



## Annual Report to Residents

# CALENDAR 2018

Our Commitment to Deliver

Isopad House  
TCHA's new development in Borehamwood

	MON	TUE	WED	THU	FRI	SAT	SUN
<b>04</b> <b>APRIL</b> <b>2018</b>	<b>30</b>						<b>1</b>
	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>
	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>

- Easter Sunday
- Easter Bank Holiday
- Tamil New Year

### Ministerial visit to TCHA



Isopad House Visit Lunch; (from right to left)  
Former Housing Minister Rt Hon Gavin Barwell (with garland),  
Mr. S Varathalingam (TCHA Chair) and the CEO of NHF, David Orr in the middle.

## Chair's Message



Best wishes to all our residents, friends, colleagues and partner organisations,

Thanks to the hard work by everyone in the sector, we ended the year on a high note; Chancellor pledged £2 billion new money to build more homes in the November 2017 Budget. The London Mayor has been pro-active in his efforts to reach out to the small and medium size businesses and housing associations.

We have been swift to get involved in the early conversations presented by the above opportunities. As a result, we are now exploring long-term strategic partnerships with mainstream housing associations in the sphere of development and management of housing stock.

It was important that we continue to remain focussed and deliver on our key targets we set ourselves for the year:

- Adaptation of NHF Model Rules 2015
- Delivery of the 16 Isopad units in Borehamwood
- Meet the VFM targets
- Provide continuous improvements to our services

I am delighted that we have achieved all the above and more. The NHF Model Rules 2015 was adopted as planned. Borehamwood Isopad House Development was completed 4 months ahead of our target date. Learning from our development experiences to date, we have now streamlined our Development appraisals and decision making processes enabling TCHA to make a more robust development decisions in the future.

It is important that we build on this progress and the good work in the coming years' but not forget the lessons learnt including from the tragic Grenfell disaster. Therefore, let us also take a moment to pause and remember those who perished in Grenfell and find ways of supporting the survivors who are living with permanent scars.



Chairman  
**Mr S Varathalingam**



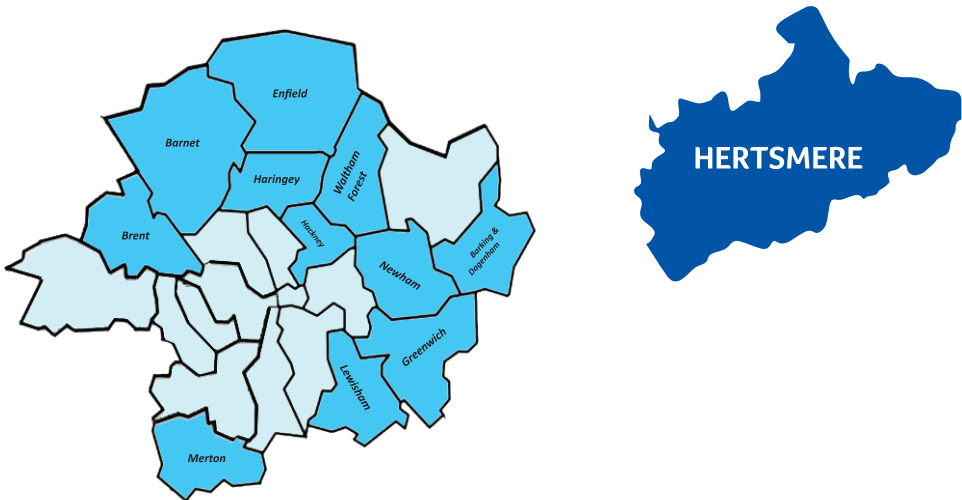
Tamil Housing Board Members with Jaysam,  
our Development Partner Team

# 05

MAY  
2018

MON	TUE	WED	THU	FRI	SAT	SUN
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- Early May Bank Holiday
- Ramadan Starts
- Spring Bank Holiday



TCHA currently own and manage 313 units. We thank all the Council’s for their continued support to us - Barking & Dagenham, Barnet, Brent, Enfield, Greenwich, Hackney, Haringey, Hertsmere, Lewisham, Merton, Newham and Waltham Forest.



