

NOTTINGHAM CITY HOMES LIMITED
GROUP BOARD MEETING



Date: THURSDAY 17 OCTOBER 2019

Time: 5.30 PM

Place: ROOM LH 2.11 LOXLEY HOUSE, STATION STREET, NOTTINGHAM NG2 3NJ

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 12 SEPTEMBER 2019	Attached	3 - 9	5.30
1.6	MATTERS ARISING			
2	ITEMS FOR DISCUSSION AND DECISION			
2.1	2020/21 BUDGET STRATEGY Report of the Assistant Director of Finance and Procurement	Attached	10 - 18	5.30
2.2	COMPANY SECRETARY'S REPORT Report of the Company Secretary	Attached	19 - 61	5.50
2.3	ANNUAL HEALTH AND SAFETY REPORT Report of the Interim Head of Health and Safety	Attached	62 - 75	6.00
2.4	BUILDING SAFETY COMPLIANCE POLICY Report of the Chief Executive	Attached	76 - 90	6.15
2.5	DEVELOPING A NEW CORPORATE PLAN FOR 2021 Report of the Director of Investment and Business Services	Attached	91 - 95	6.30

2.6 PROVISION OF ADDITIONAL TEMPORARY ACCOMMODATION FOR HOMELESS FAMILIES
Report of the Executive Assistant Attached 96 - 99 6.45

3 ITEMS TO NOTE

3.1 BOARD FINANCE AND PERFORMANCE REPORTING
Report of the Director of Investment and Business Services Attached 100 - 104 7.00

3.2 FEEDBACK FROM:
(i) ARCC HELD ON 15 OCTOBER
Report of the Chair of the Audit Committee Verbal 7.20

4 CLOSING ITEMS

4.1 ANY OTHER BUSINESS

4.2 DATE OF NEXT MEETING – 30 JANUARY 2020

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 10 October 2019

Distribution List:

All Board Members:

Bill Blincoe, Vicky Evans, Mike Khouri-Bent, Rebecca Langton, Georgia Power, Sarita-Marie Rehman-Wall, Michael Savage, Malcolm Sharp, MBE (Chair), Geoff Walker and Audra Wynter.

Sam Whitworth, Chris Henning, and Graham De Max.

All EMT Members

Report Authors: Andrew Bruynseels, Steve Edlin, Joanne Hill, Mark Lawson, Dan Lucas, Darren Phillips and Phil Saunders.

NOTTINGHAM CITY HOMES LIMITED

THE GROUP BOARD

MINUTES of the **PUBLIC MEETING** held on **12 SEPTEMBER 2019** at The Council House, Old Market Square, Nottingham NG1 2BS

Board Members

Bill Blincoe
Vicky Evans
Mike Khouri-Bent
Rebecca Langton
Georgia Power (until item 4.4)
Michael Savage
Malcolm Sharp, MBE (Chair)
Geoff Walker

Also in Attendance:

Delroy Beverley	Director of Construction, Repairs and Maintenance
Cathy Dobb (Minute Taker)	Head of Governance
Tom Mouldsdales	Governance Officer
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

1 WELCOME, INTRODUCTIONS & CHAIR'S ANNOUNCEMENTS

The Company Secretary opened the meeting and introduced Rebecca Langton on her first meeting as the new Nottingham City Homes (NCH) Group Board Member.

It was explained that the Company Secretary opened the meeting for the purpose of constituting and populating the new Boards and Committees within the updated Group Structure. It was explained that this meeting will take place in three parts as follows:

- Group Board Meeting – this meeting will confirm appointments to the Group and ALMO Boards allowing the latter to conduct its first meeting.
- ALMO Board Meeting – will then convene to make its own appointments including those to the Group Board.

- Group Board Meeting – will reconvene to conduct the rest of its business including the appointment of the Group Chair under item 4.4.

2 APOLOGIES FOR ABSENCE

Apologies were received from Sarita-Marie Rehman- Wall and Audra Wynter.

3 DECLARATIONS OF INTEREST

None.

4 COMPANY SECRETARY'S REPORT

4.1 GROUP, TENANT AND INDEPENDENT BOARD MEMBERS

- 4.1.1 The Company Secretary informed Board that in accordance with Company Articles 30 and Standing Orders, the Board is required to elect three Group Tenant Board Members to the ALMO Board to cover existing vacancies at its first meeting following the Annual General Meeting (AGM).
- 4.1.2 Following interviews held on 19 August 2019, the panel recommends Michael Savage for three years. A decision is yet to be made on appointment to the two vacant positions.
- 4.1.3 In accordance with Company Articles 30 and Standing Orders, the Board is required to elect five Independent Board Member, and two co-optees at its first meeting following the AGM.
- 4.1.4 Following interviews held on 19 and 22 August 2019, the panel agreed to recommend Malcolm Sharp, MBE, Bill Blincoe, Andrew Dickinson, Geoff Bagnall and Lynn Clayton to the Board as the Independent Board Members across the Company for three years. Vicky Evans and Bill Blincoe have been recommended as co-optees to the Group Board. The Board Members will also be allocated to the individual bodies over the Group.

