

DELIVERING OUR VISION

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CCHA Today

- over 2,500 homes in management
- a provider of excellent homes and services
- part of and committed to the communities where it works
- an investment programme exceeding £9.2m annually on new and existing homes
- financially strong – the open market value (tenanted) of our homes is over £150 million
- 38% of our stock is unencumbered by debt
- revenue turnover in excess of £10 million
- reserves in excess of £10 million
- an Investors in People employer
- a Charter Mark accredited customer service provider
- a healthy land bank

Our Vision and Values

Our Vision

To deliver affordable, good quality homes and services to our customers in an accountable manner and, by working in partnership with other agencies, help develop and sustain thriving communities.

Our Values are

- Respect
- Integrity
- Innovation
- Consistency
- Fairness
- Effectiveness

Our Purpose, Key Objectives and Operational Plan

The **purpose** of this document is to set our strategic and operational objectives that will provide a framework for our work over the next three years.

Clarity of vision, values and objectives is essential in managing relationships with our customers and partner organisations. We recognise the importance of attracting and retaining customers in furtherance of our core business objectives. Our ultimate aim is to build upon our strengths and to become a modern customer-service oriented, tenant focussed organisation.

In striving to achieve this purpose, we have set ourselves key objectives, which are:

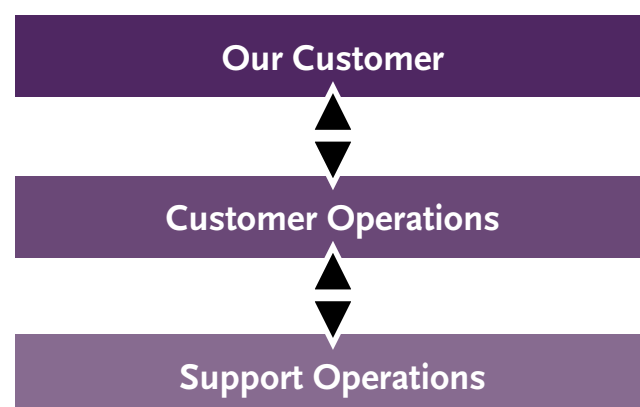
1. the delivery of excellent customer services
2. providing new homes and maintaining them to a high standard
3. improving the communities where we work
4. taking a prudent, yet innovative, approach to managing our business
5. making Team CCHA a great thing to be part of

To achieve these objectives we must make continuous progress across a broad organisational and environmental spectrum. We must also set clear strategic priorities to enable us to achieve our objectives. Sections 4-8 explain in more detail the strategic priorities that must be realised if we are to accomplish our objectives; they also summarise our Operational Plan objectives for the year ahead.

Our Operational Plan

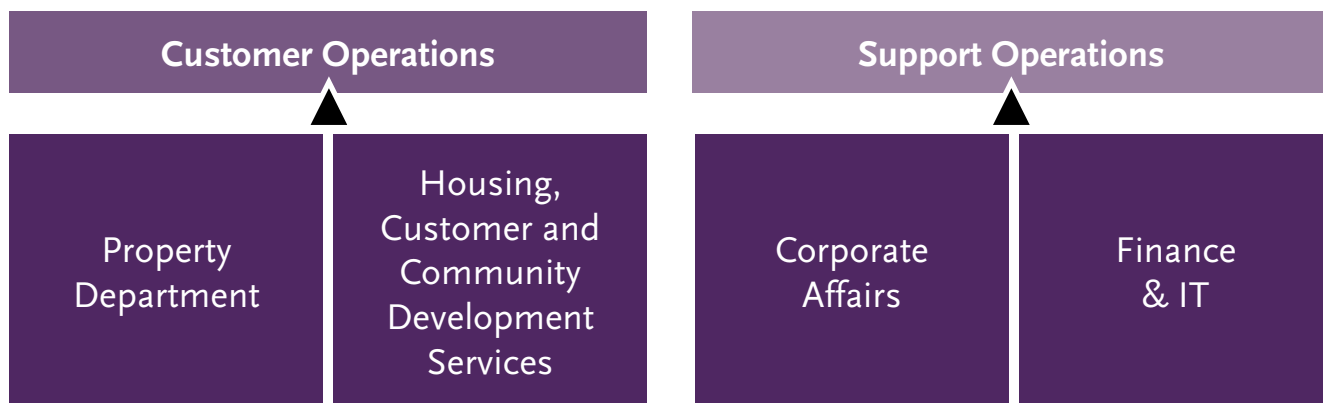
Our Operational Plan is our annual delivery-document; it explains what we will do in the next twelve months to meet our Corporate Plan objectives and strategic priorities. The link between the Corporate Plan and the Operational Plan is illustrated in Appendix V.

The plan encourages us to visualise our service delivery **from our customers' point of view**. Our customers do not see CCHA as a group of departments or sections; they view us a provider of customer services. Whilst we are organised along departmental lines, we encourage our team to see CCHA as a series of equally important, mutually dependent, Customer and 'Support' operations, collectively focussed on the delivery of excellent services.