# 06

## JUNE

### 2018

MON	TUE	WED	THU	FRI	SAT	SUN
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

- Ramadan Ends
- Father's Day

## Our ambition to build



We have now implemented a new SMS system  
**TEXT ONE OF THE BELOW TO 07984355550 TO RECEIVE A REPLY**

- |   |   |
|---|---|
| <p>BAL</p> <p>CARD</p> <p>REPAIR/ REPAIRS</p> <p>HOUSING</p> <p>RENT/RENTS</p> <p>STO</p> | <p>Tenant balance enquiry</p> <p>Request a new payment card</p> <p>followed by message report a repair</p> <p>followed by message talk to housing manager</p> <p>followed by message talk about rent account</p> <p>Set up a standing order</p> |
|---|---|

# 07

JULY  
2018

MON	TUE	WED	THU	FRI	SAT	SUN
30	31					1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

• Tamil Housing's Scholarship Fund Applications open

## Our Purpose

Tamil Community Housing Association's (TCHA's) purpose is to provide quality homes and excel in the provisions of culturally sensitive services for the Tamil Community and others through self help and empowerment.

## Our strategic objectives

**Impact** - Do what matters most to residents and continually strive for better outcome for our residents and the wider community.

**Capacity** - Build TCHA's and community's capacity to respond to changes in the housing sector, economy and social sphere whilst taking into account the changing needs and aspirations of the community.

**Sustainable growth** - Make TCHA's business stronger for the future and help more people year on year.

**Financial viability** - Broaden our funding base across the public sector, other institutions and community minded individuals.

**Value for money** - Drive efficiency and improve service quality.

**Innovation** - Introduce new, cost effective and community led housing solutions and services that complement existing activities.

	MON	TUE	WED	THU	FRI	SAT	SUN
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	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29	30	31		

• August Bank Holiday



TCHA's Canning Town Scheme

	MON	TUE	WED	THU	FRI	SAT	SUN
 <ul style="list-style-type: none"><li>• Tamil Housing AGM</li><li>• TCHA scholarship fund closes</li></ul>						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30

### Our Guiding principles

- Ensuring our work is rooted in the community
- Putting tenants and community first
- Working together and valuing each other
- A can do approach
- Running a sound business
- Achieving an optimum return from all our investments
- Practicing equality of opportunity in all areas of TCHA’s business
- Achieving excellence in services in all areas of our business
- Promoting environmentally friendly practices and services

**Would you like to receive an updated copy of any of our policies?  
Please speak to your Housing Officer to ask for a copy.**



# 10

## OCTOBER 2018

MON	TUE	WED	THU	FRI	SAT	SUN
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

• Halloween

### TCHA Staff Team

- |                                  |  |
|----------------------------------|--|
| <b>Mr. Devan Kanthasamy</b>      | - Chief Executive / Secretary                    |
| <b>Ms. Duvaraka Balachandran</b> | - Housing Services Manager                       |
| <b>Mr. Kuhan Kuhachandran</b>    | - Community Development Manager                  |
| <b>Mrs. Mary Nirmalanayagam</b>  | - Deputy CEO / Finance & Resources Manager       |
| <b>Mr. Ramanan Mahalingam</b>    | - Housing Administrator from March 2016-May 2017 |
| <b>Ms. Roshani Rajendra</b>      | - Business Administrator                         |
| <b>Mr. Sabesh Paramanayagam</b>  | - Housing & Neighbourhoods Officer               |
| <b>Mrs. Thurkka Manisegaran</b>  | - Accounting Administrator                       |



Devan



Duvaraka



Kuhan



Mary



Ramanan



Roshani



Sabesh



Thurkka

# 11

## NOVEMBER 2018

MON	TUE	WED	THU	FRI	SAT	SUN
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

