



**Strong governance is at the heart of our ongoing success and is critical to our future direction and ambitions to grow. It sets out clearly the parameters and controls in which we operate and ensures that the leaders of our organisation operate within them.**

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## **Our Governance Framework**

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The Amplius Board, supported by robust processes and procedures, makes sure that the organisation operates effectively, providing specialised expertise and diversity of talent.

By delegating areas of additional scrutiny to our committees, we ensure that our organisation is well resourced and holds the right skills to navigate the challenges faced by Amplius and the wider sector as well as ensuring we can grow and achieve continued success.

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## **Diversity**

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Having a wide range of experiences and perspectives enables the Board to remain innovative and agile to changing environments and ensures that decision making is made with the needs of our customer in mind.

Our diverse Board contains a broad mix of skills, knowledge and experience, which provides flexibility to overcome challenges and spot opportunities.

We operate over a large geography and having diversity is imperative to ensure that a wide variety of customers and communities are represented.

Diversity, both in terms of protected characteristics and diversity of thought, is a key part of the Board and Committee recruitment process as well as ongoing annual Board composition reviews.

## Key Board activities

### Customer voice

Customer insight and the customer voice provides a vital role in enabling us to understand our customers and deliver the services and homes they want, as well as safeguarding customers who need additional support.

We've developed a new customer influence framework in collaboration with over 500 customers and colleagues. The framework sets out a

strategic and operational approach to ensure that customers are embedded across decision-making, service design, and performance improvement. It aligns with the revised Regulator of Social Housing (RSH) Consumer Standards, Tenant Satisfaction Measures (TSMs), and expectations set out in the Housing Ombudsman's Complaint Handling Code. The framework promotes inclusion, transparency, and accountability and introduces new tools, and engagement structures to ensure meaningful customer involvement.



RIGHT  
Stephen Lodge  
at a Board  
meeting.

## Compliance statements

### Compliance with all relevant law

We have reviewed our compliance with all relevant laws, supported by an independent review of the legislation given the breadth and complexity of some of our services.

Working with an independent organisation provides transparent assurance of our compliance and provides opportunities to learn and follow good practice. For the year 2024/25, Amplus complied with all relevant areas of law.

### Compliance with the Regulatory Standards

We've reviewed our performance against the consumer regulatory standards for the financial year 2024/25. Following a comprehensive assessment of the consumer standards we can confirm compliance with them, notwithstanding that more work is needed to improve our repairs performance.

The Board confirms that an assessment has been completed against the governance and financial viability standard and that we've received assurance of our compliance with this standard.

### Compliance with Amplus' chosen code of governance

Our chosen code of governance is the National Housing Federation (NHF) 2020, and compliance against the code is reviewed annually. A detailed self-assessment has been undertaken for the year 2024/25. We're compliant with the requirements of our chosen code of governance with the exception of provision 3.7. This provision states that maximum tenure will normally be for six years, but can be extended up to a maximum of nine years if the Board agrees it's in the organisation's best interests. John Edwards reached the maximum nine years in office on 21 September 2024. The Board agreed to extend John's tenure to the date of merger to ensure stability and continuity through the merger process after the retirement of the Chair of Audit & Risk (31 August 2024). In the interests of transparency, the Regulator of Social Housing was notified of the extension in advance.

As good practice, the Amplus subsidiaries also adopt the Code, whilst we recognise that not all the provisions of the Code are relevant.

## Compliance statements CONTINUED

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### Compliance with the requirements under modern slavery

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We take our obligation to tackle modern slavery very seriously. In addition to the publication of our statement, we review our processes and work with supply chains to tackle modern slavery activities and encourage those we work with to be vigilant.

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### Compliance with the Housing Ombudsman's Complaint Handling Code

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A revised Code came into force on 1 April 2024, providing further clarity on how complaints should be handled. We recognise that our performance in respect of repairs and maintenance has impacted complaint levels but we're making significant investment and changes to improve these services.

Both Grand Union and Longhurst Group submitted fully compliant self-assessments in June 2024. A self-assessment was submitted to the Ombudsman as part of the merger process. At that time we assessed ourselves as non-compliant on monitoring commitments. Improvements have been made since that submission and Amplus is now fully compliant.