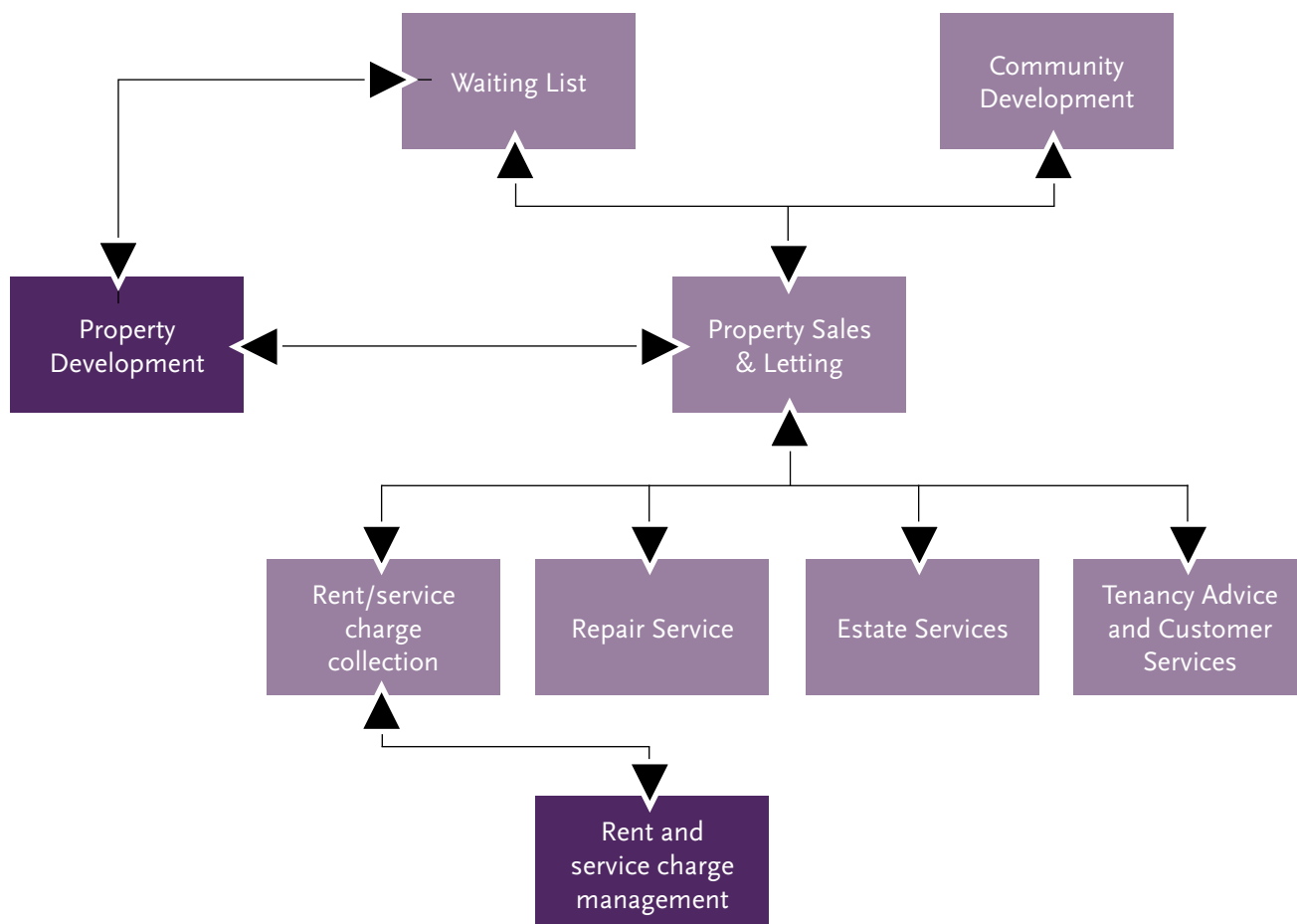
Our Purpose, Key Objectives and Operational Plan (continued)

The split separates the direct operations our customers use, from those which the customer receives as an indirect benefit. Both sets of operations require different approaches to maximise our outcomes; both sets of operations are equally crucial to our outcomes. **The broad split of our departmental resources is as follows:**



Customer Operations

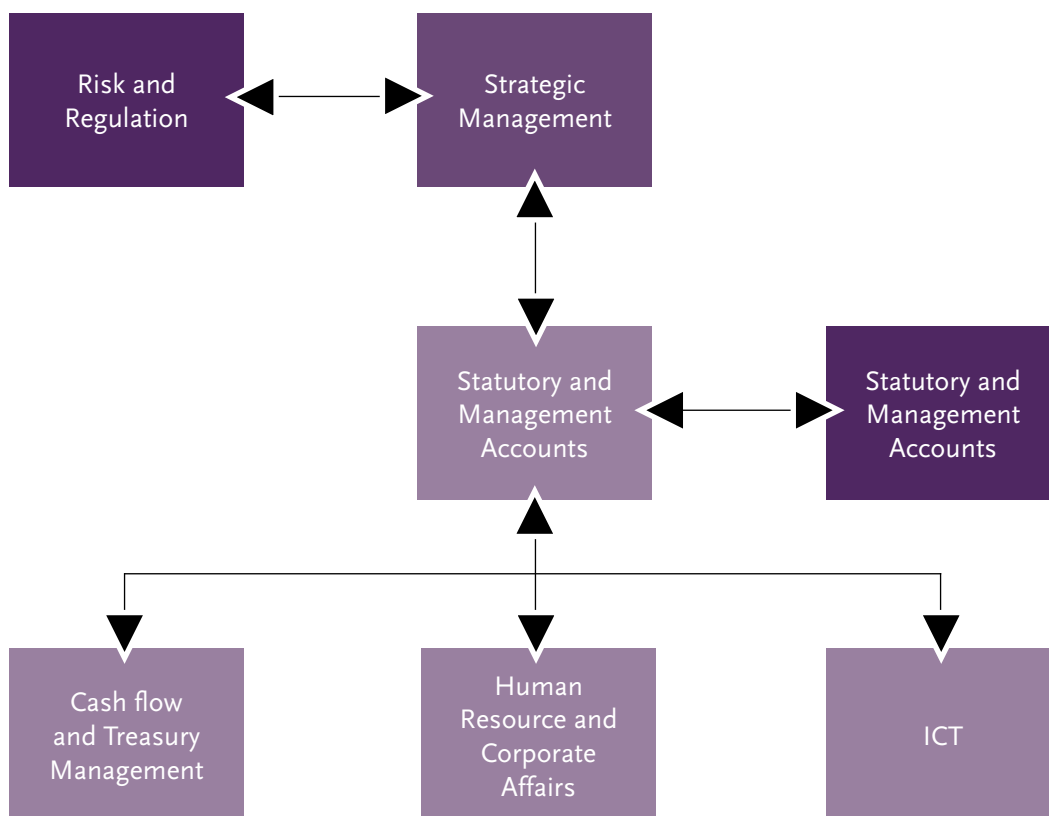
These are the operations that are used by our customers. They are primarily the basis upon which our customers will assess us as a service provider. It is important that these operations reflect our customers' aspirations and our Values in the most effective manner possible. **Our key customer operations are:**