- Diwali
- War Victims Remembrance Month

### Our Management Board

- Mr. S. Varathalingam**  
Chairperson
- Mr. M. Verrier**  
Vice Chair
- Mr. R. Sukumaran**  
Treasurer and Chair of Audit and Risk Committee (Appointed Sept 16)
- Mr. A. Green**  
Lead Member for Acquisition and Development
- Ms. K. Maheswaran**  
Board Member (Appointment Sept 16)
- Mr. S. Thiru**  
Board Member (Co-opted)
- Mrs. B. Muhunthan**  
Board Member
- Mr. G. Munzara**  
Tenant Board Member
- Mrs. M. Arnold**  
Board Member
- Mrs. K. Manoranjitham**  
Tenant Board Member

### Retired Board Members

- Miss. E. P. Mann**  
Board Member (Retired Sept 16)
- Mr. M. Thavendrarajah**  
Treasurer (Retired Sept 16)
- Mr. S.V. Moorthy**  
Board Member (Tenants Affairs; Retired Sept 2017)

### Secretary to the Board of Management

**Mr. Devan Kanthasamy**  
(Chief Executive)

### Our Associates

- Mr. Ken Morgan**  
Asset Management
- Mr. Manjul Shah**  
Development
- Mr. Peter Hammond**  
Strategic Finance
- Ms. Sue De Souza**  
Policy
- Mr. Sarfraz Hussein**  
Housing Management

	MON	TUE	WED	THU	FRI	SAT	SUN
<div style="background-color: #f4a460; padding: 20px; text-align: center;"> <h1 style="font-size: 48px; margin: 0;">12</h1> <h2 style="margin: 0;">DECEMBER</h2> <h3 style="margin: 0;">2018</h3> </div> <ul style="list-style-type: none"> <li>• Christmas Eve</li> <li>• Christmas Day</li> <li>• Boxing Day</li> <li>• New Year's Eve</li> </ul>	31					1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30

## Summarised Financial Statements

For the year ending 31st March 2017

The Financial Statements set out below are not the full statutory financial statements but are a summary of information, extracted from those financial statements. The statements on which the auditors have given an unqualified report, were approved by the Trustees on 17th August 2017, and were submitted to the Homes and Communities Agency and the Financial Conduct Authority. Reference to the full statutory financial statements should be made for a full understanding of the financial affairs of the Association and copies are available from the Association’s Secretary at:

**‘Tamil House’**  
 Unit 2, Fountayne Business Centre  
 Broad Lane  
 Tottenham  
 London N15 4AG

Board Member  
17th August 2017

Board Member

In our opinion the summarised financial statements are consistent with the full annual accounts.

**Knox Cropper**  
 Chartered Accountants  
 8/9 Well Court  
 London EC4M 9DN



**Mr. Ratna Sukumaran,**  
 TCHA's Treasurer



Dear Residents,

This has been a year of transformation for us. This year, we embarked on the journey of transition from Tenants Association to the Resident Board. Resident consultation on transition is currently underway and we expect to complete the transition by the end of the financial year.

At the same time, it has been business as usual with our regular annual events and activities – summer trip, scholarship fund, summer garden and key stage intervention. The total number of residents who directly benefitted from all the above activities this year was 109.

I am delighted that our flagship project Scholarship Fund beneficiaries have now surpassed the fifty mark. It was a truly a proud moment to see the video of our tenants children’s scholarship fund achievements being played in the presence of the Housing Minister and the housing sector CEO’s and dignitaries.

We look forward to a successful 2018 but with the heartfelt memories for the Grenfell victims.

