

**NOTTINGHAM CITY HOMES LIMITED
GOVERNING BOARD MEETING**



Date: THURSDAY 28 SEPTEMBER 2017

Time: 6.00 PM

**Place: TEA ROOM, THE COUNCIL HOUSE, OLD MARKET SQUARE, NOTTINGHAM,
NG1 2DT**

Directors of the Board are requested to attend the above meeting on the date and at the time and place stated to transact the following business:

George Pashley
Company Secretary

AGENDA

			Page No.	Time
1	INTRODUCTORY ITEMS			
1.1	WELCOME			6.00
1.2	APOLOGIES FOR ABSENCE			
1.3	DECLARATION OF INTERESTS			
1.4	ITEMS FROM THE CHAIR			
1.5	MINUTES OF THE MEETING HELD ON 27 JULY 2017	Attached	3 - 13	6.00
1.6	MATTERS ARISING			
2	ITEMS FOR DISCUSSION AND DECISION			
2.1	COMPANY SECRETARY'S REPORT Report of the Company Secretary	Attached	14 - 23	6.05
3	ITEMS TO NOTE			
3.1	QUARTER ONE PERFORMANCE SUMMARY 2017/18 Report of the Business Improvement and Performance Manager	Attached	24 - 28	6.20
3.2	2017/18 FINANCE REPORT – PERIOD 4 (JULY 2017) Report of the Assistant Director of Finance and Procurement	Attached	29 - 35	6.35
3.3	ORGANISATIONAL DEVELOPMENT PERFORMANCE REPORT 2016/17 Report of the Company Secretary	Attached	36 - 44	6.50

3.3 FEEDBACK FROM AUDIT COMMITTEE HELD ON 17 JULY 2017 Verbal 7.05
Audit Committee Member Anne Dean

4 CLOSING ITEMS

4.1 ANY OTHER BUSINESS

4.2 DATE OF NEXT MEETING – 30 NOVEMBER 2017

Members wishing to raise matters under Any Other Business should note that items will only be accepted if referred to and agreed by the Chair of the Board prior to commencement of the Meeting. Members wishing to submit their apologies should do so by contacting the Company Secretariat on 0115 746 9485. This agenda was issued by email on 21 September 2017.

Distribution List:

All Board Members:

Dave Bennett-Bull (Vice Chair), Bill Blincoe, Scott Campbell, Anne Dean, Elizabeth Ekaeteh, Patience Ifediora, Neghat Khan, Mike Khouri-Bent, Julian Owen, Sarita-Marie Rehman-Wall (Vice Chair), Michael Savage, Malcolm Sharp, MBE (Chair), Geoff Walker and Sam Webster.

Sam Whitworth

All EMT Members

Report Authors: Darren Phillips, Phil Saunders and Richard Whittaker

NOTTINGHAM CITY HOMES LIMITED

THE BOARD

MINUTES of the **PUBLIC MEETING** held on **27 JULY 2017** at the Edwards Lane Community Centre, Alderton Road, Edwards Lane Estate, Nottingham NG5 6DX

Board Members

Dave Bennett-Bull
Anne Dean
Glenn Harris, MBE
Neghat Khan
Mike Khouri-Bent
Julian Owen
Sarita-Marie Rehman-Wall (Chair)
Michael Savage
Sam Webster

Also in Attendance:

Jacquie Beacroft (Item 13)	Customer Relations Manager
Delroy Beverley	Director of Construction, Repairs and Maintenance Services
Claire Bristow (Item 12)	Head of Organisational Development
Gillian Dack (Item 13)	Chair of the Tenant Complaint Panel
Cathy Dobb (Minute Taker)	Head of Governance
Elizabeth Ekaeteh (Observer)	Board Development Attendee
Dan Lucas (Item 14)	Policy and Planning Manager
Joanne Miller (Item 11)	Employability Manager
Tom Mouldsdale	Governance Officer
Gill Moy	Director of Housing and Customer Services
Nick Murphy	Chief Executive
George Pashley	Company Secretary
Darren Phillips (Items 7 and 8)	Assistant Director of Finance and Procurement
Ian Rabett (Items 9 and 10)	Head of Risk Management
Jonathan Shaw	Director of Investment and Business Services

1 WELCOME, INTRODUCTIONS & CHAIR'S ANNOUNCEMENTS

The Chair opened the meeting and welcomed Board Members. Cllr Sam Webster informed Board of the recent loss of Cllr Alan Clark, who was a Councillor for many years representing the residents of Byron Ward and latterly Bulwell Forest Ward. He will be remembered as the person behind the development of the Robin Hood Energy scheme and was an advocate for the

insulation of homes and the installation of solar panels. The Board sends its condolences to his family and friends and wish to send a condolence card on behalf of Nottingham City Homes (NCH).

2 APOLOGIES FOR ABSENCE

Apologies were received from Bill Blincoe, Scott Campbell, Patience Ifediora and Malcolm Sharp, MBE.

3 DECLARATIONS OF INTEREST

None declared.

4 ITEMS FROM THE CHAIR

None.

5 CONFIRMATION OF MINUTES OF THE MEETING HELD ON 29 JUNE 2017

With regard to item 11.7, where the minutes referred to an approved inspector, it was clarified that NCH will use Nottingham City Council's (NCC) Building Control Officers. The minutes were then agreed as a true record. The Chair signed the minutes.

6 MATTERS ARISING

None.

7 REVISED STANDING ORDERS

7.1 The Assistant Director of Finance and Procurement (ADFP) introduced the report. Its purpose is to present to Board the proposed changes to the Company's Standing Orders: Parts 2 and 3.

7.2 He explained that changes have been made in order to ensure the Financial Regulations and Tender and Contract Procedure Rules remain fit for purpose and reflect recent developments. These standing orders have been through the Audit Committee.

RESOLUTION:

The Board agreed:

- 1. To approve the Standing Orders – Part 2: Financial Regulations as recommended by Audit Committee.**
- 2. To approve the Standing Orders – Part 3: Tender and Contract procedure Rules as recommended by Audit Committee.**

8 2016/17 FINANCIAL STATEMENTS

8.1 The ADFP presented to Board the final audited NCH Directors' Report and Financial Statements for the year ended 31 March 2017. He confirmed that RSM

UK Audit LLP (RSM), the external auditors, has approved the report and Financial Statements.

- 8.2 He stated that the 2016/17 financial outturn position was reported to Board on 29 June and the Financial Statements to the Audit Committee on 17 July 2017. The Audit Committee has recommended the 2016/17 Financial Statements to the Board for approval.
- 8.3 Board were informed that a briefing is being arranged for Board Members on Housing Finance and this briefing will also incorporate information on NCH Financial Statements.

RESOLUTION:

The Board agreed:

- 1. To accept the Financial Statements as a true and fair view of the Company's financial affairs at 31 March 2017 and that the Company is a going concern.**
- 2. To authorise Board and Company Secretary to sign the accounts at the Board meeting.**
- 3. To authorise Board to sign a letter of representation requested by the Company's external auditors RSM, at the Board meeting.**

9 GROUP RISK FRAMEWORK AND CORPORATE RISK REGISTER UPDATE

- 9.1 The Head of Risk Management updated the Board on the current state of the Corporate Risk Register (CRR). The register is reviewed regularly by Audit Committee and he confirmed that all risks will have been reviewed by Audit Committee before the end of the year. Due to the Grenfell Tower tragedy and the additional work created for the Risk Management team, the review of last two remaining risks have been postponed until the next quarter.
- 9.2 The Group Risk Management Framework and Corporate Risk Register will both be reviewed alongside development of the 2018 Corporate Plan. This review will take account of NCH's existing risks, emerging risks in the sector, and our experiences over the life of the preceding Corporate Plan, as well as new risks associated with NCH's new objectives and the new Corporate Plan. Audit Committee will be invited to review and comment on the new register before it is submitted to Board for approval. The Registered Provider (RP) Board has also developed its own risk register following feedback from the Homes and Communities Agency (HCA); the majority of risks are identical to those on the Group register, but the RP Board will separately consider a number of risks that are unique to its own operation.
- 9.3 Board Members discussed the way that risks are assessed on the Risk Register and it was explained that a risk is based on the likelihood of an event happening and the impact that it would have on the organisation if the risk materialised. Board sets the level of risk appetite it wishes to tolerate. Some risks have correlations with other risks on the register, and if that was the case, then both risks should be showing the same rating.

- 9.4 Board Members discussed the impact of the welfare reforms and whether NCH could promote and work with Credit Unions to better inform residents of the benefit of such schemes.

