

**NOTTINGHAM CITY HOMES LIMITED
GOVERNING BOARD MEETING**



Date: THURSDAY 22 MARCH 2018

Time: 4.00 PM

**Place: MEMBERS LOUNGE, 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		
1.2	APOLOGIES FOR ABSENCE		
1.3	DECLARATION OF INTERESTS		
1.4	ITEMS FROM THE CHAIR		
1.5	MINUTES OF THE MEETING HELD ON 22 FEBRUARY 2018	Attached 3 - 7	4.00
1.6	MATTERS ARISING		
2	ITEMS FOR DISCUSSION AND DECISION		
2.1	CORPORATE PLAN 2018-2021 Report of the Director of Investment and Business Services	Attached 8 - 56	4.00
2.2	COMPANY SECRETARY'S REPORT Report of the Company Secretary	Attached 57 - 60	4.30
3	CLOSING ITEMS		
3.1	ANY OTHER BUSINESS		
3.2	DATE OF NEXT MEETING –26 APRIL 2018		

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 15 March 2018.

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: Dan Lucas and Phil Saunders

NOTTINGHAM CITY HOMES LIMITED

THE BOARD

MINUTES of the **PUBLIC MEETING** held on **22 FEBRUARY 2018** at Loxley House, Station Street, Nottingham NG2 3NJ

Board Members

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

Also in Attendance:

Cathy Dobb (Minute Taker)	Head of Governance
Tom Mouldsdale	Governance Officer
Gill Moy	Director of Housing and Customer Services
Nick Murphy	Chief Executive
George Pashley	Company Secretary
Darren Phillips (Item 8)	Assistant Director of Finance and Procurement
Jonathan Shaw	Director of Investment and Business Services
Darrell Smith (for Delroy Beverley)	Assistant Director for Repairs and Maintenance

1 WELCOME, INTRODUCTIONS & CHAIR'S ANNOUNCEMENTS

The Chair opened the meeting and welcomed Board Members.

2 APOLOGIES FOR ABSENCE

Apologies were received from Julian Owen.

3 DECLARATIONS OF INTEREST

None declared.

4 ITEMS FROM THE CHAIR

None.

5 CONFIRMATION OF MINUTES OF THE MEETING HELD ON 25 JANUARY 2018

The minutes were agreed as a true record. The Chair signed the minutes.

6 MATTERS ARISING

None.

7 QUARTER THREE PERFORMANCE SUMMARY 2017/18

7.1 The Director of Investment and Business Services (DIBS) stated that the purpose of the report is to provide the Board with an overview of Nottingham City Homes' (NCH) progress against the Key Performance Indicators (KPI) identified in the Corporate Plan.

7.2 Board were informed that the Customer Excellence Panel (CEP) has reviewed the full performance report and highlighted their concerns regarding sickness absence.

7.3 DIBS stated that the trends are moving upwards with Customer Satisfaction statistics in the last 12 months increasing from 89.3% to 90.3% and repairs up by 2% to 88.6%. Also rent collection is ahead of target at 101.93% and gas servicing performance continues achieving 100% compliance.

7.4 An area that has not shown an improvement is sickness absence, which remains high. For the preceding nine months of this financial year, the average sickness rate is 10.79 days. Board discussed the measures that are currently being implemented. They were informed that the Sickness Absence Task and Finish Group is due to meet again in April to assess the impact of actions taken over the past six months and consider next steps. The outcomes will be brought back to Board for discussion in April.

7.5 Board considered that the percentage of repairs completed right first time looks high at 96.7%. Perceived feedback from tenants is that it doesn't feel like it is high. Board discussed whether there was pressure on Trade colleagues to achieve this target and whether this pressure is conveyed to the tenant. It was confirmed that evaluation cards should be left after each visit so that tenants can complete the cards after the operative had left the premises. Board were informed that all reported figures are 100% accurate, although it only refers to those repairs that can genuinely be fixed first time. There has been a 20% drop in the number of repair complaints, and a 22% drop in the number of complaints in general, so progress is being made in this area.

RESOLUTION:

The Board agreed:

1. To note the contents of the report.
2. For officers to check that Evaluation Cards are provided to tenants after each visit.

8 2017/18 FINANCE REPORT – PERIOD 9 (DECEMBER 2017)

- 8.1 The Assistant Director of Finance and Procurement stated that this report provides an update to the Board on the Company's current financial position at the end of Period 9 (December 2017).
- 8.2 The Company's management accounts show an underspend of £181k at the end of Period 9, which is a better position than that budgeted of a £79k deficit. NCH is not, however, projecting a full year saving due to the profile of spends anticipated across the remainder of the financial year. There is expected to be additional cost pressures in the final quarter of the year. The forecast outturn position is an £80k deficit which is in line with the original budget forecast for the financial year.
- 8.3 Board were informed that contract spends on new build, including abnormal costs, is higher than that which was originally included in the budget. NCH is seeking additional funding of £85k from Nottingham City Council (NCC) to cover these abnormal costs. Also, the insourcing work expected from NCC has not been as high as anticipated. A further additional cost was the time staff spent dealing with the work that arose from the Grenfell Tower fire. The evaluation of Nottingham on Call (NoC) Assistive Technology Officers under Single Status has led to some backdated pay liability. As a result of the costs pressures, NCH is seeking to recover the £125k of additional rebate from NCC.
- 8.4 Board were informed that the financial position had been reported and discussed at the Partnership Forum and NCC were minded to approve the one-off rebate.

RESOLUTION:

The Board agreed:

1. To note the financial position at the end of December 2017 and the forecast outturn position for the 2017/18 financial year.

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

- 9.1 DIBS stated that this report provides an update on key housing policy and information announcements made since the report sent to Board Members in October 2017. It highlights the impact of the recent budget, that Homes and Community Agency (HCA) is now called Homes England (HE) and that there is a new Housing Minister, Dominic Raab. It also states that Housing Revenue Account (HRA) borrowing caps could be lifted in 'areas of high affordability pressure'.
- 9.2 NCC has written a cross-party letter to the Government stating that the HRA debt cap needs to be reformed. Board discussed the possible risk impact of Right to Buy (RTB) from raising the debt cap to build new homes.

- 9.3 Board were informed NCC did submit a bid to the Housing Infrastructure Fund, and they used external advice to formulate and submit this bid, but despite this, they were unsuccessful. They are now investigating other funding streams.
- 9.4 Board were informed that with regard to the Select Committee report on Housing for Older People, NCH contributed to this report as the Director of Housing and Customer Services attended the Select Committee at the Houses of Parliament and provided them with her expertise on this issue.

RESOLUTION:

The Board agreed:

1. To note the contents of the report.

10 COMPANY SECRETARY'S REPORT

10.1 NOTTINGHAM CITY HOMES REGISTERED PROVIDER BOARD UPDATE

- 10.1.1 The Company Secretary informed Board that Nottingham City Homes Registered Provider (NCH RP) met on 1 February 2018. The draft minutes are to be updated to state that Audra Wynter was the Chair at that meeting.

RESOLUTION:

The Board agreed:

1. To note the update from NCH RP.

10.2 USE OF COMPANY SEAL

- 10.2.1 The Board was 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:
- 10.2.2 TR1 Transfer of Registered Title – the Seal was affixed on 24 January 2018 for the purchase of 10 Wades Avenue, Nottingham NG7 5PJ for £90,000.
- 10.2.3 TR1 Transfer of Registered Title – the Seal was affixed on 25 January 2018 for the purchase of 9 Barnsley Terrace, Nottingham NG2 2FQ for £95,000.
- 10.2.4 TR1 Transfer of Registered Title – the Seal was affixed on 7 February 2018 for the purchase of 94 Hazelwood Road, Nottingham NG7 5LB for £75,000.
- 10.2.5 TR1 Transfer of Registered Title – the Seal was affixed on 7 February 2018 for the purchase of 43 Castlefields Meadows, Nottingham NG2 1HN for £95,000.
- 10.2.6 TR1 Transfer of Registered Title – the Seal was affixed on 7 February 2018 for the purchase of 35 Wallan Street, Nottingham NG7 5ND for £92,000.

RESOLUTION:

The Board agreed:

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

11 FEEDBACK FROM BUILDING A BETTER NOTTINGHAM STEERING GROUP MEETING HELD ON 15 FEBRUARY 2018

11.1 The Chief Executive reminded Board that this Steering Group oversees the delivery of NCC's new homes target.

11.2 The Steering Group received a presentation on Poplar Heights by Pelham Architects that Board received prior to the commencement of the meeting. A draft report from Gleeds was discussed at the Steering Group, and that the report has a series of recommendations on how NCH can address the learning from the Lenton project. A meeting with Gleeds will be arranged in order to review the report and its recommendations in detail. A revised version is to be shared with Board and the Audit Committee.

12 ANY OTHER BUSINESS

None.

13 DATE OF THE NEXT MEETING

The next scheduled meeting will be on the 22 MARCH 2018.

The meeting closed at 18.55

SIGNED..... DATE

Return to Agenda

NOTTINGHAM CITY HOMES

REPORT OF THE DIRECTOR OF INVESTMENT AND BUSINESS SERVICES

THE BOARD
22 MARCH 2018

CORPORATE PLAN 2018-2021

1 EXECUTIVE SUMMARY

- 1.1 This report provides the Board with the final draft of the Nottingham City Homes (NCH) Group Corporate Plan 2018-2021.
- 1.2 This report sets out how the Plan has been developed and updates the Board on relevant matters since the Board last considered the draft Plan in January 2018.
- 1.3 Whilst the environment for the housing sector, and for many of our customers, remains challenging, the Plan sets out our goals for the NCH Group and the work we are seeking to do to help Nottingham people. The awaited social housing Green Paper, announced by the Government last year, will place a national focus on the sector, and how it can help provide the homes the country needs. The NCH Group will play its part in meeting that challenge during the life of this Plan.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Considers** the final draft of the 2018-2021 Corporate Plan.
- 2.2 **Delegates** approval, subject to any minor drafting amendments, to the Chief Executive in consultation with the Chair.

3 REPORT

- 3.1 The NCH Group Corporate Plan sets out the strategic direction and ambitions for the organisation. The Board have led the development of the Plan since 2017, with a Board away day on 27 February 2017 considering presentations from the National Federation of ALMOs (NFA) about the trends and challenges in the sector, and Cllr Jane Urquhart, Portfolio Holder for Planning, Housing and Heritage, on Nottingham City Council's (NCC) ambitions for NCH. Board members also looked at priority areas of work for NCH at that event, setting the scene for the development of the Plan.
- 3.2 During the summer of 2017 a major stakeholder consultation was undertaken, inviting a wide range of partners to let us know what they

thought our priorities should be. NCC has been closely involved in the discussions over the plan, and local councillors invited to contribute their views. This invitation was extended over the public, private and voluntary sectors. Organisations within the following areas were contacted with our survey: housing sector partners; the construction sector; crime and community safety; employment and training; health services; economic development. Nottingham's Members of Parliament were also engaged.

- 3.3 Over the same period, tenants and residents were invited to engage in helping us set our priorities, with information in NCH News, material to Tenants and Residents' Associations, and a survey open to all our tenants and residents and those on the Housing Register. The 2017 Tenant Fun Day was also used to seek views. The Plan has been considered by the Customer Excellence Panel and the Communications Panel.
- 3.4 NCH staff and trade unions have been involved in the development of the Plan, with staff team sessions and the 2017 Staff Conference engaging staff about their own views on NCH's future development, their team contributions, and ideas for developing new business that can be delivered by the NCH Group.
- 3.5 The Board considered the outcome of the consultation, and set out priorities at an away day at the end of September 2017, and a detailed discussion was held with Board Members from across the Group in December 2017, where an initial draft of the Plan was presented. Board Members views were taken into account and an amended Plan was considered by the Board in January 2018, prior to publication of a Consultation Draft in February 2018, which was again widely distributed to stakeholders and partners, and our shareholder NCC.
- 3.6 This final round of consultation has resulted in some further improvements to the Plan, and the finalising of the Key Performance Indicators (KPIs) that will be monitored during the life of the Plan. These KPIs are appended for reference.
- 3.7 The headline sections of the Plan are:
- **The context in which the NCH Group operates**
 - **Our Vision, Goals, Values and Culture**
 - **Our Achievements over the period of the 2015-2018 Corporate Plan**
 - **Our Vision is:** *To create homes and places where people want to live.*
 - **Our Goals are:**
 - 1: *To listen to our tenants and deliver an excellent housing service*
 - 2: *To make all our estates great places to live*
 - 3: *To build high quality, affordable new homes for local people*
 - 4: *To diversify our services, re-investing in our communities*
 - 5: *To be a great place to work*
 - **The resources to deliver the Plan**

- **The risks we will mitigate.**

The Plan describes each of the Goals and what we will do to achieve them, and is supported by relevant KPIs that will enable progress to be monitored.

- 3.8 The Plan will be reviewed regularly, and performance against the Plan will be reported to the Board, to tenants and leaseholders and to NCC.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 The anticipated resources to deliver the Plan, and projections for revenue and capital expenditure, are set out in the Resources section of the Corporate Plan. The Capital Programme is indicative, and will change as opportunities arise, and thus finances will be dynamic. Regular updates will be provided to Board as part of annual budget setting and financial reporting, so the Board will play a key role in setting and overseeing our finances throughout the life of the Plan.

