



**REVISED ROLLING  
FIVE YEAR CORPORATE PLAN**

**2019 – 2024**

**Approved by the board - March 2019**

Registered address:  
90 Beech Avenue  
Nottingham NG7 7LW

Charitable Social Landlord under the  
Co-operative and Community Benefit Societies Act 2014  
Registration No: 26310R

HCA Registration: L3808

National Housing Federation Member



INVESTOR IN PEOPLE



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**Vision:** Quality homes, quality services, quality lives

**Mission:** To be a dynamic, viable and independent social business providing good quality homes and excellent services, supporting people and communities in need and improving lives.

**Key Values:**

Trustworthiness and integrity

Uniting diverse people and making a difference

New ideas and approaches as an independent organisation

Tenant and customer driven

Using surpluses to improve lives and communities

Motivated, positive and diligent board and staff

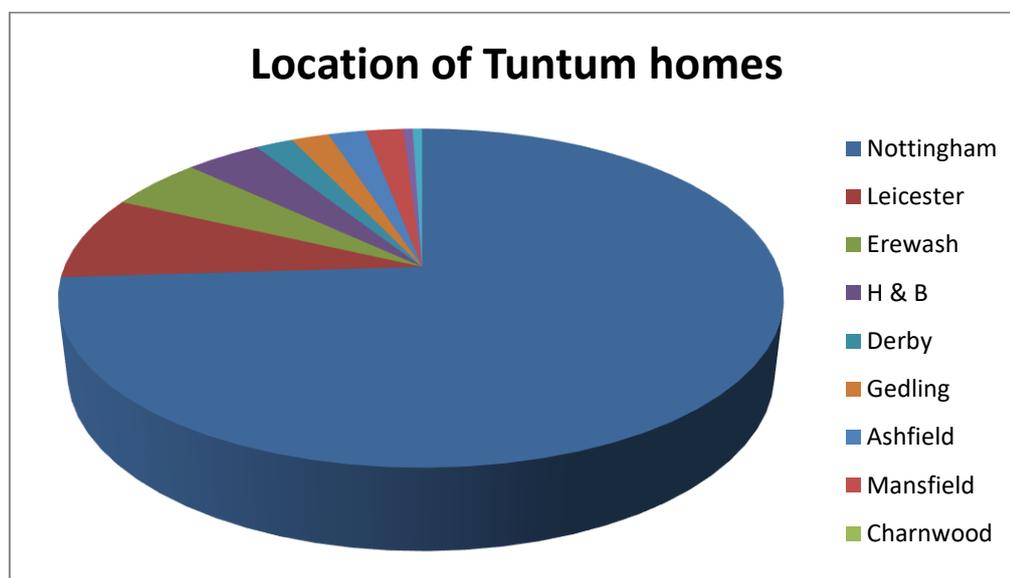
## 1.0 BACKGROUND AND OPERATIONAL ENVIRONMENT

### 1.1 Introduction

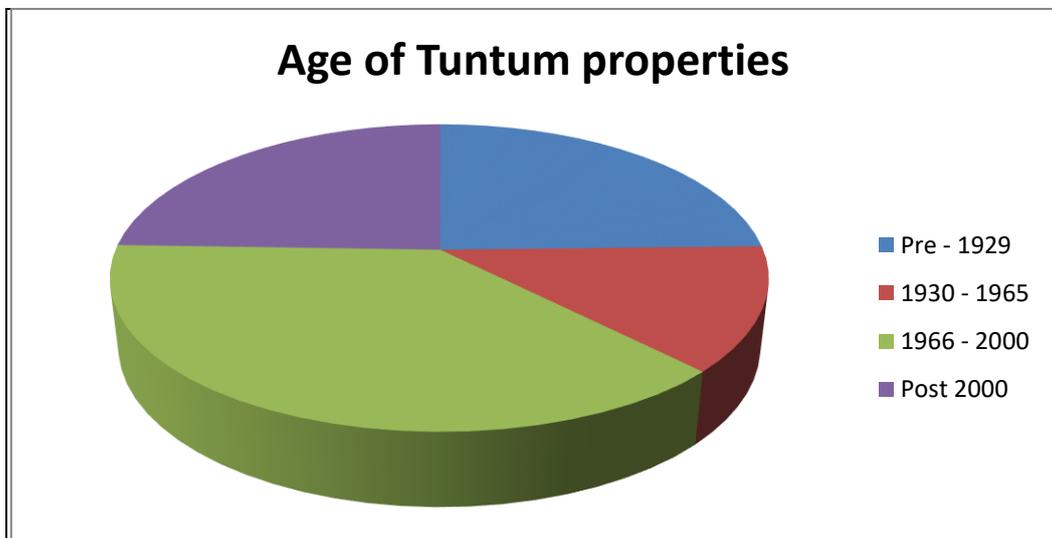
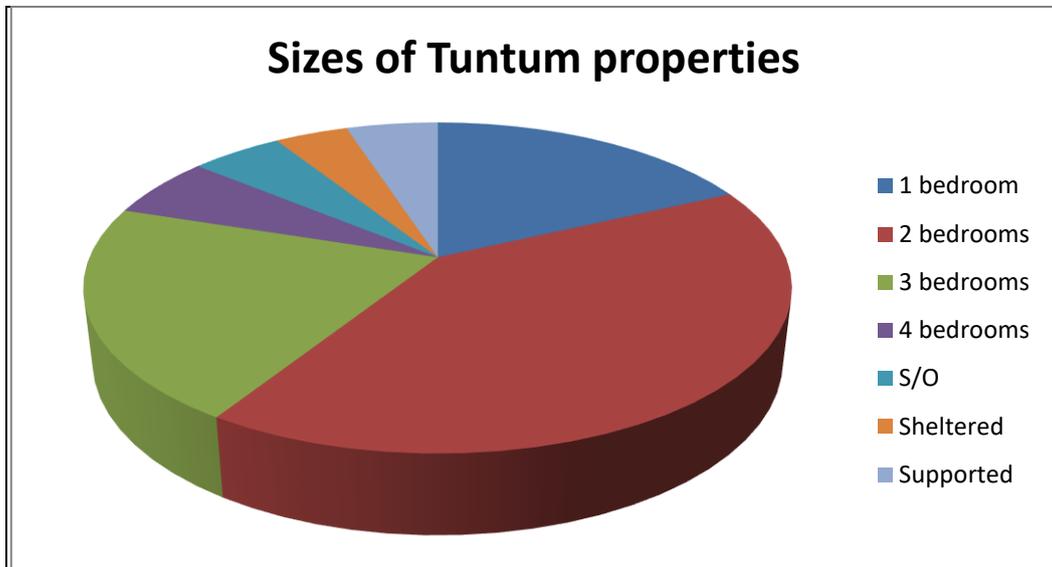
1.1.1 We are a BME-led social housing business registered with the Housing Corporation in 1988. We are the only independent housing association of our kind in the East Midlands. Our principal activities are aimed at benefitting the community by developing and managing housing for people in need, and by providing specialist facilities, services and amenities.

1.1.2 We serve a range of different population groups and we provide homes and services for families and single people from the cradle to the grave such as our Erewash and Old Vicarage schemes for young mothers and babies and for older people our sheltered schemes; Balisier Court, Lyn Gilzean Court and a scheme acquired in February 2019 from Stonewater Housing Group, Churchfield Terrace. In addition, we provide homes and services for families, refugees, homeless and vulnerable young women, homeless young people, ex-offenders and women fleeing domestic violence.

1.1.3 We operate in 11 local authority areas comprising the cities of Nottingham, Leicester and Derby and the boroughs of Hinckley and Bosworth, Rushcliffe, Erewash, Gedling, Broxtowe, Mansfield, Charnwood and Ashfield.



1.1.4 We have a range of properties of different sizes and ages. These are as follows:



1.1.5 We are led by a skilled Board and Executive Team comprising individuals with significant skills and years of relevant experience. These are listed in Appendix 2. Currently, our Regulatory grading with the Regulator of Social Housing is G1/V2.



1.1.6 The ethnic profile of our tenants, specialist housing residents and staff as at February 2019 are as follows:

General Needs; White (including East European) 56%, BAME 44%  
Specialist Housing; White 30%, BAME 70%  
Staff; White 27%, BAME 73%

1.1.7 Our five-year Corporate Plan is a rolling document which is reviewed every year following a process which includes: a Board planning day held in November 2018; follow-up discussion at Board meetings; discussion with tenants and staff; final approval at the last Board meeting of the financial year. The final plan is then circulated to lenders and other stakeholders and uploaded to the website.

1.1.8 At the board away-weekend In November 2018 we also reviewed our response to the Social Housing Green Paper and came up with an Action Plan which is included as part of the Operational Action Plan for 2019/20.

1.1.9 In December 2018 we celebrated our 30<sup>th</sup> Anniversary with a video, publication and a well attended dinner at which the guest speaker Professor Gus John reminded us of the injustices and challenges still facing BME communities and commented on the work that Tuntum can do to help meet these challenges.

1.1.10 We continue to seek to be responsive to new challenges and the changing environment within which we operate. Having delivered 30 years of good housing and positive contributions towards the wellbeing and life style of our customers and the community, the time is appropriate to take a good look at how we seek to deliver our services for the next 30 years. This review will include all areas of our operation including our social value role and will take place over the next 6 months. The board will then be presented with the results of that review at the away weekend in November 2019.

## **1.2 Our Corporate Plan Objectives**

1.2.1 To maintain a high standard of governance.

1.2.2 To ensure that staff are well skilled and motivated.

1.2.3 To deliver excellent services to tenants, residents and leaseholders which achieve good levels of customer satisfaction.