**Godwin Munzara**

President

Tenants Association



## Income and Expenditure Account

For the year ending 31st March 2017

	2017	2016
	£	£
TURNOVER	2,313,816	2,283,444
Operating Costs	(1,943,192)	(1,875,211)
OPERATING SURPLUS	370,624	408,233
Interest Receivable and Other Income	19,166	9,167
Interest Payable on Loans	(331,669)	(346,966)
SURPLUS ON ORDINARY ACTIVITIES	58,121	70,434
Tax on surplus on ordinary activities	-	-
SURPLUS FOR THE FINANCIAL YEAR	£ 58,121	£ 70,434

For the year ending 31st March 2017

STATEMENT OF CHANGES IN RESERVES		
	£	£
BALANCE BROUGHT FORWARD	2,596,337	2,102,192
Surplus from Statement of Comprehensive Income	58,121	70,434
Transfer from Designated Reserves	-	423,711
BALANCE CARRIED FORWARD	£ 2,654,458	£ 2,596,337

All of the Association's operations are classed as continuing

## Balance Sheet

For the year ending 31st March 2017

	2017		2016	
	£	£	£	£
<b>TANGIBLE FIXED ASSETS</b>				
Housing Properties at depreciated cost		17,052,244		13,569,956
Other Tangible Fixed Assets		914,698		918,166
<b>TOTAL FIXED ASSETS</b>		<b>17,966,942</b>		<b>14,488,122</b>
<b>CURRENT ASSETS</b>				
Debtors	789,369		777,565	
Cash at Bank and in Hand	2,783,279		4,652,912	
	3,572,648		5,430,477	
<b>CREDITORS:</b> Amounts falling due within one year	(922,631)		(864,074)	
<b>NET CURRENT ASSETS</b>		<b>2,650,017</b>		<b>4,566,403</b>
<b>CREDITORS:</b> Amounts falling due after more than one year		(17,962,485)		(16,458,174)
<b>TOTAL NET ASSETS</b>		<b>£ 2,654,474</b>		<b>£ 2,596,351</b>
<b>CAPITAL AND RESERVES</b>				
Share Capital		16		14
Designated Reserve		-		-
Revenue Reserve		2,654,458		2,596,337
		<b>£ 2,654,474</b>		<b>£ 2,596,351</b>

These financial statements were approved by the Board on 17th August 2017 and were signed on its behalf by: behalf by:



**Mr. S. Varathalingam**  
Chairperson



**Mr. Ratna Sugumaran**  
Treasurer



**Mr. Devan Kanthasamy**  
Secretary

# 02

## FEBRUARY

### 2019

MON	TUE	WED	THU	FRI	SAT	SUN
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

• Valentine's Day

## Our Performance

HOUSING MANAGEMENT PERFORMANCE INDICATORS 2016-2017 -GENERAL HOUSING	2015-16	Target	2016-17	Actual	Trend
			Wk52		
HMPI 210 - Rent Collected as a percentage of rent owed (excluding arrears b/f) - GN	98.51%	100%	98.80%	😊	↑
HMPI 220-Current Tenants arrears as a percentage of the annual rent debit	7.06%	6.00%	8.51%	😞	↓
HMPI 220 - Current tenant arrears as a percentage of the annual rent debit (excluding HB adjustment)	6.17%	5.00%	7.14%	😞	↑
BV212 Average Relet Times (calculated days - General Needs)	37.83	14	47.75		
Total No Of Relettings	6		-		
- CBL	3		1		
- Internal	3		1		
- Referral	-		-		
Total No Of Mutual transfers	2				
Void loss as a % of Rent receivable	0.19%	0.15%	0.25%	😞	↓

HOUSING MANAGEMENT PERFORMANCE INDICATORS 2016-17 - TSH	2015-16	Target	2016-17	Actual	Trend
	Wk52		Wk52		
HMPI 210 - Rent Collected as a percentage of rent owed (excluding arrears b/f) - TSH inc Elderly	100.29%	100%	97.95%	☹️	↓
HMPI 220-Current Tenants arrears as a percentage of the annual rent debit	7.74%	7.00%	9.62%	☹️	↑
HMPI 220 - Current tenant arrears as a percentage of the annual rent debit (excluding HB adjustment)	4.52%	4.00%	6.18%	☺️	↑
BV212 Average Relet Times (calculated days - TSH exc Elderly)	-	21	109		
BV212 Average Relet Times (calculated days - Elderly)	-	28	-		
Total No of Relettings	-	-	-		
- CBL	-	-	-		
- Internal	-	-	-		
- Referral	-	-	-		