4.2 Legal Implications

- 4.2.1 The Draft Corporate Plan is compiled and agreed in line with the requirements in the NCC/NCH Partnership Agreement (3 March 2011) and reflects the partnership approach agreed between the parties.

4.3 Risk Implications

- 4.3.1 The Corporate Plan is the document which explains our corporate context, and is the cornerstone on which our strategic and operational policies, including our risk management framework, are built. The strategic direction provided by our Corporate Plan helps to ensure that risks around the organisation failing to work cohesively towards our common aims and objectives are minimised, risks that could otherwise result in loss of reputation through poor performance, customer satisfaction, relationships with key stakeholders and employee engagement.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 The Corporate Plan sets out the NCH Group's objectives 2018-2021

6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 Has the equality impact of these proposals been assessed?
 Yes (EIA available upon request)
 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 None

8 **Appendices:**
Appendix 1 – Corporate Plan
Appendix 2 - KPI Document

Contact officers: Name: Dan Lucas & Phil Saunders
Address: Business Transformation Team, Loxley House,
Nottingham
Tel: 0115 746 9470
E-mail: dan.lucas@nottinghamcityhomes.org.uk
phil.saunders@ nottinghamcityhomes.org.uk

Date: 7 March 2018

**Nottingham City
Homes Group -
Creating homes and
places where people
want to live

Corporate Plan
2018-2021**



Contents

Summary	Page 2
Background and Context	Page 3
Vision and Goals	Page 10
Our Achievements	Page 12
Delivering our Corporate Goals	Page 15
Goal 1: To listen to our tenants and deliver an excellent housing service	Page 15
Goal 2: To make all our estates great places to live	Page 20
Goal 3: To build high quality, affordable new homes for local people	Page 24
Goal 4: To diversify our services, re-investing in our communities	Page 28
Goal 5: To be a great place to work	Page 31
Resources	Page 36
Our Key Risks	Page 40

Summary

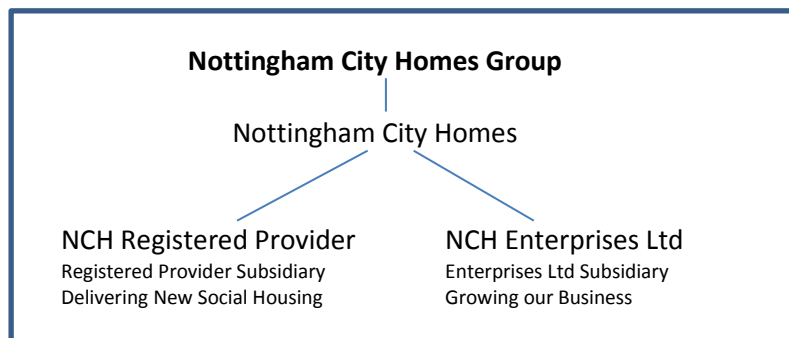
Well managed, well maintained, and affordable homes are essential to a better life. We know how important a safe and secure home is and how this helps people to build fulfilling lives, with better prospects for education, employment and good health.

Our vision is to '**create homes and places where people want to live.**' Our goals for the lifetime of this Plan reflect our ambition to be the best social housing organisation in the UK:

- **To listen to our tenants and deliver an excellent housing service**
- **To make all our estates great places to live**
- **To build high quality, affordable new homes for local people**
- **To diversify our services, re-investing in our communities**
- **To be a great place to work**

To support these goals we will pursue a range of ambitious commitments and targets detailed throughout the remainder of this Plan. They build on our successes to date, and will focus our efforts for the future.

Background and Context



Nottingham City Homes is a group of housing companies, working together to deliver our vision of creating homes and places where people want to live. The Group comprises Nottingham City Homes, NCH Enterprises Ltd and NCH Registered Provider. The NCH Group manages homes on behalf of the City Council, as well as its own homes, and homes owned by other landlords, and provides a range of services to support people in the communities we serve. Around 27,500 homes are under our management and a fifth of Nottingham households live in the homes we are responsible for.

We have built a reputation for delivery and performance, and for putting our tenants at the heart of everything we do. Now is the time to plan for our next steps, steps which will deliver new homes and improvements to our services for local people. The people who work at Nottingham City Homes are a talented workforce who are committed to delivering the highest level of service to our customers. As a not for profit company, we will reinvest the fruits of our endeavours for the benefit of local people. Through this reinvestment, the local staff we employ and the local businesses we support, Nottingham City Homes is a major contributor to the Nottingham economy.

The external environment in which we are working makes this a very challenging time for Nottingham City Homes. It is also a time of vital need for those local people who are facing difficult circumstances. Working with the City Council, there are opportunities for us to develop our business, and seek innovative ways to both meet pressing housing needs as well as to deliver first class housing services.

The importance of managing and maintaining homes to the highest standards have been brought into sharp focus by the tragic events at Grenfell Tower in London. We will work with our residents to keep our homes safe and manage the Council's investment in additional fire safety measures.

In addition to the many homes currently under management, we will deliver a substantial building programme which will see us provide more homes for our existing and future tenants, and improve the neighbourhoods where they live.

As well as our core housing services, we help people into work through learning and skills programmes, support health and wellbeing programmes and play an important part in tackling crime and anti-social behaviour. We work closely with a range of partner organisations in all these areas to deliver better outcomes for Nottingham people. We work in partnership with others to transform the prospects of people we serve. Over the life of this Plan we will seek to strengthen those partnerships to achieve even more for our customers and our communities.

We will transform the way we do business. We want our customers to be able to access our services simply and conveniently. This will be delivered through continued investment in technology, improved business processes and the desire of our colleagues to embrace change. We are building on the strength of our workforce, ensuring our culture and values are lived and breathed by everyone working at Nottingham City Homes. Crucially, we will use our customer insight knowledge to provide greater focus on tailored service delivery, constantly improving what we do, while seeking ways of being more efficient so we can deliver even better value for money.

The Plan is ambitious. We want to be the best housing provider in the country. Our tenants deserve nothing less.

Tenants and residents at the heart of what we do

Our tenants and residents are partners in our organisation, not just customers or service users. Tenant and resident involvement is critical to how we deliver and improve services. We want residents to be involved at every level, actively participating in how we take decisions right up to Board level where tenants and leaseholders that sit on the Board help set the strategic direction of the organisation.

Tenants and residents help us improve our services and our estates. They serve as champions of social housing. Listening to and working with tenants and residents is a strong theme throughout this Plan.

Consultation

The main NCH company is a wholly owned local authority company limited by guarantee. We work closely with Nottingham City Council, to help deliver their vision for the city. We have consulted widely on our future priorities, and invited a wide range of other partner organisations and stakeholders to let us know what they thought we should be doing. Tenants and leaseholders, as well as those seeking to live in our homes in the future, were invited to let us know what they would like to see. NCH colleagues have provided significant contributions, and we have sought the views of our local Councillors and Members of Parliament. The findings from this consultation have helped shape our priorities.

The feedback we have received demonstrated how much people value the work we do and the importance of continuing to deliver our core services to a consistently high standard. There is strong support for us to do even more, to be innovative in delivering change, to build more affordable housing and to continue to maintain the quality of our existing stock.

There is considerable endorsement of the priorities we have been pursuing over the last three years, and a desire to continue our direction of travel, and expand our activity.

Local and National Context

This Corporate Plan once again covers a period that will be extremely challenging for public services and those citizens who rely on them. Public expenditure is being increasingly rationed and national and international economic forces will have an impact that will create difficulties for many of those that use the services we provide. Commentators have suggested we are facing a decade of flat growth, flat wages and rising interest rates that will put more strain on low income groups.

NCH will continue to participate in national, regional and local networks to help influence decision makers, inform policy and keep abreast of best practice that will help our customers.

International Issues

We exist in a global environment and many international issues impact on NCH and our customers, energy prices and interest rates being cases in point. The impact of the UK leaving the European Union (Brexit) is a hotly debated topic in the housing sector as much as anywhere else. The consequences of this will inevitably be felt during the lifetime of this Plan. Those consequences are unpredictable, but will most likely affect population movement, the labour market, prices in general and construction costs in particular. There is likely to be an increase in the cost of imported building materials and a reduction in EU funded projects. We expect further skills shortages in the construction sector to emerge, and therefore there will be an opportunity to train and employ local people.

National Context

Housing and welfare policy continues to create a challenging environment in which to provide social and affordable homes. The need for housing continues to grow, and the supply remains limited. The Government's 2017 Housing White Paper¹ encourages local councils to play their part in helping to deliver the new homes the country needs. There are signs of a growing consensus that council housing is part of the solution. The Prime Minister announced £2bn for affordable housing in autumn 2017, a pledge by the Prime Minister to create "a new generation of council houses". The Ministry has been renamed the Ministry of Housing, Communities & Local Government in 2018, emphasising the importance of housing in the Secretary of State's role. The Housing Revenue Account debt cap is to be partly lifted, and it has been indicated that the Government wants local authorities to bid for money from a funding stream for social rent to be made available in 2018.

The tragic fire at London's Grenfell Tower in summer 2017 represents the worst disaster social housing has faced. The importance of safety is brought into renewed focus, and there will rightly be an increased priority for safety related investment. The findings of the Public Inquiry into the fire will have far reaching consequences. The associated review lead by Dame Judith Hackitt will lead to improved building regulations and fire safety. In the wake of the tragedy, a wider public discussion has started about the role and importance of social housing.

A Green Paper on Social Housing was announced in September 2017. The first housing Green Paper for ten years, and the first major Government report on the role of social housing since 2007². The Minister has indicated that it will be broad in scope - "A wide-ranging, top-to-bottom review of the issues facing the sector, the Green Paper will be the most substantial report of its kind for a generation." The Green Paper will include consideration of the quality, role, economic importance, management and tenants' rights in the social housing sector.

"We need to shift the whole conversation about social housing, reframe the whole debate. We need to challenge outdated, unfair attitudes. We need to return to the time, not so very long ago, when social housing was valued. It was treasured. Something we could all be proud of whether

¹ Cm9352 Fixing our Broken Housing Market – The Housing White Paper, 2017

² Centre for Analysis of Social Exclusion, Ends And Means - The Future Roles Of Social Housing In England (the 'Hills Review')

we lived in it or not.” Rt Hon Sajid Javid MP, Secretary of State for Housing, Communities and Local Government

The Green Paper should strengthen the voice of tenants, and ensure they are listened to in the decision making process, and in service delivery. Regulatory standards are likely to be overhauled, and regulatory powers extended more clearly into the field of local authority owned housing to support this. We are likely to see a reversal of the reduced framework of regulation that government has regarded as appropriate in recent years. Challenging the stigmatisation of social housing is very welcome, and we will contribute positively to the debate on the role, purpose and importance of the tenure.

Nottingham City Homes will respond pro-actively to proposals in these areas, work to implement positive changes and engage with the Regulator as well as our tenants and leaseholders to ensure that we can drive up safety, quality and service.

Nevertheless, the national housing policy picture is still mixed and confusing. The country is building the lowest number of homes for social rent since records began. The Housing and Planning Act 2016 has now passed into legislation. This introduced powers to issue tenancies that would no longer provide life time tenure security, and powers that could require local councils to sell higher value council owned homes when they become vacant, as a funding source to compensate housing associations for offering their tenants Right to Buy. These powers have not yet been enacted, but remain options that could create significant issues for NCH and our customers. We would be required to implement both measures if the Government requires councils to do so during the life of this Plan.

Part way through the life of our previous Corporate Plan, the Chancellor of the Exchequer announced a major change in rent policy that would apply uniformly across the social housing sector with substantial financial consequences. This meant that from 2016 until 2019 a 1% per annum rent cut would be enforced. This reduction equates to at least 14% less planned rental income by 2020. The Government has recently announced the new rent policy that will commence in April 2020, which will link rents to the Consumer Price Index + 1%, for a period of five years. This still leaves a shortfall in the region of £14m a year over the rental income previously assumed in the Housing Revenue Account (HRA) Business Plan.