# How we're governed

## Board and Committee structure

### Board

The members of the Board are shown on pages 112 to 117. Board members, who are all non-executive members, with the exception of the Chief Executive Officer, are drawn from a wide background, bringing together professional, commercial and local experience.

At 31 March 2025 we'd issued ten £1 shares. We operate a closed shareholding of which only Board members are shareholders. The Chief Executive doesn't hold a share.

There were significant changes to the Board following the transfer of engagements of Longhurst Group into Amplius (formerly Grand Union). The new Board members for Amplius were selected for their role based on merit and the skills and experience they possess. An important part of the recruitment process was to ensure clear understanding of the communities which Amplius serves.

Roles and responsibilities are set out in a role and person specification document.

Members are provided with opportunities for training and development, in addition to opportunities identified during their annual appraisal. This means that each member is clear on their fiduciary

duties as well as what's happening in the wider sector in terms of risk and opportunities. Members are also encouraged to attend conferences and webinars for this reason.

Pre merger, the Grand Union Housing Group Board met formally four times and the Longhurst Group Board met five times during 2024/25. A shadow board was appointed in the run up to merger consisting of both Grand Union and Longhurst Group members. Although it didn't have any decision making powers, the shadow board met six times to guide the merger process. Following merger the Amplius Living Board met twice in 2024/25. Throughout the year, members also participated in various off site sessions including strategy, reflection, stress testing and risk appetite.

The Amplius Board has ultimate responsibility for the governance and performance of Amplius and its subsidiaries. Its role is to determine the strategic direction of the organisation and to oversee and control risks and opportunities, thus allowing us to meet our objectives.

Each Board and Committee is provided with terms of reference so that decision making is clear and transparent. There are some decisions that only the Amplius Board will undertake. These are set out within the Amplius Board's terms of reference.

## How we're governed CONTINUED

### Subsidiary Boards

#### Grand Union Homes Ltd

This subsidiary was established in 2015 to build quality homes and create sustainable places catering to local markets across Bedfordshire, Northamptonshire and Buckinghamshire. Following the merger, only one subsidiary for market sale activity is needed. As a result, Grand Union Homes Ltd has ceased trading and is in the process of being dissolved.

#### Grand Union Group Funding PLC

This subsidiary was formed in late 2013 and the principal activity of the company is to act as the funding vehicle for Amplius. As the company's activities are limited to the raising and management of private finance for Amplius, it employs no staff and all administration functions are carried out by Amplius' Finance team.

#### Libra (Longhurst Group) Treasury plc and Libra (Longhurst Group) Treasury No 2 plc

These subsidiaries were formed under Longhurst Group in 2012 and 2018 respectively. The principal activities are to raise private finance for the organisation.

#### GUHG Development Company Limited

This subsidiary began trading on 1 April 2022. The company's principal activities are limited to providing design and build services for members of the group. It employs no staff directly, with recharges made by Amplius for staff resources provided.

#### Keystone Developments (LG) Limited

This subsidiary was formed under Longhurst Group in 2001. The principal activity of the company is the provision of design and build services to other members of the group for the construction of homes for affordable rent and low cost home ownership.

## How we're governed CONTINUED

### Committees

#### Audit & Risk Committee

The Board has delegated the monitoring of the risk management framework and internal controls to the Audit & Risk Committee. The Committee has met twice since merger. Equivalent committees in the legacy organisations each met four times throughout 2024/25 prior to merger. The committee reports to the Board on its activity throughout the year. The Committee ensures that there are robust systems of internal control, assurance and risk management in place that are appropriate and effective across all parts of Amplius.

The Committee ensures that the customer voice forms part of the scrutiny activities and assurance procedures. It commissions independent auditors to test systems and controls and ensures improvement recommendations are acted upon.

The Committee is responsible for recommending the appointment of both internal and external auditors and considers the scope of their work each year. The Committee reviews in detail the annual report and financial statements and recommends them to the Board.