Our Purpose, Key Objectives and Operational Plan (continued)

Support Operations

These are the operations that underpin our customer operations. It is often more difficult for support operations to assess their impact on the customer as they must judge their input through the outcomes of the customer operations. Nevertheless, they are as vital to our success. **The following represents how our support operations interact:**



Excellent Customer Services

Excellence in the delivery of our services is fundamental to our success. We want to be recognised as an excellent landlord providing accountable, local services. Our focus is on respect for our customers and our team. We are not wedded to a specific mode of service delivery, although our community essence should remain an integral part of what we do.

Our strategic priorities will be to:

- 1.1 provide locally accessible high quality customer services that reflects our respect for our customers and our accountability to them
- 1.2 develop a modern approach to service delivery
- 1.3 offer support services ranging from:
 - personal support to enable independent living
 - advice services, covering tenancy matters, Housing Benefit, and community services
 - specialist areas such as racial harassment, anti-social behaviour and disabled persons' housing
- 1.4 develop our lettings and property sales service to ensure that it represents the best interests and finds the best solutions for those in housing need
- 1.5 ensure a wide range of households in need have access to our homes
- 1.6 produce timely, regular, relevant information to our customers
- 1.7 maintain our focus on our customers by seeking to inform, consult and involve them in the delivery and continuous improvement of our services
- 1.8 keep rents affordable and as low as resources allow

In 2007/08 our Operational Plan objectives will be:

- Implement the planned changes to our Development, Maintenance and Customer Services
- Finalise arrangements for the effective provision of building services to our mid-high rise properties at Aquila and Galleon Way
- Devise a Service Standards guide to improve awareness amongst our customers of the standards they can expect from us
- In partnership with Cardiff Council, the Cardiff-based housing associations and the Welsh Assembly Government explore the feasibility of a common waiting list for Cardiff
- Complete the review of our Rent Policy
- Review our website to ensure that it is DDA compliant and improve its self-service functions
- Review and refine our strategy in respect of our low-cost home ownership schemes
- Implement the revised Complaints Procedure
- Improve our systems for identifying vulnerable customers so that our team are aware of their support needs when arranging services
- Review our strategy and consider our future options in respect of the provision of older persons' accommodation
- Evaluate our debt advice and prevention services

Key Objective 1

Excellent Customer Services (Continued)

- Review and devise a customer-focused system for setting charges and providing information for leaseholders, including the collection process and dealing with bad debt
- Continue the modernisation of our rent recovery processes and continue to reduce our rent arrears
- Commence the process of planning the next three years of Cardiff Accessible Homes
- Evaluate the use of Probationary tenancies
- Continue the implementation of our Community Languages Scheme
- Continue the implementation of our Welsh Language Scheme
- Implement Cardiff Council's Supporting People recommendations

Key Objective 2

Providing and Maintaining Homes

Developing and maintaining our homes to meet the needs and demands of those customers and communities we seek to support is fundamental to our purpose.

We see developing new homes and the need for investment in and maintenance of them as equally important. Cost effective procurement and product innovation is critical to ensure we offer quality homes and environments to our customers. Changing demand profiles mean that new and existing homes

have to be well located, of a high standard and flexible enough to meet the needs and aspirations of existing and future customers. 'Service' to the customer in this area is of vital importance to us; our aim should be to reduce cost and maximise income to ensure resources are efficiently directed at this crucial area of our work.

Our strategic priorities will seek to:

- 2.1 innovatively manage the Social Housing Grant programme and deliver affordable new homes in partnership with Cardiff Council, the Welsh Assembly Government, the construction and house building sectors and our colleague associations that comprise 'Integrate'*
- 2.2 imaginatively explore opportunities to supplement Social Housing Grant with alternative forms of capital funding
- 2.3 investigate opportunities for diversifying the composition of new schemes to enhance their sustainability and support and improve their financial viability
- 2.4 consult with communities about new schemes and obtain feedback from customers so investment in existing and new homes is inclusive and customer driven
- 2.5 deliver value for money and economies of scale to reflect the competitive environment in which we operate and to underpin the viability of our projects
- 2.6 sustain investment in improvement programmes so our housing achieves a consistently high standard and meets Welsh Housing Quality Standard
- 2.7 develop supply chain networks to achieve partnering and streamlined procurement in accordance with Egan principles and in partnership with our colleague associations that comprise 'Integrate'*
- 2.8 provide a high quality customer focussed repairs and maintenance service
- 2.9 develop a knowledgeable, accessible team capable of providing a high level of technical advice and excellent customer services to our customers

* *Integrate is a partnership of independent housing associations in adjoining areas of South Wales. The aims of the partnership are to reduce the cost and improve the quality of affordable new homes by better procurement, improved supply chain management and managing the delivery of the Social Housing Grant programme more effectively.*

Key Objective 2

Providing and Maintaining Homes (Continued)

In 2007/08 our Operational Plan objectives will be:

- Complete all requirements expected of us during 2007/08 relating to Welsh Housing Quality Standard; notably the commencement of the first specific WHQS works programme
- Ensure adoption of collaborative/open book working practices as part of our commitment to Integrate
- Collaborate with our Integrate partners to further the evolution of the consortium; specific objectives include successfully achieving Welsh Assembly Government 'Approved Developer Status' and the planning, and implementation, of the Integrate supply chain
- Develop our 'Estates Team' to improve our services to tenants' homes which are part of CCHA estates
- Deliver our new Social Housing Grant Programme, notably the Trowbridge Shops Regeneration project and Sanquahar Street
- Evaluate our out of hours emergency repair service to improve customer satisfaction
- Continue to support and enhance Care and Repair, Cardiff
- Devise and implement an Affordable Warmth Strategy

Improving Communities

We are part of the communities in which we work and we are committed to them. We are proud of our community roots and have always understood that providing homes involves more than bricks and mortar. We want our tenants to be part, not set apart, from the communities in which we work.