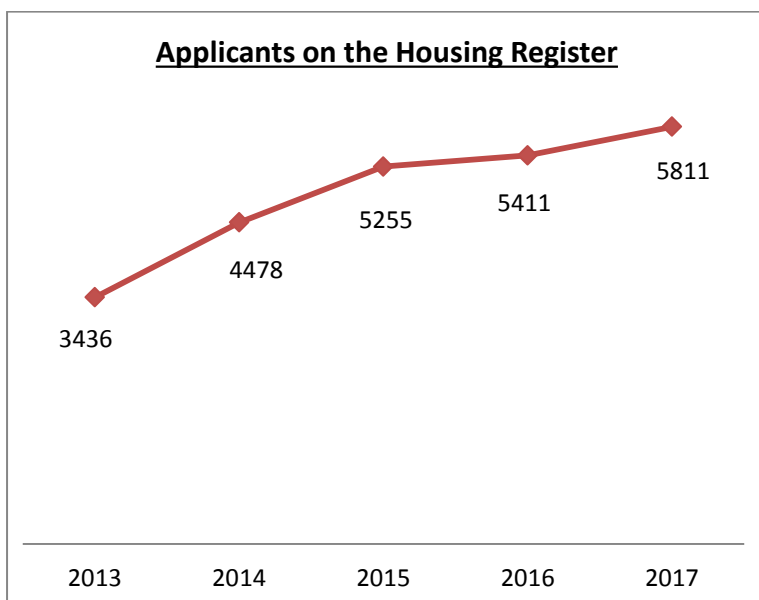
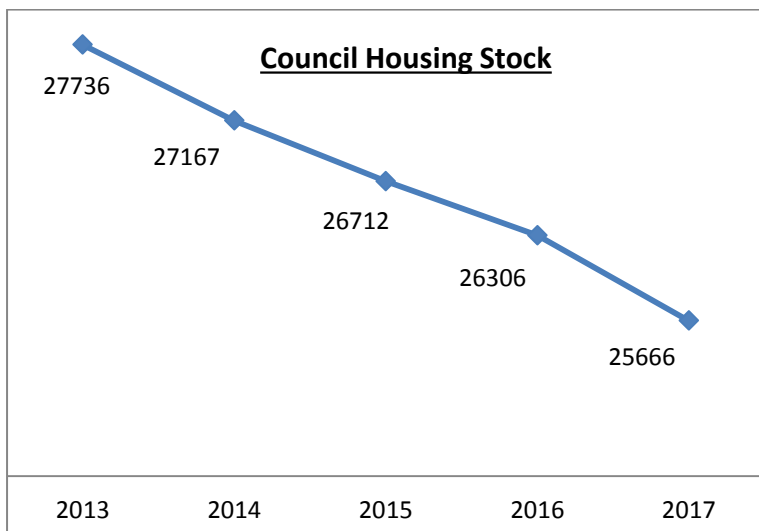
Welfare reform will continue to have a significant impact. Many of our customers receive social security payments as part of their household income. As the Government rolls out welfare reform policies, this will have increasing consequences for the people we serve. Universal Credit has already commenced for single people and couples, and 2018 will see a much wider Universal Credit roll out in Nottingham. The changed payment arrangements for housing support under Universal Credit have had a drastic impact in areas where it has been rolled out, with rent collection rates dropping significantly, and with increased costs for rent collection. Recently announced changes to claiming arrangements are welcome, though housing providers know people will still need support and assistance from their landlord if the risk of debt and rent arrears is to be reduced. The Benefit Cap and the ‘Bedroom Tax’ continue to create problems for households. NCH operates proactive policies to help people downsize to avoid the bedroom tax, and free up larger homes for those who need them, but a shortage of suitable smaller homes makes it hard to help all those who would like to downsize their accommodation. There is continued uncertainty around the funding that helps people who live in supported and sheltered housing afford the homes they rent.

The austerity measures which affect many of our tenants have also impacted on Nottingham City Homes budgets and affected many members of staff. There are reduced HRA resources and

financial challenges at the City Council which have required efficiency measures and service reductions. Our staff are finding that some support services which had been provided by statutory and voluntary agencies are being withdrawn, leaving gaps in service provision for our tenants, and more for us to pick up. Nationally agreed salary increases for our staff have not kept pace with the cost of living. As an employer we have had to make further savings to fund increases to National Insurance, pension contributions and the Apprenticeship Levy.

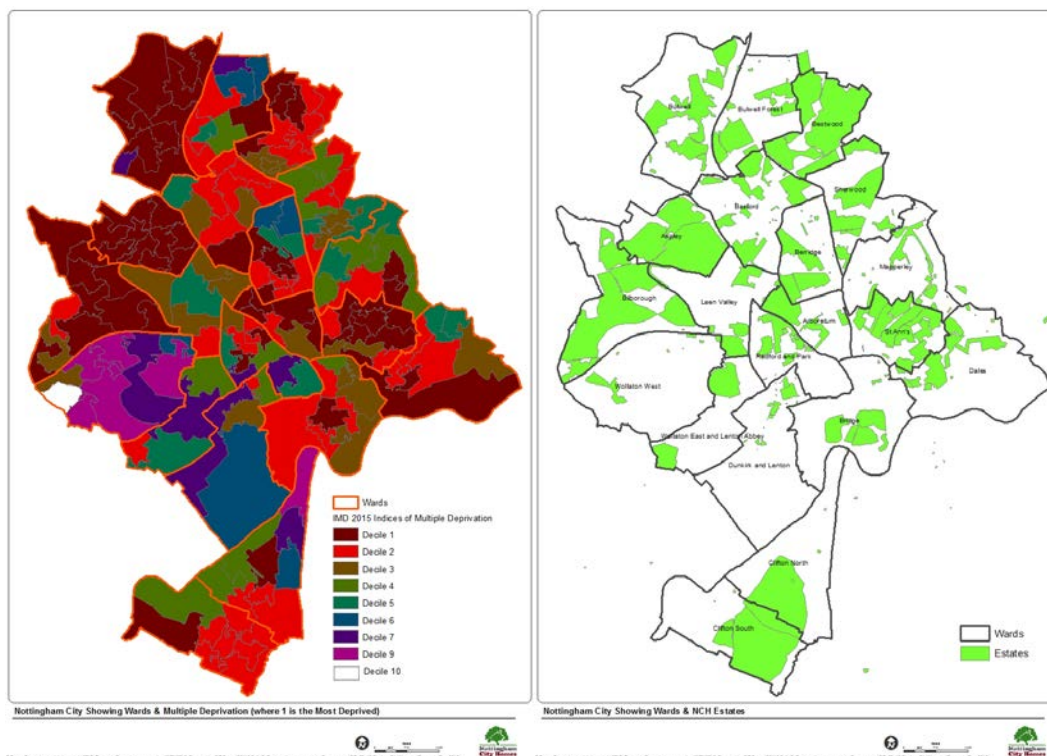
There will undoubtedly be new opportunities as well as obligations and challenges during the life of this Plan. NCH will work in this changing context, responding as required to seek the best outcomes for Nottingham and for our residents.

Local Context



NCH actively supports the City Council’s strategic direction for Nottingham. The Nottingham Plan to 2020 is the City’s Sustainable Community Strategy – co-ordinating activity from a wide range of partner organisations in order to deliver Nottingham’s wider ambitions. We contribute to a wide range of the Nottingham Plan objectives – including reducing crime and anti-social behaviour,

engaging residents, tackling deprivation and worklessness, helping to improve the health of residents, and improving neighbourhood desirability. Nottingham is a deprived city, ranking the 8th most deprived area in England³. Many of our customers live in the most deprived neighbourhoods in the city. Most of the homes we manage are in the 10% most deprived neighbourhoods in England. Health inequality is an issue of concern in the city, with people in the poorest neighbourhoods on average experiencing poor health 17 years earlier than those in the wealthiest neighbourhoods⁴.



There remain significant housing challenges in the city. Home ownership is out of the reach of many Nottingham people. Rents in the private rented sector are not affordable for many, and the tenure often does not provide the level of security or quality of home that people seek. The resulting increase in housing need puts pressure on the City's housing register and homelessness duties. The housing register increased from 3,850 households seeking social housing in summer 2013, to over 6,000 by the end of 2017 – an increase of 56%. Homelessness levels have increased, and following many years of ensuring no families were housed in bed and breakfast accommodation, too many are now temporarily housed in this sort of temporary accommodation.

Despite delivery of new homes by Nottingham City Homes, existing provision continues to be reduced through sales of existing homes under the Right to Buy; sales in Nottingham ran at a level of almost one home a day in 2016-17 and the current Right to Buy regulations only permit councils to spend a small proportion of each sale receipt to put towards a replacement home.

The NCH group, during the life of this Plan, will seek to deliver new affordable homes to help Nottingham tackle these challenges. New homes that meet the changing needs of people in the city as the population profile changes. New homes that are fit for the future.

³ 2015 Index of Multiple Deprivation. Ranking 8th out of 326 local council areas in England

⁴ 'Happier Healthier Lives', Nottingham City Joint Health and Wellbeing Strategy 2016 – 2020

Nottingham's housing strategy

The City's Housing Strategy sets out ambitions for housing in Nottingham. NCH is proud to support those ambitions. A new Housing Strategy "Quality Housing for All" will be launched in 2018, building on the successes of the existing strategy, it has an overall vision that everyone in the city should be able to live in a good quality home irrespective of its tenure. There are five themes in the strategy:

- The supply of new homes across all tenures.
- Existing homes: improving, maintaining good quality and making the best use of them.
- The challenge of homelessness prevention and providing specialist and supported housing.
- Using the power of housing to improve health and wellbeing and prevent ill health.
- Housing's role in strong neighbourhoods and communities.

The council is ambitious for an ever improving quality of private rented homes and has taken steps to reduce the growth of houses in multiple occupation (HMOs) and tackle rogue landlords. NCH Enterprises Ltd will provide an exemplar market rent alternative to the existing offer in the city.

NCH will work hard to make significant contributions to help address all of these themes. Building a Better Nottingham has seen NCH successfully deliver 647 new homes built or under construction so far and our ambition is to deliver a large number of the 2,500 homes that Nottingham people can afford to rent or buy, which the city has pledged to deliver.

Serving a diverse city - our customer profile

NCH serves a very diverse population. Around 55,000 people live in the homes we are responsible for. There is no such thing as a 'typical council tenant'. We house working families, older people, and people with long term illnesses or disabilities. Children and young people live in our homes, and all sorts of people seek the accommodation we provide.

29% of our tenants are from black or minority ethnic backgrounds (up from 27% in 2015), 12% of customers have declared they or someone in their household consider themselves to be disabled (down from 14%), 30% of tenants are 60 years of age or older (29% in 2015), 4% of tenants are 24 years of age or younger (down from 5%) and 1.1% of tenants have told us they are lesbian gay, bisexual or transgender. 61% of tenants are women (an increase from 59% in 2015).

A number of our tenants receive Housing Benefit to help them afford their rent. Only 30% of tenants under 65 years of age receive Housing Benefit payments that meet their rent in full, the remaining 70% receive partial Housing Benefit or no benefit at all, indicating that they are likely to be in full or part time work.

There are over 6,000 Nottingham households on our Housing Register, including families who the Council has a homeless duty towards, existing tenants wanting to move and households on the general housing waiting list.

We will use the knowledge we have of our customers to help design services that work for them, using our customer insight information to help inform the decisions we take. Our Equality and Diversity Strategy will improve our approach to delivering services to our diverse customer base. We will target actions to ensure that underrepresented and disadvantaged groups benefit from services that meet their needs.

Vision & Goals

Nottingham City Homes Vision, Goals and Values convey a clear message about what we do and how we go about it. As the NCH Group grows, this vision continues to capture our objectives.

Our Vision

Our vision is **“to create homes and places where people want to live”**.

Our Goals

We want to be the best social housing provider in the UK.

To deliver our vision we have five goals:

- **To listen to our tenants and deliver an excellent housing service**
- **To make all our estates great places to live**
- **To build high quality, affordable new homes for local people**
- **To diversify our services, reinvesting in our communities**
- **To be a great place to work**

These goals focus our activity. We will measure how well we are doing against them. We have a suite of performance indicators for each of our corporate goals that will show where we are succeeding, and highlight where there is more we can do.

Our Values

Our values define the way we work, set out who we are as an organisation and shape customer expectations.

We will live our values and embed them in everything we do.

- ***Passionate about Delivering outstanding services***
- ***Respect people – our colleagues, our customers, our communities***
- ***Always looking for ways to Improve***
- ***Providing great Value for money***
- ***Effective team working with each other, our customers and our partners***

Our values will continue to *DRIVE* our culture and the delivery of this Corporate Plan

Our Culture

We want Nottingham City Homes to be:

A great place to work, well governed, with a clear sense of direction, shared by all, and ambitious to succeed on behalf of our customers;

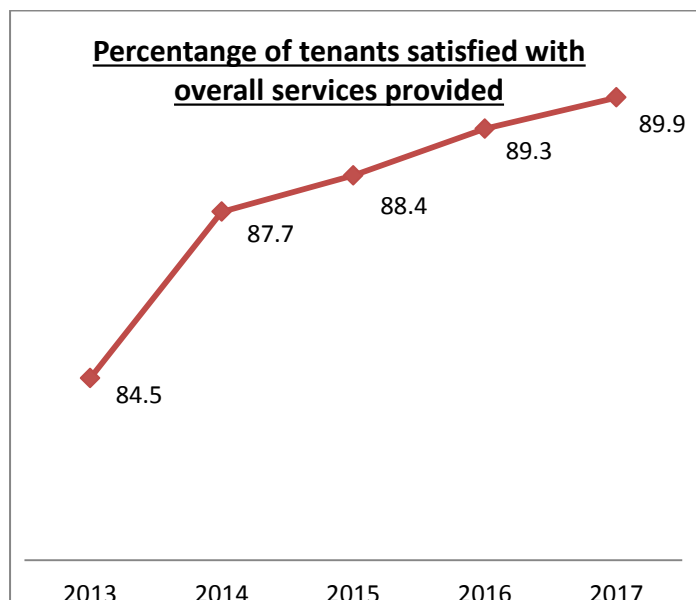
A place where people work as one team, where people believe in the values of the company and go the extra mile to deliver homes and places where our customers want to live;

A place where colleagues are kept well informed, are listened to and whose views are respected; where colleagues are encouraged to learn and develop; where talent is nurtured; a place which has the courage to try things differently; where people are empowered to perform and individual performance is well managed; where success is celebrated and where we are proud to let others know about our success.

Widely respected as an efficient, professional organisation, demonstrably fair and honest, which respects the individual and reflects the diverse communities we serve, with a strong, confident external image both in word and deed.