#### People & Governance Committee

The People & Governance Committee (formerly Governance & Remuneration Committee) met four times during the year. The Committee provides assurance to the Board on membership

and appointments within the formal governance framework, Board and senior executive remuneration and ensuring robust arrangements for succession planning. It provides assurance on the effectiveness of people strategies in building a positive, inclusive working culture and oversees colleague wellbeing and engagement. It also provides assurance in regard to appropriate governance matters ensuring that we meet our obligations and that the customer voice is heard and acted upon across the organisation.

#### Customer Experience Committee

This committee has met twice since merger and its equivalent committees in the legacy organisations met throughout 2024/25 (Grand Union – 3 and Longhurst Group – 4). The Committee has responsibility to provide assurance to the Board on the performance, quality and value for money of all services provided to our current and future customers. It scrutinises customer satisfaction levels, customer voice, and provides oversight of the Tenant Satisfaction Measures.

#### Development & Asset Investment Committee

This is a new committee at Amplius following the merger, although it had been in place at Longhurst Group, where it met three times in 2024/25. This committee has met three times since merger. The Committee oversees the land holding, development, and sales activity performance of new homes by Amplius, its subsidiaries, and joint ventures, across all tenures.

## How we're governed CONTINUED

It also oversees plans for active asset management across all existing stock holding, including acquisition and disposal. The Committee ensures that the views and voice of the customer is included in shaping the development strategy and helps influence design and specification where possible.

### Finance & Treasury Committee

This is a new committee at Amplius following the merger, although it had been in place at Longhurst Group, where it met twice in 2024/25. This committee has met three times since merger. This committee is responsible for exercising oversight and scrutiny of the financial viability of Amplius and has delegated authority in relation to certain finance and treasury activities. This ensures Amplius adopts sound treasury management, borrowing, investment and risk management policies and strategies, and maintains financial viability, including liquidity, at all times.