Our strategic priorities will seek to:

- 3.1 back our communities by developing, either directly or indirectly, services, facilities and opportunities that enhance community cohesion and vitality and bring local people together
- 3.2 contribute to the delivery of the Assembly's key cross-cutting strategies of helping more people into work, creating better jobs and skills, improving health and building strong and safe communities
- 3.3 implement the Assembly's housing or housing related strategies, particularly the National Housing Strategy 'Better Homes' and the BME Housing Strategy
- 3.4 have membership, community development and participation policies that secure maximum accountability for our activities in those communities we seek to serve
- 3.5 create successful, economically mixed, communities by taking an inclusive view of housing need
- 3.6 take our fair share of responsibility for the physical and human environment in which our homes are located
- 3.7 support Cardiff Council in delivering their strategic housing and community priorities

In 2007/08 our Operational Plan objectives will be:

- Evaluate the progress in ensuring there is an effective link between Community Development and Tenant Participation to ensure we are making the best use of our resources
- Recommend proposals and approach to achieving the 'Green Dragon' environmental standard Award
- Continue to explore alternative sources of funding and use of Tremorfa Hall and the Tenant Resource and Community Centre to ensure their economic viability and effective management
- Review our Tenant Involvement Strategy and Compact, in the light of the Assembly's Resident Participation Strategy, and devise a comprehensive standard training programme for tenants involved in participation
- Continue to support and participate in the 'Communities at One' project to ensure CCHA tenants are able to access opportunities to develop knowledge and use of digital technology, particularly in relation to the new computer facilities at Tremorfa Community Hall

Key Objective 4

Managing Our Business

Our future strategic and operational objectives demand strong financial control and the prudent stewardship of resources and risk. We have a healthy cash-flow profile, strong financial capacity and positive indicators of our capital and revenue strength.

Our thirty-year financial forecast (an extract covering the first five years is at Appendix 2) indicates a continued capacity to grow and service debt. We are, therefore, confident that we can meet our commitments in respect of benchmark rent level, stock reinvestment, new development opportunities and delivery of housing and community services.

The remit for our sector is constantly changing and demands involvement in multi-agency, mixed developments that support community regeneration solutions. This requires a prudent appraisal of risks to ensure our financial stability is not weakened.

The Association is prepared to diversify and take measured risks. Diversification (e.g. an expansion of our LCHO activity, developing in new areas of Cardiff) should not be an end in itself, but must generate resources to facilitate surplus generation and re-investment into our core services (e.g. supporting WHQS).

Our organisational effectiveness is underpinned by robust Information Technology. Over the period of the plan we will continue to invest capital and revenue resources in the development of IT to meet the changing demands placed upon our business.

Our strategic priorities will seek to:

- 4.1 prudently manage our resources to retain financial stability and minimise risk and so achieve the sound stewardship of public and private resources invested in our housing stock
- 4.2 retain an innovative, open, flexible approach to seeking challenges and opportunities
- 4.3 strive for continuous improvement
- 4.4 fully understand our operating environment to ensure opportunities are realised and risks averted or appropriately managed
- 4.5 pursue effective and positive partnerships with statutory, voluntary and private sector agencies
- 4.6 further develop our partnership with our housing association partners in Integrate
- 4.7 maximise our capacity to raise revenue from our core and new business activities within the framework established by the Assembly
- 4.8 deliver growth, whilst controlling operational overheads and direct costs
- 4.9 secure a loan portfolio at competitive rates to match our capital investment
- 4.10 ensure our treasury management makes effective use of our cash flow
- 4.11 manage and maintain our balance sheet strength
- 4.12 develop our thirty-year business plan and deliver robust risk management techniques
- 4.13 provide a clear framework for financial planning to guide operational decisions ranging from annual budget setting to project viability assumptions
- 4.14 take an enlightened approach to audit and regulation to ensure the processes benefit the organisation
- 4.15 innovatively implement the Regulatory Code in the right spirit
- 4.16 develop comprehensive, effective management information systems to interpret performance and environmental trends effectively
- 4.17 progress an imaginative customer led approach to delivering IT services

Key Objective 4

Managing Our Business (Continued)

In 2007/08 our Operational Plan objectives will be:

- Fundamentally review our 30-year financial forecast modelling
- Continue the review of our Corporate Plan to improve linkages between our strategic and operational objectives
- Appoint consultants to review Health and Safety processes and implement recommendations
- Review our scheme viability financial appraisal processes
- Formulate a Partnership Policy
- Continue to develop our Risk strategy
- Improve the financial control and performance monitoring of our day to day repairs service, to enhance customer satisfaction
- Implement Version 6 of Open Accounts
- Establish Executive Desktop Reporting systems appropriate to CCHA's business
- Consolidate our approach to continuous improvement (Best Value) by developing processes that support and monitor progress against objectives
- Review our Nominal Ledger Coding system, our Schedule of Delegated Authority and our document management system
- Learn from, and plan for, future Wales Audit Office inspections
- Test our Business Continuity Plan
- Establish systems to facilitate remote/home working
- Devise and implement our revised Data Protection Policy
- Introduce procedures and commence procurement of utilities and stationary via Procurement for Housing

Key Objective 5

Team CCHA

Over 80 people work for CCHA and we are committed to them and equality of opportunity. We provide a local public service; the way our Team delivers the service shapes significantly the way our customers see us. A high performing Team that is committed to our Values is fundamental to our success and to making CCHA a great place to work.