1.2.4 To ensure that the Association's properties are maintained in good condition.

1.2.5 To develop more homes for people in housing need including specialist housing and homes for sale.



- 1.2.6 To expand the range of specialist housing services offered by developing new services and enhancing existing services.
- 1.2.7 To remain financially strong within sound and embedded Risk Management and Value for Money frameworks.
- 1.2.8 To continue to deliver initiatives which enhance the social, economic and environmental situation of local communities.

### **1.3 Our Development Growth Strategy & Programme**

1.3.1 Our Development Strategy and planned programme for the next five years are as follows:

- To remain active members of the Blue Skies Consortium for all future housing developments and to continue to use Partnership Opportunity Development LLP (POD) for the provision of development services.
- To achieve growth of another 279 homes between 2019/20 to 2023/24 made up of affordable rent and shared ownership sales. Some houses for outright sale are anticipated but only where incidental and necessary to enable housing for rent or shared ownership sale.
- To ensure that all new schemes are adequately funded before approval is given by the board.
- To focus new developments in Nottingham City, but continue to explore development opportunities that exists within the one hour's drive from Head Office.
- To ensure that all new developments are compatible with the approved housing strategy of the local authority in the area where the developments are planned.
- To develop with Homes England subsidy for all future developments. This will include the approved allocations for 60 homes to be developed under shared ownership (30) and rent to buy (30) plus assumptions of subsidy for affordable homes and shared ownership using the Continuous Market Engagement.
- If possible, to explore stock transfers opportunities at values without the need for equity subsidy from existing Tuntum stock. This could also be part of a stock rationalisation process.
- To ensure that schemes are fully appraised using the approved modelling criteria in compliance with the Risk Management Framework prior to approval of each scheme.

1.3.2 Our Development Programme now assumes developing the following homes between 2019/20 and 2023/24.



	19/20	20/21	21/22	22/23	23/24
<i>Affordable rent:</i>					
Approved Schemes	23				
Projected Schemes		46	50	50	50
<i>Shared ownership:</i>					
Approved Schemes					
Allocated Units	20	10			
<i>Rent to buy:</i>					
Allocated units	26	4			
<b>Total</b>	<b>69</b>	<b>60</b>	<b>50</b>	<b>50</b>	<b>50</b>

## 1.4 Our Treasury Management Strategy

### 1.4.1 Our Treasury Management Strategy has the following elements:

- To keep within all bank covenants:
  - Gearing – 55%
  - Interest Cover Ratio – 1.1:1
- The risk tolerance for the level of gearing as calculated using the existing bank covenants methodology shall not exceed above 52.25%.
- The risk tolerance for the level of Interest cover is 5% which means that the interest cover must not be allowed to fall below 1.15:1
- That liquid cash balances shall not fall below the equivalent of 3 months cashflow requirement.
- To maintain a balance of at least 70:30 for fixed interest and variable interest loans.
- To raise the appropriate level of funds over the next five years to enable the Plan's growth to be achieved through a combination of Revolving Credit Facilities, Private Placements and traditional bank loans where appropriate.
- To ensure that there is sufficient access to cash resources to fund the full cost of all new developments.

## 1.5 Our Strategy for Specialist Housing

**1.5.1** The provision of Specialist Housing is a fundamental element of our business strategy. We have a reputation in the sector for providing innovative solutions to meet various needs in a culturally-sensitive way.

**1.5.2** We reviewed our strategy for Specialist Housing services in the light of the proposed changes to the funding regime from 2020. Fortunately these changes will now not happen and this gives us the opportunity to carry



out a more detailed examination of how we deliver our specialist services as we start the next 30 years of our operation.

**1.5.3** It is unlikely that this review will result in any changes to our current client groups; older people, female ex-offenders, refugees, young mothers and homeless people including those with mental health issues. However, the key objectives of the review will include the type of services offered, future growth, funding and the relationship between the general needs management and specialist housing. This will be completed in time for the board away-weekend in November.

## **1.6 Our Asset Management Strategy**

**1.6.1** We have recently reviewed our Asset Management Strategy and the key objectives are:

- To fulfil statutory and regulatory obligations to maintain homes, including testing, servicing and management as required.
- To maximise the return on our assets.
- To review our stock to ensure continuing operational and financial viability and to consider a process of investment or divestment.
- To provide homes to the highest possible standard to meet the needs of our residents and the community.
- To develop new homes to meet the needs of our residents and the community.
- To deliver a consistent, cost effective and efficient repairs service that achieves value for money and high levels of customer satisfaction.
- To maximise occupation of our homes through efficient management, improvement and repair of our stock
- To review the definition of the Decent Homes Standards and continuously assess the condition of our homes and estates.
- To measure, monitor and improve the energy efficiency of our homes and address the issue of affordable warmth.
- To involve and consult with our residents on all aspects of our maintenance service.
- To improve resident satisfaction levels across our services.
- To deliver continuous improvement through performance management.

**1.6.2** In order to deliver the revised strategy we will be carrying out the following over the next 12 months:

- To ensure that the Association meets the targets set as a result of the Green Paper review.