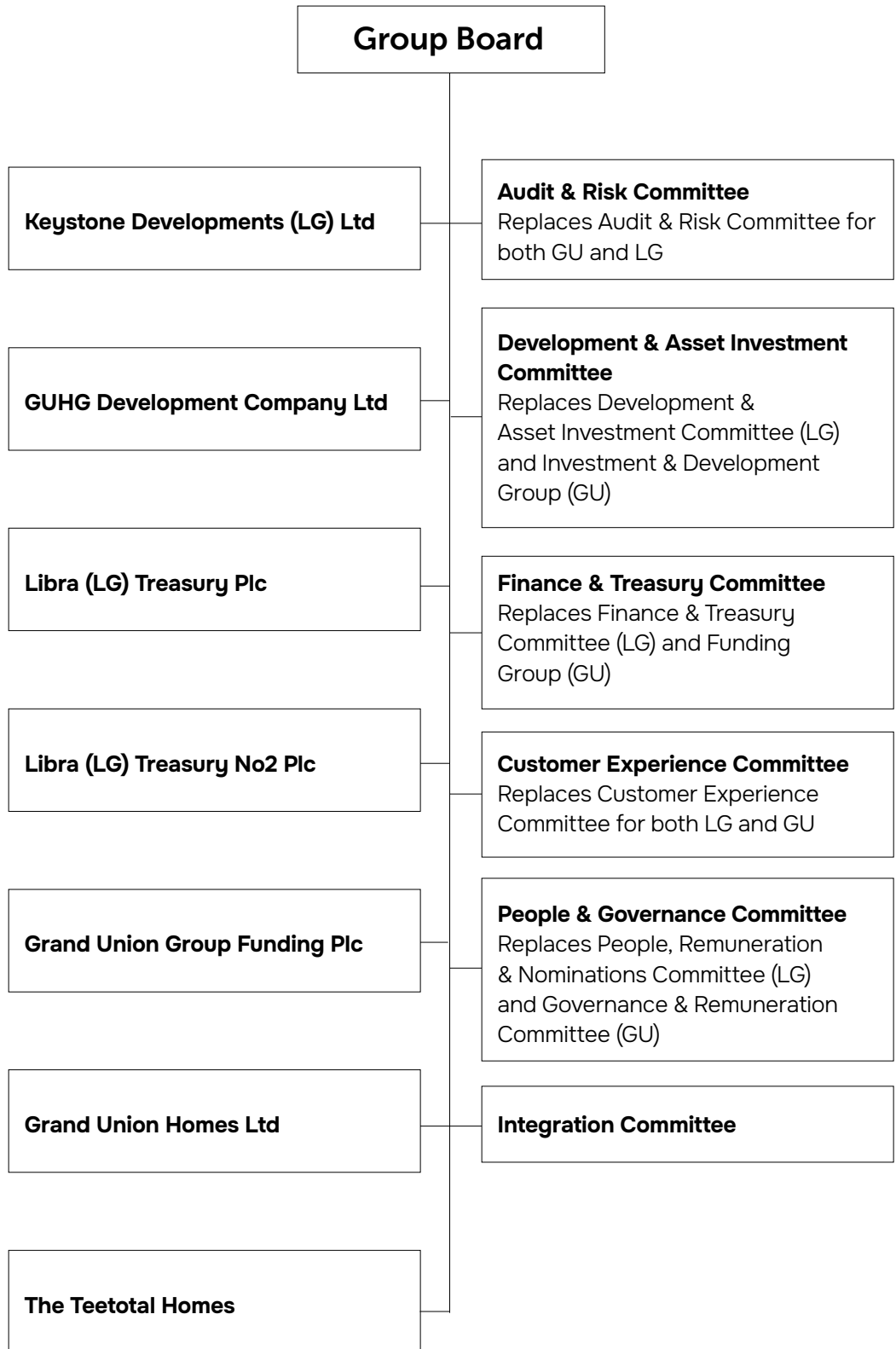
### Integration Committee

This is a new committee at Amplius following the merger. This committee has met four times since merger. The Committee was established to ensure that the merger of Longhurst Group and Grand Union Housing Group is successfully embedded, through the successful implementation of the merger integration plan. The Amplius Board and our committees lead the organisation to ensure we deliver against our corporate strategy.

By role modelling the values of Amplius and providing clear direction, the Board's wealth of experience, skills and insight support our Executive Leadership Team to deliver their responsibilities as well as providing robust challenge and scrutiny. The Amplius Board, subsidiary boards, committees and Executive Leadership Team work closely together to ensure that Amplius holds the highest standards of governance, has rigorous and robust control systems and operates efficient services.

The Board is clear that governance isn't just about the rules and systems in place, good governance is also about ensuring the culture of the organisation is right and reflected in the behaviours of our colleagues.

## Our structure



# Board Chair

## Group Board Chair

The Group Board Chair leads the Board and is supported by the Vice Chair, who operates as a sounding board for the Chair. Amplus doesn't currently have a Senior independent Director. The Chair is responsible for ensuring that the Board performs well, overseeing a regular, robust appraisal and supporting good relationships as well as succession planning and development activities.

The Chair of the People & Governance Committee is responsible for the assessment of the performance of the Chair.

All Board and Committee members undergo an annual appraisal and annual development plan which forms the basis of individual and group training and development sessions.

## Emma Killick

**Board Chair**



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### Appointment

Appointed to Grand Union Committee in October 2017.

Appointed to Grand Union Board in July 2022.

Appointed as Grand Union Chair in July 2024.

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### Profile

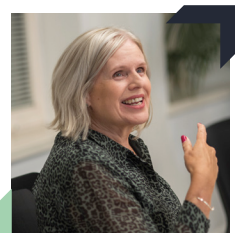
Emma's career spanned over 30 years in the not-for-profit sector, delivering a range of care, housing and health services. Responding to a lack of specialist provision, Emma developed a particular interest in support for adults with learning disabilities who had or were at risk of developing dementia. While working at the MacIntyre Charity, Emma set up their award-winning dementia project and partnered with Dementia UK to appoint the first learning disability specialist Admiral Nurse.

Emma also serves as a Trustee and operational lead for Towcester Foodbank, and as part of the Trussell Trust campaign to end the need for foodbanks in the UK.