RESOLUTION:

The Board agreed:

1. To note the contents of the report.

10 ANNUAL HEALTH AND SAFETY REPORT

- 10.1 The Head of Risk Management informed Board that the report provides an overview of NCH's health and safety management arrangements and objectives, and provides statistical information about the number of injuries, dangerous occurrences, fires and violent incidents reported as well as an overview of the cost of personal injury and property damage claims.
- 10.2 Board has overall responsibility for setting the Health and Safety policy and objectives. Health and safety is managed at an operational level by the Executive Management Team (EMT), supported by service heads and a number of management groups. These groups are supported by a Risk Management Team, which also has responsibility for delivering a number of objectives, monitoring performance and reporting to EMT and Board. The Health and Safety policy is linked to the Corporate Plan and a new Health and Safety policy will be produced as the Corporate Plan is being reviewed.
- 10.3 The Head of Risk Management confirmed that the figures contained in the report are for a 12 month period from April 2016 to March 2017 with the previous year's figures in brackets for comparison.
- 10.4 Board Members discussed the impact of leaving the European Union (EU) on Health and Safety legislation. It was noted that there are number of organisations that issue updates to interested parties on the impact of leaving the EU. It is expected that existing EU law will initially be adopted into UK law.
- 10.5 Board Members commented on the reduction of claim costs year on year and that there have been significant savings made. It was explained that a more robust monitoring system is in place with NCH and NCC and therefore NCH is able to repudiate more claims than in previous years. The impact of an aging workforce, particularly in Construction, Repairs and Maintenance Services, was discussed.

RESOLUTION:

The Board agreed:

1. To note the contents of the report.

11 EMPLOYABILITY STRATEGY 2015-18 UPDATE

- 11.1 The Company Secretary introduced the Employability Manager to the Board. She informed Board of some of the highlights of the Employability Strategy and

some of the key achievements and future strategy improvements. The Strategy's aim is to support NCH tenants and residents into sustainable employment.

- 11.2 Board were shown two case studies which highlighted the progress that the tenants had made as part of the Employability Strategy. One tenant, who was unemployed, now operates a market stall selling his own produce. The second case study was regarding a Tenant who attended a taster day at NCH, and is now employed as an NCH Home Preparation Officer.
- 11.3 A new partnership has been formed with Nottingham Jobs/Futures to support caseload management of NCH tenant employability referrals. The 'Next Steps' programme will provide one to one employability support to NCH tenants. This partnership will allow tracking and monitoring to take place to ensure our tenants are signposted to the relevant support. It will also show the impact of the Strategy.
- 11.4 Board Members were informed that since April 2017, at least nine tenants have gained employment as a result of engaging with the NCH programme. Board Members discussed how to prepare tenants for professional positions within NCH, in addition to offering other entry level positions.

RESOLUTION:

The Board agreed:

- 1. To note the contents of the report.**

12 RECRUITMENT AND SELECTION POLICY

- 12.1 The Head of Organisational Development introduced the report. Its purpose is to inform Board about how the Recruitment policy sets out NCH's goal to recruit the best workforce to achieve our long term corporate objectives. It brings together everything NCH does to attract and recruit talented individuals through a number of entry routes including traineeships, apprenticeships and employability initiatives.
- 12.2 The policy outlines how NCH will attract candidates who share our values, ensure a transparent and fair approach for selection, and support career development to retain talent within the Company. The policy also recognises the need to use new technology and methods to improve candidate experience and reduce spend. It will enable managers to recruit and appoint the candidate best suited to the role. In addition, the document outlines the link between Recruitment and Employability and includes proposals for supporting more tenants and residents into work.
- 12.3 NCH wishes to focus on how it can recruit staff that can demonstrate NCH's values and behaviours rather than simply look at qualifications. Agency costs are evaluated to ensure value for money and also whether the advert was cost effective by attracting the right candidates. NCH is also reviewing the assessments that candidates undertake to ensure that they are correct and fit for purpose.

RESOLUTION:

The Board agreed:

- 1. To delegate to the Head of Organisational Development to approve the final version following comments from Board.**

13 COMMENTS, COMPLIMENTS AND COMPLAINTS REPORT 2016/2017

13.1 The Customer Relations Manager introduced Gillian Dack, the Chair of the Tenant Complaint Panel; Board were informed that all the Panel members are volunteers. She also stated that report provides Board with information on NCH's current position with regard to complaints and to demonstrate the commitment to deliver excellent customer service by embedding a culture of getting it right first time.

13.2 The key areas include the fact that the overall number of complaints received has reduced by 14%. So far from April this year, the number of complaints has already dropped by 22%.

The introduction of a new approach in learning from complaints has been implemented with a Learning Log process created which ensures actions and outcomes are fed back into the service areas to drive improvements. These are fed down to staff through one to one meetings and appraisals.

A more streamlined approach in classifying complaints has assisted with providing greater accuracy and analysis in complaints. There is further work to be undertaken in this area to ensure greater collaboration across Directorates and embedding a culture of "getting it right first time" for customers. The fix and resolve cases have increased by 7%.

13.3 The Chair of the Tenant Complaint Panel informed Board that when the system went online three years ago, the majority of the complaints received were related to repairs. This area has now levelled off and complaints now cover staff attitude as well as repairs. The Tenant Complaints Panel also gives recommendations to service areas based on the complaints that are escalated to the panel.

13.4 The Chair thanked Gillian Dack, Chair of the Tenant Complaint Panel, and all the panel members, for all their hard work in investigating complaints that have been escalated to the panel.

RESOLUTION:

The Board agreed:

- 1. To note the contents of the report.**
- 2. To a letter of thanks to be sent to the Tenant Complaint Panel to recognise their commitment and hard work in investigating escalated complaint cases.**

14 NEW GOVERNMENT PROPOSALS AND EXTERNAL POLICY DEVELOPMENTS WITH AN IMPACT ON NOTTINGHAM CITY HOMES

- 14.1 The Policy and Planning Manager provided Board with an update on key housing policy and information announcements made since the report sent to Board Members in April 2017.
- 14.2 He informed Board that Gavin Barlow did not retain his seat at the General Election and therefore Alok Sharma MP is the new Housing Minister. Locally, Graham Allen did not stand for re-election and Alex Norris is now the Member of Parliament for Nottingham North.
- 14.3 The report highlighted the similarities of the three main parties' manifestos and therefore some of the Government proposals may come into law even though they do not hold a majority. It was also noted that the Queen's speech covered the Governments proposals for two years rather than the usual one.
- 14.4 Board were informed that a Public Enquiry into the Grenfell Tower fire has been announced. The Chief Executive informed Board that Sajid Javid, Secretary of State for Communities and Local Government, has written to landlords and Housing Associates stating that there will be no additional funding in light of the additional work undertaken due to the Grenfell Tower fire as they are expected to fund from their own resources. A response to this letter is being drafted.

RESOLUTION:

The Board agreed:

1. To note the contents of the report.

15 COMPANY SECRETARY'S REPORT

15.1 REGISTERED PROVIDER APPLICATION UPDATE

- 15.1.1 The Company Secretary introduced the report. On 7 June, the HCA requested further information on the RP application. Specifically, they have requested the RP subsidiary discuss and create a separate RP Risk Register, an updated stress test and information on the loan agreement with NCC. The information requested was collated and reviewed at the RP Board Meeting held on 6 July 2017. Following comments from the RP Board, the application has been re-submitted. An outcome is expected in late summer.

RESOLUTION:

The Board agreed:

1. To note the update to the RP application.

15.2 CO-OPTED BOARD MEMBER APPOINTMENT

- 15.2.1 Julian Owen and Scott Campbell have been approved as Co-opted Board Members for their third and final year on the Board.

RESOLUTION:

The Board agreed:

- 1. To recommend Julian Owen and Scott Campbell for appointment as Co-opted Board Members at the September 2017 Annual General Meeting (AGM).**

15.3 TENANT BOARD MEMBER VACANCY

- 15.3.1 Tenant Board Members met with the Governance Team and the Tenant and Leaseholder Involvement Manager to scope ways of encouraging more tenants to become Board Members. In this meeting it was noted that Tenant Board Members would be willing to have greater involvement in the recruitment process, along with highlighting various means NCH can expand their reach to tenants. Tenant Board Members attended a public event at the Council House on 25 July in order to encourage Tenants to apply for the position.
- 15.3.2 It has been established that interested Tenants who currently undertake voluntary roles for NCH, or other Resident Associations will still be able to continue in those roles should they become Tenant Board Members.
- 15.3.3 An advert was published on the NCH website from the first week of July and sent to Tenant Associations for distribution and interviews will be held in August.

RESOLUTION:

The Board agreed:

- 1. To note the Tenant Board Member vacancy update.**

15.4 INDEPENDENT BOARD MEMBER VACANCY

- 15.4.1 An advert was published on the NCH website from the first week of July, and sent to various specialist websites for distribution. Interviews will be held in August

RESOLUTION:

The Board agreed:

- 1. To note the Independent Board Member vacancy update.**

15.5 NOTTINGHAM CITY HOMES CHAIR 2018-20

- 15.5.1 The Board at their meeting on 28 January 2016 agreed the principle of appointing a Chair and as the post was not appointed internally, the post was advertised and appointed externally.
- 15.5.2 At the Board meeting held on 31 March 2016 it was agreed that the successful candidate would take office at the first Board Meeting after the AGM in September 2016, and their contract will be for three years, including annual break clauses related to performance and appraisals.
- 15.5.3 Malcolm Sharp, MBE was appointed externally at the September 2016 AGM and will conclude his first year as Chair. Board discussed the positive impact the

Chair has made in the last 12 months, and how he continues to meet the needs of NCH.