The ultimate responsibility for CCHA lies with our Board – they are the guardians of our Vision and Values. The Board is committed to achieving the highest standards of modern governance, probity and accountability.

They are dedicated to this task and, via the organisation of our corporate affairs, the Association provides the framework to enable them to meet their obligations.

Our strategic priorities will seek to:

- 5.1 attract and retain voluntary members and staff of the highest calibre and pursue personal development policies that enable us to retain our competitive advantage and readily adapt to changes in our operating environment
- 5.2 provide our Team with secure employment and good working conditions in a supportive, welcoming environment, where they are given the opportunity to thrive and achieve
- 5.3 develop an organisational culture which reflects our Values, enables our Team to achieve its agreed objectives and deliver excellent services to our customers
- 5.4 foster a work ethic based on our Values where excellent performance is recognised and celebrated
- 5.5 make sure CCHA remains an attractive employment and career proposition by keeping our salaries competitive and maintaining good terms and conditions
- 5.6 develop CCHA as a flexible family friendly employer that seeks to strike a healthy balance between the requirements of the work place and home
- 5.7 give opportunity for our Team to develop its skills through a commitment to training and education
- 5.8 develop an effective consultative partnership with our Team and their representatives such as UNISON
- 5.9 continue to develop the skills and knowledge of our Board to enable them to exercise their strategic function objectively and effectively

In 2007/08 our Operational Plan objectives will be:

- Develop a Project Brief and appraise our options in respect of our office accommodation to ensure staff involvement in the process
- Complete the feasibility study and implementation of new HR software to improve HR systems
- Ensure the successful retention of our Investors in People status by meeting the challenge posed by the revised standard's requirements
- Establish an 'extra-net' facility for our Board to improve governance arrangements
- Review our staff appraisal system
- Appraise and consider improvements to 'non-pay' awards for our team
- Explore ways of improving consultation with non-union staff
- Improve equalities standards by reviewing ethnic monitoring and undertaking a disability impact assessment
- Set up and implement a Leadership Development Programme for our senior team
- Devise a Job Evaluation system

Meeting the Challenges

Housing, now set within the Assembly's portfolio of 'social justice and regeneration', has a pivotal role to play in achieving the Assembly's strategic agenda, particularly in those neighbourhoods where social inclusion needs to be promoted.

The housing association sector is a key vehicle for change in community regeneration policies. The capital grant and rent benchmarking regime provides a robust framework for future growth, albeit with some concerns on revenue capacity given our enhanced community investment role, the focus on regeneration projects with their attendant costs, and the implementation of WHQS. The Assembly's housing strategy 'Better Homes for the People of Wales' gives clear direction for policy and practice and a vision for the future of housing. The role for housing associations is less clear but we recognise the challenges and opportunities that are available and will be pro-active and respond positively.

The independence of the organisation remains an essential. Nevertheless, collaboration with other organisations to facilitate innovation, improve service delivery, develop job prospects and enhance cost effectiveness should be countenanced, particularly with our Integrate partners.

The Association must be prepared to embrace change – an over reliance on the status quo potentially threatens the Association's future prospects and prosperity.

Our voluntary board members and senior staff share a common understanding of our key challenges and have the breadth of knowledge and experience necessary to deliver agreed outcomes.

Whilst the operating environment presents many challenges, our approach and clarity of vision, values and objectives will enable us to respond with innovation and confidence. We are well placed to ensure our corporate aims are successfully achieved in collaboration with our customers and partners. We can best demonstrate this by delivering on our targets and ensuring that we promote what we do to harness support and encouragement from others. Being open minded to future alliances with other organisations will be an integral element of our approach to meeting our strategic priorities and operational targets.

Corporate Plan Targets 2007/2010

(UNLESS OTHERWISE STATED, THE TARGETS ARE ANNUAL)

Openness and Accountability

INDICATOR	TARGET
Membership policy – number of new individual shareholders during the period	30 No.
Board members from ethnic minority groups	>7%
Newly recognised tenants' group	1 No.
Tenant Representative Council meetings	4 No.
Current Tenant Participation Compacts negotiated and signed	5 No.

People

INDICATOR	TARGET
Training expenditure as a % of net salary costs	3.5%
Percentage sickness absence - self certified	<1.5%
Staff turnover	<11%
Staff from ethnic minority groups	>8%

Monitoring

INDICATOR	TARGET
Best Value studies completed based on five year service review plan	4 No.
Completion of internal audit reports as a % of planned reports	90%

Reputation

INDICATOR	TARGET
Retain Investors in People status	Annual Assessment
Retain Charter Mark status	Three-yearly Assessment

Corporate Plan Targets 2007/2010 (Continued)

Our Finances

INDICATOR	TARGET
Overhead costs – direct office and other operating costs as a % of total income	<7%
Gearing – loans as a % of net worth	<60%
Interest cover – ratio of gross rental income to interest payable	>2.5:1
Loan portfolio exposure - % loans at fixed interest rates	>60%
Take up of available capital investment (Social Housing Grant)	100%
Total investment in new homes	£6.3m
Planned/Major repairs investment in existing stock	£1.9m
Cost overruns – increases as a percentage of tender approval prices	<1%
Rent loss from voids as a % of rent due	<1.1%
Rent received – as a % of gross annual rent	>97%
Net rent arrears – as a % of gross annual rent	<1.8%
Average costs per unit for:	
■ Direct staffing	£870
■ Housing management	£497
■ Planned/Major repairs	£868
■ Reactive/cyclical maintenance	£919