TCHA MAINTENANCE PERFORMANCE INDICATORS 2016-17	2015-16	Target	2016-17	Actual	Trend
No of reactive repairs issued -all units	321		263		
No Of Job Tickets Missed Target	18		9		
HMPI 70 Percentage of all reactive repairs completed within target time -all units	94%	98%	96%	☹️	↑
No of Emergency Repairs Issued	33		27		
No Of Job Tickets Missed Target	1		0		
GNPI18 Percentage of Emergency Repairs Completed within Target Time	97%	100%	100%	☺️	↑
No of Urgent Repairs Issued	174		111		
No Of Job Tickets Missed Target	6		1		
GNPI19 Percentage of Urgent Repairs Completed within Target Time	96%	98%	99%	☺️	↑
No of Routine Repairs issued	114		125		
No Of Job Tickets Missed Target	11		8		
GNPI20 Percentage of Routine Repairs Completed within Target Time	90%	100%	93%	☹️	↓
No Of CP12 carried out	104		144		
No of Dwellings without a valid Gas Certificate	0		0		
G15C0 Percentage of Dwellings with a Valid Gas Certificate	100%	100%	100%	☺️	↑





Dear Residents,

2017 is the year that the landscape of social housing changed in every aspect. It will never be the same again. Following Grenfell, rightly so, TCHA Board and residents sought assurances from TCHA’s Senior Management team. We responded to all requests for cladding and relevant information by the Local Authorities as well as the Regulator. But, we know our responsibility as a Landlord doesn’t end there, it is only a beginning. We have already reviewed our Fire Risk Assessment process and introduced a greater robust approach for monthly health and fire safety inspections. We are also seeking specialist input on fire risk assessments going forward. I am delighted that TCHA moved towards automated texting and new housing management software this year. This will not only reduce our costs significantly but also lead to greater improvement in communicating with our residents.

It is important that Tamil Housing continue remain focussed on development opportunities whilst being risk aware of the housing market changes including the post Brexit environment. We have reviewed and updated our risk map so that it is fit for purpose of the new external environment that we find ourselves. This year we also purchased Brixx and trained our staff on its usage. This has already brought considerable cost savings to us and it will bring further significant revenue savings in the medium and long term. As the Chair has referred to, adaptation of the NHF Model Rules 2015 is another significant milestone that we achieved this year. Isopad Development has been completed 4 months ahead of its target date. We are on course to achieve our next development deal. This means that TCHA is sweating its assets to the maximum and delivering an average of 10 new homes a year.

The highlight of the year was the Housing Minister’s visit to TCHA. This gave us a great opportunity to showcase the Isopad House Development, impact of TCHA’s Scholarship Fund and our Community offer to the Minister and others.

With the renewed Government focus on housing, my team and I look forward to build on this year’s success.



**Devan Kanthasamy**  
CEO/Secretary - Tamil Housing

## Isopad House visit photo gallery









	MON	TUE	WED	THU	FRI	SAT	SUN
<b>04</b> <b>APRIL</b> <b>2019</b>	1	2	3	4	5	6	7
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	22	23	24	25	26	27	28
	29	30					

**NOTES:**

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# Thank you to our friends and partners



## Patron

**Mr Neil Gerrard,**  
Former MP for Walthamstow

## BANKERS

**HSBC Bank Plc**  
192 Hoe Street  
Walthamstow  
London E17 4QN

**Santander**  
7, Ulster Terrace  
Regent's Park  
London NW1 4PJ

Devonshires  
Salisbury House  
London Wall  
London EC2M 5QY

## AUDITORS

Knox Cropper  
8/9 Well Court London  
EC4M 9DN



## LENDERS

**Dexia Public Finance Bank**  
Shackleton House  
4 Battle Bridge Lane  
London SE1 2RB

**Santander**  
2 Triton Square  
Regent's Place  
London  
NW1 3AN

**GBSH**  
**GB Social Housing plc**  
Future Business Centre  
Cambridge  
CB4 2HY

## SURVEYORS

IGM Associates  
Chartered Surveyors &  
Project Managers  
Thremball House  
Thremball Park  
Bishops Stortford  
Herts, CM22 7WE