RESOLUTION:

The Board agreed:

- 1. To approve the current Chair's appointment for the next year at the September 2017 AGM.**

15.6 USE OF COMPANY SEAL

- 15.6.1 TR1 Transfer of Registered Title – the Seal was affixed on 28 June 2017 for the purchase of 32 Leighton Street, Nottingham NG3 2FZ for £70,000.
- 15.6.2 TP1 Transfer of part of Registered Title – the Seal was affixed on 28 June 2017 for the purchase of 34 Holborn Avenue, Sneinton, Nottingham NG2 4LZ for £60,000.
- 15.6.3 TR1 Transfer of Registered Title – the Seal was affixed on 28 June 2017 for the purchase of 130 Sneinton Boulevard, Nottingham NG2 4FJ for £94,500.
- 15.6.4 TR1 Transfer of Registered Title – the Seal was affixed on 7 July 2017 for the purchase of 2 Marlow Avenue, Nottingham NG6 0HL for £79,000.
- 15.6.5 TR1 Transfer of Registered Title – the Seal was affixed on 13 July 2017 for the purchase of 11 Goodliffe Street, Nottingham for £86,000.
- 15.6.6 TR1 Transfer of Registered Title – the Seal was affixed on 13 July 2017 for the purchase of 4 Russell Court, Nottingham NG3 5FH for £99,000.
- 15.6.7 TR1 Transfer of Registered Title – the Seal was affixed on 13 July 2017 for the purchase of 1 Christopher Street, Nottingham NG2 4FG for £101,000.
- 15.6.8 TR1 Transfer of Registered Title – The Seal was affixed on 17 July 2017 for the purchase of the former Meadows Police Station, Meadows Way, Meadows, Nottingham NG2 1PW for £200,000. Board approved this purchase at their Board Meeting on 31 March 2016.
- 15.6.9 TR1 Transfer of Registered Title – The Seal was affixed on 18 July 2017 for the purchase of 396 Gordon Road, Thorneywood, Nottingham NG2 4FG for £84,500.

RESOLUTION:

The Board agreed:

- 1. To note the use of the Company Seal.**

16 FEEDBACK FROM BUILDING A BETTER NOTTINGHAM STEERING GROUP MEETING 20 JULY 2017

- 16.1 The Chief Executive reminded the Board that this Steering Group oversees the

delivery of NCC's new homes target. Board were given the overview of all the new build projects that NCH were undertaking for NCC and were informed that the schedule also includes builds that NCH are undertaking to own.

- 16.2 Board were informed that NCH are completing on a number of properties and they recently met the residents of the Cranwell development who are delighted with their homes. There are a number of schemes that are also due to complete soon, however there are some contractual difficulties on a couple of sites and NCH is challenging final costs and additional bills submitted by some contractors.
- 16.3 Discussion underway with NCC on further sites for development.
- 16.4 Board Members discussed the need for vigilance on the new build projects and the build programme to ensure they do not overrun and therefore increase costs. Board requested regular updates on the costs and that the risk needs to be reflected in the Risk Register.

17 FEEDBACK FROM NCC/NCH PARTNERSHIP FORUM ON 20 JULY 2017

- 17.1 The Partnership Forum is the formal meeting between NCC and NCH, and the NCH representatives are the Chair of the Board and the Chief Executive. The NCC representatives are Cllr Urquhart and David Bishop.
- 17.2 Key items raised include:
- NCC has a metro agreement with Derby Homes and have scoped out a number of areas that NCH can collaborate on.
 - There has been no response from NCC regarding the additional £125K surplus that they have asked us to refund. The Chair, at the meeting, asked for a response.
 - Following the Grenfell Tower fire, NCC has recorded their thanks to NCH for their response. Options are being worked on, which includes sprinklers and installing and upgrading intercoms. NCC will then need to consider how to fund these options.
 - Subsidiaries' update was given and that the HCA have been given the additional information that they requested.
 - Responsible Tenant Award criteria has been amended to include keeping appointments for those who are on the District Heating Scheme, and to have a responsible attitude towards fire safety such as keeping sterile areas clear and changing doors to fire doors.
 - NCC will shortly issue an Interim Management Order against a poorly performing landlord and NCH will therefore be the provider of services to those current tenants, such as repairs and rent collection. There are three properties with 34 lettable units above a parade of shops. If there is not enough funding to cover the costs, then the NCC will supply the extra finances.
 - Assistive Technology – NCC may be looking to reduce or remove funding in Telehealth and Telecare areas, however these areas can potentially save NCC money.

- Update on insourcing work from NCC was discussed and that whilst the working relationship with NCC is good, NCH is still only receiving half of the work expected.
- NCH has now acquired 45 homelessness properties as part of the target of 50. NCH is subsidising the properties until RP status is achieved, however, as NCC is looking to fund Housing Associations in the same situation, we have asked for the same consideration.
- The Garden Assistance scheme is provided by Neighbourhood Assistance from NCC and they are behind schedule with their programme of works.
- NCC retains £8m from the Housing Revenue Account (HRA) and NCH is seeking clarity on what it is being used for as it should be only utilised for council housing related expenditure.
- The NCH Brathay Apprentice team came second overall from 75 teams from all over the country and there will be celebration event on 10 August to which all Board Members have been invited.

18 ANY OTHER BUSINESS

The Chair informed Board that today was Glenn Harris' MBE, last Board Meeting. The Chair, on behalf of the Board, thanked Glenn for his dedication and service to NCH.

19 DATE OF THE NEXT MEETING

The next scheduled meeting will be on the 28 SEPTEMBER 2017.

The meeting closed at 19.42

SIGNED..... DATE

NOTTINGHAM CITY HOMES

REPORT OF THE COMPANY SECRETARY

THE BOARD
28 SEPTEMBER 2017

COMPANY SECRETARY'S REPORT

1 SUMMARY

- 1.1 This report sets out the administrative and governance matters requiring consideration and approval by the Board since the last meeting.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Agrees** to the appointment of Malcolm Sharp, MBE to the position of Chair of the Board for a term of two years.
- 2.2 **Agrees** to the appointment of Dave Bennett-Bull and Sarita-Marie Rehman-Wall to the positions of Vice Chairs of the Board for a term of one year.
- 2.3 **Agrees** to the appointment of Elizabeth Ekaeteh to the position of Tenant Board Member for a term of one year.
- 2.4 **Agrees** to the appointment of Geoff Walker as an Independent Board Member for three years, and Scott Campbell and Julian Owen as Co-opted Board Members for a term of one year.
- 2.5 **Agrees** the Committee Membership for the Audit Committee as in Section 3.3
- 2.6 **Agrees** the Committee Membership for the HR Committee as in Section 3.4
- 2.7 **Notes** the Board Member expenses as in Section 3.5
- 2.8 **Notes** the update to the Homes and Communities Agency (HCA) Application.
- 2.9 **Notes** the details of the Staff Conferences.
- 2.10 **Notes** the update on the STAR Awards.
- 2.11 **Notes** the update to the Board Member induction and training programmes.
- 2.12 **Notes** the update on Repairs and Maintenance Modernisation.
- 2.13 **Notes** the use of the Company Seal.

3 REPORT

3.1 CHAIR AND VICE CHAIRS

- 3.1.1 In accordance with Company Articles 31(1) and Standing Orders: Part 1 Governance 3.7.2, the Board is required to elect a Chair and Vice Chair at its first meeting following the Annual General Meeting.
- 3.1.2 At the Board Meeting on 29 September 2016, Board recommended that Malcolm Sharp MBE be appointed as Chair for three years with a provision to review after one year. The Board at their meeting on 27 July 2017 unanimously agreed to approve Malcolm Sharp MBE as Chair for a further two year period.
- 3.1.3 At the Board Meeting on 29 September 2016, Board recommended that there would be two Vice Chairs to aid succession planning. It is recommended that the existing arrangement continues next year.
- 3.1.4 The Board is asked to **agree** the appointment of Malcolm Sharp, MBE to Chair of the Board for a term of two years; and **agree** to the appointment of Dave Bennett-Bull and Sarita-Marie Rehman-Wall to the positions of Vice Chairs of the Board for a term of one year.

3.2 TENANT, INDEPENDENT AND CO-OPTED MEMBERS

- 3.2.1 In accordance with Company Articles 16 and Standing Orders: Part 1 Governance, the Board is required to elect a Tenant Board Member at its first meeting following the Annual General Meeting.
- 3.2.2 Following an interview held on 23 August 2017, the panel recommend Elizabeth Ekaeteh to the Board as the Tenant Board Member for a period of one year.
- 3.2.3 In accordance with Company Articles 16 and Standing Orders: Part 1 Governance, the Board is required to elect one Independent Board Member at its first meeting following this Annual General Meeting.
- 3.2.4 Following an interview held on 23 August 2017, the panel agreed to recommend Geoff Walker to the Board as the Independent Board Member.
- 3.2.5 The Company's Articles of Association (34) provides for the Board to co-opt a maximum of two Members, subject to reviewing the appointments made on an annual basis. The maximum term of office is three consecutive years. The Chair of the Board recommends Scott Campbell and Julian Owen to the Board as Co-opted Board Members for a third and final year.
- 3.2.6 The Board is asked to **agree** the appointment of Elizabeth Ekaeteh as the Tenant Board Member with immediate effect for a term of one year; and **agree** the appointment of Geoff Walker as the Independent Board Member with immediate effect for a term of three years; and **agree** the appointment of Scott Campbell and Julian Owen as a Co-opted Board Members with immediate effect for a term of one year.