RESOLUTION:

The Board agreed:

- 1. To appoint Michael Savage as a Tenant Board Member for a term of three years.**
- 2. To appoint Malcolm Sharp, MBE, Bill Blincoe, Andrew Dickinson, Geoff Bagnall and Lynn Clayton as Independent Board Members for three years.**
- 3. To appoint Vicky Evans and Bill Blincoe as a Co-opted Board Members for a term of one year.**

4.2 ALMO BOARD MEMBERSHIP

- 4.2.1 In accordance with Standing Orders the Board is required to elect 10 Board Members for the ALMO Board at its first meeting following the AGM.

- 4.2.2 The Board is asked to agree to the appointment of Sarita-Marie Rehman-Wall, Dave Pitt, Karen Humble, and Michael Savage as Tenant Board Members, Lynn Clayton and Geoff Bagnall as Independent Board Members and Georgia Power and Ethan Radford as Nottingham City Council (NCC) Representative Board Members of the ALMO Board.

RESOLUTION:

The Board agreed:

- 1. To appoint David Pitt, Sarita-Marie Rehman-Wall, Karen Humble and Michael Savage as the Tenant Board Members on the ALMO Board**
- 2. To appoint Lynn Clayton and Geoff Bagnall as the Independent Board Members on the ALMO Board.**
- 3. To appoint Georgia Power and Ethan Radford as NCC representatives on the ALMO Board.**

4.3 BOARD TRANSITION ARRANGEMENTS

- 4.3.1 The Governing Board meeting on the 25 July 2019 agreed that current Board Members who are still within tenure and not subject to re-election will automatically transfer to the new structure.
- 4.3.2 The Board Members not subject to re-election are Mike Khouri-Bent, Sarita-Marie Rehman-Wall, Dave Pitt, Geoff Walker, and Karen Humble.
- 4.3.3 NCC has recommended Georgia Power and Rebecca Langton as NCC Board Representatives to the Group Board.
- 4.3.4 The Nottingham City Homes Registered Provider (NCH RP) Board Meeting held on 4 September 2019 elected Audra Wynter, the Chair of the NCH RP, to be on the Group Board as the NCH RP representative.

RESOLUTION:

The Board agreed:

- 1. To note the transition of the Board Members not subject to re-election.**
- 2. To the appointment of the NCC Board Representatives to the Group Board.**

Group Board Meeting was adjourned at 17.40 whilst the inaugural meeting of ALMO Board took place in order to be formally constituted before the Group Board Meeting progressed. The Group Board Meeting reconvened at 17.42

4.4 APPOINTMENT OF CHAIR

- 4.4.1 In accordance with Standing Orders, the Board is required to elect a Chair of the Board at its first meeting following the AGM.
- 4.4.2 Following a nomination process held on 4 and 5 September 2019, Malcolm Sharp, MBE, was nominated to be the Chair of the Board.

RESOLUTION:

The Board agreed:

- 1. To the appointment of Malcolm Sharp, MBE as Chair of the Board for a period of one year.**

4.5 ITEMS FROM THE CHAIR

- 4.5.1 The Company Secretary handed over to the newly appointed Chair of the Board. The Chair introduced Rebecca Langton and welcomed her to her first meeting as an NCC representative to the Group Board.
- 4.5.2 The Chair informed Board that there was a commemorative event held recently at the Stockhill Estate for the 100th anniversary of Council Housing. In addition, the recent opening of Winwood Court for the over 55's went very well and thanks were given to all those who organised the event.
- 4.5.3 Board were reminded that the NCH Fun Day will be taking place on Saturday at Bulwell Academy and Board Members were invited to attend.

4.6 AUDIT, RISK AND COMPLIANCE COMMITTEE MEMBERSHIP

- 4.6.1 The Chair of the Board stated that in accordance with Standing Orders, the Board is required to elect a minimum of five Board Members, and appoint its Chair, for the Audit, Risk, and Compliance Committee at its first meeting following the AGM.
- 4.6.2 Following a selection process held on 28 August 2019 the Chair of the Board recommended that Geoff Walker, Andrew Dickinson, Geoff Bagnall and Bill Blincoe be members of the Audit, Risk and Compliance Committee. The Chair of the Group Board has recommended Geoff Walker as Chair of the Audit Risk and Compliance Committee.

RESOLUTION:

The Board agreed:

- 1. To Geoff Walker, Andrew Dickinson, Geoff Bagnall and Bill Blincoe being members of the Audit, Risk and Compliance Committee.**
- 2. To Geoff Walker being Chair of the Audit, Risk and Compliance Committee.**

4.7 GOVERNANCE AND SELECTION COMMITTEE MEMBERSHIP

- 4.7.1 In accordance with Standing Orders, the Board is required to elect a minimum of four Board Members to the Governance and Selection Committee at its first meeting following the AGM.
- 4.7.2 Following a selection process held on 28 August 2019 the Chair of the Board recommended that Malcolm Sharp, MBE, Mike Khouri-Bent, Rebecca Langton and Karen Humble be elected members of the Governance and Selection Committee. The Committee will elect a Chair at its first meeting after the AGM.