- To ensure that the Decent Homes Standard is up to date and take action to ensure full compliance.
- Complete all the stock conditions surveys required so that we have full knowledge of the condition of our stock particularly in relation to decent homes compliance.
- Review the feasibility of expanding the DLO services.
- To ensure that the Asset Management Strategy is regularly reviewed and up to date.
- To ensure that all major repairs are satisfactorily completed
- To establish within Magnify a residents advisory group focusing exclusively on repairs service improvement.
- To deliver on all KPI targets including gas safety and health and safety compliance.

## 1.7 Our Value For Money Strategy

1.7.1 We are committed to achieving the best value for money and outcomes from our operations based on the following underlying strategic principles:

- **Economy:** We strive to minimize the cost and resources for what goes into providing our services, for example the salary cost of employees, material costs, office rent, vehicle costs etc;
- **Efficiency:** This is a measure of productivity, primarily associated with the process and delivery of procurement;
- **Effectiveness:** We aim to do the "right" things for the services we provide in order to maximise the impact achieved and deliver the best outcomes for customers.

1.7.2 As a result of the above, we set targets each year to maximise our Value for Money and measure our outcomes against similar housing associations based on size and location.

## 1.8 Our Social Value Strategy

1.8.1 We are committed to delivering social value through our housing and our non-housing activities. Our target is to achieve up to 10% of our turnover in 'added' social value for non-housing activities using the HACT Social Value Calculator. However, for the year ended 31<sup>st</sup> March 2018, this value was calculated at £595,774 (5.76 %) reduced considerably from the value generated in the previous year of £770,565 (9.6%). It is evident that the target of 10% is unrealistic particularly in the light of the closure of the Home Care Plus Project. This will be reviewed as part of the appraisal of the future day to day operations of the Association to be presented to the board in November 2019.



1.8.2 As part of their compulsory social value, the majority of staff spent their day helping out at the St Anns and Sneinton Food Bank.

## 1.9 How we manage risk and internal controls

1.9.1 We operate an effective internal controls structure which encompasses both external and internal auditors and a comprehensive Risk Management framework. The Risk Management framework includes a Risk Assessment Panel, strategic and operational risk maps and risk appetites and tolerances agreed by the Board. The Audit Committee has responsibility for overseeing that effective assurance is given to the Board that all internal controls, legal and other assurances are working adequately.

## 2.0 KEY PERFORMANCE INDICATORS

2.0.1 Our key performance indicator targets are agreed each year and are set to drive improvement in performance and take account of the external environment. The key targets set for 2019/20 are as follows:

AREA	TARGET 2019/20	AREA	TARGET 2019/20
<b>Governance:</b>		<b>Specialist Housing:</b>	
Board attendance	90%	Current rent arrears	2%
Board training attendance	90%	Rent collection	100%
<b>Finance:</b>		Voids	4%
Expenditure v. budget	100% or less	<b>Tenants:</b>	
Surplus v budgeted surplus	100% or more	Tenancy turnover	Below 3%
Debt per unit	£33,500	Re-let time	21 days
Liquidity ratio	1: 15 or more	Response to complaints	90%
Cash available	3 months of operating costs	Repair response times:	
		Emergency	100%
		Urgent	90%
		Routine	90%
Bad debts written off	1.0% of rent receivable	Property surveys per annum	20% of total stock
<b>General Needs:</b>		<b>Health &amp; Safety:</b>	
Current rent arrears	3%	Current gas safety certificates	100%
Rent collection	100%	Safe water	100%
Voids	1%	Asbestos	20% per annum
Former arrears	0.5%	Fire	100%
		Radon	100%
<b>Human Resources</b>		Electrical periodic testing	100%
Staff attendance	95% +	<b>Reputation:</b>	
Staff retention	95%	Overall satisfaction	85% +
Staff appraisals	100%	Repair satisfaction	85% +
Staff satisfaction level	75% +	Rents give VFM	85%