Our achievements

We have made great improvements in our services to Council tenants and leaseholders since our last Corporate Plan in 2015. We are demonstrating continued improvement in customer satisfaction with record levels of satisfaction during the past 3 years.



As well as delivering record customer satisfaction levels we have:

- Continued to improve the standard of housing across the city. We achieved 100% decency in April 2015, and have continued to manage the council's investment in its homes with further upgrades of kitchens and bathrooms as well as installing new heating systems, ensuring that we maintain decency. We have also embarked on a programme of door replacements ensuring that homes are more secure.
- Invested in our estates, with many of them now achieving 4 star status as measured by tenants, and this is backed up by improved customer satisfaction.
- Achieved record levels of satisfaction with ASB services which is a high priority for our tenants.
- Set up a subsidiary to acquire and manage market rent properties. This has resulted in the purchase of 100 properties across Nottingham.
- Acquired 50 homes for homeless persons temporary accommodation.
- 647 new homes built or under construction.
- Refurbished 30 of our Independent Living Schemes through our Grandeur Designs project, making them more attractive and welcoming places to live.
- Developed Palmer Court in Lenton which was recognised as the best new social housing development in the country.
- Delivered a successful Fit in the Community Programme to improve the health and wellbeing of tenants, and a Golden Games programme for older residents.
- Delivered innovative projects such as Hospital to Home, reducing hospital admissions, and at Benedict Court we now provide supported accommodation.
- Taken on full managing agent services for the Hanley & Gellestrop almshouse dwellings.

- Introduced street and block champions, grown our Tenant Fun Day and made sure our tenants' voices are being heard

We have supported tenants who have been affected by welfare reforms including those whose income has been reduced by the benefit cap by providing targeted help to those who needed our support most. For example we have:

- Supported and promoted the Nottingham Credit Union which provides easier access to ethical banking for those who would normally struggle to open a traditional bank account.
- Supported tenants affected by the introduction of the 'bedroom tax' and offered them smaller accommodation where this has been possible.
- Delivered training events through the Tenant Academy and achieved success with employment support for tenants.

We have supported tenants who are at risk of fuel poverty with initiatives that are helping tenants save money on energy bills. For example we have:

- Invested in those properties that have the poorest energy efficiency.
- Installed solar panels across the city.
- Run campaigns around fuel poverty and energy efficiency to help tenants to reduce their fuel bills.
- Insulated homes including five high rise blocks, using a mineral based cladding, which meets high safety standards.
- Secured RemoUrban funds to reduce home energy use – including the first Energiesprong project in UK.
- Used our 10th Anniversary fund to support projects within the communities we serve, such as a memories project in the Meadows, makeovers of five community gardens, funded outdoor gym equipment, and supported schemes to reduce loneliness and isolation.
- Published a book on the history of social housing in Nottingham "Homes and Places - A History of Nottingham's Council Houses".

We have developed as a company by:

- Setting up NCH Enterprises Ltd and NCH Registered Provider – and achieved registration with Homes England.
- Implementing single status - similar terms and conditions for all colleagues.
- Redeveloping our Harvey Road site, bringing together colleagues who previously worked at different locations.
- Established a new control centre for Nottingham On Call.
- Taking on 41 apprentices and established our first housing management trainee scheme.
- Setting up our award winning Women in Construction initiative to get more women involved in the construction industry.
- Accreditation as a 'Top 100 Apprenticeship Employer' at the National Apprenticeship Awards and finalists in the Brathay apprentice challenge.
- Becoming accredited as 'Excellent' under the Social Housing Equality Framework (SHEF) for the first time.
- Becoming a Stonewall top 100 employer.

- Supporting staff who want to volunteer to help local communities or community projects across the city, and have organised team volunteering days with local projects.

And delivered a financial return to our shareholder Nottingham City Council year on year.

Delivering Our Corporate Goals

NCH is ambitious. We want to be recognised as the best social housing organisation in the UK, delivering excellent services for our tenants and leaseholders, and delivering new homes for Nottingham people. We aim to improve continuously, especially in relation to our core housing services - rents, repairs, and lettings. We want to be accessible, with tenants able to contact us easily, and for us to always respond right first time. We want to be more efficient, and continue to do more with less. We are embarking on a transformation agenda, designed to revolutionise the way we do business, introducing new technology to help us become more efficient but also to make it easier for customers to do business with us. We aim to expand our work, generating additional income to re-invest in services for Nottingham people.

Goal 1: To listen to our tenants and deliver an excellent housing service

Managing the homes where our tenants and leaseholders live is our core business. We believe that a good quality home is the basis on which people build the foundations for their lives.

During the life of this Plan NCH will have renewed its long term partnership agreement with Nottingham City Council, defining with great clarity which Housing Revenue Account assets NCH is responsible for managing. Our partnership with the City Council will be supported by an approved thirty year Housing Revenue Account Business Plan ensuring adequate resources are available to manage, maintain and improve existing homes, as well as to build new council homes that meet the future needs of city residents.

Maintaining tenants' homes

Our tenants' greatest expectation of NCH is that we will maintain their homes, invest in them and keep them in good repair. To deliver this expectation over the lifetime of this plan we will ensure:

- Our homes are safe, and meet all legislative standards including annual gas servicing.
- We will enhance fire safety by fitting all high rise tower blocks with sprinklers.
- We will risk assess other properties to identify where else sprinklers would be beneficial.
- We maintain the quality of our homes, by maintaining the Decent Homes Standard.
- We deliver a programme of improvements in communal areas in blocks of flats.
- We will reduce fuel poverty and improve energy efficiency targeting those properties that would benefit the most from this.
- We will complete our programme of lift renewal by installing new lifts in Pine View, Willow View and Victoria Centre.
- All Independent Living Schemes have benefited from Grander Designs improvements.
- Empty homes are refurbished and re-let efficiently, with high levels of satisfaction from tenants moving into their new homes.
- We keep accurate and up to date housing stock condition records and use this to plan investment wisely, ensuring we maintain all our homes in good order.

We know how important our repairs service is to our customers. This is at the heart of delivering better customer satisfaction. We will, therefore, implement modernised repairs and maintenance service standards, attending emergencies 24/7 including establishing a new, dedicated out of hours' service, and responding to all other priority repairs at the tenant's earliest convenience. Our skilled tradespeople will be cross trained in order to deliver the maximum number of repairs right first time, and be empowered to use their discretion to make the best decisions in the interest of our tenants.

We want tenants to be able to report repairs online more easily and manage appointments at their convenience. We also will ensure that tenants have a good understanding of their own repairs responsibilities, and equip them with skills and knowledge to look after their homes, using technology like online 'how to' videos and do it yourself training.

Reducing energy use and tackling fuel poverty

The cost of energy is one of our customers' largest regular costs, and fuel poverty is a significant issue for many people. Nottingham has the fifth highest fuel poverty rate in the UK, with levels contributed to by poorly insulated older homes often in the private rented sector. Reducing energy consumption not only saves people money, but helps to reduce carbon emissions.

NCH has made great strides in insulating homes, fitting solar photovoltaic panels and promoting Robin Hood Energy who provide affordable energy, especially for people who use pre-payment fuel meters. We will continue to do this during the life of this Plan, seeking to tackle hard to heat homes in particular ensuring all our homes meet EPC D as a minimum, and piloting a range of solutions to deliver zero carbon '2050 homes' including renewable energy, battery storage and whole house retrofit. Where we can do so, we will make our energy saving improvement projects available across other tenures.

Our work on the RemoUrban pilot project in Sneinton illustrates what can be achieved by using the Dutch Energiesprong whole house refurbishment approach, designed to make net-zero energy housing a reality. With the city council, we will seek to secure European Regional Development Funding (ERDF) to deliver this approach at scale.

Our commitment to reducing energy use and tackling fuel poverty stretches across other goals. Our new housing will be built to high energy efficiency standards, and the Eastglade development will be an eco-exemplar new community. We will reduce the energy and fuel we use as a business. We will secure the gold sustainability standard for the housing sector - SHIFT.

Tenant involvement and engagement

We are proud of the voice our tenants already have at Nottingham City Homes. Over the life of this Plan tenants will continue to have a real say in how services are delivered and will have numerous ways of getting involved.

Our Board includes tenant representatives, ensuring the tenants' voice is heard at the very top of the organisation and having an impact on our strategic direction. We will promote and support opportunities for tenant and leaseholder involvement both within Nottingham City Homes, and on our estates. Block and Street Champions from across the city will be our eyes and ears, letting us know about local issues we can resolve before they escalate. We will support our Champions, and provide them with the knowledge, skills and tools to help improve their neighbourhood. We will continue to develop our mechanisms for involving tenants and engaging with more people with the aim of increasing involvement to improve our services.

We'll continue to support the development and maintenance of local Tenants and Residents Associations (TRAs) and community groups to ensure they run effectively. We will also focus on supporting groups to find and apply for wider funding streams and work to enable them to become more self-sufficient. In addition we will look to refresh and simplify our own grant funding for TRAs so that they better reflects the ambitions of our tenants.

We will continue to support our customers to learn, through participation in the Tenant Academy, developing the courses available to meet changing demand.

NCH will support tenants and residents in having a voice on the national stage, influencing policy and being heard by key decision makers in Westminster. We will support the Benefit to Society campaign that proactively challenges misconceptions of social housing tenants.

NCH shall continue to support community events including the Tenant Fun Day, Garden Competition and the Tenant Awards as well as wider public events that celebrate the city, such as Nottingham Carnival, Nottingham Pride, and Black History Month.

We will deliver and implement new and existing projects to support customers to lead healthier lives as part of the Fit in the Community programme, working closely with local partners and stakeholders to maximise opportunities available.

We will use our Compliments, Comments and Complaints process (3 Cs) to help us improve service quality, learning lessons and implementing improvements from the feedback that residents make about our services. We will continue to improve the monitoring of this process as a critical part of improving customer experience.

Homelink, Lettings and Allocations

More people want to live in a social rented home than there are homes available to let. We will work with Nottingham City Council to review the lettings and allocations policy to ensure that the scheme is transparent, fair and meets the needs of local people as best as possible.

We will continue to manage the Nottingham Homelink choice based lettings scheme, allocating social housing in the city to those who need it, for a variety of landlords. We will improve the Homelink website and make it easier for applicants to self-serve. We will support people on the Housing Register with advice and assistance, and ensure that those with additional needs are assisted to bid for suitable properties when they become available. As well as helping secure houses for families with children, we need to explore what more we can do to help the Nottingham people on our waiting list who are looking for one bedroom accommodation.

We will encourage tenants who want to move to consider mutual exchange. We will help tenants to downsize, especially those affected by the bedroom tax, and free up larger size homes for other families.

When an applicant has successfully bid for a new home, we will ensure that their new home is ready for them to move into as soon as possible.

Rent first

We want to ensure our tenants keep the roof over their heads.

Prospective tenants will complete a pre-tenancy course before being allocated a property to rent. Maintaining our rent collection rates is a priority, and we know this will be challenging as Universal Credit is rolled out to many of our customers. For new tenants, we will explore the potential to obtain a payment of rent in advance, and we will offer a range of payment channels for all our customers, alongside early intervention if payments are missed. There will be a culture of Rent First.

We will support tenants through the implementation of further aspects of welfare reform, including Universal Credit. Our priority is to help people maintain their tenancy, minimise evictions, and reduce problem debts. As well as our practical support to help people into training and employment we will work with partner agencies such as the Nottingham Credit Union and the services provided through Advice Nottingham to help people manage their finances.

Through our pre- eviction protocol we will ensure that we avoid adding to the Council's homelessness responsibilities, and we will encourage other social landlords in Nottingham to follow similarly.

Independent living

Our older residents value the security and peace of mind offered by Independent Living. Our Grander Designs programme is nearly half way through upgrading these homes and proved popular with existing tenants and applicants alike, including tenants considering downsizing from family sized properties. Over the lifetime of this Plan we will ensure that every Independent Living Scheme has benefited from Grander Design improvements.

We know that some potential residents of Independent Living schemes have additional needs, which can prove disruptive to existing residents without more intensive management and the necessary support for each individual. We would like to explore designating specific accommodation with the provision of this extra support to provide a better alternative for those older tenants with additional needs.

We want to explore whether we can designate some Independent Living Schemes as pet friendly – recognising the many benefits responsible pet ownership has on improving mental health and reducing loneliness for some residents, whilst ensuring that people are not disturbed by noise and nuisance.

Our Activity Co-ordinators work in partnership with other services for older people to ensure that our ILS residents have access to stimulating and rewarding opportunities, helping to tackle social isolation, and make positive contributions to mental and physical wellbeing.

We will complete the refurbishment of our older people's housing at Woodthorpe and Winchester Courts, and we will open our first extra care housing as part of this revitalised Winwood Heights retirement village.

Looking to the future

We will have a digital offer which works for our customers, whilst reflecting their diverse needs. This means that face to face and telephone contact will still be available to residents but we will contribute to closing the digital divide, ensuring that as many customers as possible have an opportunity to become digitally active. By the end of this Corporate Plan there will be a transformation in the way our tenants use NCH services. The default will be for customers to want to do business online because it is easy to access and straightforward to use. There will be a seamless integration between our self-serve offer and our back office processes.