RESOLUTION:

The Board agreed:

- 1. To Malcolm Sharp, MBE, Mike Khouri-Bent, Rebecca Langton and Karen Humble being members of the Governance and Selection Committee.**

4.8 NOTTINGHAM CITY HOMES REGISTERED PROVIDER

- 4.8.1 In accordance with Standing Orders, the Board is required to elect an Independent Board Member to the NCH RP Board.
- 4.8.2 Following a selection process held on 19 August 2019 the Chair of the Board recommended that Andrew Dickinson be appointed as an Independent Board Member for NCH RP.

RESOLUTION:

The Board agreed:

- 1. To Andrew Dickinson being appointed as an Independent Board Member for NCH RP.**

4.9 BOARD MEMBERS' EXPENSES

- 4.9.1 The Company Secretary presented to Board a breakdown of Board expenses for 2018/2019 in accordance with Standing Orders.

RESOLUTION:

The Board agreed:

- 1. To note the Board Member expenses.**

4.10 PROPOSED BOARD AND COMMITTEE DATES FOR 2020

- 4.10.1 Board were informed of the proposed Board and Committee dates for 2020.

RESOLUTION:

The Board agreed:

- 1. To note the proposed 2020 Board and Committee dates.**

4.11 FORTHCOMING EVENTS

- 4.11.1 Board Members were advised of events planned for the following 12 months and were advised to contact either the Company Secretary or the Governance Team for further information.
- 4.11.2 The Chief Executive reminded Board that there is a Building Safety Regulations Compliance training event on Wednesday 18 September 2019 and Board Members were urged to attend.

RESOLUTION:

The Board agreed:

- 1. To note the forthcoming events.**

4.12 USE OF COMPANY SEAL

- 4.12.1 The Board is asked to note the following use of the Company Seal – where the Seal has been affixed to a Transfer of Registered Title, this property purchase has been purchased under the Executive Management Team (EMT) delegated powers as previously agreed by Board, unless otherwise stated.
- 4.12.2 TR1 Transfer of Registered Title – The Seal was affixed on 22 July 2019 for the purchase of 71 Ena Avenue Nottingham, Nottingham NG2 4NA for £96,000. This property and the property below have been purchased as part of the third tranche of 50 homelessness properties approved by Board on 29 November 2018.
- 4.12.3 TR1 Transfer of Registered Title – The Seal was affixed on 22 July 2019 for the purchase of 8 Ivy Grove Nottingham, Nottingham NG7 7LZ for £90,000.

5 CONFIRMATION OF MINUTES OF THE MEETING HELD ON 25 JULY 2019

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

6 MATTERS ARISING

None.

7 2019/20 FINANCE REPORT – PERIOD 4 (END OF JULY 2019)

- 7.1 The Assistant Director of Finance and Procurement (ADFP) informed Board that the report provides an update on the Company's current financial position at the end of Period 4, which includes income and expenditure up till the end of July 2019.
- 7.2 The Group is currently achieving a small in year surplus and the forecast outturn reflects this. NCH RP is anticipated to deliver an improved outturn position, due to lower turnover of tenancies, giving rise to the forecast surplus position and all other Group activities are anticipated to be in line with the 2019/20 budget. Board's attention was drawn to the Construction, Repairs and Maintenance (CR&M) areas in which there are some challenges. The Director of CR&M (DCRM) was able to confirm to Board that a recovery plan is already in place to manage these challenges.
- 7.3 NCH RP were successful in their bid to Homes England (HE) for a grant of £400k to purchase eight properties to support the Move On Accommodation project to provide accommodation for survivors of domestic and sexual violence and abuse.
- 7.4 The report includes capital monitoring information which sets out NCC's current spend, planned investment and proposed funding over the life of the Corporate Plan. NCC have approved £20.866m loans for market rent, for Nottingham City

Homes Enterprises Limited (NCHEL); drawn down of £11.476m for properties already purchased. It is anticipated that the Meadows Police Station loan will be approved shortly.

- 7.5 Board were informed that they had approved the first loans on an 80% loan and 20% reserves. Given that the (Public Works Loan Board) PWLB rates are currently so low, it was proposed that a loan for 100% of the value of the 100 initial homes is drawn down by NCHEL with reserves used to support the costs of homes in other schemes. The Director of Investment and Business Services (DIBS) confirmed that over the life of the following projects, this would bring loans back to and 80/20 split.
- 7.6 Board discussed the issues within CR&M and whether there was sufficient challenge in relation to reducing the number of agency staff used. The DCRM confirmed that there is a long-term strategy to reduce agency workers by 50% but also it would not be possible to say that no agency staff would be employed in the future. The DCRM also confirmed that the recruitment process for both the Tunstall and Arboretum projects are underway.
- 7.7 Board discussed Vodafone case and the DIBS confirmed that it is only with their case management team at this point. NCH will continue to request a Credit Note.