**3.0 Corporate aims and goals 2019 - 2024**

Strategic Aims	Goals	Risk Tolerances
<p>1. To maintain a high standard of governance.</p>	<ul style="list-style-type: none"> <li>• To operate at a G1 standard of governance and to maintain good relations with the Regulator.</li> <li>• To ensure skills on the board are related to strategic activities and enhance skills through a programme of training.</li> <li>• To ensure a smooth succession for board members to broaden the diversity of outlook and experience and ensure on-going constructive challenge.</li> <li>• To ensure that all governance policies and practices are regularly updated and are of a good standard.</li> <li>• To ensure that the Internal Control processes such as annual internal audit programmes are working well.</li> <li>• To ensure that the position of the Company Secretary is satisfactorily delivered in accordance with agreed role.</li> <li>• To ensure that all returns to the Regulator of Social Housing are delivered on time and are correct.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory judgements must never be allowed to be non-compliant in future and all necessary steps taken to prevent this.</li> <li>• All returns to the Regulator of Social Housing to be correctly constructed.</li> </ul>
<p>2. To ensure that staff are appropriately skilled and motivated.</p>	<ul style="list-style-type: none"> <li>• To ensure that there is appropriate HR support for staff.</li> <li>• To deliver an effective HR Strategy which includes the promotion of staff wellbeing and high morale.</li> <li>• To ensure that there is sufficient investment in a staff training programme which is of good quality.</li> <li>• To deliver an effective succession strategy.</li> <li>• To embed a behavioural framework which is linked to Tuntum’s Mission, Values and Business Objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• To follow the advice of employment law advisors on all problematic HR issues which have the potential to lead to an employment tribunal.</li> <li>• Legal advice is received on all problematic HR matters.</li> <li>• Latest HR Strategy to be applied in all cases.</li> <li>• Board Policy on recruitment, training, development and succession planning to be followed.</li> </ul>



	<ul style="list-style-type: none"> <li>To ensure that staff of the right calibre are recruited whilst ensuring a diverse balance across all areas and levels of the Association</li> </ul>	
<p>3. To deliver excellent services to tenants, residents and leaseholders which achieve high levels of satisfaction.</p>	<ul style="list-style-type: none"> <li>To improve the quality and use of technology to enable better communication with tenants and residents.</li> <li>To deliver all KPIs targets (and better) showing a culture of continuous improvement.</li> <li>To maintain customer satisfaction levels in excess of 85% for all categories.</li> <li>To develop and maintain tenants scrutiny group Magnify to be an effective partner for co-regulation.</li> <li>To deliver the Tenant Involvement Strategy and to ensure there is effective communication with tenants and residents.</li> <li>To ensure that the role of the housing and customers services departments are fit for meeting the current day needs of Tuntum's customers.</li> </ul>	<ul style="list-style-type: none"> <li>Where possible to compare with KPIs from other HAs of similar size and to be at equivalent levels or better as measured by VFM consultants and the Homes England publication on global accounts.</li> <li>Where KPIs fall to below 25% of norm, CEO reports to the Board on improvement action.</li> <li>Where satisfaction levels fall below 75%, CEO reports to the Board on specific improvement action.</li> </ul>
<p>4. To ensure that the Association's properties are maintained in good condition</p>	<ul style="list-style-type: none"> <li>To deliver the Asset Management Strategy which will be annually reviewed.</li> <li>To have up to date the stock condition information.</li> <li>To expand the DLO operation in order to improve efficiency and the quality of delivery.</li> <li>To meet all KPI targets (and better) showing a culture of continuous improvement.</li> <li>To maintain customer satisfaction levels in excess of 85% for all categories.</li> </ul>	<ul style="list-style-type: none"> <li>100% of properties to meet with decent homes standards and if not board to be given a separate report with recommended corrective measures.</li> <li>Where possible to compare with KPIs from other HAs of similar size and to be at equivalent levels or better as measured by VFM consultants and the Homes England publication on global accounts.</li> <li>Where KPIs fall to below 25% of norm, CEO reports to the Board on improvement action.</li> <li>Where satisfaction levels fall below 75%, CEO reports to the Board on specific improvement action.</li> </ul>
<p>5. To develop more homes for people in housing need</p>	<ul style="list-style-type: none"> <li>Subject to funding, to develop up to xxx more homes between 2019 to 2026 focussing in the City of Nottingham including for affordable</li> </ul>	<ul style="list-style-type: none"> <li>New growth should not take the gearing ratio agreed with lenders to within 5%.</li> </ul>



<p>including specialist housing and homes for sale.</p>	<p>rent, share ownership, rent to buy and specialist housing.</p> <ul style="list-style-type: none"> <li>• To continue to pursue some stock transfer opportunities as part of a stock rationalisation programme.</li> <li>• To deliver the revised strategy for the new provision of specialist housing such as, for older people, refugees, ex-offenders and mental health customers and to raise new sources of funding.</li> <li>• To ensure that all scheme approvals go through the required approval process.</li> </ul>	<ul style="list-style-type: none"> <li>• No stock transfers to be acquired which require additional assets to be given to lenders due to asset cover test without a review by the RAP and approval by the board.</li> <li>• No new housing developments to be undertaken without proper risk analysis through the RAP and endorsed by the Board as part of the Association's Business Plan and Development Strategy.</li> <li>• All new Homes England funded developments to be delivered as part of the Blue Skies Consortium &amp; through POD.</li> <li>• No new developments to be approved unless loan and where necessary grant funding is available.</li> </ul>
<p>6. To expand the range of specialist housing services offered by developing new services and enhancing existing services.</p>	<ul style="list-style-type: none"> <li>• To fund-raise from charities and other sources in order to provide additional and complementary services for residents.</li> <li>• To obtain new funding streams in new areas of working by geography and need.</li> <li>• To maintain and enhance relations with key stakeholders.</li> <li>• To deliver the Specialist Housing Strategy taking on board the issues raised by the review of new opportunities carried out by the consultant.</li> <li>• To ensure that the role of the specialist housing services are fit for meeting the current day needs of Tuntum's customers</li> </ul>	<ul style="list-style-type: none"> <li>• No new areas of operation to be undertaken without proper risk analysis through the RAP and endorsed by the Board as part of the Association's Business Plan and Growth Strategy.</li> <li>• No new developments to be approved unless loan and where necessary grant funding is available</li> </ul>
<p>7. To remain financially strong within a sound and embedded risk management and value for money frameworks.</p>	<ul style="list-style-type: none"> <li>• To deliver the treasury management strategy.</li> <li>• To deliver or improve on the annual budget and business plan targets.</li> <li>• To ensure that financial projections and modelling is put through appropriate sensitivity and stress testing analysis.</li> <li>• To maintain an up to date Asset and Liability Register that is fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• A budget deviation which may lead to a bottom line deviation of 20% will warrant a comprehensive budget and treasury review by the Board</li> <li>• Any loan covenant which encroaches to within 5% of its limits will require a specific review by the Audit Committee and/or Board.</li> <li>• 5% above budget limit for all repairs. HAMD to inform the RAP and the Board if necessary of</li> </ul>