Corporate Plan Targets 2007/2010 (Continued)

Our Housing and Communities

INDICATOR	TARGET
Average time to re-let all vacant units	
(i) Relets - with:	
■ no repairs	7 days
■ routine repairs	14 days
■ non-routine repairs	21 days
(ii) New lets	0 days
Vacant properties as a % of housing stock	<1.6%
Average % of repair requests completed within target times for all categories	98%
Tenant Satisfaction with repairs	>90%
Average number of new homes completed	>80
No. homes surveyed	200 units
Community Development projects during the period:	
■ initiated	2 No.
■ completed	2 No.
Gas Safety – number of homes where service is overdue	0%

* CCHA monitors its efficiency and effectiveness against a series of industry standard performance indicators. The targets CCHA sets itself reflect the best practice being achieved by other associations. The Association reports its performance against other associations to its Board on a regular basis.

Financial Projections 2007/2012

The Corporate Plan financial projection covers five years so providing a long-term picture. This projection is in itself an extract from the Association's thirty year financial forecast, produced for the first time in April 2005. The first year of the plan reflects the budget for the year 2007/08 with subsequent years showing the impact of inflation, assumed stock growth and other key variables. The assumptions are detailed on the following pages.

The projection shows the Association to be progressing steadily, maintaining its financial strength through growth in housing stock and a firm control on operational costs. Surpluses throughout the next thirty years are still anticipated, with the exception of years 4 and 5 (2010/11 and 2011/12) in the current forecast, and the underlying cash flow for the Association is strong. This occurs because of the exceptional additional expenditure arising from fulfilling our WHQS obligations. The additional expenditure is offset in Years 1-3 due to LCHO sales, but we have anticipated no sales in the last two years, at present. The figures as presented are a worst case scenario. We will be aiming to manage our expenditure and the maintenance programme to achieve surpluses throughout the 5 years, but the Association has taken the view that it will take the more prudent approach of showing the deficits in the later years and review the situation over the coming months.

CCHA remains committed to increasing the provision of affordable housing in Cardiff, in partnership with the Local Authority and other interested parties. As such the plan incorporates growth of around 40 dwellings per annum. Rapidly rising land and building costs together with declining Social Housing Grant, at least in real terms, make the provision of additional cost-effective housing ever more challenging. The Association currently has the financial capacity and the non-financial resources to meet this challenge but naturally continually reviews its position to ensure it retains its financial strength in the long term.

In addition to developing new dwellings, the Association remains committed to investment in its existing stock. As well as incurring capital works expenditure, there is a systematic programme of stock refurbishment, ensuring that our properties will achieve Welsh Housing Quality Standard and that capital values are maintained and enhanced.

An element of diversity is included in the Corporate Plan, with the inclusion of "non-traditional" grant funded activity such as Care and Repair Cardiff and the Cardiff Accessible Homes Project. These are largely self-financing activities which can provide a contribution to the costs of the Association. Income from lettings of commercial properties has also grown in recent years, and will continue in 2007/08 with the opening of a medium size retail unit at Aquila, Cardiff Bay. Continuing small scale growth of this aspect of our work is anticipated during the period of the plan, as is the further provision of low cost home ownership, for those on low or modest incomes, who are unable to enter the vibrant Cardiff housing market.

Interest payments are a key element of expenditure for the Association, making up around 27% of total revenue expenditure over the period. Interest rates have been low for some time, although there have been a number of incremental increases during the last twelve months. The plan assumes no significant rate changes will occur during the next five years. The Association has a proactive and prudent treasury management policy, which helps manage the risk from fluctuating interest rates.

The treasury management policy also includes the use of a revolving credit facility. This facilitates the efficient use of any surplus cash and ensures highly effective cash flow management. It is intended to retain this facility for the next five years and this is reflected in the Corporate Plan.

Appendix 2

Financial Projections 2007/2012 (Continued)

Assumptions

General Inflation	2.44%	2.70%	2.70%	2.70%	2.70%
Salaries Inflation	4.70%	4.46%	4.53%	3.91%	3.59%
Maintenance Inflation	2.44%	2.70%	2.70%	2.70%	2.70%
Variable Interest Rate	5.15%	5.15%	5.15%	5.15%	5.15%
Rental Inflation	4.60%	3.20%	3.20%	3.20%	3.20%
Average Rent	£61.87	£63.85	£65.89	£68.00	£71.52
SHG Rate	58.00%	58.00%	58.00%	58.00%	58.00%
SHG Allocation	£3.4m	£5.2m	£5.5m	£3.4m	£3.1m
Properties In Management at Year End	2,504	2,529	2,642	2,746	2,780
Gross Private Finance requirement	£3.2m	£8.1m	£3.3m	£4.0m	£2.8m
% age of total loans to total net worth	41.70%	47.10%	47.75%	50.09%	51.43%
Aggregate operating surplus & interest receivable : Interest payable	1.18:1	1.11:1	1.02:1	0.90:1	0.97:1
Gross Rental income : Net Interest	3.43:1	3.04:1	2.89:1	2.82:1	2.84:1

Appendix 2

Financial Projections 2007/2012 (Continued)