RESOLUTION:

The Board agreed:

1. To note the financial position at the end of July 2019 and the forecast outturn position for the 2019/20 financial year.
2. To approve NCH RP to acquire eight homes, draw down grant from HE and enter into a loan with NCC loan as set out in Appendix 4 in the confidential section of the papers.
3. To approve, as agreed by NCC Executives, NCH EL to draw down a loan for 100% of the transfer value of the first 100 homes and delegate approval of the final loan of £11.476m and agreement to the Chief Executive.

8 ANY OTHER BUSINESS

None.

9 DATE OF THE NEXT MEETING

The next scheduled meeting will be on the 17 OCTOBER 2019.

The meeting closed at 18.07

SIGNED..... DATE

NOTTINGHAM CITY HOMES

REPORT OF THE ASSISTANT DIRECTOR OF FINANCE AND PROCUREMENT

THE GROUP BOARD
17 OCTOBER 2019

2020/21 BUDGET STRATEGY

1 EXECUTIVE SUMMARY

- 1.1 This report provides details of Nottingham City Homes' (NCH) strategy for the 2020/21 budget for consideration by the Board and approval in advance of proposals for the draft 2020/21 budget being compiled. There continues to be pressure on Nottingham City Council's (NCC) Housing Revenue Account (HRA) which funds the majority of NCH's activities, and hence NCH's fees are likely to fall next year in contrast to cost pressures on expenditure budgets that have been identified. The overall budget gap is estimated to be between £0.8million and £3.4million.
- 1.2 The Company is currently undertaking its 2020/21 Service Planning process which requires each area to establish 5% and 10% budget saving proposals.
- 1.3 The draft 2020/21 Budget will be presented to Board in January 2020 for consideration.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Considers** the content of the report and **approves** the 2020/21 Budget Strategy.
- 2.2 **Agrees** that rent increases for NCH social and affordable Homes of CPI+1% are included in the 2020/21 budget.

3 REPORT

3.1 2020/21 Budget Context

- 3.1.1 NCH operates with an annual turnover of just under £74million this financial year (2019/20). NCC's HRA and Capital Programme continue to fund the majority of NCH's annual income – as shown in the table below together with the related expenditure.

2019/20 NCH BUDGET	£'000
Income	
HRA Management Fee	22,300
HRA Repairs & Maintenance	26,899
HRA Capital - Fees	1,623
HRA Capital – Works	10,415
Other Income	7,168

Inter-Company	1,700
NCH EL	806
NCH RP	2,488
TOTAL	73,379
Expenditure	
Employee Costs	38,889
Other Costs	28,340
Contribution to NCH New Build Reserves	1,500
NCC Refund	2,950
Inter-Company	1,700
TOTAL	73,379

- 3.1.2 The HRA Medium Term Financial Plan (MTFP) agreed by NCC in February of each year, sets out the proposed income and expenditure budgets for the following financial year and is informed by the HRA 30 Year Business Plan proposed. NCH Fees are contained within the HRA expenditure proposals and the accompanying Capital Programme, and the vast majority of HRA income comes through social housing rents and service charges levied to tenants and leaseholders.
- 3.1.3 HRA rents (for all Local Authorities and Registered Providers) will no longer have to be reduced after four years of an annual 1% rent decrease imposed by Government. The cumulative effect of the compulsory rent decrease equates to a shortfall in planned income to the HRA of £14m each year. Rents can now be increased by CPI+1% from 2020/21 onwards which would currently be 2.7%. HRA income though continues to be adversely affected by the following:
- Reductions in HRA stock through Right to Buys sales; and
 - Continued roll-out of Universal Credit.
- 3.1.4 NCH fees will be confirmed when NCC formally agrees the HRA budget in February 2020. We are working closely with NCC to ensure the NCH and HRA 2020/21 budget setting processes are aligned, plans are consistent and most notably to advocate a full rent increase of CPI+1% to ensure the required maintenance and investment in the housing stock. In addition to NCC having the ability to raise rents by CPI+1% and mitigate the impact of the above factors on the level of HRA income, our tenants have told us that they haven't valued the previous 1% rent increase and would rather we invest in their homes instead. Tenants on low incomes are also protected from the rent increase and so for these reasons we are advising NCC that they should make full use of the rent increase flexibility.
- 3.1.5 Across the Group NCH holds 139 social and affordable housing homes which will increase to 151 by the year-end / early 2020/21. It is recommended that rent increases of CPI+1% are made across NCH Group for these properties. Subject to this recommendation being approved NCH Group Board and Nottingham City Homes Registered Provider (NCH RP) Board will be asked to approve 2020/21 rent increases for the homes contained within their housing stock as part of agreeing the draft budgets.