	<ul style="list-style-type: none"> <li>• To maintain an effective Risk Management Framework and deliver the annual Risk Management Plan.</li> <li>• To deliver improved value for money strategies which are identifiable, effective and comparable with similar organisations.</li> <li>• To deliver the Action Plan for dealing with Universal Credit.</li> <li>• To successfully implement a successful annual Internal Audit Programme.</li> <li>• To maintain an IT system that is fit for purpose..</li> </ul>	<p>improvement action being proposed and implemented</p> <ul style="list-style-type: none"> <li>• Overall improved value for money is to be achieved each year as per the Annual Strategy.</li> <li>• The Asset &amp; Liability Register to be maintained and kept up to date.</li> <li>• Substantial Assurance is provided by the internal auditors in all regards</li> </ul>
<p>8. To deliver initiatives which enhance the social, economic and environmental situations of local communities.</p>	<ul style="list-style-type: none"> <li>• To deliver social value through existing 'added value' projects equivalent to at least 5% of turnover and obtain valuation and validation using the HACT Social Value Calculator.</li> <li>• For all staff to deliver the annual 'social value day' as part of a strategy to embed the values and ethics of the Association.</li> <li>• To assist the Nottingham Carnival become a financially viable event.</li> <li>• To continue to deliver various non-housing initiatives such as; Social Worker trainees, Sound as a Pound &amp; Refugee Futures.</li> </ul>	<ul style="list-style-type: none"> <li>• Monetary value of non-housing activities not to exceed 5% of turnover.</li> <li>• Not to exceed annual limit of generated surplus shown in the annual budget to be made available for non housing activities.</li> </ul>