We will design our processes, systems and data to enable staff to resolve customer issues at the first point of contact, and we will ensure those systems continue meet the ISO9001 quality standard

We will use technology to deliver personalised services linked to our customer relationship management platform and use customer insight data to improve tailored customer service and engagement. This will be supported by Regular Tenancy Visits to help us ensure customer details are accurate, support needs are identified and tenancy conditions are being adhered to. Over the lifetime of this Plan every tenant will have at least one Regular Tenancy personal visit. We will hold personal data securely and comply fully with the requirements of the General Data Protection Regulations (GDPR).

We will improve our asset management data and explore the potential for Smart Home technology. This uses internet and radio wave connected devices to enable remote monitoring and management

of systems and appliances. We will be the first housing organisation in the UK to pilot the Eseebase system for asset management, which will enable NCH to digitize its information for existing stock – holding all property asset records digitally and easily accessible for all NCH staff that need them

As part of our quest to be the best housing organisation in the UK, we will learn from others both inside and outside the housing sector. We will have an effective partnership with Derby Homes supporting each other and working together where it is in both of our interests to do so, supporting the Derby and Nottingham Metropolitan Strategy⁵.

Overall, we will be delivering high levels of satisfaction among all our customers, both new residents and people we have served for many years. We will improve our top ten performance against all the key performance measures which are important to our customers.

To listen to our tenants and deliver an excellent housing service	2021 Target
Overall satisfaction with services provided by NCH (STAR survey 005)	92.6%
Tenant satisfaction NCH takes their views into account (STAR survey 018)	82.0%
Tenant satisfaction with the repairs and maintenance service (STAR survey 003)	90.0%
% of repairs completed right first time	98.0%
Tenant satisfaction with the overall quality of their home (STAR survey 001)	90.0%
Tenant satisfaction with value for money of rent (STAR survey 002)	94.0%
% of rent collected	100%
Rent arrears as a % of rent due	1.96%
Gas and solid fuel annual servicing	100%
Full average re-let time - no exclusions	25 days
Number of lettable voids	150
Number of ILS Grander Design schemes completed by 2021	19 (of 19 schemes remaining to be done)
Number of properties with an EPC certificate 'E' or below, to be improved to EPC 'D' or above	Zero (to eliminate such properties)

⁵ www.nottinghamcity.gov.uk/media/370487/derby-nottingham-metro-vision.pdf

Goal 2: To make all our estates great places to live

Introduction

We want all our estates to be attractive, safe and welcoming places to live and visit. Places which people are proud to call their home. We will deliver this by working with our partners in the City Council and others. Our neighbourhoods will regularly meet new and more challenging 5* estate quality standards as assessed by our tenant inspectors. Street and Block Champions will provide a vital link between NCH and our residents, and will galvanise local action. We will work with residents to deliver tenant led improvements in neighbourhoods, maximising external funding that helps support improvements.

Clean and green

We will have a strong focus on gardens, paths and alleyways, ensuring they are all well maintained, taking swift action where any are not. Maintaining gardens is one of the criteria in the Responsible Tenant Reward Scheme which rewards tenants who keep to their tenancy obligations.

It is our ambition to increase customer satisfaction with grounds maintenance and the appearance of our estates. Together with our partners at Nottingham City Council will provide excellent street and block cleaning, grounds and tree maintenance services, keeping our estates feeling well looked after, clean, and free from litter and graffiti.

We will work with the Council to deliver the valued Garden Assistance Service to help older and disabled people who can't manage their own gardens. We will encourage volunteers to support other households unable to maintain their own gardens. We will work together to keep our estates clean and tidy. As part of our ambition to make our estates great places to live, we will support the Council to deliver the Green Flag award on our estates.

Estate environments and parking

Our Decent Neighbourhoods Programme is at the heart of our work to improve the safety, attractiveness and design of estates, and we will work with local Councillors and residents to deliver improvements in estate environments. The green space on our estates is valued by local people, and we will seek to ensure it is attractive, well maintained, and of a high quality. We aim to ensure such space contributes to Nottingham's biodiversity, ensuring natural habitats are included in our neighbourhood improvements. In addition we will support tenants and residents who wish to create community gardens and local food growing initiatives.

Our tenants' survey highlights that the lack of parking provision is rated by NCH tenants as one of the biggest problem in some neighbourhoods. We will offer hard standings and other car parking solutions, and begin to roll out the infrastructure needed to charge electric cars. Citywide there is an over provision of garages on our estates with over half of them currently empty. In some cases disused garage sites are magnet areas for fly-tipping and other anti-social behaviour. We will remodel underused garage sites to provide other parking solutions.

Regenerating shop sites on housing estates, where retail use is no longer commercially viable, will help make better use of the land and remove locations that can be a source of neighbourhood blight. Our new house building programme will benefit from this supply of land.

We will complete major refurbishments of the tower blocks at Woodthorpe Court, Winchester Court and Colwick Woods Court. Security at flats will be improved by better entry systems and CCTV monitoring. Our 'Eyes Wide Open' initiative will continue to ensure that all staff when they are out

and about on estates are spotting and reporting possible issues. Early intervention will help to get problems resolved as soon as they are noticed and prevented from escalating.

Community safety

We will continue to have a strong working relationship with Nottinghamshire Police and the City's Community Protection teams to address one of our residents' highest priorities – tackling crime, nuisance and anti-social behaviour. This will include such nuisance where it is driven by drug and alcohol misuse. Together with our Community Mediation Service, we will tackle neighbour nuisance quickly and effectively, and evict any tenants guilty of violent crime, drug dealing or knife crime.

We will also take a zero tolerance approach to all types of fraud, including tenancy fraud, application fraud, succession fraud and Right to Buy fraud. We will support community cohesion, and tackle hate crime, to ensure our homes and estates are safe places for people whatever their backgrounds are, and where the diversity of our communities is both respected and celebrated. We will work with tenants encouraging them to report crimes, and work with our community safety partners to keep our estates safe. We will support our tenants to deliver community projects offering diversionary activities, and support youth projects keeping our young people safe.

Our continuing programme of door and window replacement has a demonstrable impact on “target hardening”. While crimes such as burglaries are still a concern for residents, there are other threats to community safety such as terrorism, modern slavery and the emergence of new drugs such as Mamba and Spice which have rapidly become a cause for concern. NCH will work with partners to help tackle these issues.

We will respond swiftly and sensitively to domestic abuse and work in partnership with other agencies to increase the safety of survivors of domestic abuse. We will participate in domestic abuse awareness raising initiatives, such as the White Ribbon Campaign. We will support and apply for accreditation with the Domestic Abuse Housing Alliance, whose mission is to improve the housing sector's response to domestic abuse through an established set of standards across housing organisations. We will continue to support Nottingham's Sanctuary Scheme, helping to protect the survivors of domestic violence.

NCH will remain an active partner in the Priority Families Programme targeting help and support to those families who need it most, helping to address those households with the most complex needs and problems.

People make great places

Our tenants tell us that the best thing about where they live is their friends and neighbours. Contrary to media stereotypes, Council tenants are a benefit to society. Many are caring neighbours, and willing volunteers helping to create better communities for all.

We will support more residents to get involved in their communities through our tenant involvement and engagement. We will recognise people who are good neighbours through our TLI Awards, and we'll support people to get organised and improve their local communities. We will support local groups with our own “Make a Difference” funding as well as helping them apply for external funding.

We want to support people to become more engaged as citizens, and participate in local and national democracy. Being on the electoral register is one of the criteria for the Responsible Tenant Reward.

Over the life of this Plan, we will have a specific focus on engaging with young people on our estates. NCH believes that through participation in society, young people will gain knowledge, skills and confidence to help achieve their personal goals in life. We already work with local schools and offer practical support such as work experiences and mock interview practice. We want to support young people from our estates to become more involved in their community, through membership of local youth groups and organisations like National Citizen Service, police cadets, scouts, girl guides and St John Ambulance. Their active participation will give them the confidence and skills to succeed.

Estates that work

Secure jobs that pay a decent wage are often the best way for working age people to improve their own quality of life. Estates where more people are in work have more collective self-confidence and sense of purpose, and are more economically vibrant communities. We will maximise opportunities to help tenants into training and employment through our Tenant Academy and through partnership working with organisations like Nottingham Jobs service, Futures Advice Skills and Employment, and local schools, colleges and universities. We will seek to secure external funding to support this where possible. Our own training and apprenticeship programme at NCH is open to local people, and we will continue to ensure these opportunities are promoted to people who live in our homes.

To make all our estates great places to live	2021 Target
Satisfaction with opportunities to participate (STAR)	75%
Tenant satisfaction with neighbourhood as a place to live (STAR survey 039)	91%
% of neighbourhoods meeting 5 star ACE Inspector rating	75%
Number of Green Flag awards achieved on NCH managed land	17
Satisfaction with grounds maintenance (STAR)	83%
Satisfaction with Garden Assistance scheme	90%
Tenant satisfaction with the ASB service	90%
Number of tenants / residents actively engaged with NCH employability support (between 2018 and 2021)	850
Of which: percentage obtaining employment or accredited training.	30%

5* estates

We will work with our tenants to agree the criteria for a 5* estate. We expect it will encompass measures covering:

- cleanliness, and grounds maintenance, including gardens and alleyways
- neighbourhood character – including signage, quality of property exteriors, railing and fencing
- tenant satisfaction with their neighbourhood
- community involvement
- the level of crime and anti-social behaviour
- employment levels
- the effectiveness of partnership working to identify and respond to local issues
- neighbourhood desirability.

Goal 3: To build high quality, affordable new homes for local people

We are proud of the new homes that we have built in Nottingham. Together with the City Council we are delivering the biggest programme of new Council housebuilding in a generation. Nottingham City Homes has built twice as many homes as any other ALMO in the country and we were one of the first Local Housing Companies – building and owning our own stock. We have built or have under construction 647 new homes across the city as a major contribution to meeting Nottingham’s housing needs, and have a further 565 planned. We are committed to building new homes to a high quality, with an emphasis on good design, a rigorous approach to construction standards, a premium on energy efficiency and reasonable room sizes so that these homes will prove to be an asset for generations to come.

As we grow the NCH Group during the life of this Plan we aim to achieve further ambitious targets for building new homes, supporting the City Council’s objective to deliver 2,500 homes local people can afford to buy or rent.

Working with the City Council, and using a variety of funding sources – the NCH Group will have completed or be onsite with the following developments:

Sites under construction to be completed over the life of this Plan:

Site name	Number of homes planned	Owner
Church Square, Lenton	17	NCH RP
Hopedale Close, Radford	9	NCC
Conway Close, St Ann’s	12	NCC
Oakford Close, Broxtowe	21	NCC
Strelley, new Independent Living Scheme	37	NCC
Winchester - Woodthorpe (Extra Care homes)	44	NCC
Morley School site, St Ann’s	39	NCC

New sites to be started during the life of this Plan:

Site name	Number of homes planned	Owner
Clifton Miners Welfare Club	18	NCC
Marlstones, Bulwell	13	NCC
Tunstall Drive, Heathfield	13	NCC
Southchurch Court garages, Clifton	8 - 10	NCC
Lindum Grove, Sneinton	4	NCC
Woodlands, Radford (former offices) conversion	8	NCC
Aslockton Drive, Whitemoor	2	NCC
Meadows Police Station	21	NCH EL
Eastglade, Top Valley	64	NCH RP
Poplar Heights, Bestwood	269	NCC & NCH EL
Padstow Ridgeway, Bestwood	60	NCC & NCH EL
Beckhampton Road, Bestwood	85	NCC & NCH EL

We will continue to seek other sites, funding sources and partnership opportunities over the life of our Corporate Plan so that we can help maximise the delivery of new homes. Potential sites will be explored that use underused or unused land and assets on housing estates. We are already turning unwanted garage sites into new homes. Former office or unused community space offers other potential locations for new building and we are committed to converting the office space we have vacated at the Woodlands into flats. We will consider innovative opportunities such as airspace developments that build on top of existing flats or other appropriate structures.

We will increase our capacity and capability to deliver this planned programme of new build developments. We will recruit additional experienced project and programme leaders, improve our business planning, processes, monitoring and reporting to ensure that all new sites are established and delivered successfully on time and within budgets.

Through NCH Registered Provider we will develop a constructive relationship with Homes England and bid for resources to support our new build programme. NCH RP will also bid to be the partner for delivering the Section106 affordable housing contribution required from private developers for larger sites. NCH RP has already been chosen to acquire 14 new homes in Wollaton due to be completed over the life of this plan.

Building new homes which will last the test of time

The quality of our new homes will be exemplary. All homes will be built to high environmental and energy saving standards, with room space standards which will enable people to live there comfortably. Homes will be capable of being adapted, to help ensure that as the population profile

of the city changes, and people's household needs change, homes remain fit for purpose. Our new homes will be future proof so they minimise risks associated with climate change and extreme weather events, like overheating or flooding, as well as supporting biodiversity through the design of external areas. For example, the homes to be developed at Eastglade in Top Valley will be low carbon homes built using super-efficient construction techniques. The overall project will also encourage low impact living and community food growing, creating a truly sustainable community, setting a benchmark for the future.

Alongside our expertise in social housing, we will develop sites for mixed tenure use – including homes for market sale, low cost home ownership and market rent. We will have engaged with a suitable partner, to successfully market and sell homes on the open market.

We will build using Building Information Modelling (BIM) as standard, using this as a basis for efficient asset management over the lifetime of the properties.