3.1.6 Initial HRA fee proposals for 2020/21 as per the HRA Medium Term Financial Plan (MTFP) were included in the February 2019 NCC Executive Board Budget report. An update on fees has been requested from NCC which takes account of the actual movement in stock numbers and initial rent increase proposals – notably as, based on previous tenant feedback, NCH is advocating that it should be CPI+1%. In lieu of this pending update the table below sets out the reduction in the Company’s HRA revenue fees included in the current MTFP:

HRA INCOME	2019/20 £m	2020/21 £m	Reduction £m
Management Fee *	22.414	22.175	239
Repairs & Maintenance	26.899	26.614	285
	49.313	48.789	524
Capital Fees – base	1.623	1.623	-
Capital Fees – one off spend 2020/19	-	186	(186)

* - pro-rata to include the whole year effect of additional fee for Winwood.

3.1.7 As shown in the table above, in addition to HRA fees, NCH receives capital fees income to manage schemes within the HRA capital programme on behalf of NCC. The 2020/21 HRA capital programme currently totals £47.5million. NCH capital fees across all schemes next year are anticipated to be just over £1.8million. In terms of balancing the budget, it is not proposed to recognise ‘additional’ capital fees in the budget base. This is because there may be additional costs arising from these schemes and the fact that there will always be an element of 2020/21 fees that will slip into 2021/22.

3.1.8 NCH’s current budget is set to achieve a breakeven position across the Group. However, it also includes an amount of £4.45million set aside to fund an in-year allocation of £1.5million to new build/acquisition reserves (to help fund increases in NCH stock) and provide a refund of £2.95m to NCC. As of yet NCC has not proposed to increase the refund next year or seek other financial support from NCH. There is a potential that the rebate for this year may reduce to £1.5m and NCC and NCH staff are working towards this. This remains a risk though and hence is reflected in the Budget Strategy’s ‘pessimistic’ scenario (see second table in [Appendix 1](#)). NCH is expecting the refund to fall further during 2020/21 as NCH delivers other projects which support NCC’s objectives.

3.1.9 NCC continues to face significant financial difficulties. In addition to funding challenges over the life of NCC’s Plan, they are also anticipating to overspend the budget for the current financial year which will require a range of actions to mitigate the impact on its financial sustainability. In partnership with NCC, NCH shall continue to seek legitimate ways to support the General Fund with its budget pressures and deliver shared objectives e.g. by providing more supported housing to reduce social care costs and providing temporary accommodation to reduce costs and keep families out of Bed and Breakfast accommodation.

3.2 **Budget Pressures**

3.2.1 In addition to falling HRA fees, there are a number of budget areas for which the related

costs increase annually or where new additional pressures arise. For 2020/21, these are highlighted in the sections below.

3.2.2 Staff Costs

As shown in section 3.1.1, employee costs represent the largest element of NCH's annual budget. Salaries have been increased by 2% in the Budget Strategy in line with current proposals, although the third scenario includes 3% to reflect the risk that the final increase has yet to be agreed and accepted. In addition to the pay award, employee costs also increase annually through salary increments for a number of postholders.

3.2.3 NCH Employer Pension Contributions

NCH's employer pension contributions have been set at 14% of salary for the last three years up till 31 March 2020. Contributions required for the next three years, as assessed by the pension fund actuaries, will not be available until late 2019 / early 2020 but are certain to increase. The current budget base includes £270k set aside for this increase and each 1% increase in employer contributions would add approximately £287k to the wage bill.

3.2.4 Accommodation & Other Costs

Accommodation costs are also subject to annual inflation and although costs have been reduced in the past few years and continue to be reviewed, they still represent an annual cost pressure. Our investment in IT for staff means we have a more mobile and flexible workforce but too much office space so we are carrying out an accommodation review to determine optimum future workplace needs.

NCH continues to make an annual refund to NCC and the budget also includes a significant sum paid in return for services provided to NCH under Service Level Agreements (SLA). Given its own significant budget challenges, it remains a risk that NCC seeks to increase NCH's annual contribution.

3.3 2020/21 NCH Budget Setting Preparation

3.3.1 The compilation of annual Service Plans and budgets are integrated into one process so that plans setting out how service areas will deliver against the goals and objectives in the Corporate Plan are aligned with the resources required to do so. This includes a Priority Based Budgeting (PBB) approach which involves costing, evaluating and ranking priorities. The Budget Strategy requires all 2020/21 service plans to set out proposals for 5% and 10% savings on their recurrent expenditure budgets, explaining how these would be achieved as well as the impact on service delivery and associated risks.