3.3 AUDIT COMMITTEE MEMBERSHIP

- 3.3.1 In accordance with Standing Orders: Part 1 Governance, the Board is required to elect a minimum of five Board Members for Audit Committee Membership at its first meeting following the Annual General Meeting.

3.3.2 Following a selection process held on 30 August 2017 the Chair of the Board recommended that Geoff Walker, Scott Campbell, Neghat Khan, Anne Dean, Dave Bennett-Bull and Sarita-Marie Rehman-Wall to be members of the Audit Committee. The Committee will elect a Chair at its first meeting after the Annual General Meeting.

3.3.3 The Board are asked to **agree** the Committee Membership for the Audit Committee.

3.4 HR COMMITTEE MEMBERSHIP

3.4.1 In accordance with Standing Orders: Part 1 Governance, the Board is required to elect a minimum of four Board Members for HR Committee Membership at its first meeting following the Annual General Meeting.

3.4.2 Following a selection process held on 30 August 2017, the Chair of the Board recommended that Malcolm Sharp MBE, Dave Bennett-Bull, Michael Savage and Patience Ifediora to be members of the HR Committee. The Committee will elect a Chair at its first meeting after the Annual General Meeting.

3.4.3 The Board are asked to **agree** the Committee Membership for the HR Committee.

3.5 BOARD MEMBERS' EXPENSES

3.5.1 Board Members do not receive remuneration; however they are paid reasonable expenses as detailed in the Board Members' Expenses Policy. In accordance with the Company Standing Orders: Part 1 Governance, the Board are required to review the Board Members expenses on an annual basis. For the period 1 April 2016 to 31 March 2017 the following expenses were paid:

Expenditure	Cost
Travel (Public Transport & Mileage)	- £750
Travel (Taxi)	- £4,525
Refreshment	- £1,165
Carer Costs	- £0
Total	- £6,440

3.5.2 For comparison, the Board expenses for the period 1 April 2015 to 31 March 2016 were as follows:

Expenditure	Cost
Travel (Public Transport & Mileage)	- £4,254
Travel (Taxi)	- £2,244
Refreshment	- £1,106
Carer Costs	- £0
Total	- £7,604

3.5.3 The Board are asked to **note** the Board Members expenses.

3.6 UPDATE ON HCA APPLICATION

- 3.6.1 Following the recent submissions, the HCA has stated that the Nottingham City Homes Registered Provider (NCH RP) risk register needs greater detail on Welfare Reform and implications of the Housing Act. The risk register will subsequently be revised and an updated report will be reviewed, for approval by the NCH RP Board on 5 October 2017.
- 3.6.2 The HCA also requested that the Stress Testing and Financial Modelling to be presented to the RP Board in the form of a written report. These documents are scheduled to go to the RP Board on 5 October 2017 for review and approval.
- 3.6.3 The HCA have also highlighted an amendment to the Articles of Association of NCH RP that will provide for the PRs continuity in the event that its sole member (NCH) ceases to trade or is insolvent. Anthony Collins (solicitors) is advising on appropriate wording.
- 3.6.4 The minutes of the RP meeting held on 5 October 2017 will be then submitted to the HCA in order to prove that sufficient challenge has been held on these items.

3.7 STAFF CONFERENCES

- 3.7.1 The 2017 Staff Conferences are being held at the Basford Hall Conference Centre on Tuesday 3 and Wednesday 4 October. Four identical sessions will take place on each day.
- 3.7.2 The focus of this year's conference is our key internal messages:
- We value our staff and recognise great performance.
 - We are a good employer, providing a number of additional benefits for our staff.
 - We are delivering against our vision and corporate objectives, because of the hard work and commitment of our staff.
 - We need to be commercially aware, to evolve and diversify as a group.
 - We need to continuously improve performance and value for money to meet our top ten ambition.

It's also an opportunity for staff to give their views about NCH and ways we can be an even better place to work.

- 3.7.3 If you would like to attend one of the sessions, please email tim.prentice@nottinghamcityhomes.org.uk. Parking is available at the Conference Centre and the nearest tram stop is Cinderhill, which is about a five minute walk to the venue.

3.8 STAR AWARDS

- 3.8.1 The annual staff Star Awards will be taking place on Friday 1 December 2017 at the Crown Plaza Hotel, Nottingham. It is an opportunity to recognise and celebrate the achievement of our staff. Board Members have previously been invited, and, should there be tickets available and you would like a ticket, please contact Tom Mouldsdale on 0115 746 9074.

3.8.2 The Board is asked to **note** the update on the Star Awards.

3.9 BOARD MEMBER INDUCTION AND TRAINING

3.9.1 Board Members were issued with the updated Board Member Development Plan, as shown in Appendix 1. This is now aligned to the Board Member Learning Zone. All Board Members have been sent a link to the site along with their log-in details. The site has blended learning options which include a combination of e-learning, classroom sessions, and supporting documents/videos.

3.9.2 All Board Members have been asked to review the updated Board Member Induction and site as a whole and provide comments and suggestions to, Tenant Board Member, Michael Savage. Michael will then collate the comments and send them onto the Governance Team for updates and an official launch in October.

3.10 REPAIRS AND MAINTENANCE MODERNISATION

3.10.1 Board will be aware that our unions organised a ballot of their members in August on whether to accept proposals for new trade colleagues' terms and conditions. Around 85% of members voted to accept the new terms and conditions - which reflects the great lengths NCH has gone to in engaging with staff and union representatives about the need to change and modernise to best protect jobs for the future.

3.10.2 The new terms and conditions replace the current bonus scheme with a 100% salary scheme in line with the pay arrangements for other NCH employees.

3.10.3 We are now in a position to issue new contracts of employment and commence protection arrangements. Implementation is planned for 1 December. Subsequent consultation on arrangements for the Out of Hours service and Flexible working have commenced. These include a wider range of working hours, including Saturday appointments, and ways in which we can complete more work right first time, meaning that there'll be fewer occasions when we have to send separate trades out to complete a job.

3.11 USE OF COMPANY SEAL

3.11.1 The Board is asked to **note** the following uses of the Company Seal – where the Seal has been affixed to a Transfer of Registered Title, these property purchases have been previously agreed by Board, unless stated otherwise that they were purchased under the Executive Management Team (EMT) delegated powers:

3.11.2 TR1 Transfer of Registered Title – the Seal was affixed on 26 July 2017 for the purchase of 107 Bulwell Lane, Basford Nottingham NG6 0BS for £78,000.

3.11.3 TR1 Transfer of Registered Title – the Seal was affixed on 26 July 2017 for the purchase of 10 Gayhurst Green, Nottingham NG6 0LZ for £57,250.

3.11.4 TR1 Transfer of Registered Title – the Seal was affixed on 26 July 2017 for the purchase of 68 Port Arthur Road, Sneinton, Nottingham NG2 4GE for

£76,000.

- 3.11.5 TR1 Transfer of Registered Title – the Seal was affixed on 31 July 2017 for the purchase of 61 Linton Rise, Carlton, Nottingham for £91,000.
- 3.11.6 TR1 Transfer of Registered Title – the Seal was affixed on 7 August 2017 for the purchase of 37 Goodliffe Street, Hyson Green, Nottingham NG7 6FZ for £92,000.
- 3.11.7 TR1 Transfer of Registered Title – the Seal was affixed on 18 August 2017 for the purchase of 13 Kentwood Road, Sneinton, Nottingham NG2 4FL for £83,250.
- 3.11.8 TR1 Transfer of Registered Title – the Seal was affixed on 18 August 2017 for the purchase of 12 Tunstall Crescent, Aspley, Nottingham NG8 5QX for £77,000.
- 3.11.9 TR1 Transfer of Registered Title – the Seal was affixed on 18 August 2017 for the purchase of 10 Kimberley Street, Sneinton, NG2 4AY for £77,500.
- 3.11.10 TP1 Transfer of part of Registered Title – the Seal was affixed on 18 August 2017 for the purchase of 22 Cedar Road, Forest Fields, Nottingham NG7 6HZ for £72,500
- 3.11.11 TR1 Transfer of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 23 Colman Walk, Nottingham NG5 9HH for £84,500.
- 3.11.12 TR1 Transfer of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 31 Grimston Road, Nottingham NG7 5QX for £79,000.
- 3.11.13 TR1 Transfer of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 50 Leighton, Nottingham NG3 2FZ for £95,000.
- 3.11.14 TR1 Transfer of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 62 Lord nelson Street, Nottingham NG2 4AJ for £70,000.
- 3.11.15 TR1 Transfer of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 15 Warton Avenue, Nottingham NG3 3AH for £68,500
- 3.11.16 TP1 Transfer of part of Registered Title – the Seal was affixed on 6 September 2017 for the purchase of 5 Harcourt Terrace, Nottingham NG5 1AP for £82,500
- 3.11.17 TR1 Transfer of Registered Title – the Seal was affixed on 19 September 2017 for the purchase of 469 Nottingham Road, Basford, Nottingham NG6 0FB for £80,250.
- 3.11.18 TR1 Transfer of Registered Title – the Seal was affixed on 19 September 2017 for the purchase of 5a Cedar Road, Nottingham NG7 6HZ for £93,250.

4 EQUALITY IMPACT ASSESSMENT

- 4.1 Has the equality impact of these proposals been assessed?
 Yes (EIA attached)

No (this report does not contain proposals for significant changes to process at this stage).

