

Pelham Homes

Corporate Plan

2025-2030



Our vision

Building
profit for a
purpose



Pelham Homes Limited is a wholly owned subsidiary of the Nottingham Community Housing Association (NCHA) Group. It was incorporated in 2004 as a commercial company to carry out any profit-making activities within the Group.

Our main activity is providing housing for sale across the East Midlands. Other activities include services to external clients such as; architectural design and Employer's Agent via Pelham.

Our principal aim is to generate profits that will be gift-aided back to NCHA to help it add more social value to the wider community. This "profit for a purpose" approach also feeds into the Group's wider value-for-money objectives.

Our values



Sustainable

To apply an ethical and sustainable approach to all of our business activities



Value for money

To achieve value for money in all areas of our business



Meeting needs

To meet market needs of local communities, local authorities and partner organisations



Partnerships

To develop and nurture joint venture working partnerships

Our Commitments

Deliver this plan and realise
our vision, we have **five key
commitments**. We will:



1

Maintain growth by building and selling an average of 50 new homes per year using our development project management and sales services.

2

Deliver a customer focused plan by building the right homes in the right places according to needs and demand.

3

To provide a professional and efficient property sales service maximising income for Pelham Homes and joint venture partners.

4

Maintain our financial viability by operating within loan covenants and generating profits each year over the life of this plan to gift aid or reinvest in our vision.

5

Maintain our active ownership of, and involvement in, Access Training in order to generate dividend payments and provide high quality training and apprenticeship opportunities.

Delivering our plan

At the heart of our plan are a number of objectives that will help us generate profit to reinvest through NCHA to benefit our communities.

Our objectives

1

We will look for a return of up to 5% on low-risk activity, 5-10% on medium-risk activity and 10-15%, or above on higher risk activity (includes higher capital investment projects).

2

We will aim to build an average of 50 homes a year for sale or market rent through joint venture agreements or direct development sites.



3

We will aim to meet our sales targets in line with our Business Plan, making sure we remain within the limitations of any loan agreements we have with NCHA.

4

We will make gift aid payments to NCHA from profits and retain working capital within the company. This balanced approach will include using available funds as working capital for additional investment in profit-making projects.

5

We will maintain our investment in Access Training with the objective of growing the turnover and profitability of the business to generate dividend payments.

Financial plan

Our corporate plan is supported by a full 30 year financial plan demonstrating ongoing profitability and viability.

It incorporates the development and sales programmes and those for other activities, including stock condition for retained properties, and wider economic assumptions. The base assumptions used by the NCHA Group have been used where they are applicable.

The plan demonstrates how, in the current financial and economic environment, we can reasonably be expected to meet our financial commitments whilst achieving our strategic objectives.

Key metrics from first five years of the financial plan

	Budget	Business Plan			
Projection for the year ended 31 March	2026 £'000	2027 £'000	2028 £'000	2029 £'000	2030 £'000
Surplus before Gift Aid and Tax	1,069	2,644	1,985	1,554	1,364
Gift Aid	-417	-1,069	-2,644	-1,985	-1,554
Tax	0	0	0	0	0
Surplus after Gift Aid and Tax	652	1,575	-659	-430	-191
Reserves brought forward	6,854	7,506	9,081	8,422	7,992
Reserves carried forward	7,506	9,081	8,422	7,992	7,801