3.3.2 In addition to savings proposals, Service Plans also require service areas to identify further cost pressures and/or additional spend identified as required to achieve service and corporate objectives. The Company recognises that it is important that initiatives identified in plans are ambitious but also that they are affordable and realistic. Given the overall budget challenge faced by the Company, Managers and Directors shall more than ever, need to ensure that budget proposals demonstrate Value for Money (VFM) and represent the best use of the Company's resources.

3.3.3 The Company's 2020/21 Service Plan and Budget setting process commenced in September and initial saving proposals shall be compiled and reported to EMT.

Following feedback to Service Plan owners, and revision of savings proposals as required, further EMT review and discussion will be undertaken to ensure that robust and achievable savings which will meet the budget challenge are agreed and prioritised. This approach will attempt to limit the impact on tenant services and Corporate Plan objectives as much as possible. The timetable for EMT and then Board to discuss is as follows:

- EMT review of Service Plan savings proposals against priorities – 2 Dec 2019
- Final EMT review and sign-off of savings and 2020/21 Budget – 6 January 2020
- Draft 2020/21 Budget presented to Board for approval – 30 January 2020.

3.4 **Commercial Services**

- 3.4.1 NCH continues to identify and develop new business activities as reflected in its Corporate Plan objective. New business activities are important to ensure the Company is progressively expanding and growing its activities to counteract the impact of having to reduce budgets in response to reducing HRA income.
- 3.4.2 The current 2019/20 budget includes significant targets in terms of increasing turnover and delivering surpluses as an alternative to budget savings through undertaking more in-sourcing of work currently contracted out, and delivering more work on behalf of NCC. As reported to Board in September, these targets have been challenging and will remain so for the rest of the financial year, even with the full year forecast not reflecting full achievement of all surpluses. In 2020/21 we will need to improve our commercial services to ensure we can meet our existing financial commitments before we consider further growth.
- 3.4.3 The 2020/21 budget will continue to include provision to acquire homes to be leased to NCH RP to house homeless families. In addition to the 150 homes anticipated to be acquired by the end of 2019/20, NCC has indicated that they wish to approve a further 50 Homes which NCH will purchase and refurbish in-house through Construction, Repairs and Maintenance (CR&M). The draft 2020/21 budget which will be presented to Board for approval in January 2020, will set out how the provision of these homes and respective housing services, as well as NCH's own landlord activity, shall continue to support the budget challenge.

3.5 **Brexit**

- 3.5.1 Brexit poses a significant risk to the 2020/21 budget and although the outcomes are unclear, it may well lead to an increase in the cost of materials and/or a skill shortages for contractors, notably in the construction sector. NCH shall work closely with suppliers to identify emerging contract risks caused by Brexit as well as how best they can be managed, or alternative arrangements sort. NCH has prepared its own Brexit Plan which was recently reviewed and updated in liaison with Service Managers, who have also updated their Business Continuity Plans accordingly.
- 3.5.2 Prices throughout NCH's supply chain could increase, certainly if tariffs are applied, potentially putting a tighter squeeze on materials' budgets. This will depend on the types of agreement the government makes with both EU and non-EU countries. The value of the British pound could also impact on prices and even though the majority of NCH's suppliers are UK based, their supply chains may originate elsewhere in the European Union (EU).

3.5.3 There may also be a changed labour market which would affect subcontractor costs where contractors and their industries rely on labour from the EU. Some of the EU labour force may decide, or be made to, leave the UK post Brexit creating pressure on contract prices. This further raises the importance of training and employing local people and taking on additional trade apprentices to deliver as much through NCH as possible as well as ensuring this objective is shared with our suppliers.

3.6 **Potential Budget Challenge and Next Steps**

3.6.1 Detailed work is being undertaken as part of the Company's 2020/21 Service Planning process to identify all other costs pressures and income/funding changes that will impact on NCH's 2020/21 budget as well as savings to balance those budgets. To inform the Budget Strategy Appendix 1 includes estimates of the high level cost pressures set out in section 3.2 above. These costs pressures are set out in three columns to show estimates of (1) 'Optimistic'; (2) 'Likely'; and (3) 'Pessimistic' scenarios. The table below summarises the anticipated range of the budget challenge for next year:

	Optimistic	Likely	Pessimistic
Budget Challenge	859	1,780	3,327
As a % of Service Plan Budgets	1.6%	3.3%	6.1%

In summary, establishing a balanced and achievable 2020/21 budget will be extremely challenging for the Company. This is shown in more detail in Appendix 1.

3.6.2 In reviewing savings in the draft 2020/21 budget in January 2020, Board will need to consider whether proposals protect the Group's priorities and if they would advocate further investment in Corporate objectives or any other proposals. For example, scenarios two and three shown in Appendix 1 include the potential cost of remunerating Board members next year.

3.6.3 The Service Plan process shall ensure that the 2020/21 budget reflects the Company's Board approved Budget Strategy and PBB savings proposals are currently being compiled, as set out in 3.3. The required savings scenarios of up to 10% shall ensure that the budget can be balanced in 2020/21. The final NCH budget for the 2020/21 financial year shall be reported to the NCH Board in January 2020 and will include details of PBB savings proposals across all Directorates for discussion and approval.