Our in house construction team will be building at least 50 homes a year. We will make best use of off-site manufacturing and / or modular build solutions to deliver high quality homes quicker than traditional build and just as cost effectively.

We will support our environmental strategy by considering innovative ways of working through building construction techniques, the use of fleet and the materials we consume. Our approach to procurement will seek to ensure value for money whilst helping support local businesses, local employment and social enterprises; with the money we spend helping the local economy and local people.

In addition, we will seek to acquire Housing Association properties which may become available as a result of stock rationalisation or other operational requirements.

Delivering market rent homes

Many people who rent homes in Nottingham do not qualify for social housing. There is a strong demand for longer term tenancies, security and good quality housing in the market rented sector. Our market rent offer is delivered under the brand name LiviNG, through NCH Enterprises Ltd, and seeks to meet this demand. To date LiviNG has acquired 100 properties for market rent.

LiviNG will grow over the next few years and be operating successfully on a commercial basis, delivering a return to NCH. The homes will offer a well-managed and secure additional offer to the private rented sector in Nottingham.

The business model will move focus from the purchase of individual existing street properties to acquiring or developing new build specifically for market rent adding to the overall housing stock of the city. It will also be focusing on the Regeneration of the Arboretum through the refurbishment of the large residential buildings in the area which will also provide high quality private rented homes for the city. We will offer our residential management service to other property owners and explore other initiatives such as establishing a Private Sector Leasing Scheme and a Social Lettings Agency

Major projects include:

- The Arboretum, refurbishing 86 properties to a high standard as a driving force behind the regeneration of this neighbourhood close to Nottingham city centre.
- Successfully build, let and manage the 21 new build apartments at the former Meadows Police station site.

- Successfully let and manage market rent properties on mixed tenure schemes on new build sites.
- Acquire, let and manage 16 flats at Arkwright House, in the Meadows.
- Acquire, let and manage 18 flats at Ryehill House on Arkwright Walk, in the Meadows.
- Acquire, let and manage 10 houses at Gardeners Court, in Mapperley.
- Acquire, let and manage 24 new flats at Fairham House site, Clifton.

We will seek other opportunities to develop or acquire properties for market rent over the life of our Corporate Plan.

Housing Homeless households

In addition to the mainstream market rent offer, we will continue to provide creative solutions which help Nottingham City Council with its homeless responsibilities. Through NCH Registered Provider we currently provide 50 houses and Highwood House for use as temporary accommodation for homeless households. Bed and Breakfast accommodation is unacceptable for any homeless family and we will do all that we can to support the City Council as it seeks to avoid using Bed and Breakfast in all but exceptional circumstances. We will therefore acquire another 50 properties with the City Council. We will also explore the potential of modular built temporary housing solutions as part of a solution to urgent housing need. We will improve Highwood House, to create a more welcoming environment for the homeless families who are placed there.

We will support NCC in the delivery of Homeless Reduction Act – and ensure NCH evictions don't add to the burden of NCC's homeless responsibilities.

To build high quality, affordable new homes for local people	2021 Target
Number of new homes delivered by the NCH Group (built and acquired) between 2018 and 2021	525
Number of new homes built by our in house construction team between 2018 and 2021	150
Living market rent homes (build and acquire) between 2018 and 2021	350
Temporary accommodation for homeless households acquired between 2018 and 2021	50
Other NCHRP properties completed between 2018 and 2021	95
Tenant satisfaction with the quality of new home	97%

Goal 4: To diversify our services, re-investing in our communities

At Nottingham City Homes we believe the best interests of our residents and the future of the Company is served through a programme of business growth and diversification. This is not new to us. We have years of experience of developing new projects and business initiatives such as our Hospital to Home scheme, and expanding our maintenance programme beyond council housing. Our investment in new services will be based upon the premise that there is a financial or social return on any investment we make. Our decisions to diversify will be supported by clear analysis around risk, returns and benefits. It is important that we continue to work very closely with our partners and stakeholders. We need to ensure that we are adding value to the City Council by re-investing in services for Nottingham people.

Over the life of this Corporate Plan we will focus our growth on:

Housing and property maintenance

The new terms and conditions agreed with trades' colleagues will deliver improved productivity, helping us to become more competitive. This will open up our ability to compete for new markets which we intend to capitalise on. NCH will maximise the work we can deliver cost effectively in-house, including delivery of capital projects such as new developments, sprinkler installation and major improvement works. We will routinely provide property services for Nottingham City Council, and for partners such as Nottinghamshire schools.

In addition NCH will market a range of services available to property owners in and around Nottingham including:

- Housing management
- Property project management
- Construction, repairs and maintenance services
- Eco works and energy efficiency projects

We work with Robin Hood Energy to help ensure our tenants have access to good value energy supplies. We will explore the potential for installing Smart Meters on behalf of Robin Hood Energy and other utility companies.

Developing these areas of work through a more flexible workforce, able to adapt to changing circumstances, will deliver improved employment opportunities for staff.

We will grow our services to NCH tenants and leaseholders including expanding our furnished tenancy provision, offering new tenants this option if they feel they would benefit from this.

Health and social care

Nottingham City Homes will work closely with partners to deliver the objectives of the Nottingham Health and Wellbeing Plan and the Nottinghamshire Sustainability and Transformation Plan.

As part of making Nottingham a SMART city, we will make full use of Nottingham on Call's new Assistive Technology (AT) control centre and offer AT services to organisations, individuals and their families. This will demonstrably provide cost effective solutions to the council and health authorities. Nottingham on Call will seek work and expand its reach into neighbouring areas. We will improve our marketing so that local people who can benefit from AT services are aware of what we offer.

We will manage a Hospital to Home service across Greater Nottingham, keeping people out of hospital and making savings within the health and social care economy.

We will provide properties for supported living, reducing Nottingham City Council's reliance on care homes. Central government is reviewing the funding mechanism that supports residents to live in supported housing, and changes can be expected during the life of this Plan, so NCH will prepare for such changes when they are announced. Our development at Winwood Heights will provide a thriving extra care scheme. We will work in partnership with the council to create further extra care provision including short-stay beds which help people avoid hospital or care admission and return to living safely in their own home as quickly as possible. This work will realise efficiencies for the Council.

We will explore the business case for NCH operating its own in house care service.

We will manage an adaptations service on behalf of the City Council, enabling both council and private residents to remain in their own homes, offering a streamlined service from assessment to delivery. Our skilled team will maximise the number of adaptations they can deliver in house.

Making the most of NCH Group structure

We have adopted a Group structure capable of delivering a diversified range of services and investing back into Nottingham's communities.

NCH Registered Provider

The successful registration of Nottingham City Homes Registered Provider (NCH RP) is a major step forward, and opens new opportunities to provide additional social and affordable housing. NCH RP can access grants and funding streams to supply accommodation for local people, and help the NCH Group maximise both new housing and the provision of better quality temporary accommodation for homeless households.

Nottingham City Homes Enterprises Ltd

Nottingham City Homes Enterprises Ltd focus over the life of this Corporate Plan is to grow the market rent business, and building new homes for sale. This includes working with the City Council to regenerate the Arboretum using in house labour to create a quality market rented offer.

NCH Charitable Vehicle

We will explore the potential to create a charitable arm for the benefit of our residents if this can access and raise funds to support tenants and tenant groups to improve their estates and provide new opportunities for the people who live in them.

Promoting the NCH Group

The marketing of our business is critical to our future success. To support our new business activity we will continue to improve our marketing capability, ensuring the positive image of the work of NCH, the capabilities we have, and the opportunities for our clients and customers supports our drive for new and expanded services.

Goal 4

To diversify our services, re-investing in our communities	2021 Target
Total number of private customers using a Community Alarm	2,300
New customers using Assistive Technology	820 per year
Number of new Supported Living dwellings delivered by 2021	80
Additional income above management fee over the lifetime of the Plan	£62.03M
Surplus re-invested in Nottingham over lifetime of the Plan	£18.9M

Goal 5: To be a great place to work

We can only deliver our ambitions through our talented and committed workforce. The people who work for Nottingham City Homes are our greatest asset. Their knowledge, dedication and hard work are what make NCH a great organisation and a great place to work. Throughout the lifetime of this Plan we will support our colleagues to be the best they can be, and to deliver the very best services to our tenants and leaseholders. Putting our staff at the centre of what we are doing will reap rewards through improved productivity and commitment to the organisation, leading to improved outcomes for the customers they serve.

As an employer committed to training and developing local people, the staff we employ are both a direct and indirect benefit to the local economy. Over 90% of NCH colleagues live in the NG post code area, spending their earnings locally and supporting local businesses.

Our people

Everyone who works at Nottingham City Homes is an ambassador for the company. It's key that all staff share our vision and values – so all are clear what Nottingham City Homes is trying to achieve and their role in delivering it. As a first step to making this a reality, colleagues from across the Company have been involved in the preparation of this Corporate Plan, and every member of staff has had the opportunity to contribute.

All new starters will receive a high quality induction, so they can see how their role helps deliver Nottingham City Homes' wider vision and they can better understand our values as a company. Throughout their career with NCH, colleagues will receive annual appraisals setting clear objectives and regular one to ones supporting their development in their company.

To be a great place to work, our culture needs to value and support our staff, encouraging and enabling them to be the best that they can be. It's also important that colleagues know and feel that Nottingham City Homes is there to support them when they need it. This can be in the form of training and development, supporting staff gaining professional qualifications, helping them to further their career within NCH, being positive about recognising their efforts and rewarding them appropriately. It's also about access to personal support mechanisms when they need it. Our Organisational Development Strategy focuses on four key priorities:

Firstly, we recognise that having an organisational culture which focuses on supporting our staff to deliver excellent customer service is key to performance. An enthusiastic and committed workforce will help us to deliver the service we are striving for. We want to create a supportive culture which enables the people who work at NCH to be ambitious on behalf of our customers, to best ensure NCH's success both now and in the future.

In addition, we will empower our staff to innovate to achieve our objectives and make decisions which are in the interests of our customers. We will continue to improve the way we keep staff informed about Company business. In turn this will enable all our staff to be better informed when communicating with our customers. Well informed and empowered colleagues are more committed to the organisation and have higher levels of productivity.

Our third focus will be on developing a more agile, multi-skilled workforce able to move more freely around the business supported by flexible working practices. We will identify the future employment needs of the company and ensure we have the right people with the right skills in place to meet our future needs. By providing greater flexibility in employment we will attract people from a wider range of backgrounds with a greater range of skills, knowledge and abilities.

Following on from this, our fourth Organisational Development priority will be to recruit, develop and retain talented individuals. Specifically we will adopt a new approach to creating entry level jobs where possible and encourage career development from within. To better support our employees we will provide a state of the art training facility at our Harvey Road site. Through workforce planning, we will be recruiting new staff including record levels of apprentices and trainees, weathering the post Brexit skills shortages that many other companies will face, especially in construction. We will work with partners such as Nottingham Jobs, Futures, CITB, DWP, schools and colleges to offer work experience and recruit more local people with the promise of fulfilling career paths. We will be in the top 100 National Apprentice Employers. NCH will continue to offer an apprenticeship scheme which is recognised across the sector as being the best, demonstrating our ambition by once again competing in the Brathay Apprentice Challenge over the lifetime of this Plan.

To achieve these ambitions we will strive to be in the Sunday Times Best 100 Companies, and use this as a development framework to drive our organisational change programme. We will gather regular feedback from staff to monitor our progress and work towards ensuring staff are well informed, well trained, empowered and motivated to deliver on behalf of our customers. Leadership and management training will help to develop capacity and maintain quality, delivering a consistent culture across the company.

Nottingham City Homes has a strong and constructive relationship with the Trades Unions that represent many of our employees. We recognise that the unions have an important part to play in maintaining a good employee/employer relationship. We will continue to build on this relationship and work with the unions to help us deliver the improvements within this Plan.

Staff recognition and reward

NCH values the effort of all colleagues who are delivering outstanding services, many of whom go the extra mile to serve our customers. We offer an excellent rewards package to all employees and it is essential that we continue to improve this if we want to attract and retain the best possible workforce, and remain one of the best social housing employers.

The rewards package includes attractive terms and conditions, such as flexible working and a competitive pay package including access to the Local Government Pension Scheme. This pension scheme is one of the best, and NCH makes a significant financial contribution to this, meaning that employees can be assured of excellent benefits in later life.

We are happy to discuss working arrangements which enable our staff to achieve the work / life balance which best meets their needs, including consideration of part time working on request, the ability to purchase extra leave and flexible retirement options. We offer a range of discounts at local and national retailers and also offer discounted travel on trains, tram and bus services.

We encourage employees to give something back to the community by enabling them to take time out of the workplace to volunteer, as well as supporting an annual staff led charity of the year.

Most importantly our company culture will ensure that we value the efforts our colleagues make, that success is recognised and that compliments from our customers are shared with all those that have earned them. We will continue to run the STAR (Special Thanks And Recognition) awards annually, recognising the outstanding efforts of colleagues and teams from across the Company.

Where our colleagues' achievements deserve national recognition, we will nominate for the highest accolades such as a TPAS or UK Housing awards.

Health and Wellbeing

Whilst NCH already puts the health and safety of our employees, contractors and residents of paramount importance, we will redouble our efforts to ensure that NCH is considered an exemplar for health and safety. We will achieve compliance with the new health and safety ISO 45001 standard due in 2021.