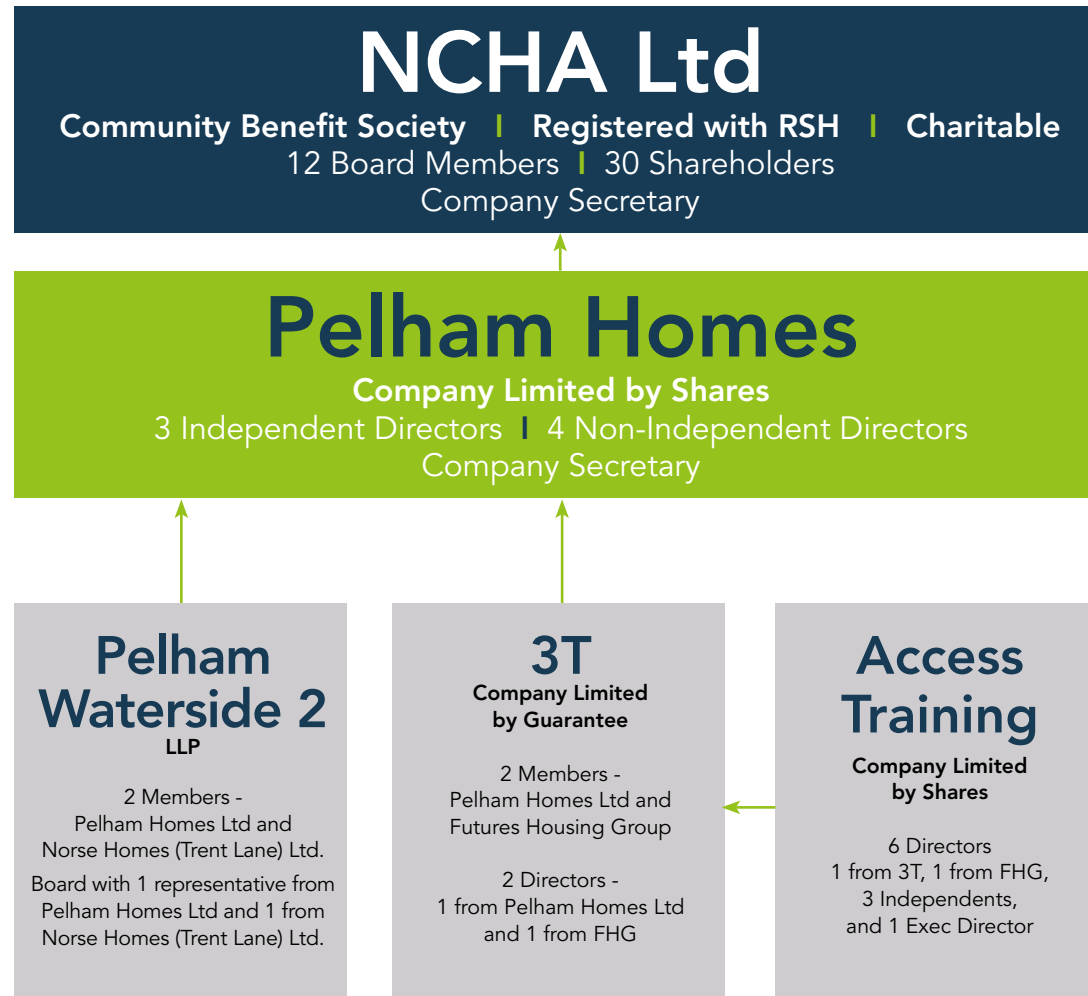
Risks

The Group recognises the risks that come with diversification and the need to align the skills of Board members and staff delivering the corporate plan to any new / diversified business activity.

These risks include:

- 1 Inability to meet business plan income targets from all sales within Pelham Homes and its Joint Ventures.
- 2 Failure to effectively manage loans, loan covenants and cash flows.
- 3 Failure to make a profit in order to achieve the company's objectives.
- 4 Contractual and governance risks associated with Joint Ventures.
- 5 Impact of challenging economic environment on ability to meet development targets.
- 6 Failure to ensure effective health and safety management on Pelham Homes construction sites.

Group structure



Board of management



Paul Adams

MSc BSc (Hons)

Pelham Homes Independent Director - Chair
Paul has 25 years board experience in plcs in the construction, automotive and electronics sector up to Group Managing Director. Recently retired, Paul mentors survivors of modern slavery in Nottingham.



Paul High

BSc (Hons), DipHS

Paul is a retired Chartered Surveyor who has spent most of his career in housing development and asset management. He has held Non-Executive Board positions at housing associations since 2012.



Andrew Kilby

FCCA

Andrew is an experienced finance professional who has spent the bulk of his career working in the social housing sector. Recently retired, his most recent role was Executive Director – Finance with East Midlands Housing Group, where he led the Finance, Treasury and ICT teams.



Paul Moat

DMS, MBA, MRICS, BSc (Hons)

Joined NCHA in 1999, having worked for a national brewery and for major building contractors. Paul became Chief Executive in September 2018.



Gary Reynolds

Gary is a retired solicitor with over 40 years' experience in residential development in the East Midlands and nationally. Experienced in selling, acquiring and developing greenfield and brownfield land for both small and large scale sites.



Allan Fisher

BSc (Hons), PG (DIP), Msc

Director of Development and Sustainability for NCHA. Prior to working for NCHA, Allan worked in a planning department, for large housing associations and a private house builder.



Raj Kambo

Background in financial services for large, complex, and regulated investment banks. Expertise in finance, risk management, regulation, stress testing, business transformation, and environmental and social governance. Board member for Leeds Credit Union and several housing associations.



Sylvia Hart (Company Secretary)

BA (Hons), CPFA ACG

Company Secretary for NCHA and Pelham Homes. NCHA Group Governance Manager. A qualified accountant and governance professional with experience of senior finance and governance roles. Formerly worked as a public sector auditor for a large accountancy firm.



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