3.6.4 As a result of the PBB exercise and the principles set out, there is a risk that redundancies might arise given the level of savings anticipated. More than half the Company's budget is dedicated to employee costs. The Company will of course do everything it can to avoid redundancies, including reviewing vacant posts, considering possible reduced hours and pending retirements and finally offering re-deployment and voluntary redundancy.

3.6.5 Under its Standing Orders the Board is required to approve the principles of any significant workforce restructuring proposal. When the draft 2020/21 Budget is presented in January 2020 Board shall be asked to approve that formal consultation can begin on possible changes arising from any restructuring required to deliver savings to balance the budget. The Company will follow its Procedure for Handling Re-organisation, Redeployment and Redundancy and both unions and employees will be consulted.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

4.1.1 The main financial implications are set out above in this report. VFM is an intrinsic part of NCH's 2020/21 Budget Strategy and will be demonstrated through the following:

- Review and challenge of existing budgets to identify 5% and 10% savings scenarios;
- Prioritisation of budget allocations to activities which contribute the most to Corporate objectives;
- Establishment of new income streams through targeting new business opportunities and additional activities;
- Continued delivery of contributions to NCC and new build reserves; and
- Continued targeting of in-year surpluses to invest in new build properties and acquisitions.

4.2 Legal Implications

4.2.1 There are no direct legal implications of this report, although it should be noted that HRA funds provided to NCH as part of the partnership agreement are expended on services which fulfil the requirements of the terms of the agreement. The Budget Strategy assumes that NCH's other activities are funded through other non-HRA income streams.

4.3 Risk Implications

4.3.1 The risks and key assumptions underlying the 2020/21 Budget Strategy are as follows:

- Employees are likely to receive a pay award of between 2% and 3% in 2020/21;
- Employer pension contributions, as assessed and recommended by the Pension Fund actuaries, will rise but full increase may not be known till December 2019 or January 2020;
- Service Plans shall identify savings proposals in excess of those required to set a balanced 2020/21 budget;
- The final 2020/21 HRA fee proposals are yet to be confirmed or approved by NCC;
- Changes to HRA Capital schemes and any reduction to NCH's Capital Fees;
- Level of sickness absence and its impact on actual available staff resources funded by budgets;
- The impact of Brexit on contract prices and the exposure of suppliers to, and ability to manage, price increases;
- Agreement of SLAs and Insurance charges with NCC; and
- Adequacy of reserves set aside for future liabilities in relation to the potential impact of related ongoing and future events.

4.3.2 Savings required to ensure a balanced 2020/21 budget can be produced shall lead to a reduction in establishment posts, as set out in 3.6.4. Although the impact on staff shall be mitigated where posts are currently vacant, this is likely to give rise to one-off reorganisation costs.

4.3.3 NCH will seek to identify possible further savings and budget reductions during the

2020/21 financial year to help mitigate the risks above. A key driver of further savings will be the further exploration of joint working arrangements with NCC and the sharing of savings delivered or surpluses achieved. Where budget targets are exceeded it is proposed as part of NCH's Budget Strategy, that surpluses shall be used to build more new homes and/or fund 'invest to save' initiatives where there is a sound and robust business case and return on investment.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 A robust financial budget and effective monitoring process to ensure the budget is tightly managed and controlled is essential to support the achievement of all the Company's objectives.
- 5.2 The Company has two subsidiary Companies NCH Enterprises Ltd (NCHEL) and NCH RP. Financial and service arrangements between the companies in 2020/21 shall be maximised to ensure the most effective use of resources. The final 2020/21 budget put forward to Board for approval in January next year will set out the budget for each subsidiary. The NCH Group budget will ensure that the consolidated income and expenditure across all activities and subsidiaries is balanced. Budgets for the subsidiaries shall be reported to the respective Boards for approval.
- 5.3 The current base budget maintains a £1.5m contribution to the Group's objective for building and acquiring more homes.

6 EQUALITY AND DIVERSITY IMPLICATIONS

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

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

- 7.1 2019/20 HRA Executive Board Budget Report & MTFP (NCC)
7.2 [Appendix 1](#) - 2020/21 NCH Budget: Cost pressures & Budget challenge.