Projected Income & Expenditure Account

	Year 1	Year 2	Year 3	Year 4	Year 5
	£000	£000	£000	£000	£000
INCOME					
Gross Rents	8,065	8,419	8,870	9,394	9,719
Gross Service Charges	831	854	877	900	925
Less Voids	-94	-98	-102	-108	-111
Income from LCHO sales	931	290	1,322	0	0
Other Income	292	343	352	282	316
Total	10,025	9,808	11,319	10,468	10,849
EXPENDITURE					
Housing Management	1,194	1,220	1,163	1,165	1,203
Service Costs	835	854	877	900	925
Reactive Repairs	1,487	1,550	1,635	1,740	1,820
Cyclical Repairs	542	555	572	585	600
Planned/Major Repairs	1,162	839	2,002	1,101	1,020
Major Repairs	285	40	0	0	0
Development	191	208	233	277	305
Support Services	1,209	1,239	1,407	1,480	1,533
Commercial Properties	13	13	13	14	14
Bad Debts	51	53	55	57	60
Depreciation	429	455	474	517	507
Total	7,398	7,026	8,431	7,836	7,987
Operating Surplus	2,627	2,782	2,888	2,632	2,862
Profit/(Loss) on Disposal	88	247	187	199	319
Interest receivable	35	2	2	2	2
Interest payable	-2,496	-2,640	-2,846	-3,299	-3,546
Total Surplus before Transfers	254	391	231	-466	-363
Transfers	-63	-21	-21	-22	-22
Total Surplus after Transfers	191	370	210	-488	-385

Appendix 2

Financial Projections 2007/2012 (Continued)

Projected Balance Sheet

	31st March 2008	31st March 2009	31st March 2010	31st March 2011	31st March 2012
TANGIBLE FIXED ASSETS					
Housing Properties at Cost less Depreciation	140,429,742	153,699,943	160,872,239	167,672,076	172,966,193
Less Social Housing Grant	-92,129,372	-97,002,619	-102,176,765	-105,277,540	-108,033,646
Less Other Grant	-753,050	-753,050	-753,050	-753,050	-753,050
	47,547,320	55,944,274	57,942,424	61,641,486	64,179,497
Other	8,350,071	8,524,586	9,933,482	9,898,131	9,853,122
TOTAL FIXED ASSETS	55,897,391	64,468,860	67,875,906	71,539,617	74,032,619
NET CURRENT ASSETS	257,319	131,693	130,546	129,874	128,097
TOTAL ASSETS	56,154,710	64,600,553	68,006,452	71,669,491	74,160,716
LESS CURRENT LIABILITIES					
Creditors: Amounts Falling Due After More Than One Year	-44,285,008	-52,341,108	-55,517,924	-59,647,627	-62,502,586
NET ASSETS	11,869,702	12,259,445	12,488,528	12,021,864	11,658,130
CAPITAL AND RESERVES					
Called Up Share Capital	184	184	184	184	184
Designated Reserves	5,316,154	5,316,154	5,316,154	4,849,490	4,485,756
Revenue Reserve	6,553,364	6,943,107	7,172,190	7,172,190	7,172,190
	11,869,702	12,259,445	12,488,528	12,021,864	11,658,130

Board Members' Profiles

Name and Qualification	Background
CHAIR Sarah Bickerton	Sarah is a Project Officer with TPAS Cymru (Tenant Participation Advisory Service). She previously worked at Foundation Housing, Taff and Adamsdown Housing Associations. Previously a tenant of CCHA, she lives in the area where CCHA works.
VICE CHAIR Debbie Rosser BSc (Hons), MIH	Debbie is Operations Officer with Newport Housing Trust. Previously she worked for Cardiff Council. Debbie is a CCHA tenant.
TREASURER AND CHAIR OF SCRUTINY GROUP Janice Hughes BSc (Hons) DipTP (Distinction) MRTPI	Janice is a Town Planner specialising in urban regeneration working for a multi-disciplinary consultancy.
SECRETARY Reginald Hayes	Reg is retired and a CCHA tenant. He was formerly Chairperson of Holmview Court Tenants' Association.
NON-TENANT BOARD MEMBERS	
Peter Tyndall MCIH, MSc	Peter is Chief Executive of the Arts Council of Wales.
David Cargill JP, FCCA	David is a retired Finance Director with a local food manufacturer. He is a local magistrate.
Robert Smith BA (Hons) PhD MCIH	Bob is Senior Lecturer in Housing in the School of City and Regional Planning at Cardiff.
Patricia Wheeler	Pattie is a retired local resident with active involvement in religious and voluntary organisations in the community.
Stewart Kelly, BA (Hons)	Stuart lives in Splott and currently works for Bridgend County Borough Council. Has previously worked at the National Assembly and for a disability charity. He is Chair of Care and Repair Cardiff, a board member of the Welsh Consumer Council and a primary school governor in Cardiff.
Ewan Grant MA, ACA	Ewan is Finance Director in a major private sector company.

Appendix 3

Board Members' Profiles (Continued)

Name and Qualification	Background
Paul Thomas BSc (Hons), ACA	Paul is Group Finance & Administration Director with TBI plc, a group with worldwide airport interests. Paul also holds a private pilot licence and is Treasurer of a local flying group.
Owen Evans, BSc (Hons)	Owen is Head of Strategic Relations for Local and Devolved Government for BT. A Welsh speaker and resident of Cardiff. Previously Head of Policy and Corporate Communications for BT Wales. Member of the Welsh Language Board and Communities@One advisory panel.
TENANT MEMBERS (in addition to the Vice Chair and Secretary)	
Hesham Ghrairi BSc (Petroleum Engineer)	Hesham is a CCHA tenant living in Adamsdown.
Robert Edwards	Bob is a retired long-distance truck driver and CCHA tenant.
CO-OPTED MEMBERS	
Margaret Foday	Margaret is a resident of Butetown and has previously stood as a candidate in the local council elections.

Senior Staff Profiles

Name and Qualification

Background

CHIEF EXECUTIVE

Kevin Protheroe
BSc (Hons) Geography
MSc (Dist) and MCIH

Kevin was employed by a local authority housing department for six years prior to his appointment as Housing Manager with MCHA in 1986. Kevin was appointed Chief Executive in June 2003. He is responsible for the overall co-ordination and management of CCHA's activities, advising the Board on strategy and policy formulation and leadership of CCHA.

Kevin has a MSc in Strategic Management and Public Administration, a Corporate Member of the CIH and an approved professional practice supervisor. He is also Chair of Tai Pawb's Board.

