



Improving Governance at Aves Housing: Plan for compliance with NHF Code

Designed to align with the National Housing Federation Code of Governance 2020. This plan is structured around the four core principles of the code and includes practical actions, timelines, and responsible parties.

Principle 1 - Mission and Values

Objective	Action	Timeline	Responsible
Increase transparency	Publish annual reports, strategic objectives, and resident impact summaries on website	Within 3 months	Director of Services
Strengthen resident voice	Formalise Tenant Panel feedback loop into board decision-making process	Ongoing	Director of Services / Chair, Tenant Panel
Embed values	Conduct annual staff and board workshop on mission, values, and ethical governance	Annually	HR Lead and Office Manager

Principle 2 - Strategy and Delivery

Objective	Action	Timeline	Responsible
Strategic clarity	Develop and publish a 3-year strategic plan with measurable goals	Within 6 months	Board / SLT - Director of Services and General Manager
Performance monitoring	Introduce quarterly KPIs and publish performance dashboard	Within 4 months	Director of Services
Stakeholder engagement	Create a stakeholder engagement strategy (residents, councils, partners)	Within 6 months	Chair- Tenant Panel, General Manager

Principle 3 - Board Effectiveness

Objective	Action	Timeline	Responsible
Improve board transparency	Publish board member bios, roles, and meeting summaries	Within 2 months	Board Chair, Director of Services
Skills and diversity audit	Conduct a board skills matrix and diversity audit	Within 3 months	Chair, HR Lead & Office Manager
Appraisal and succession	Introduce annual board appraisals and a succession plan	Within 6 months	Board Chair

Principle 4 - Control and Assurance

Objective	Action	Timeline	Responsible
Risk management	Develop and publish a risk register and mitigation strategy	Within 4 months	Board Audit Committee, Director of Services
Compliance framework	Establish internal audit and compliance reporting mechanisms	Within 6 months	External Auditor
Governance statement	Publish an annual governance statement aligned with NHF Code	Annually	Board Secretary

Implementation Notes

- Board Oversight: The board should approve this plan and receive quarterly updates on progress.
- Client Involvement: Include residents in strategy development and performance review panels.
- External Support: Consider engaging a governance consultant to support implementation and training.