## Julie Doyle

**Chief Executive**

See Julie's full profile on page 120



# Damien Régent

**Vice Chair and Chair of the Audit & Risk Committee**



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## Appointment

Appointed to the Longhurst Group Board in February 2022.

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## Profile

After a first career as a financial analyst, Damien now works at board level with multiple organisations.

Damien has significant experience in the not-for-profit sector. Since 2013, he's worked across sectors as a non-executive director. Among his current responsibilities, he chairs the audit and risk committees at the Kingston and Richmond NHS Foundation Trust (London), Oxleas NHS Foundation Trust (London), Southern Housing and PBE (Pro Bono Economics) - a think-tank.

# Ashleigh Webber

**Board member**



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## Appointment

Appointed to Grand Union Committee in September 2022.  
Appointed to Grand Union Board in January 2023.

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## Profile

Ashleigh is a Temporary Accommodations Officer at North Northamptonshire Council. She's also a volunteer member of the Government's Social Housing Quality Resident Panel, contributing how she feels improvements can be made to the sector.

Ashleigh is also an Amplus customer and is the Member Responsible for Complaints.

# Brendan Whitworth

**Board member and Chair of Finance & Treasury Committee and funding subsidiaries**



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## Appointment

Appointed to Grand Union Board in April 2024.

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## Profile

Brendan recently retired after a 45-year career in financial services. For the last 20 years he has been a lender to a wide range of housing associations.

Prior to this, his roles included General Manager of a UK-registered bank and Senior Credit Officer in Singapore. His voluntary activities include four years as the Loans Officer at the St Albans Credit Union and ex-board member and Chair of the Treasury Committee at Golden Lane Housing.

# Craig Thornton

**Board member and Chair of the development subsidiaries**



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## Appointment

Appointed to the Grand Union Board in September 2021.

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## Profile

Craig has been in the social housing sector since joining Sovereign (now Sovereign Network Group) as its Risk and Assurance Director in 2020.

Prior to that he spent the majority of his career in the telecoms sector. He has specialised in internal control disciplines for the past 10 years, with senior roles in this field at Vodafone and as an independent consultant. He's a chartered accountant with a broad range of experience in finance, operations and programme management.

# Elaine Barnes

**Board member and Chair of Customer Experience Committee**



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## Appointment

Appointed to the Grand Union Board in April 2024.

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## Profile

Elaine is an experienced business leader and non-executive director in housing and commercial environments. Her expertise is in customer experience, customer service, strategy development, strategy execution and organisation development.

Having lived and worked in three continents, Elaine is culturally aware and loves supporting people and organisations to achieve their goals. Elaine has recently stepped back from full-time work to spend more time on her family, hobbies, consultancy and non-executive projects.

# Parmjit Dhanda

**Board member**



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## Appointment

Appointed to the Longhurst Group Board in September 2016.

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## Profile

Parmjit is a former Government Minister and now Executive Director for Back Heathrow, where he leads the campaign to build the world's largest privately funded infrastructure project – the plan to increase capacity at Heathrow.

He's a founding Board member of the Gloucester Urban Regeneration Company. He also served as Chair of the Allied Health Professions Federation and as a non-executive Director for the Milton Keynes Hospital Trust, Hanover Housing Association and Swan Housing.

# Peter Hay CBE

**Board member and Chair of People & Governance Committee**



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## Appointment

Appointed to the Longhurst Group Board in January 2022.

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## Profile

Peter is a highly experienced social care and public-sector services leader with a track record of service improvement and influence upon national policy.

He's a proven executive leader and non-executive director with the ability to work successfully at both a national and local level. In 2012 Peter was awarded a CBE for his services to social and health care. He chairs the Board of Trustees for the Social Worker of the Year Awards and is the Chair of Turning Point.

# Tony Oakley

**Board member and Chair of Integration Committee**



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## Appointment

Appointed to the Longhurst Group Committee as co-optee in October 2023. Appointed as co-optee to the Longhurst Group Board in May 2024.

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## Profile

With more than 30 years' experience in banking, including a spell as Head of the Lloyds Bank Social Housing finance team having national responsibility for over 200 clients and almost £13 billion of lending, Tony retired in 2022.