## FRIENDS & PARTNERS

ARHAG Housing Association  
ASRA Housing Association  
Apnaghar Housing Association  
Bahay Kubo Housing Association  
BME National  
Campbell Tickell Consultancy  
Causeway Irish Housing Association  
Christian Action Housing Association  
Circle Housing  
Clitheroe Shah Consultancy Services  
CROFTE – Barnet  
Family Mosaic  
G 320  
London & Quadrant Housing Trust  
London BME Collaboration Group  
Major Housing Association  
Metropolitan Housing Trust  
National Housing Federation  
Network Homes  
One Housing Group  
Odudia Housing Association  
SHIAN Housing Association  
South London Tamil Welfare Group  
Sue De Souza (Consultant)  
Tamil Relief Centre  
Tamil Welfare Association Newham  
Tamil Youth and Community Centre  
Lewisham  
Transport for London  
Wandle Housing Association  
Walthamforest Tamil Sangam  
Westway Housing Association

**Registered Office:**  
Tamil Community Housing Association Ltd  
'Tamil House'  
Unit 2, Fountayne Business Centre  
Broad Lane, Tottenham,  
London, N15 4AG

**Contact Details:**  
**Phone** : 0208 493 7160  
**Email** : [info@tamilhousing.org.uk](mailto:info@tamilhousing.org.uk)  
**Website** : [www.tamilhousing.org.uk](http://www.tamilhousing.org.uk)

Registered with the Housing Cooperation (L4376) and  
under Community Benefit Societies Act 2014 with Charitable Status (250785R)

Designed by IKYONS

## Investment & Value for Money (VFM)

Re-investing in our homes				
Year	Kitchens	Bathrooms	Boilers	Electrics
2017	£17,981	£11,305	£8,191	£3,001
2016	£43,657	£30,188	£20,918	-
2015	£42,004	£35,500	-	-

### Tenant and community welfare:

Tamil Housing has, and will continue to, invest in tenant and community welfare and development activities that are central to its core vision. This year, we spent a total of £39,322 on our tenant and community welfare activities. This amounts to 1.95% of TCHA's overall budget. The key activities we delivered on tenant and community welfare includes:

Activity	No of beneficiaries
Tenants Scholarship Fund	6
Key stage support	33
Summer garden	32
Summer trip	82

Activity	No
Management Board & Sub-Committee meetings	8
Tenants Association meetings	9
Supporting work experience placements	7

### Value for Money:

The association has, and continues to strive to, achieve Value for Money in all areas of its business - in delivering its objectives through careful management of costs, control over property repairs and close liaison with tenants.

In order to achieve VFM TCHA will:

- Maintain robust financial information about our assets and resources;
- Embed VFM into our operational activities;
- Engage with our tenants and stakeholders in the development of our strategy;
- Benchmark our service costs against our peers;
- Monitor our performance against Vfm targets;
- Evaluate the effectiveness of services against quality and cost;
- Integrate VIM into our procurement practice;
- Publish a transparent and objective Vfm self-assessment report.



## **Our value for money strategy**

The Strategic Plan aims to achieve our objectives through an optimum use of our available funds, property assets and staff and community resources to maximise the best possible outcomes for our residents and the community at the lowest possible cost, in terms of increased independence and enhanced health and well being, better and equal access to educational and employment opportunities, and promotion of community led innovative housing solutions. The Value for Money we offer is built upon best use of our key resources.

Value for Money Strategy will provide an overarching link with Board from a Governance perspective, budget and business plan for monitoring financial performance as well as IT and performance management functions. It is also linked to various strategies such as Asset Management, Human Resources, Finance, Growth and Development Strategy, TCHA Community Development Plan and acts as a common thread passing through the business and the overall Strategic Plan.