## Appendix 1 – Financial Projections 2020 to 2024

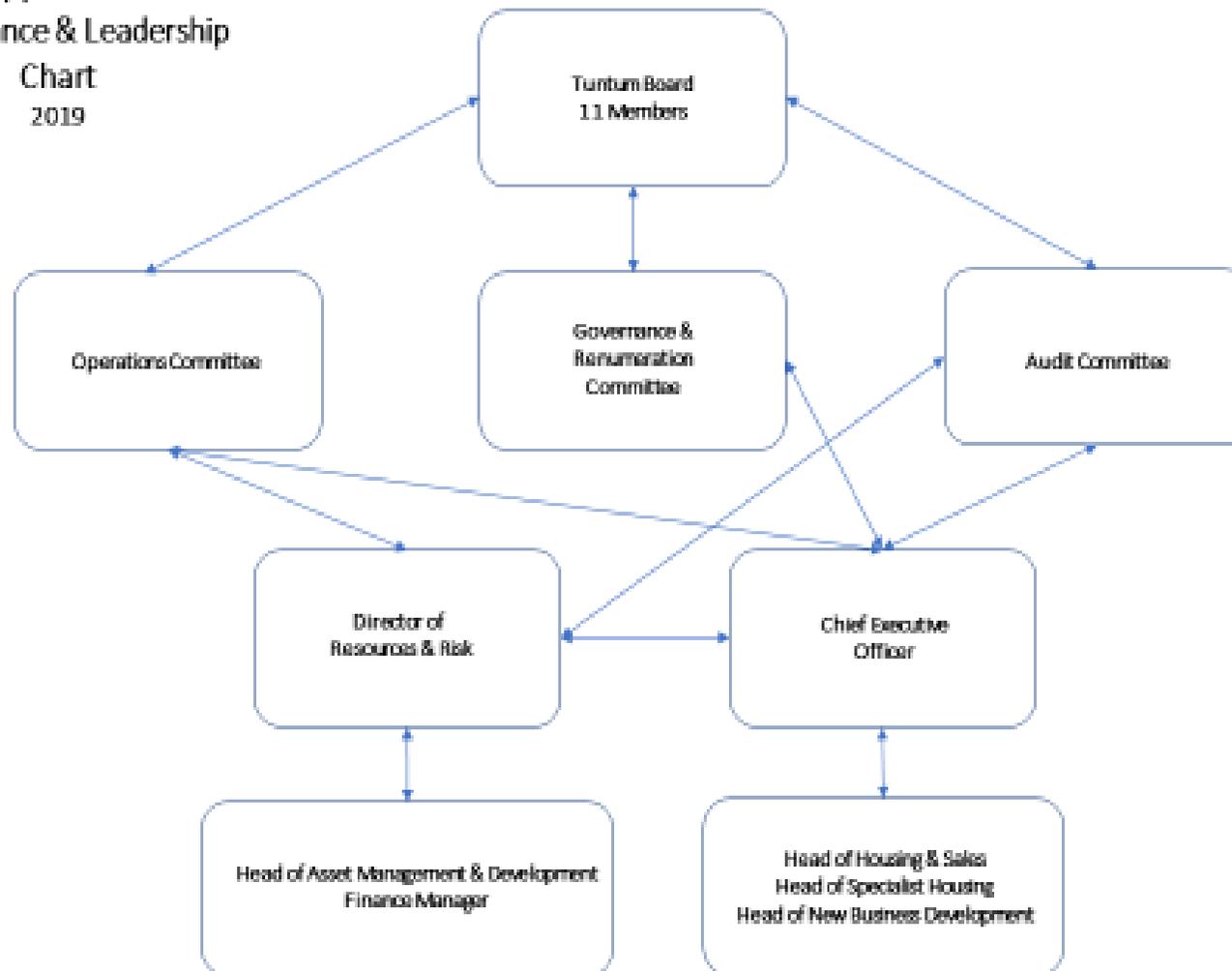
STATEMENT OF COMPREHENSIVE INCOME					
Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024
	£000's	£000's	£000's	£000's	£000's
<b>TURNOVER</b>					
Rent Receivable	6823	7075	7564	8144	8738
Service Charge Income	1103	1107	1129	1151	1174
Gross Rental Income	7925	8182	8692	9295	9912
Less Voids	-158	-165	-172	-181	-191
Net Rental Income	7767	8017	8520	9114	9721
Other Income	9	10	10	10	10
Total Turnover From Social Housing Lettings	7776	8027	8530	9124	9731
Turnover - Other Social Housing Activities shared ownership sales		338	825		
Refugee futures income	118	100	102	104	106
Grant Amortisation Accrual Method Total	396	409	430	455	480
<b>TOTAL TURNOVER</b>	<b>8290</b>	<b>8874</b>	<b>9887</b>	<b>9683</b>	<b>10317</b>
<b>OPERATING EXPENDITURE</b>					
Management Costs Total	-1652	-1628	-1668	-1712	-1757
Service Costs	-1039	-1063	-1084	-1105	-1128
Routine Maintenance	-903	-924	-954	-994	-1041
Planned Maintenance	-422	-431	-440	-449	-458
Major Repairs				-160	-163
Bad Debts	-151	-157	-166	-175	-185
Lease Charges	-91	-94	-97	-100	-103
Depreciation of Housing Properties	-1368	-1309	-1405	-1516	-1623
Other Social Housing Expenditure Shared ownership cost of sales		-319	-794		
Refugee futures expenditure	-99	-101	-103	-105	-107
Operating Costs Social Housing	-5724	-6026	-6712	-6315	-6564
<b>TOTAL OPERATING EXPENDITURE</b>	<b>5724</b>	<b>6026</b>	<b>6712</b>	<b>6315</b>	<b>6564</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>2566</b>	<b>2848</b>	<b>3175</b>	<b>3367</b>	<b>3753</b>
Gain/(loss) on disposal of fixed asset	420				
Interest Receivable			11.7	12	10.7
Interest and financing costs	-2150	-2223	-2583	-2579	-2772
<b>SURPLUS BEFORE TAX</b>	<b>836</b>	<b>625</b>	<b>604</b>	<b>800</b>	<b>992</b>



<b>Comprehensive Income Brought Forward</b>	4388	5224	5849	6453	7254
<b>STATEMENT OF COMPREHENSIVE INCOME ACCUMULATED</b>	<b>5224</b>	<b>5849</b>	<b>6453</b>	<b>7254</b>	<b>8246</b>
<b>Actual Interest cover</b>	<b>132%</b>	<b>131%</b>	<b>128%</b>	<b>138%</b>	<b>143%</b>
<b>Interest cover covenant</b>	<b>110%</b>	<b>110%</b>	<b>110%</b>	<b>110%</b>	<b>110%</b>



Appendix 2  
Governance & Leadership  
Chart  
2019





## Appendix 3 – Profile of board members

### **Junior Hemans, BA, MBA: CHAIR**

Elected 2015.