5 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

- 5.1 Appendix 1 -Board Member Development Programme
The Companies Act 2006
The Small Business, Enterprise and Employment Act 2015

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Company Secretary
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DATE: 12 SEPTEMBER 2017

Board Member Development Programme - Learning Zone Site Plan

Induction		Compulsory Learning		Optional Learning	
<p style="text-align: center;">Welcome to NCH Learning Zone</p> <p>Welcome to Nottingham City Homes Package including:</p> <ul style="list-style-type: none"> • Our Culture, Mission, Vision and Values and Goals • Our Corporate Plan • NCH Intranet • The Learning Zone • Our Trade Unions • Coaching and Mentoring Programme 	E	<p style="text-align: center;">Data Protection</p> <p>The Data Protection E-Learning will cover:</p> <ul style="list-style-type: none"> • The Data Protection Act including the benefits and risks associated with protecting data. • Who and what is covered by the Data Protection Act • The eight Data Protection principles and what they mean in practice • The Main exemptions from the Data Protection Act. 	E	<p style="text-align: center;">Environmental Awareness</p> <p>Environmental Awareness E-Learning Module:</p> <p>Nottingham City Homes is committed to helping tackle the twin challenges of reducing fuel poverty amongst our tenants and reducing carbon emissions by being more sustainable, contributing to both local and national targets.</p>	E
<p>Board Member Company Induction</p> <ul style="list-style-type: none"> • Governance Matters • Meeting the Executive Directors • Risk Management Overview • NCH Code of Conduct • The Board Portal • IT Acceptable Use Policy • Site Visit 	C	<p style="text-align: center;">Equality & Diversity</p> <ul style="list-style-type: none"> • Explain the business case for equality • Explain the legal framework for equality • Look at the duties Nottingham City Homes has • Reflect on your approach to equality 	E	<p style="text-align: center;">Fuel Poverty</p> <p>This module provides information on fuel poverty and its causes and links with physical and mental well-being.</p>	E
<p>Useful Links including:</p> <ul style="list-style-type: none"> • National federation of ALMOs • Housing quality network • Housemark 	D	<p style="text-align: center;">Health and Safety Risk Management/ Corporate Manslaughter (Ian Rabett)</p> <p style="text-align: center;">November 2017 – Dates to be confirmed</p>	C	<p style="text-align: center;">Information Technology (NCC)</p> <ul style="list-style-type: none"> • Intermediate and advance word and excel course 	E C

<ul style="list-style-type: none"> National housing federation Northern housing consortium 					
		Anti-Fraud and Corruption Framework	E D	Coaching Information	D
		ALMO Finance This session includes: <ul style="list-style-type: none"> Financial Management, accountancy and audit Banking/ treasury management Funding, Planning and Development for Housing (Jonathan Shaw) 26th October 2017, 2-4pm	C	Getting the best from your appraisal	E
		Company Law (George Pashley/Sarah Greenhalgh of Anthony Collins) Corporate Responsibilities as Board Members 2016 Companies Act Fraud and Whistleblowing Data Protection Subsidiaries December 2017 – Dates to be confirmed	C	Audit Skills for Board Members (Central Training and Consultancy)	C
		Housing Law (Richard Parish) Housing Law Education Welfare Reform Current issues for Board January 2018 – Dates to be confirmed	C	Chairing Skills for Board Members (Central Training and Consultancy)	C
		Safeguarding	E	Fire Awareness	E

		<p>The Safeguarding children, young people and vulnerable adults module will cover:</p> <ul style="list-style-type: none"> • Adults at risk of abuse • Child protection and safeguarding • Types of abuse • Is abuse taking place • Other types of abuse 	C		
		<p>Social Media Training (external Trainer) Social Media module includes:</p> <ul style="list-style-type: none"> • What is meant by social media and what the most popular tools are • How to develop a strategy for best use of social media to support their work • How to create profiles, pages, sites or content using the tools to promote what they are doing <p>March 2018 – dates to be confirmed</p>	C E	<p>Recruitment and Selection Board members involved in recruitment and selection</p> <p>Module and training currently in development</p>	E C
				Mental Health Awareness	E

E = E-learning C = Classroom session D = Document Declaration/Information sheet

NOTTINGHAM CITY HOMES

REPORT OF BUSINESS IMPROVEMENT AND PERFORMANCE MANAGER

THE BOARD
28 SEPTEMBER 2017

QUARTER ONE PERFORMANCE SUMMARY 2017/18

1 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide the Board with an overview of Nottingham City Homes' (NCH) progress against the key performance indicators identified in the Corporate Plan.
- 1.2 The Customer Excellence Panel (CEP) met on 21 August 2017 to consider the detailed performance report. The panel was pleased to note the overall improvement in performance since the last quarter. CEP noted that a number of measures are highlighted as red and that sickness performance is still an area of concern. A summary of Quarter 1 Performance Report is attached as Appendix 1.
- 1.3 The main items to bring to the Board's attention are:
- 1.3.1 Customer satisfaction continues to improve across almost all of the areas.
- 1.3.2 The targets have been uplifted in accordance with the targets in our Corporate Plan. We have seen an increase in performance in many areas compared with the outturn for last year and over the longer term our performance is improving. Teams are now working hard to deliver on the targets for the year end in March 2018.
- 1.3.3 Our average property energy efficiency remains at 'C', representing top 10 performance level. Gas servicing continues to achieve 100% safety compliance.
- 1.3.4 We have reviewed the way in which sickness is reported. The new method shows performance for the reporting period, in this case quarter one. Sickness is improving when projected over a 12 month period and we are working to maintain the improved picture in the longer term.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes** the contents of the report and that quarter one performance has been considered in detail by CEP.

2.2 **Consider** the main findings and implications for NCH.

3 REPORT

3.1 As per the approach previously agreed by Board; detailed monitoring of NCH's performance against these Key Performance Indicators (KPIs) is carried out by the CEP, with the summary report presented to Board. The summary of performance up to the end of quarter one is attached as Appendix 1.

3.2 Although Board members have previously agreed that the summary report only would be tabled at Board meetings, the full report is circulated to Board members separately as it explains the reasons behind current performance and details the range of actions being taken to maintain or improve performance levels.

3.3 Performance targets have, in most cases, increased for 2017-18 and are much more challenging in order to move us towards top ten levels of performance.

3.4 Overall customer satisfaction of 90.6% between April and June is 2% higher than the same period a year earlier. Satisfaction is generally improved across customer satisfaction measures.

3.5 Rent collection of 98.85%, albeit below target, is in line with the performance for the corresponding period last year. This is a key focus for the company. The number of lettable voids stands at 182 compared with 197 for the same period a year earlier.

3.6 Gas servicing performance continues to be outstanding, achieving 100% compliance. Our average property energy efficiency rating is a 'C', which represents top 10 performance.

3.7 We are aware that we need to continue to focus our efforts on reducing staff sickness, following a reduction in the last period. We are making progress in important areas of new business such as delivering market rented properties and increasing the number of assistive technology users, but need to accelerate this progress to hit the challenging targets we have set for 2018.

3.8 CEP considered the detailed performance report on 21 August. Overall feedback was positive; the panel noting the improvement in performance since the year end results. However they note that more work is needed to address staff sickness.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

4.1.1 None.

4.2 Legal Implications

4.2.1 None.

4.3 Risk Implications

4.3.1 Not achieving KPI targets published in our Corporate Plan could be considered a reputational risk to the company.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

5.1 The Corporate Plan KPI set shows how well we are delivering the company vision and goals contained within the Plan.

6 EQUALITY AND DIVERSITY IMPLICATIONS

6.1 Has the equality impact of these proposals been assessed?

Yes (EIA attached)

No (this report does not contain proposals which require an EIA)

7 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

7.1 NCH quarter one 2017-18 performance report summary
Appendix 1 - NCH quarter one 2017-18 performance report
NCH Corporate Plan 2015-2018.

Contact officers: Phil Saunders
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Date: 17 SEPTEMBER 2017

Summary – Corporate Plan Performance

Quarter 1 2017-18



To be a first class housing organisation in the eyes of our tenants and leaseholders

	2017/18				16/17 Result
	17/18 Result	17/18 Target	Status	Trend	
Overall satisfaction with services provided by NCH (STAR survey)	90.6%	93%			89.3%
Tenant satisfaction NCH takes their views into account (STAR survey)	81.7%	81%			80.6%
Tenant satisfaction with the repairs and maintenance service (STAR survey)	88.3%	91%			86.7%
% of repairs completed right first time	96.18	98%			94.8%
Tenant satisfaction with the overall quality of their home (STAR survey)	88.1	91%			87.5%
Average energy efficiency rating of our properties	C	C			C
Gas and solid fuel annual servicing	100.00%	100%			100%
% of rent collected	98.85	100%			100.29%
Rent arrears as a % of rent due	2.54%	1.32%			2.25%
Full average re-let time - no exclusions	40.98	25			39.12
Number of lettable voids	182	180			146

To be a major player in transforming the quality of life in our neighbourhoods

	2017/18				16/17 Result
	Result	Target	Status	Trend	
Tenant satisfaction with neighbourhood as a place to live (STAR survey)	86.0%	92%			86.2%
Tenant satisfaction with the ASB service	87.72%	85%			86.5%
% of neighbourhood assessments meeting 4 star ACE Inspector rating	60%	100%			55%