### **Properties:**

We own and manage 295 properties which are in good condition, meet the Decent Homes Standard and provide secure, safe homes for our residents.

### **TCHA Offices':**

The Office building that we own that is in good and rentable condition.

### **Staff:**

We have 7 staff; and 4 four them are front-line staff providing housing management, support, empowering residents to continue living independently.

### **Management Board & Senior Management Team:**

We experienced and committed Board of Management and Senior Management Team who have positive reputation with our statutory partners as well as the grass-roots non-resident community.

### **Finance:**

Our business is financially strong with a strong asset base and good reserves. Over 85% of our financial resources are invested in our property stock that is being used to provide housing for our clients.

## Community owned properties:

There are sizeable numbers of buy to let properties owned by individuals within the community to whom TCHA has direct access.

Community finance: TCHA have access networks of high earners within the community who has real potential to jointly finance future build programmes with TCHA.

Other community resources and expertise: TCHA has access to range of community led networks and individuals — community groups, community owned businesses and community professionals working in the mainstream that has affinity to, and will partner with TCHA, to promote innovative solutions to meet the housing and related needs as well as challenges.

## Overall performance

Description	2017	2016	SPBN Peer Group Median 2017
<b>Performance</b>			
% Void Loss	0.25%	0.190%	0.25%
Rent arrears	7.14%	6.17%	5%
Rent collection	98.80%	98.51%	100%
% of emergency repairs within target	100%	97%	100%
of urgent repairs within target	99%	96%	97.10%
% of routine repairs within target	93%	90%	98.15%
<b>Financial Comparators</b>			
Interest cover	1.72	1.34	4.02
Gearing	55.40%	40.87%	33.60%
Operating cost % of Turnover	83.98%	82.12%	72.46%
Average weekly management cost per unit	31.32	29.38	26.49
Weekly operating cost per unit	123.73	119.40	Not available
Total repairs spend per property per week- Owned units	18.28	43.02	31.95
Debt per unit owed	48,536	41,817	Not available

## **Other VfM activities and achievements linked to TCHA's Business Plan:**

A pilot project with Jothy Foundation, a specialist mental health charity to support vulnerable tenants. A total number of 12 residents were supported for independent living this year. In light of the supported housing funding cuts, partnership with Jothy Foundation enables TCHA to continue provide the additional support that vulnerable tenants needs at nominal cost.

Our partnership with Tamil Association of Professionals, run by a group pf young people. This is important strategic initiative which will enable TCHA to reach out to young people.

We instigated the development of the construction professionals network and held a free building materials and fire safety seminar was held and it was attended by 20 people in total including 8 HA partners.

Completed the development business model for community landlord's repairs scheme.

Completed the review of the business model for community landlord's management scheme and agreed a forward strategy.

We increased our office rental income from £25,940 to £43,750.

We bench marked TCHA's KPI's against other small and specialist HA's who are of similar size to TCHA.

We also took part in Business Score card development with other small and specialist HA's. This has enabled TCHA to better understand the cost and quality of its service.

We completed collation of baseline data for all tenants and welfare activities, enabling TCHA to carry out own impact assessment in the coming years.

## **Compliance with the governance and financial viability standards:**

TCHA's constitution is set out in the Rules adopted on 21st September 2006. This year we took steps to review and adopt 2015 Code of Governance issued by NHF in April 2015. Management Board's recommended the adaptation of NHF Code of Governance 2015 and it was approved TCHA shareholders in the AGM. The Association complies with the HCA's Governance and Financial Viability Standard through an effective Board of Management, Standing Orders, having an agreed risk management framework, stress testing of the business plan, reporting to the Board on compliance with lenders' covenants and sufficient liquidity to meet contractual commitments, effective system of internal controls, assets and liabilities and a fraud register regularly reviewed by the Audit and Risk Committee (the Committee).