We will ensure everyone at NCH is trained in health and safety and is aware of their obligations to keep themselves, their colleagues and our customers safe and to report incidents or hazards. We will continue to reduce the number of incidents under our control to as low a level as possible. We also recognise that all our employees and contractors have a right to expect not to be physically or verbally abused because of the work that they do. We will not tolerate any behaviour of this kind, and will always take the most robust action available to us against any person who abuses anyone working on our behalf.

We will have record low sickness rates. This will be supported through our approach to managing absence which will include initiatives that help staff back into work as early as possible. This will be further assisted by ensuring that we continue to support staff through periods of change, which will be inevitable in what will be a dynamic period for NCH.

Diversity

NCH is committed to inclusivity and valuing the diversity of the city. We will ensure that our workforce better reflects the diverse communities we serve and that every employee is treated fairly during the whole of their working life. We will take swift action to eradicate bullying, harassment, discrimination and inequality.

We will continuously seek to develop a culture that is inclusive and welcoming, where employees are comfortable being themselves at work, and want to do their best. Delivering our vision requires commitment and a conscious effort from everyone in NCH.

Our customers and employees come from a diverse range of backgrounds. We believe we will achieve better outcomes by working together to take everyone's needs into account, ensuring that our staff reflect our customers and understand their needs, irrespective of their background.

We will continue to be Stonewall diversity champions making us an employer of choice for those who identify themselves as LGBT.

We will work within the Disability Confident framework and use this scheme to help recruit and retain disabled people and people with health conditions, to benefit from their skills and talent.

We are part of the Future Leaders of Nottingham programme which seeks to address the underrepresentation of protected characteristics across all levels of the business.

We acknowledge our responsibility towards the Modern Slavery Act 2015 and we will continue to show respect for human rights.

We will also address our Gender Pay Gap. We are committed to reporting on an annual basis our actions to reduce our gender pay gap. We have plans to extend our evidence-gathering to include more qualitative data. This will include consulting all areas and levels of the organisation to identify the barriers (and the drivers) for women employees particularly at more senior levels.

Nottingham City Homes is committed to:

- Completing and implementing new pay terms and conditions for its trade colleagues aligning them with the rest of the organisation.
- Reviewing recruitment and promotion to target under representation at all levels.
- Expanding the Women in Construction network.
- Review the Company's positive action programmes and Equality and Diversity Forums overall.

Technology

One area where colleagues would like us to do more, is to improve our ICT services, enabling them to do more for our customers and to work more efficiently. NCH will continue to work in partnership with Nottingham City Council's information technology service to help us deliver ICT improvements. As a company it's important that we support our staff, enabling them to deliver the best services to our residents, by providing them with the ICT training and resources they need to do a great job. We will enable more people to be agile, work flexibly and in the field. It's also about enabling our customers to do more online at their convenience, freeing up our staff to do work which adds value to the customer interaction. We will put the data we have to better use. We shall improve data quality and analysis ensuring that colleagues have the right information at the right time, enabling them to make better, informed decisions for the benefit of our customers.

Over the life time of this Corporate Plan we will deliver mobile working solutions to staff to improve the following services:

- Repairs and maintenance
- Voids management
- Gas and electric maintenance
- Rent collection
- Estate management and the housing patch manager service
- Independent Living Service
- Surveying and asset management

This will help us to be more efficient, help us to reduce and remove paper based systems and reduce fuel use, as we are able to complete more work at the first visit, whilst enabling staff to resolve customer issues more quickly.

Colleagues across NCH will need the skills and confidence to embrace the investment made in new technology and support the business transformation this enables. We need to learn from best practice, both within the housing sector and from outside, and identify emerging technologies which can help NCH become a leading adopter of new ways of working for the future. This could include Artificial Intelligence, the use of drones or even driverless vehicles. We will seek to learn from and adopt best practice from elsewhere, ensuring that we are fit for the future so that we can be the best.

Efficiency

NCH will build upon its reputation as an efficient organisation, focussed upon delivering high quality services and offering value for money. We will be acclaimed for being innovative and forward thinking within the housing sector.

Working with colleagues who are the service experts in each area, we will have a structured programme of continuous improvement across the Company. The outcomes from this programme of business transformation will support the delivery of the vision and goals in this Corporate Plan – ensuring improved service outcomes, securing efficiencies and improving the value for money of our services.

Over the course of this Plan we will renew our fleet. We aim to move towards more electric and hybrid vehicles , thereby saving fuel and reducing our impact on the environment.

Our Governance

Underpinning this Corporate Plan and the whole work of the Group, is the critical role played by our Board. Our Boards will continue to develop to best lead the Group into the future and support the management team in delivering the strategic ambitions laid out in this Plan. We will encourage talented people to serve on our Boards and ensure Board members have the skills to carry out their duties to best effect. We will ensure that there is effective governance and risk management arrangements in place across the Group. Tenants and leaseholders will continue to be at the heart of our governance structures and this is directly linked back to our corporate objective to listen to our tenants and deliver an excellent housing service.

Goal 5

To be a great place to work	2021 Target
% of employees who would recommend NCH as a good employer to work for	90%
Staff sickness - average number of days	8
Healthy Level of Staff Turnover	10% to 12%
% of employees living locally (NG postcode)	90%
New Apprentices taken on per year	10
To reduce the mean gender pay gap	11.5%

Resourcing the Plan

NCH is committed to delivering first class services and providing excellent value for money. We recognise the need to ensure efficiency and effectiveness in everything we do, including both making the most of our resources to deliver the greatest positive impact for our tenants and our communities and by generating more income to compensate for the reductions in our core funding.

In times of tightening public expenditure NCH is committed to achieving the best outcome for every pound we spend in the interests of our tenants and leaseholders and ensuring the best use of the company's resources at all times. Value for money is crucial in allowing us to deliver more for our tenants and leaseholders, especially in times when we are operating in an environment that is increasingly challenging for social housing.

Revenue Funding

We are primarily funded by a management and repairs fee paid by Nottingham City Council (NCC) through the Housing Revenue Account (HRA). In addition to this fee the company is also funded from the HRA capital programme to manage improvements to the council's housing stock on the City Council's behalf.

Income levels assumed within the Council's Medium Term Financial Plan, which is informed by the HRA 30 Year Business Plan, are significantly affected by welfare reform and the introduction of Universal Credit. Although the Council is committed to building new homes in partnership with NCH, Right to Buy sales mean that HRA rental income is falling every year and this ultimately impacts on the related HRA expenditure, reducing NCH fees.

The economic climate in general and welfare reform in particular shall continue to prove challenging for NCH as well as for our tenants and residents. Universal Credit (UC) payments started in Nottingham in February 2016, and this fundamentally changes the way tenants pay their rent. Although we continue to help our customers prepare for and manage welfare changes through targeted support as UC continues to roll out, this will potentially impact on the level of rental income collected annually within the HRA and hence NCH's fees. For the next two or three years we will still be affected by the on-going 1% rent reduction policy, which will continue to lead to reductions in resources available for NCH to maintain and invest in the council's housing stock and services. However, NCH will continue to mitigate these risks and challenges, and will seek to help and support tenants.

The Company's annual Team Planning and Priority Based Budgeting (PBB) Process recognises the need for efficiencies and savings and attempts to minimise the impact on both services delivered to tenants, and those critical in enabling NCH to meet its Corporate Plan objectives. In addition to ensuring NCH sets a balanced budget each year, a targeted in-year contribution to new build housing of £1.5m is included in every year of the Plan, as well as a refund to the City Council which totals £4.15m in 2018/19.

NCH continues to identify and develop new business activities as reflected in this Corporate Plan's objectives. The Company has grown the delivery of these services through investment in homes for market rent, homes for homeless families, Construction, Repairs and Maintenance insourcing work, new build construction and Assistive Technology. We shall continue to attract new business, through marketing NCH's core activities and expanding our subsidiaries and to develop further our commercial culture and in-house expertise.

New business activities are important to ensure the Company is expanding and growing its activities to counteract the impact of having to reduce budgets in response to reducing HRA income. The growth of our commercial agenda shall increase the Company's turnover each year and leverage a greater return from our existing resources and/or deliver surpluses.

NCH still has great capacity to grow its in-house Construction, Repairs and Maintenance services, undertake more in-sourcing of work currently contracted out, deliver more work on behalf of the City Council and to work for other property owners. This is reflected in the Plan's turnover projections below.

The NCH Group has two subsidiary Companies NCH Registered Provider Limited (NCHRP) and NCH Enterprises Limited (NCHEL). Financial arrangements between the Companies shall be maximised across the life of the Plan to ensure the most effective use of resources and that each year's NCH Group budget ensures that consolidated income and expenditure across all activities and subsidiaries is balanced.

The table below sets out the anticipated Group Turnover over the life of the Plan:

Group Turnover	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m
HRA Fees					
- Management	23.125	23.050	22.941	22.748	22.748
- Repairs & Maintenance	27.167	27.079	26.951	26.724	26.724
- Capital	1.623	1.553	1.300	1.246	1.246
NCC					
- Capital Works	8.847	8.490	8.002	9.002	9.382
- Insourcing	1.800	2.300	3.000	3.500	4.000
- New Build	2.176	2.944	3.840	5.120	6.400
- Other	1.921	2.456	2.556	2.656	2.756
External					
- Landlord	2.562	3.488	4.299	4.761	4.878
- Other	1.014	1.114	1.214	1.314	1.414
Total	70.234	72.484	74.102	77.070	79.547

Where surpluses are generated through NCH core or its subsidiaries, these will be used as an alternative to savings required through PBB and invested back into services and activities which support the Company objectives. The creation of subsidiary companies and planned landlord activity provides a greater demand for NCH's housing management and repair services, which will create further savings and efficiencies in NCH's core business.

NCH Capital Programme

Working with the City Council the NCH new-build homes programme will continue, involving tenants in the transformation and regeneration of neighbourhoods. NCH will continue to build homes on behalf of the City Council, and develop its own properties to rent through its subsidiary companies.

As NCH continues to expand its landlord activities, capital expenditure increases the Company's fixed assets. The costs of these fixed assets are supported by NCH's new build reserves, grants and loans from NCC. The table below sets out how the Company's capital expenditure and asset base shall increase across the life of the Plan and how this investment shall be financed.

Planned Group Programme	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m
Land & Buildings	52.151	72.671	89.548	86.001	86.001
Funded by:					
- Loans (NCC)	40.309	59.135	74.245	69.065	67.565
- NCH Reserves	9.313	10.813	12.313	13.813	15.313
- Property Sales Profit	-	0.194	0.461	0.594	0.594
- Grant	2.529	2.529	2.529	2.529	2.529
Loans to Assets Ratio	%	%	%	%	%
Loans	77	81	83	80	78
Cash	23	19	17	20	22

The growth in capital expenditure and assets represents a number of major new build housing projects including the Arboretum regeneration, Eastglade, Poplar Heights (Padstow) and other former school sites, which have either been approved by, or will be, subject to a Board approved Business Case. The timetable for planned schemes as well the programme of schemes as new opportunities arise, will be changeable and finances will be dynamic. Regular updates will be provided to Board as part of annual budget setting and financial reporting and hence the Board will play a key role in overseeing the progress of and activity within NCH's ambitious Capital Programme.

To maximise value for money, any surplus on NCH's cash flow position over the life of the Plan shall always be fully utilised before loans are taken out. The Programme relies heavily on borrowing in order to fulfil our plans to grow the business. Stress testing will be used to provide Board with assurance on the risks to the Corporate Plan, notably in relation to proposals to progress the Capital Programme as planned, and to support overall financial risk management.

HRA Capital Programme

We are responsible for managing most of the City Council's Housing Revenue Account Capital Programme. NCH will manage programmes totalling £202m for Public Sector Housing in the next three years, of which £27m has been specifically allocated to the Building a Better Nottingham programme. The Capital Programme enables a significant investment in tenants' homes. This investment is targeted on delivering tenants' priorities, and planned over the 30 year HRA Business Plan which has been updated to incorporate NCH's current Asset Management Plan.

	2018/19	2019/20	2020/21	2021/22	2022/23
HRA Capital Programme	£m	£m	£m	£m	£m
Maintaining Decency	20.158	20.506	17.074	20.670	22.514
Building a Better Nottingham	11.876	2.196	3.000	5.000	5.000
City wide energy efficiency	12.196	7.500	3.675	1.502	1.631
Additional Improvements	15.073	11.707	12.681	10.045	8.045
TOTAL	59.303	41.909	36.430	37.217	37.190
Total Managed by NCH	52.810	41.043	35.564	36.351	36.323

Our Key Risks

We aim to identify, control and manage all risks within a culture of risk management. The key corporate risks to the group in delivering the objectives in this Plan are listed below. Each risk is assessed for likelihood and severity of impact. Mitigating actions are agreed to reduce or eliminate these factors, and progress is monitored by both management and the Board.

1. Governance

Weaknesses in the leadership provided by Board and senior management, or in our governance arrangements or planning processes lead to financial mismanagement, poor performance, lack of confidence or breach of statutory requirements.

2. Financial

Financial mismanagement, or variations in assumptions made for business planning purposes create a shortfall in funding levels and potential failure to operate as a going concern.

3. Health and safety

A failure to identify and manage health and safety risks or comply with statutory requirements results in fatality, injury, ill-health or legal action.

4. Fire safety

A failure to identify and manage fire risk results in multiple fatalities, injury, ill-health, loss of or damage to assets or buildings, or legal action.