Junior works as a Management Consultant, a visiting lecturer at the University of Wolverhampton and also has a property development business. Prior to that, he was with the Housing Corporation for 11 years including time as a Regulation Manager, and with Price Waterhouse Coopers for 10 years as a consultant. He is the Founder and Treasurer of the African Caribbean Community Initiative in Wolverhampton and involved with many other public/voluntary sector organisations.

### **Michelle Bateman, MSc, BSc (Hons), RGN, RM, RHV: VICE-CHAIR**

Elected 2013.

Michelle is Chief Nurse/Director of Quality for Derbyshire Community Health Services. Michelle has held a variety of posts which have all centred on clinical leadership, quality, risk management and patient experience. She has also achieved an MSc in Health Policy in Organisations. Prior to her current job she was the Associate Director of Nursing for community and mental health services within Nottinghamshire. She was awarded the Queen's Nurse title and is currently the Regional Lead (Midlands and East) for the Chief Nursing Officer's Black and Minority Ethnic Strategic Advisory Group.

### **Ayyaz Ahmed**

Elected 2018.

Ayyaz is a qualified housing and care professional with over 25 years of experience with substantial organisations including Extracare Charitable Trust and bpha. His track record incorporates older people services, care and supported housing operations; business improvement; regulatory compliance and overseeing commercial growth. Ayyaz is used to operating at a strategic leadership level and has worked with commissioners, the Department of Health and the Ministry of Justice.

### **Beryl Louise McConnell**

Elected 2018.

Beryl has been in private practice as a barrister in Nottingham since 1989. In her early years she practised in crime, family and civil work – predominately housing. She has represented tenants and landlords, including the Local housing authority, in contractual disputes and disputes relating to breaches of statutory duties under housing legislation. In more recent years she has specialised in family law and care work, including cases involving asylum seekers and their children. Beryl is a member of the bar council equal opportunities committee, is deputy head of her chambers and equality officer with regular exposure to equality and diversity issues.



**Paul Moat, BSc (Hons), DMS, MBA, MRICS**

Elected 2015.

Paul is currently Chief Executive of Nottingham Community Housing Association. Before he was Technical Services Director of Nottingham Community Housing Association, where he was responsible for the maintenance and asset management of over 9,000 homes. This included being responsible for an in-house building team of 65 who deliver a maintenance programme of over £4m and an in-house design and project management consultancy who employ a team of 15 and deliver over 250 units every year.

**Professor Philip Bake, BMedSci, BM, BS, DM, FRCOG, FRANZCOG, FMedSci**

Elected 2018.

Professor Baker is an obstetrician by clinical training who has worked in the NHS for over 30 years. He has held leadership roles (including directing major research centres, and several medical and life sciences faculties) in the UK, North America, China and New Zealand – before he returned to his home town as Pro-Vice-Chancellor, Head of the College of Life Sciences, and Dean of Medicine at the University of Leicester. He has over 400 scientific articles and 19 textbooks and is a fellow of the Academy of Medical Sciences. Commitments to the community include being a trustee of The Bridge – Homelessness to Hope.

**Ade Aderogba MBE, MCIH, DPA, FCIS**

Elected 2013.

Ade is a housing professional and a member of the Chartered Institute of Housing, leading on their drive to establish professional housing courses in Africa. An employee of Tuntum until 2007, Ade also serves and on the Board of NACRO and was the Vice-Chair of Nottingham City Homes. Ade was awarded an MBE in 2001 for services to the black community in South London.

**Chris Jones**

Elected 2017.

Chris is Executive Director of Development at East Midlands Housing Group where he also manages the group's Strategic Partnership with Homes England. He has extensive skills in the areas of property development and sales, strategic partnerships, organisational development, business transformation and leadership. He has over 20 years experience in both the private and public sectors.



**Avtar Johal, BSc (Joint Honours), FCCA, MBA**

Elected 2013.

A consultant in Financial Governance and former Finance Director within various sectors including NHS, Avtar is a highly experienced and qualified finance professional with specialist knowledge in accounting, governance, information management systems, estates, property, equality and diversity and procurement. Avtar also held board positions in the prison service and education.

**Mark Taylor, MBA, ACA, MSc, Bsc**

Elected 2013.

Mark is a qualified Chartered Accountant and currently a lecturer in Strategic Management Accounting at Nottingham Trent University. He is currently studying, on a part-time basis, for a doctorate. His research is on the use of Strategic Management Accounting in the construction industry. This is a sector which he is very familiar having been the Financial Director of two local construction companies for 15 years prior to moving into academia. Mark also holds a MBA qualification which he gained in 2012

**Kwabena Osayande, BA(Hons), MSc**

Elected 2017.

Kwabena, born in Nottingham to Jamaican parents, has a MSc in Public Service Management from the University of Birmingham. Kwabena is a consultant, workshop facilitator and policy advisor, with over 15 years experience in policy development, EDI (equality, diversity and inclusion), and community economic development.