An Associate of the Chartered Institute of Bankers (ACIB), Tony also has a strong track record of holding senior management positions in several private companies and is a Non-Exec Director at Grwp Cynefin – another housing association.

# Stephen Lodge

**Board member and Chair of Development  
& Asset Investment Committee**



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## Appointment

Appointed to the Amplus Board in February 2025.

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## Profile

Having originally trained as a building Surveyor, Stephen has more than 30 years' experience working in the housing sector. He's Chief Executive of Westward Housing Group, delivering services to customers across Devon and Cornwall.

Stephen started out working in temporary accommodation for the homeless and then housing management. Since then, much of his career has been focused on development and the construction of new homes, with a focus on partnerships and collaboration.

## Board and Committee membership and attendance

The table below shows the current Amplius Board members who were all appointed to the Amplius Board on 17 December 2024, except Stephen Lodge who was appointed on 1 February 2025. The table shows Amplius Board member attendance at both legacy board meetings pre merger and Amplius board meetings post merger. It also shows their Amplius committee membership.

Member Name	Board Attendance	ARC	P&G	CEC	DAIC	F&T	IC	FS	DS
Emma Killick	3/3 (GU 4/4)						✓		
Damien Régent	3/3 (LG 5/5)	✓					✓		
Elaine Barnes	2/3 (GU 4/4)		✓	✓					
Parmijt Dhanda	3/3 (LG 4/5)		✓						✓
Julie Doyle (CEO)	3/3 (LG 5/5)								
Peter Hay	2/3 (LG 5/5)		✓	✓					
Stephen Lodge	3/3				✓				
Tony Oakley	3/3 (LG 4/5)					✓	✓	✓	
Craig Thornton	3/3 (GU 4/4)	✓							✓
Ashleigh Webber	2/3 (GU 4/4)		✓	✓					
Brendan Whitworth	3/3 (GU 4/4)				✓	✓		✓	✓

Board members from the legacy organisations who retired during 2024/25:

Member Name	Legacy organisation	Date
Steve Benson (GU Chair)	Grand Union	14 April 2024 (deceased)
Jennifer Brown (LG Chair)	Longhurst Group	17 December 2024
Clive Barnett	Longhurst Group	17 December 2024
Patricia Brandum	Longhurst Group	17 December 2024
Kevin Gould	Grand Union	31 August 2024
Angela Morris	Longhurst Group	17 December 2024
Phillip Morris (co-optee) <sup>3</sup>	Longhurst Group	17 December 2024
Brent O'Halloran	Grand Union	17 December 2024
Nannette Sakyi <sup>1</sup>	Grand Union	17 December 2024
David Thompson (co-optee)	Longhurst Group	17 December 2024
Chris Tyson <sup>4</sup>	Longhurst Group	17 December 2024
David Willis	Grand Union	17 December 2024
John Edwards	Grand Union	17 December 2024

# Board and Committee membership and attendance

CONTINUED AND KEY AND NOTES

### Independent Committee members

Member Name	Board Attendance	ARC	P&G	CEC	DAIC	F&T	IC
Nannette Sakyji <sup>1</sup>	N/A				✓		
Shawna Barnes	N/A			✓			
Thomas Paul <sup>2</sup>	N/A	✓				✓	
Phillip Morris <sup>3</sup>	N/A	✓					
Chris Tyson <sup>4</sup>	N/A			✓		✓	
William Cooper-Pearson <sup>5</sup>	N/A				✓		
Edward Pearce <sup>6</sup>	N/A				✓		

**ARC** Audit & Risk Committee

**P&G** People & Governance Committee

**CEC** Customer Experience Committee

**DAIC** Development & Asset investment Committee

**F&T** Finance & Treasury Committee

**IC** Integration Committee

**FS** Funding subsidiaries

**DS** Development subsidiaries

\*1 Resigned from the Grand Union Board on 17 December 2024. Appointed as independent member of Development & Asset Investment Committee on 17 December 2024.