5. Emergency planning

A failure to plan for emergencies and have disaster recovery plans in place results in threats to residents' welfare (including loss of accommodation or belongings) or an inability to deliver continuous services.

6. Stakeholder engagement

Poor performance or lack of effective engagement with key stakeholders results in declining relationships and loss of confidence in our ability to meet our objectives.

7. Employee engagement

Poor employee relations and high absence levels lead to loss of employee confidence and morale, increased costs and an inability to retain or recruit competent people.

8. Delivery

Failure to plan, manage or monitor major projects or day to day operations results in financial mismanagement, poor quality outcomes or loss of confidence in our ability to deliver.

9. Information Communication Technology [ICT]

Loss of data, failure of networks or operating systems, insufficient data security or a failure to invest in technological improvements prevents efficient delivery of services or results in loss of confidence and legal action.

10. Business development

NCH fails to diversify, compete effectively in open markets or manage the risks associated with new business activities, resulting in a reducing core business, poor investments and loss of confidence in the organisation.

11. Changes in policy

Adverse changes to government or NCC housing policy or legislation reduces capability to meet Corporate Plan objectives, creates additional burdens, an inability to plan effectively for the future, or loss of income or assets.

Registered Office

**Nottingham City Homes Group
Loxley House, Station Street, Nottingham, NG2 3NJ.**

www.nottinghamcityhomes.org.uk

Company Registration Number: 5292636.

Corporate Plan 2018-21 Key Performance Indicators

Including current performance where applicable

Goal 1

To listen to our tenants and deliver an excellent housing service	2021 Target	Latest Score
Overall satisfaction with services provided by NCH (STAR survey 005)	92.6%	Q3 17/18 – 89.4% Rolling 12 mths 90.3%
Tenant satisfaction NCH takes their views into account (STAR survey 018)	82.0%	Q3 17/18 – 75.7% Rolling 12 mths 80%
Tenant satisfaction with the repairs and maintenance service (STAR survey 003)	90.0%	Q3 17/18 – 87.8% Rolling 12 mths 88.6%
% of repairs completed right first time	98.0%	Q3 17/18 – 93.78%
Tenant satisfaction with the overall quality of their home (STAR survey 001)	90.0%	Q3 17/18 – 89.5% Rolling 12 mths 88.5%
Tenant satisfaction with value for money of rent (STAR survey 002)	94.0%	Q3 17/18 – 93.2% Rolling 12 mths 92.9%
% of rent collected	100%	Q3 17/18 – 105.93% 17/18 up to end Feb 18 -100.65%
Rent arrears as a % of rent due	1.96%	Q3 17/18 – 2.03% 17/18 up to end Feb 18 - 2.29%
Gas and solid fuel annual servicing	100%	Jan 2018 – 100%
Full average re-let time - no exclusions	25 days	Q3 17/18 – 37.24 17/18 up to end Feb 18 - 37.28
Number of lettable voids	150	Q3 17/18 – 160 17/18 up to end Feb 18 - 182
Number of ILS Grander Design schemes completed by 2021	19 (of 19 schemes remaining to be done)	New Measure
Number of properties with an EPC certificate 'E' or below, to be improved to EPC 'D' or above	Zero (to eliminate such properties)	New Measure (previous measure was avg SAP score)

Goal 2

To make all our estates great places to live	2021 Target	Latest Score
Satisfaction with opportunities to participate (STAR)	75%	67% Rolling 12 mths
Tenant satisfaction with neighbourhood as a place to live (STAR survey 039)	91%	Q3 17/18 – 85.3% Rolling 12 mths 87%
% of neighbourhoods meeting 5 star ACE Inspector rating	75%	17/18 up to end Dec - 64.7%
Number of Green Flag awards achieved on NCH managed land	17	New Measure
Satisfaction with grounds maintenance (STAR)	83%	New Measure (Q3 fig was 78%)
Satisfaction with Garden Assistance scheme	90%	62%
Tenant satisfaction with the ASB service	90%	84.9%
Number of tenants / residents actively engaged with NCH employability support (between 2018 and 2021) Of which: percentage obtaining employment or accredited training.	850 30%	New Measure (2017/18 annual figure: 240)

Five Star Estates: Addendum to the performance indicators for this Goal

5* estates

We will work with our tenants to agree the criteria for a 5* estate. We expect it will encompass measures covering:

- cleanliness, and grounds maintenance, including gardens and alleyways
- neighbourhood character – including signage, quality of property exteriors, railing and fencing
- tenant satisfaction with their neighbourhood
- community involvement
- the level of crime and anti-social behaviour
- employment levels
- the effective of partnership working to identify and respond to local issues
- neighbourhood desirability.

Goal 3

To build high quality, affordable new homes for local people	2021 Target	Latest Score
Number of new homes delivered by the NCH Group (built and acquired) between 2018 and 2021	525	New Measure
Number of new homes built by our in house construction team between 2018 and 2021	150	New Measure
Living market rent homes (build and acquire) between 2018 and 2021	350	New Measure
Temporary accommodation for homeless households acquired between 2018 and 2021	50	New Measure
Other NCHRP properties completed between 2018 and 2021	95	New Measure
Tenant satisfaction with the quality of new home	97%	Overall satisfaction with condition of new home 17/18 to date – 95.97%

Goal 4

To diversify our services, re-investing in our communities	2021 Target	Latest Score
Total number of private customers using a Community Alarm	2,300	Q3 17/18 – 1,554
New customers using Assistive Technology	820 per year	New Measure
Number of new Supported Living dwellings delivered by 2021	80	New Measure
Additional income above management fee over the lifetime of the Plan	£62.03M	New Measure
Surplus re-invested in Nottingham over lifetime of the Plan	£18.9M	New Measure

Goal 5

To be a great place to work	2021 Target	Latest Score
% of employees who would recommend NCH as a good employer to work for	90%	Oct 2016 – 75.7%
Staff sickness - average number of days	8	17/18 - 14 days (predicted outturn figure)
Healthy Level of Staff Turnover	10% to 12%	New Measure
% of employees living locally (NG postcode)	90%	New Measure
New Apprentices taken on per year	10	New Measure
To reduce the mean gender pay gap	11.5%	15.4%

[Return to Agenda](#)

NOTTINGHAM CITY HOMES

REPORT OF THE COMPANY SECRETARY

THE BOARD
22 MARCH 2018

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 **Notes** the date of the next Absence Management Task and Finish Group.
- 2.2 **Notes** the update to the General Data Protection Regulations (GDPR).
- 2.3 **Notes** the update on the Ryehill Apartments purchase.
- 2.4 **Agrees** the proposal to review the Company's governance structure and to create a Task and Finish Group.
- 2.5 **Notes** the update from the Nottingham City Homes Enterprises Limited (NCHEL) meeting.
- 2.6 **Notes** the use of the Company Seal.

3 REPORT

3.1 ABSENCE MANAGEMENT TASK AND FINISH GROUP

- 3.1.1 The Task and Finish is scheduled to meet on 26 April 2018 to discuss actions that have been previously implemented over the last six and to evaluate the Company's Sickness Absence performance figures. The outcomes will be reported to the following Board meeting.

- 3.1.2 Board is asked to **note** the update about the Task and Finish Group.

3.2 GENERAL DATA PROTECTION REGULATIONS UPDATE

- 3.2.1 On 25 May 2018 the GDPR will replace the Data Protection Act (DPA) 1998. These regulations build on the existing principles of the DPA. The purpose of the new Regulation is to:
1. improve customer confidence in organisations that hold and process their personal data by reinforcing their privacy and security rights consistently across the EU; and
 2. simplify the free flow of personal data in the EU through a coherent and consistent data protection framework across the member states.

3.2.2 In general the principles of data protection remain similar to the existing provisions. However, there is greater focus on evidence-based compliance with specified requirements for transparency, more extensive rights for data subjects and harsher penalties for non-compliance. Key changes are highlighted below:

Authorities obliged to demonstrate that they comply with the new law	Data Protection Impact Assessment required for high risk processing
Increased penalties possible for any breach of the Regulations – not just data breaches	Tighter rules where consent is the basis for processing data
Legal requirement for security breach notification within time limits.	Requirement to keep records of data processing activities
Removal of charges, in most cases, for providing responses to subject access request records to requesters	Specific requirements for transparency and fair processing

3.2.3 To comply with the new requirements, NCH has created a GDPR working party comprising of key personnel from all departments, who are the Single Points of Contact for those areas. The working party has currently compiled an information asset register for databases and filing systems that hold personal data. This register will be used to ‘map’ the flow of that data, whether internally or externally, and to record the legal basis NCH has for holding that data. This register will demonstrate how NCH complies with the GDPR requirements and will form the record of data processing activities.

3.2.4 The working party has also reviewed the Data Protection Policy, and created a Data Privacy Impact Assessment Form and Data Incident Notification Form. Privacy Notices and Consent Forms will be reviewed to ensure they are compliant with the new regulations. A GDPR e-learning module for both Managers and employees is nearing completion.

3.2.5 NCH is also a member of NCC’s GDPR working party and we are able to utilise the legal and practical advice that they are able to access. This ensures that NCC and NCH are working together with regard to the data that NCH processes on behalf of NCC. A full report will be brought to Board in April.

3.2.6 Board is asked to **note** the update on the GDPR

3.3 RYEHILL APARTMENTS UPDATE

3.3.1 At the Board Meeting on 22 February 2018, Board agreed to the purchase of the Ryehill development in the Meadows which is made up of 18x 2 bed units. At that meet it was stated that NCH would purchase the development on either a 999 lease or purchase the freehold and that Board will be informed if the freehold of the development is to be purchased instead of a lease.

3.3.2 Board are informed that the properties will now be purchased freehold and not

through a lease agreement. Once NCHEL purchases these properties on a freehold basis, it will have sole statutory and contractual responsibility for the future maintenance of the land and building, rent setting, tenancy management of the property and associated tax liabilities.

3.3.3 Board is asked to **note** the update on the Ryehill Apartments.

3.4 REVIEW OF GOVERNANCE ARRANGEMENTS

3.4.1 We are proposing to undertake a review our existing governance arrangements. This will focus on the Terms of Reference and operation of our Audit Committee so that it covers the risk associated with new build development, acquisitions and other new business across all three companies. It is proposed to set up a Task and Finish Group to undertake this work, comprising of the Chairs of the Governing Board, Nottingham City Homes Registered Provider (NCH RP) Board and NCHEL Board together with the Chair of the Audit Committee.

3.4.2 Board is asked to **agree** to the setting up of a Task and Finish Group to review the Governance arrangements as set out in paragraph 3.4.1 above.

3.5 NOTTINGHAM CITY HOMES ENTERPRISES LIMITED BOARD UPDATE

3.5.1 NCHEL Board met on 13 March 2018. Minutes will be circulated as soon as they are completed. At its meeting the Board considered that a more detailed medium term Business Plan needed to be developed following the approval of the NCH Group Corporate Plan. This would be discussed in detail next time.

3.5.2 The Board received an update on market rent acquisitions (currently running at 98 with a year-end target of 100 properties) and future developments planned including Arkwright Walk, Meadows Police Station and Poplar Heights (Padstow). It also considered progress on potential projects for 2018/19 including the Arboretum Phase 1 and offering residential management services to private owners. Board also discussed the impact of Selective Licensing and the potential for this to increase costs by £500 per property for a five year license.

3.5.3 The Board reviewed its tenancy management, rent collection and rent conditions for Market Rent properties. Lettings and rent collection are performing well, there have been very few relets required, and properties have generally been left in an excellent condition. Board agreed in principle to increase tenancies eligible for a rent increase by 3.1% in April.

3.5.4 Board is asked to **note** the update from the NCHEL Board.

3.6 USE OF COMPANY SEAL

3.6.1 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:

3.6.2 TR1 Transfer of Registered Title – The Seal was affixed on 21 February 2018

- for the purchase of 90 Birrell Road, Nottingham NG7 6LT for £92,000.
- 3.6.3 TR1 Transfer of Registered Title – The Seal was affixed on 21 February 2018 for the purchase of 23 Lyndhurst Road, Nottingham NG2 4FW for £91,000.
- 3.6.4 TR1 Transfer of Registered Title – The Seal was affixed on 7 March 2018 for the purchase of 75 Westwood Road, Nottingham NG2 4FT for £80,000.
- 3.6.5 The Seal was affixed on 7 March 2018 to the contract for services with T+R Floor Covering Distributors Limited. The contract is for the supply of vinyl and wetroom floor covering. It is a three year initial contract period with option to extend a further two years in one year increments subject to satisfactory performance. The maximum value of work to be carried out under this contract is £2,000,000.
- 3.6.6 The Seal was affixed on 7 March 2018 to the contract for services with Thomas Bow for the provision of Construction Repairs and Maintenance New Build - Groundwork Services. The maximum value of work to be carried out under this contract is £6,000,000.
- 3.6.7 The Seal was affixed on 12 March 2018 to the contract for services for NCH to provide Assistive Technology Services to Nottingham City Council. The contract is for two years with an option to extend for a further two years. The maximum value of work £914k per annum.

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 None.

CONTACT OFFICER: George Pashley
Company Secretary
Loxley House
Station Street
Nottingham
NG2 3NJ
Tel: 0115 746 9485
E-mail: george.pashley@nottinghamcityhomes.org.uk

DATE: 14 MARCH 2018

Return to Agenda