To be a great place to work, widely respected as an efficient and professional organisation




	2017/18				16/17 Result
	Result	Target	Status	Trend	
Tenant satisfaction with value for money of rent (STAR survey)	92.3%	90.0%			88.7%
% of employees who would recommend NCH as a good employer to work for	75.7%	95%			75.7%
Staff sickness - average number of days	2.98	1.32			13.9

To generate new business, securing income to reinvest in Nottingham and our communities




	2017/18				16/17 Result
	Result	Target	Status	Trend	
Number of new homes completed between 2015 and 2018	294	294			219
£ value of the council's capital programme delivered	£14.0M	£14.4M		N/A	£51.1m
Increase the number of private customers using Community Alarm	1,629	2,250			1,684
Increase the number of new Assistive Technology users	8443	10,000			8,149
Number of new market rent properties delivered	56	70			40

Key to icons used in this report:

Status

-  Performance is meeting or exceeding the target
-  Performance is not meeting the target
-  Performance is best ever recorded

Trend

-  Performance is better than 2016-17 outturn
-  Performance is worse than 2016-17 outturn
-  Performance is the same as 2016-17 outturn

NOTTINGHAM CITY HOMES

REPORT OF THE ASSISTANT DIRECTOR OF FINANCE AND PROCUREMENT

THE BOARD
28 SEPTEMBER 2017

2017/18 FINANCE REPORT – PERIOD 4 (JULY 2017)

1 EXECUTIVE SUMMARY

- 1.1 This report provides an update to the Board on the Company's current financial position at the end of Period 4 (July 2017).
- 1.2 The Company is currently achieving an in year surplus but the forecast outturn position currently remains as an £80k deficit in line with the original budget for the financial year. There are a number of risks to the financial outturn position and hence it remains prudent to retain the full year forecast in line with budget.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes** the financial position at the end of July 2017 and the forecast outturn position for the 2017/18 financial year.

3 REPORT

- 3.1 The Company's management accounts show an underspend of £440k at the end of Period 4, a better position than that budgeted of a £13k deficit. This underspend is just under 2% of the profiled budget at Period 4 (£22m) but does not represent a projected year end saving to the Company due to the profile of spend anticipated across the remainder of the financial year and the risk of cost pressures (set out in more detail in the report sections below).

The full year position net of planned allocations to reserves and the refund to NCC is currently forecast to be a deficit of £80k in line with the budget. As reported to Board as part of the 2017/18 budget, this deficit position arose due to the Nottingham City Council (NCC) increasing Nottingham City Homes' (NCH) annual budget contribution from £3.5m to £3.6m

- 3.2 A summary of the financial position at the end of Period 4 together with the forecast outturn for the financial year is shown in Appendix 1. Further analysis of these figures split by Directorate is provided in Appendix 2. Explanations for the main Directorate variances, as shown in Appendix 2, are set out below.

3.2.1 Construction, Repairs & Maintenance Services (CR&M)
£51k underspent (less than 1% of profiled budget of £8.5m)

The net position at the end of Period 4 shows a minor underspend against budget for all C&RM activities and the lower than budgeted income is broadly matched by respective expenditure. However, the net position includes a loss on Contract Services insourcing activities (£22k) and a risk to the recovery of income (£235k) for works completed to date on NCC garage site new build schemes. Further details are provided in section 3.4 below.

3.2.2 Housing & Customer Services
£187k underspent (3% of profiled budget of £6.9m)

When NCC properties become void the cost of revenue repairs is funded though NCH's annual fee and capital repairs are funded from NCC's capital programme. So far this year there have been fewer capital works and more revenue funded repairs to voids, the net position at the end of Period 4 is an overspend within NCH's budgets. This is reflected in the full year forecast outturn. Elsewhere in Housing underspending is contributing to the variance at Period 4 and this is largely forecast to remain the position till year end. The majority of underspends have arisen due to vacancies within employee costs.

3.2.3 Investment & Business Services
£271k underspent (10% of profiled budget of £2.7m)

Asset Management is underspent at the end of Period 4 (£162k) mainly due to the profile of stock maintenance works which is anticipated to be completed by the year-end. The remaining variance in Investment and Business Services is again mainly due to vacant posts (£71k). Variances to date on employee budgets are largely reflected in the full year position.

3.2.4 Company Secretary
£80k underspent (11% of profiled budget of £0.7m)

Vacant posts and underspend on other employee related budgets (e.g. training, employability development) are contributing to the variance from budget. It is anticipated that vacancies will lead to a small underspend during the year and this is reflected in the forecast outturn position.

3.2.5 Central Charges
Income £146k under-recovered (less than 1% of profiled budget - £17m)

Income is under budget at the end of Period 4 due to the level of rental income for market rent and homeless family properties increasing month on month as targeted properties (150) continue to be purchased. Hence, forecast income for the full year is in line with budget.

3.3 The achievement of the full year forecast or an improved breakeven

outturn position is reliant on continued delivery within budget and management of the risks to the Company's financial position as set out below and in 4.3.1.

3.4 CR&M Services – Commercialism and Contract Services

- 3.4.1 As previously reported to the Board, Commercial and Contract Services' (C&CS) activities generated losses in the 2016/17 financial year. In relation to Contract Services, an increased level of NCC corporate property repairs and maintenance services have been provided by NCH this year but these activities are still generating a net loss of £22k at the end of July. This loss is caused by the volume of jobs (and hence level of turnover) required to recover all overhead costs still not being achieved. Increasing overhead allocated to jobs in the pricing would make NCH uncompetitive and likely to lead to a reduction in works awarded by NCC, worsening the deficit position.
- 3.4.2 Discussions and partnership working with NCC continues to be a focus of management so that existing turnover can be both maintained and increased and the team expanded to take on agreed new work streams that can generate a surplus. The degree to which this is successful will influence whether a deficit continues to be delivered each month (as reflected in the forecast) or if the financial position can continue to be improved. Proposed new trade colleague Terms & Conditions will reduce direct labour costs when implemented and hence improve the return made on each job completed.
- 3.4.3 Following completion of eight properties on the Colwick Woods site last year, the C&CS team continue to deliver work commissioned by NCC to construct 17 properties on the Amberhill and Hopedale new build sites. The overall budget for these two remaining schemes is £2.176million which equates to £128k per property.
- 3.4.4 The Amberhill scheme is currently progressing to budget but there have been significant abnormal groundwork costs incurred on the Hopedale site. Costs to date for the two schemes total £1.07million which include abnormals of £235k. These additional costs shall increase the overall spend across the two sites to at least £2.411million.
- 3.4.5 Information to support the additional works and demonstrate that these are abnormal costs and hence fall outside the allowance made within the original funding (£128k per property) has been compiled and NCC notified that NCH shall claim the £235k abnormals cost are fully reimbursed to NCH. The overall cost of completing the two schemes remains a risk to the Company's overall financial position. Until additional funding is agreed we have earmarked £235k of reserves but if required this will impact on other priorities (see 3.11.1 below).

3.5 CR&M and Housing Services Voids – Management Structure

- 3.5.1 The management posts responsible for supervising trade colleagues

across the CR&M and Housing Services have recently been revised to ensure they are fit for purpose for both current and future CR&M activities and to reflect changes included within the new trade colleague terms and conditions. This reorganisation could result in some redundancies and where any such costs cannot be supported by reserves, this will impact on the financial outturn position.

3.6 Fire Risk Response

3.6.1 In response to the tragic events at Grenfell Tower, the Company has taken a number of measures to ensure its fire risk processes are robust and operating effectively and that we are communicating with concerned tenants and leaseholders. The overall cost of the additional work and response to fire risk is currently estimated to be in the region of £170k, although the majority of these costs have been contained within existing staffing resources.

3.7 Reserves

3.7.1 As reported to Board in June, the Company's reserves carried forward into 2017/18 were £2.4m allocated against agreed priorities. To the end of Period 4 the in-year spend against reserves was £0.5m, leaving £1.9m. The remaining reserves are fully committed against NCH agreed priorities – most notably the development of Harvey Road and IT improvements.

3.7.2 To date reserves totalling £6.8m have also been invested in NCH's new build and market rented activities to reduce the Company's loan requirements and the respective interest charges to those activities. The in-year contribution to these activities remains at £1.5m p.a. (£125k p.m.) in the 2017/18 budget and hence at the year-end the total reserves invested in new build and acquisitions shall rise to £7.8m.

4 **FINANCIAL, LEGAL AND RISK IMPLICATIONS**

4.1 Financial Implications

4.1.1 The financial implications are set out above.

4.2 Legal Implications

4.2.1 There are no direct legal implications of this report.

4.3 Risk Implications

4.3.1 The current risks in relation to the Company's financial position are:

- Continued achievement of planned budget savings during the remainder of the financial year.
- Continued improvement in the both the financial return achieved by CR&M Contract Services and level of turnover secured from NCC.
- NCC position on the funding of abnormal groundworks costs incurred

on NCH new build activities which are outside the agreed funding per property.

- Volume of capital voids up to year-end and ability to reduce costs and transfer trade labour to other activities.
- Costs arising from changes to the management structure above trade colleagues within CR&M and Housing Voids.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 A robust financial budget and effective monitoring process to ensure the budget is tightly managed and controlled is essential to support the achievement of all the Company's objectives.