\*2 Stepped down from the Grand Union Audit & Risk Committee on 17 December 2024. Appointed as independent member of Finance & Treasury Committee and Audit & Risk Committee on 17 December 2024.

\*3 Former Longhurst Group co-optee. Appointed as independent member of Audit & Risk Committee on 17 December 2024.

\*4 Former Longhurst Group Board member. Appointed as independent member of Customer Experience Committee and Finance & Treasury Committee on 17 December 2024.

\*5 Former Longhurst Group Committee member. Appointed as independent member of Development & Asset Investment Committee on 17 December 2024.

\*6 Former Longhurst Group Committee member. Appointed as independent member of Development & Asset Investment Committee on 26 February 2025.

## Julie Doyle

**Chief Executive**



### **Profile**

Julie has over 30 years' of experience in the housing sector. As Chief Executive of Longhurst Group, Julie Doyle ensured a strong platform for future success by reshaping the organisation, achieving considerable value for money savings and delivering substantial growth.

As Chief Executive of Amplius, Julie remains committed to ensuring the organisation continues to realise its ambition of being a leading developer that improves people's lives by providing quality housing and care and support services.

## Robert Griffiths

**Deputy Chief Executive**



### **Profile**

Rob joined Longhurst Group in 1994 and was appointed Chief Financial Officer in 2006. He became Deputy Chief Executive in 2015 and assumed the role of Deputy Chief Executive at Amplius in December 2024.

Beyond his executive responsibilities, Rob is an active member of the National Housing Federation's Finance Policy Advisory Group. He previously served as Chair of the Housing SORP Working Party and was a member of the Financial Reporting Council's UK GAAP Technical Advisory Group until December 2016.

# Guv Dhaliwal

**Chief Information Officer**



## Profile

Having held IT leadership roles across a variety of sectors, Guv joined Longhurst Group in 2023 to take on the newly created role of Chief Information Officer, in which he's responsible for technology, data and business transformation.

With a wealth of experience in retail, healthcare and consumer goods, Guv has a proven track record in leading businesses through change.

# Phil Hardy

**Chief Operations Officer**



## Profile

Phil has worked in housing for over 25 years and firmly believes that high quality affordable housing is a fundamental cornerstone for current and future generations achieving their aspirations. He joined Grand Union in August 2017. As Chief Operations Officer at Amplus he's responsible for all customer-facing services, such as customer experience, housing management and independent living as well as leading our property, forward investment and compliance teams.

A Board member at Solihull Community Housing, chairing their Housing Operations Committee, Phil is also a former Chair of Connection Support, a charity providing specialist support to people with complex life challenges. Before joining Grand Union, he held senior positions at Sovereign Housing Association and Oxford Citizens Housing Association after starting his housing career at Ashfield District Council.

# Marcus Keys

**Chief Development & Commercial Officer**



## Profile

Marcus joined Longhurst Group in May 2020 and is responsible for all new build development sales activity across Amplus, alongside the management of all leasehold homes, sustainability, including delivering the decarbonisation programme and asset optimisation and sales. Marcus' focus is on sustainable growth, stock efficiencies including rationalisation and inorganic growth through acquisition and large-scale joint venture and partnership working.

He has a wealth of experience in both the public and private sector, having previously worked for organisations such as the Balfour Beatty Group, Lovell, The Housing Forum and Places for People. Marcus is also a Board member of Hexagon Housing and chairs their Investment Committee.

# Lynn Stubbs

**Chief People & Governance Officer**



## Profile

Lynn has worked in the housing sector for almost 30 years in a variety of leadership roles, with over a decade of experience at an Executive leadership level. She has a wealth of experience leading a broad range of operational customer facing and corporate services.

Lynn is responsible for People and Organisational Development, Governance, Risk, Compliance, and Communications and Marketing.

A huge part of Lynn's career has been focused on cultural transformation and organisational growth and development. She has a proven track record in improving organisational performance, embedding inclusive cultures where people can thrive and perform at their best. Lynn is absolutely passionate about delivering a great colleague experience and driving exceptional levels of customer service.



ABOVE  
Homes in  
Silverstone,  
Northamptonshire.