FINANCE DIRECTOR

Neil Edwards
BA (Hons) Sociology, MA Sociology
and Chartered Institute of Public
Finance and Accountancy (CIPFA),
MBA (Dist)

Neil entered local government in 1987, has worked in a number of different disciplines and has extensive experience of housing finance, having been employed as Housing Accountant at Cardiff Council and Housing Finance Manager at Torfaen County Council.

Neil joined CCHA in July 2000 as Finance Director and is responsible for the provision of the key financial services to the Association as well as the Association's overall financial strategy.

Member of CHC's Financial Services' Forum, its Technical Sub Group, and CIPFA.

Neil successfully completed his Masters in Business Administration (with Distinction) in 2006.

PROPERTY DIRECTOR

Nicholas J Hampshire
BSc (Hons) Quantity Surveying
MRICS, MBA (Dist)

Nick commenced his career with Symonds Quantity Surveyors as an Assistant Quantity Surveyor working on numerous housing and commercial projects. From there, Nick progressed to Northcroft Quantity Surveyors as a Project Surveyor. After becoming qualified Nick joined MCHA and in 1996 was appointed Development Director of CCHA. Nick is responsible for delivering the development programme and co-ordinating the Association's Asset Management Strategy.

Member of the Royal Institute of Chartered Surveyors.

Nick successfully completed his Masters in Business Administration (with Distinction) in 2006.

HOUSING DIRECTOR

Matthew Thomas
BA MCIH, MBA, OU Diploma in
Professional Management and
Business Administration.

Matthew worked with another local housing association for three years, before joining Adamsdown Housing Association (AHA) as Housing Manager in 1989.

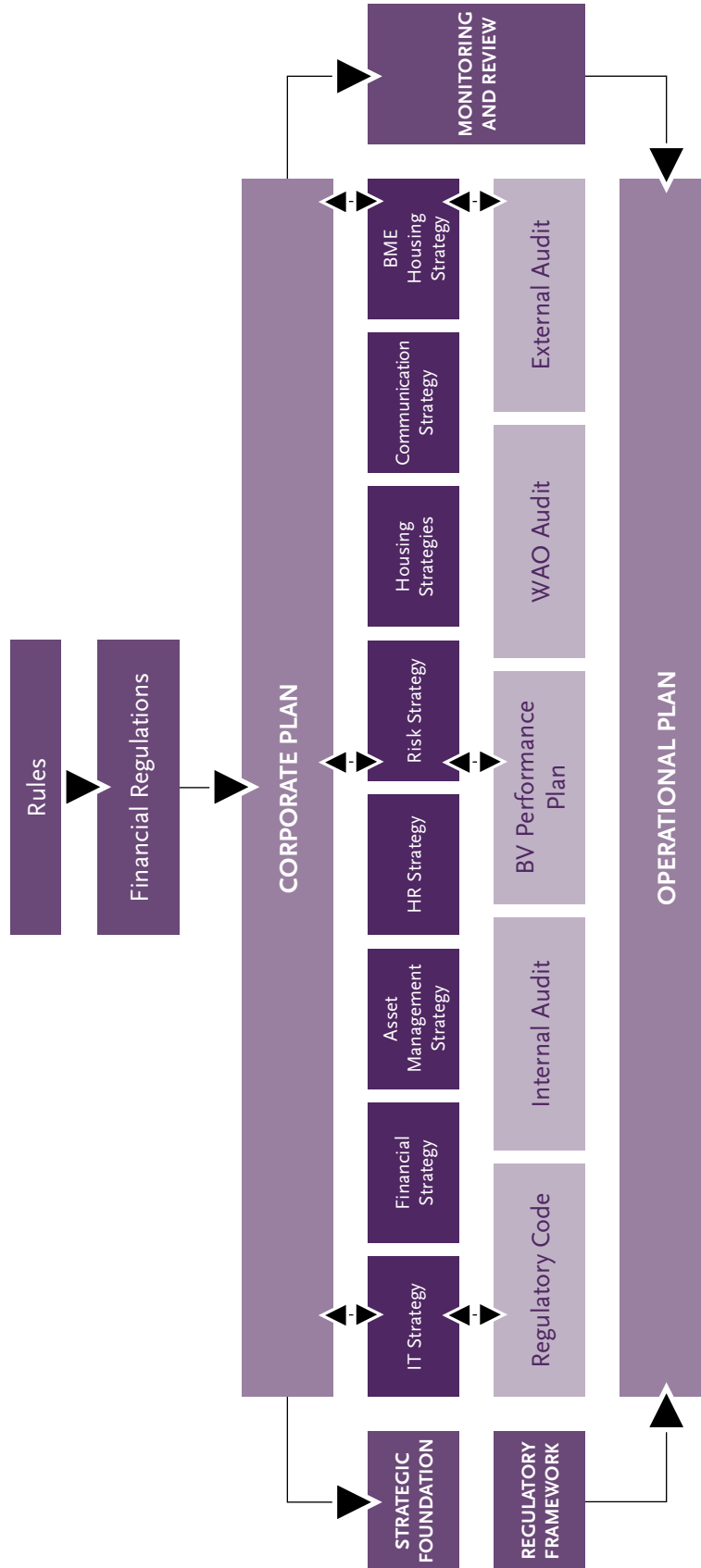
Following the merger between MCHA and AHA, Matthew was responsible for managing CCHA's Area Office in Splott. Recently he has led in the management of partnerships, particularly in the areas of supported housing and community development.

He was appointed Housing Director in May 2004.

Matthew is a Corporate Member of the CIH, a former Chair of the Wales Branch and an approved professional practice supervisor.

Matthew successfully completed his Masters in Business Administration in 2006.

Contextual Relationships and Documents



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CCHA is a Charitable Housing Association