6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 Has the equality impact of these proposals been assessed?
- Yes (EIA attached)
- No (this report does not contain proposals which require an EIA)

7 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

- 7.1 Appendices 1 & 2 - Period 4 Management Accounts.

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Date: 20 SEPTEMBER 2017

COMPANY WIDE SUMMARY

PERIOD 4:

31 July 2017

	BUDGET Year To Date	ACTUAL Year To Date	VARIANCE Year To Date	BUDGET Full Year	FORECAST Full year	VARIANCE Full Year
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
HRA Fees	16,648	16,648	0	49,944	49,944	0
Other Income	5,516	4,399	1,117	16,298	15,722	576
Total	22,164	21,047	1,117	66,242	65,666	576
Less :						
Expenditure						
Employee Costs	12,278	11,360	(918)	36,834	36,318	(517)
Non-Pay Costs	8,191	7,539	(652)	24,363	24,303	(59)
Total	20,469	18,899	(1,570)	61,197	60,621	(576)
NCC Refund	1,208	1,208	0	3,625	3,625	0
Earmarked for Reserves	500	500	0	1,500	1,500	0
(Surplus) / Deficit Position	13	(440)	(453)	80	80	0

PLEASE NOTE: Our convention for presenting financial information is as follows:

- Income will be shown without brackets
- Under achieved income variances will be shown without brackets
- Surpluses will be shown with brackets

- Expenditure will be shown without brackets
- Overspent expenditure variances will be shown without brackets
- Deficits will be shown without brackets

DIRECTORATE SUMMARY

PERIOD 4: 31 July 2017

	BUDGET Year To Date	ACTUAL Year To Date	VARIANCE Year To Date	BUDGET Full Year	FORECAST Full year	VARIANCE Full Year
	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING & CUSTOMER SERVICES						
Income	1,792	1,367	425	5,126	4,709	417
Expenditure	6,887	6,275	(612)	20,411	19,967	(444)
	5,095	4,908	(187)	15,285	15,258	(27)
CONSTRUCTION, REPAIRS & M'TNCE						
Income	2,508	1,981	528	7,526	7,424	101
Expenditure	8,477	7,898	(579)	25,432	25,434	2
	5,968	5,917	(51)	17,906	18,009	103
INVESTMENT & BUSINESS SERVICES						
Income	773	755	18	2,318	2,330	(12)
Expenditure	2,706	2,418	(289)	8,157	8,036	(121)
	1,934	1,663	(271)	5,839	5,706	(133)
COMPANY SECRETARY						
Income	0	0	0	0	0	0
Expenditure	678	598	(80)	2,035	1,966	(69)
	678	598	(80)	2,035	1,966	(69)
CENTRAL CHARGES						
Income	17,091	16,945	146	51,272	51,202	70
Expenditure	3,429	3,419	(10)	10,286	10,342	56
(Surplus) / Deficit Position	13	(440)	(454)	80	80	1

PLEASE NOTE: Our convention for presenting financial information is as follows:

- Income will be shown without brackets
- Under achieved income variances will be shown without brackets
- Surpluses will be shown with

- Expenditure will be shown without brackets
- Overspent expenditure variances will be shown without brackets
- Deficits will be shown without brackets

NOTTINGHAM CITY HOMES

REPORT OF THE COMPANY SECRETARY

THE BOARD
28 SEPTEMBER 2017

ORGANISATIONAL DEVELOPMENT PERFORMANCE REPORT 2016/17

1 SUMMARY

- 1.1 This report sets out the key Company employment trends and analysis for the period April 2016 to March 2017.
- 1.2 There have been some large scale programmes affecting the Company over the past 18 months including agreement on new Trades' terms and conditions. We have also launched a new Organisational Development (OD) Strategy and a new Recruitment Policy aimed at getting more local people into jobs. We continue to build on our successful work with apprenticeships, and to get the most out of the new Apprenticeship Levy.
- 1.3 There has been little change in the overall number of people employed during the period, or the overall makeup of the workforce. The Company is due to comply with Gender Pay Gap legislation by March 2018. This will give us further information on our workforce profile. Staff turnover currently is 11.8% compared with 13.2% for local authorities and 16.5% nationally. Sickness absence is on a downward trend and moving towards 11 days per employee per annum. The organisation is now in the Stonewall Top 100. We also hold the National Housing Award for Outstanding Approach to Leadership and Diversity.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes** the content of the report.

3 REPORT

3.1 General Analysis

- 3.1.1 It has been a significant year for Nottingham City Homes (NCH) as an employer. We have just negotiated new working arrangements with our Trade colleagues and for the first time the whole Company will be employed on one set of terms and conditions. This will ensure transparency and fairness across the workforce and mitigate potential equal pay risks.
- 3.1.2 Staff sickness continues to be a concern. At the start of 2017 it rose to over 14 days. The current figure is 12.2 days. The trend is downwards and projected to be around 11 days in September. A Board Task and Finish Group is overseeing progress. However, we still experience difficulties with East Midlands Shared Services (EMSS) and Oracle. They have been slow to

assist with systems development and we have had to employ a Management Information Officer to provide us with key data.

3.1.3 The Company's STAR Awards this year were attended by over 200 employees. Winners came from all parts of the Company:

Apprentice of the Year – Leanne Dainty, Apprentice Plumber.
 Manager / Leader of the Year – Cath Stocks, Rents Operations Manager.
 Customer Service Hero – Paul Kerridge, Customer Service Advisor.
 Team of the Year – Highwood House.
 Newcomer of the Year – Scott Quail, Electrician.
 Project of the Year – Hospital to Home.
 Volunteering Award – The Estates and Caretaking team.
 Employee of the Year – Simon Woodward, Repairs and Maintenance.
 Outstanding Contribution to Fundraising – Tom Hall.

3.1.4 The permanent workforce (people directly employed) has decreased slightly from 982 to 972. 46% of these employees are Nottingham City residents with most others living within an NG postcode. 115 employees left during the period equating to a turnover figure of 11.8%. There is a slight decrease in this figure from last year. The average turnover across all organisations as last reported by the Chartered Institute of Personnel and Development (CIPD) is 16.5%. The figure for local authorities in the same period is 13.2%. The reasons for individuals leaving NCH are shown in the table below:

Reason	Number of Employees
Contract Ceased	19
Dismissal	12
Mutual Consent	4
Redundancy – Voluntary	7
Resignation	63
Retirement	10
Total	115

3.1.5 We recruited 106 people during the period, 62 of whom were employed on a fixed term contract. Around half of these are Apprentices. The majority of recruitment was for the Company Secretariat and Housing and Customer Services as shown in the table below. 24 of the Company Secretariat include Companywide traineeships and apprenticeships.

Directorate	Hire Count
Company Secretariat	36
Housing & Customer Services	42
Investment & Business Services	8
Construction, Repairs & Maintenance Services	20
Total	106

3.2 Equality and Diversity

3.2.1 Appendix 1 breaks down all NCH employees in terms of their diversity for the period April 2016 to March 2017. There has been a slight increase in the number of females employed (+1%) and decrease in the number of Males (-2%). This could be due to slower recruitment in the Construction, Repairs and Maintenance Services where a number of roles have been kept on hold

pending restructures.

- 3.2.2 There are significantly more males than females in the organisation mainly because a large proportion of our employees work in Trades and Caretaking. These are traditionally male dominated professions. “Women in Construction” is one initiative aimed at increasing the number of females employed in the Trades’ area of the workforce. Several female apprentices have already been employed through this route. Our taster sessions for tenants are well attended. We continue to work closely with local schools and residents to ensure females are especially made aware of employment opportunities with the Company.
- 3.2.3 From 2017, any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap. This is the difference between the annual earnings of men and women. These figures and corresponding statement must be published on our NCH website and reported to the Government through an online service by 31 March 2018. Further information on this will be provided to Board nearer the time.
- 3.2.4 The number of Black and Minority Ethnic (BME) employees in the organisation as a percentage of the Company remained identical to last year at 18.2%. This compares to an estimated 28% of City residents reporting BME ethnicity within working age in the last Census.
- 3.2.5 The number of employees registering themselves as having a disability has decreased significantly from 9.5% to 7.8%. It is estimated that around 19% of people working in the UK have a disability (Source: Disability Rights Commission). The latter figure has remained constant for the past five years. The ease of recording this information is not straightforward. We are currently working with Nottingham City Council (NCC) to communicate how people can more easily change their status on Oracle.
- 3.2.6 In terms of age profile, the percentage of employees under 24 has dropped from 6.7% to 5.3%. The percentage over the age of 55 has increased from 20.4% to 22.7%. There is an underlying trend pointing to an ageing workforce, compounded by the lifting of the default retirement age at 65. To address this issue a new Workforce Planning process has been launched and targeted work has commenced in the Construction Repairs and Maintenance Services. In addition, our new Recruitment Policy has a strong focus on internal promotion, succession planning and apprenticeships.
- 3.2.7 Disability and Carers, BME and Lesbian, Gay, Transgender and Bisexual (LGTB) staff groups currently exist to promote equality and diversity among NCH employees. A new Equality and Diversity Steering Group has been set up to promote diversity across all NCH activity. A positive action plan is already in place. The Company finished in the recent Stonewall Top 100 list of good employers and won the National Housing Award for Leadership and Diversity. Internally we are strong supporters and funders of the Nottingham-wide “Future Leaders” programme, aimed at developing management talent in under-represented groups. We are also re-vamping our own “Aspire to Manage” programme which has the same objective.
- 3.2.8 NCH runs a successful “Diversity Week” each year to promote diversity across the organisation and mentoring and management development programmes have been designed which will support under represented

groups in the organisation to apply for more senior positions. We also actively support Nottingham's Pride and Black History month.

