfaction with complaints handling increased by 18%, placing us just below the upper quartile when benchmarked against other small housing associations. Overall KPI performance improved across all areas.

Complaints and communication

During 2025/26, we responded to 24 new complaints, plus 9 complaints carried forward from 2024/25, totalling 33 complaints overall. On average, 95% were acknowledged within five working days and 95% received responses within ten working days. We remain committed to continuous improvement in communication and complaint handling.



Key achievements

Investing in our organisation



We continued to invest in our IT infrastructure, strengthening security protocols and ensuring our hardware remains fully protected.

Supporting our communities



We continue to support local communities through strategic partnerships with Kasbah and Clarion Housing Association.

Void performance

Performance on void management improved, with 26 void properties during the year – 20 fewer than the previous year.

Average re-let times reduced to 20 days, compared with 26 days in 2025, although this remains above our 14-day target.

We continue to work with contractors and local authority partners to further reduce turnaround times and minimise void losses.

Looking ahead

We remain focused on investing in our homes, improving services and working with residents and partners to build stronger communities.



Performance data 2025/26

	Target	Achieved
Voids re-let (days) excluding major works/long term voids	14 days	20 days
% of current Rent Arrears as a % of the annual rent	2.5%	1.86%
% of emergency repairs completed in target	100%	90%
% of urgent repairs completed in target	100%	63%
% of routine repairs completed in target	100%	76%
Overall Customer Satisfaction (Tenant Satisfaction Measures)	80%	77%

The year in numbers - investment in our properties

Item	Number of units	Value
Windows	6	22,612
Bathrooms	8	43,498
Kitchens	4	32,835
Doors	50	111,297
Heating Systems	23	63,623
Roof	7	30,115
Other	7	47,040
Grand Total	115	421,802

Performance data 2025/26

Our in house team completed the following repairs/damp and mould over 12 months

- **1,555** repairs jobs
- **92** damp and mould repairs

In partnership with our contractors we completed H&S compliance checks over the last 12 months

- **99.8%** Gas Safety Checks
- **100%** EICRs: communal areas
- **100%** EICRs: homes
- **100%** Lift Safety (stairlifts & passenger lifts)

- **100%** Legionella water tests
- **100%** monthly water testing
- **100%** asbestos surveys completed
- **100%** FRA assessments completed
- FRA remedial actions **55.84%** completed

Lettings

- **26** homes let

ASB

- **21** ASB cases \ **0** injunctions

Well being checks

- **56** tenancy audits

Resident satisfaction results

As a small housing association, GCHA is required to carry out TSM perception surveys every two years. However, we want to understand how residents feel about our services more regularly.

That's why we're working with **Acuity Benchmarking Group** to carry out the surveys again between September and December 2026.

We look forward to hearing your views and using your feedback to help improve our services.

View our 2025/26 TSM results via the QR code



Statement of comprehensive income

for the year ended 31 March 2026

	2026	2025
	£	£
Turnover	4,856,445	4,642,563
Operational expenditure	(3,516,215)	(3,648,933)
Deficit on disposal of investment properties	-	(23,320)
Surplus on disposal of housing properties	176,430	
Operating surplus	1,516,660	970,310
Interest receivable and similar income	8,129	10,501
Interest payable and financing costs	(791,425)	(888,375)
Change in value of investment property	(1,486,140)	
(Deficit)/Surplus for the year	(752,776)	92,436
Other comprehensive income		
Actuarial (deficit)/surplus on defined benefit pension plan for the year	24,000	57,000
Total comprehensive (loss)/ income for the year	(728,776)	149,436

There were no acquisitions and no discontinued operations for the year.

Statement of financial position

as at 31 March 2026

	2026 £	2025 £
Property, plant and equipment <i>Housing properties</i>	30,954,305	31,259,092
<i>Other property, plant and equipment</i>	434,665	505,314
	31,388,970	31,764,406
Investments <i>Investment properties</i>	7,094,263	8,570,269
	38,483,233	40,334,675
Current assets <i>Debtors</i>	193,318	167,817
<i>Cash and cash equivalent</i>	623,666	843,112
	816,984	1,010,929
Creditors: amounts falling due within one year	(1,382,487)	(1,857,752)
Net current (liabilities)/assets	(565,503)	(846,823)
Total assets less current liabilities	37,917,730	39,487,852
<i>Creditors: amounts falling due after more than one year</i>	(24,582,560)	(25,317,905)
<i>Provisions</i>	(153,000)	(259,000)
<i>Net assets</i>	13,182,170	13,910,947
Capital and reserves <i>Called up share capital</i>	8	9
Revenue reserve	13,182,170	13,910,938
	13,182,170	13,910,947



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