3.3 Sickness Absence

3.3.1 Sickness absence over the 12 month period was 13.7 days per FTE but has been decreasing since January 2017. The most recent available figure (April – August 2017) is 12.2 days. The figure is projected to fall to just over 11 days in September. Across local government organisations the average sickness days lost per employee in 2016 was 10.5 days per FTE.

3.3.2 A significant amount of work has been done to analyse the sickness absence figures and identify areas for improvements and all Heads of Service are receiving reports outlining the trends and patterns in their areas. There are currently five service areas with sickness absence figures above 10.5 days. The OD Team is currently working with these areas to continue to reduce the sickness absence figures.

3.3.3 NCH now has a pro-active employee wellbeing and resilience offer that was rolled out to managers earlier in the year. A Service Level Agreement (SLA) with NCC has also been agreed to provide an occupational health service and NCH continues to work on strengthening this relationship to enable us to support individuals on long term sick to return to work in a more timely manner. The HR Team has also reviewed sickness absence processes and implemented three and six month review meetings to support managers to move cases forward and reducing long term absences.

3.4 Disciplinary

3.4.1 A total of 27 disciplinary cases were completed or started during the period. This is a slight decrease on previous years. 15 were in Housing and Customer Services, 10 in Construction, Repairs and Maintenance Services and two in Investment and Business Services. One person was dismissed and 12 received written warnings.

3.5 Grievance

3.5.1 13 grievances were registered during the period, which is a very slight increase from the previous year. Six were in Housing and Customer Services, four in Investment and Business Services and three in Construction, Repairs and Maintenance Services. There were no grievances in the Company Secretariat.

3.6 Employment Tribunals

3.6.1 There has been one ongoing Employment Tribunal during this period. The Company lost this case and is likely to appeal.

3.7 Organisational Development Strategy

3.7.1 The Organisational Development Strategy has now been approved by Board and as a result we will focus on four key areas over the next two years that will support us in achieve our ambition to be a great place to work:

Customer Focus and Culture - to support our customer service strategy

and make everyone in the Company truly customer focussed and build a customer first culture around this.

Empowerment and Engagement - develop further our strong relationship with unions and improve employee communication. While empowering employees, maintain a strong focus on performance management and value for money.

Flexibility and Agility - employ a more agile multi-skilled workforce able to move more freely around the business, supported by good flexible working practices. Identifying future employment needs of the company and have the right skills and succession planning in place to meet this demand. Also retain a strong focus on absence and wellbeing using flexible working methods to reduce sickness levels.

Talent Management - following the launch of our Leadership and Management Program, ensure everyone in the Company has the right level of learning to do their job effectively.

3.7.2 Work is already under way in all of these areas including:

- Development of a leadership and management programme for top Company managers.
- Workforce planning workshops in Construction, Repairs and Maintenance Services.
- Development of a new culture change model and programme linked to our Customer Services Strategy.
- New flexible working processes linked to our Accommodation Strategy.
- Introduction of new benefits for employees – including the ability to buy additional annual leave.

3.8 Apprenticeships and Trainees

3.8.1 NCH has supported over 40 apprentices across the organisation between 1 April 2016 and 31 March 2017 equating to approximately 5% of NCH employees. NCH currently support a number of related programmes including housing traineeships, work experience programmes and employability schemes. We created our first ever housing management trainee programme for eight people, several of whom have remained with the Company. The Step Up scheme supported ten unemployed Nottingham City residents onto a work ready programme, designed to increase employability skills, give work experience and support for moving into employment. The participants were employed by NCH for six months as Trainee Caretakers. Three tenants are being offered permanent employment at NCH.

3.8.2 From April 2017 NCH has been paying into the Apprenticeship Levy and are looking at how to ensure value for money from this funding opportunity. Recruitment has concluded for a new cohort of both Business Administration and Customer Services Apprenticeships. The OD Team is currently working with the business on workforce and succession planning to identify roles where apprenticeships may be suitable in the future.

3.9 Major Change Programmes

- 3.9.1 We have completed consultation on new terms and conditions for Trade colleagues. These are planned for implementation later in the year. Consultation was also successfully completed on our Priority Based Budgeting proposals.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial

- 4.1.1 Detailed employment management information will assist financial planning. Effective management of all of the process outlined in this report will lead to a reduction in staffing costs across the Company.

4.2 Legal

- 4.2.1 None.

4.3 Risk Management

- 4.3.1 Risks related to the Company's employment practices are included in the Corporate and Departmental Risk Registers and are regularly reported to the Audit Committee.

5 EQUALITY AND DIVERSITY IMPLICATIONS

- 5.1 Has the equality impact of these proposals been assessed?
 Yes (EIA attached)
 No (this report does not contain proposals which require an EIA)

6 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 6.1 Effective management of people has a positive impact on NCHs performance and sits in line with Company's objective to be a great place to work, widely respected as an efficient and professional organisation.

7 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

- 7.1 Appendix 1- HR E & D Statistics
CIPD – various articles
Internal Statistical analysis from HR Team
Local Government Workforce Study 2016
Disability Rights Commission – various information

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Date: 21 SEPTEMBER 2017

Nottingham City Homes
Equality & Diversity Statistics
31st March 2015 to 31st March 2017

Gender	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
Female	330	33.60%	338	34.8%
Male	652	66.40%	634	65.2%
TOTAL *	982	100%	972	100%

*Excluding Casuals

Disability	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
Disabled	91	9.27%	76	7.8%
Not Disabled	885	90.12%	887	91.3%
Not Known/Stated	6	0.61%	9	0.90%
TOTAL	982	100%	972	100%

LGBT	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
LGB	0	0.00%	25	2.6%
Bisexual	2	0.20%	NR	NA
Gay	8	0.82%	NR	NA
Heterosexual	493	50.20%	497	51.1%
Lesbian	8	0.81%	NR	NA
Not known/Stated	467	47.56%	440	45.3%
Prefer Not to Say	4	0.41%	10	1.0%
TOTAL	982	100%	972	100%

AGE	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
17-19	9	0.92%	7	0.7%
20-24	57	5.80%	45	4.6%
25-34	175	17.82%	187	19.2%
35-44	209	21.28%	188	19.3%
45-54	332	33.81%	326	33.5%
55-59	123	12.53%	130	13.5%
60-64	59	6.01%	67	6.9%
65+	18	1.83%	22	2.3%
TOTAL	982	100.00%	972	100%

Nottingham City Homes

Equality & Diversity Statistics

31st March 2015 to 31st March 2017

BME	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
BME (Black Minority Ethnic)	179	18.19%	177	18.2%
Non-BME	800	81.30%	791	81.4%
Not Known	5	0.51%	4	0.4%
TOTAL	984	100.00%	972	100%

Religion	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
A - All Other Religions	16	1.63%	15	1.5%
B - Buddhist	1	0.10%	1	0.1%
C - Christian	431	43.89%	424	43.6%
H - Hindu	14	1.43%	13	1.3%
J - Jewish	1	0.10%	1	0.1%
K - Not Known/Stated	120	12.22%	115	11.9%
M - Muslim	21	2.14%	23	2.4%
N - No Religion	372	37.88%	374	38.5%
S - Sikh	6	0.61%	6	0.6%
TOTAL	982	100.00%	972	100%

Ethnic origin	31.03.2015 – 31.03.2016		31.03.2016 – 31.03.2017	
	Head Count	Percentage	Head Count	Percentage
ASIAN - INDIAN	21	2.14%	19	1.96%
ASIAN - PAKISTANI	18	1.83%	20	2.06%
ASIAN - BANGLADESHI	0	0.00%	0	0.00%
ASIAN - OTHER	2	0.20%	2	0.21%
BLACK CARIBBEAN	60	6.11%	56	5.76%
BLACK AFRICAN	7	0.71%	7	0.72%
BLACK - OTHER	8	0.81%	9	0.93%
CHINESE	1	0.10%	1	0.10%
OTHER RACIAL GROUP	5	0.51%	5	0.51%
WHITE & BLACK CARIBBEAN	28	2.85%	29	2.98%
WHITE & BLACK AFRICAN	1	0.10%	1	0.10%
WHITE & ASIAN	3	0.31%	5	0.51%
OTHER MIXED	2	0.20%	2	0.21%
NOT KNOWN	5	0.51%	4	0.41%
WHITE BRITISH	798	81.26%	791	81.3%
WHITE IRISH	10	1.02%	8	0.82%
OTHER WHITE	13	1.32%	13	1.34%
TOTAL	982	100.00%	972	100%

New Hires	2016	2017
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	Hire Head Count	Percentage	Hire Head Count	Percentage
No of Permanent Staff	64	6.52%	44	4.53%
No of FTC	52	5.29%	62	6.38%
TOTAL	116	11.81%	106	10.91%
Company Total	982		972	