Contact officers: Name: Darren Phillips – AD of Finance & Procurement
Address: Loxley House, Station Street, Nottingham NG2 3NJ
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Date: 4 OCTOBER 2019

2020/21 NCH BUDGET

HIGH LEVEL COST PRESSURES (SCENARIOS)

DESCRIPTION	(1) £'000	(2) £'000	(3) £'000
Pay Award	700	700	1,050
Staff Increments & Growth	100	134	165
Employer Pension – fixed	12	15	20
Employer Pension – variable	287	574	1,148
Utilities	50	70	95
Rents & Rates	25	38	50
Remuneration of Board Members	0	40	40
NCC SLAs / Insurances	0	0	50
NCC refund	0	0	500
TOTAL	1,174	1,571	3,118

SUMMARY OF BUDGET GAP / CHALLENGE

DESCRIPTION	(1) £'000	(2) £'000	(3) £'000
Reduction in HRA Fees			
- Management	0	239	239
- Repairs & Maintenance	0	285	285
Costs Pressures	1,174	1,571	3,118
Budgets released *	(315)	(315)	(315)
Budget Shortfall / Savings	859	1,780	3,327
Savings % of Team Plan Budgets	1.6%	3.3%	6.1%

* - the current budget base provision for the pending pension increase, IT hardware and other contingencies shall be released to offset the budget challenge.

NOTTINGHAM CITY HOMES

REPORT OF THE COMPANY SECRETARY

THE GROUP BOARD
17 OCTOBER 2019

COMPANY SECRETARY'S REPORT

1 EXECUTIVE SUMMARY

- 1.1 This report sets out the administrative and governance matters requiring consideration and approval by the Board since the last meeting.
- 1.2 Further to the Board Meeting held on 25 July 2019, Board are asked to comment on and approve the draft Group Standing Orders. This document does not require further Nottingham City Council (NCC) approval.
- 1.3 There are two Tenant Board Member vacancies at present on the ALMO Board, and the Governance Team is working with the Tenant Involvement Team to promote, and fill, these vacancies.
- 1.4 Details are provided of forthcoming events that may be of interest to Board Members.
- 1.5 Details are provided on the use of the Company Seal since the last Board meeting. Board are advised that the Company Seal, as per the Governance Review, will now be destroyed and documents will be signed as Deeds going forward.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Considers** and **Agrees** on the draft revised Group Standing Orders.
- 2.2 **Notes** the update on the Tenant Board Member vacancies.
- 2.3 **Notes** the forthcoming events
- 2.4 **Notes** the use of the Company Seal.

3 REPORT

3.1 GROUP STANDING ORDERS

- 3.1.1 At the Board Meeting held on 25 July 2019, the Board agreed in principle the draft Standing Orders, Intra Group Agreement, Articles of Association for Nottingham City Homes (NCH) Limited, Nottingham City Homes Registered Provider (NCH RP), and Nottingham City Homes Enterprises Limited (NCHEL). The Articles of Association for NCH were subject to further approvals by NCC in preparation for NCH's Annual General Meeting on held on 12 September.
- 3.1.2 Since then the Group has transitioned to its new Governing structure and

further amendments have been made to the Group Standing Orders. Changes to the Group Standing Orders can be approved by the Group Board at any point and do not require any further approval from NCC. The revised Group Standing Orders are attached as Appendix 1.

3.1.3 For information, the Group Standing Orders have been reviewed in line with the Companies Act 2006, have incorporated comments made by Board, and have been rationalised in line with best practice. Since approval was sought on 25 July 2019, further amendments have been made the Group Standing Orders, as shown described below;

3.1.3.1 Section 2.5, to allow Board Members to be able to attend meetings electronically through video conferencing or via telephone over loudspeaker. Please see the relevant extract below:

“To contribute to the quorum, a member must be appointed to the relevant Board or Committee, and participating in the meeting in a form that allows them to contribute to proceedings in ‘real time’, which could mean attendance via a telephone on load speaker, or using a video conferencing facility, such as Skype.”

While electronic attendance of meetings was referenced within the Articles of Association for NCH Ltd, this was only explicitly applied to the Annual General Meetings. Therefore including the above amendment to the Group Standing Orders removes all ambiguity of how this is would apply across all Boards and Committees within the Group Structure.

3.1.3.2 Section 2.9 has been expanded to include explicit definitions of which Boards and Committees within the Group Structure are classified as public or confidential.

3.1.3.3 Section 2.10 has been updated to allow Board to follow the urgency procedure in the event the Chair is not contactable. Please see the relevant extract below:

“The secretary will distribute electronically a consultation report to all meeting members, stating the purpose of the report, a recommended course of action, and a reasonable response deadline. The secretary shall make reasonable effort to pre-alert members of the report and deadline, particularly if the response deadline is short...

...If the number of responses agreeing to the recommended course of action is equal or greater to 50% of that meetings current membership, this course of action is approved.”

3.1.3.4 The Scheme of Delegation has been updated to now include the following authorisations for the Chief Executive and relevant delegated Officer:

To settle employment tribunal or other judicial proceedings;
To agree out of court settlements;
To agree non contractual severance arrangements with employees;

The above matters will be reported to the subsequent Audit, Risk and Compliance Committee where the values exceed £25,000.

- 3.1.3.5 The Scheme of Delegation has been updated to now include authority to bring judicial proceedings for NCH RP and NCHEL. This may be authorised by the Director of Business and Investment Services or the Company Solicitor.
- 3.1.4 The revised Standing Orders will be under review over the next 12 months and will be brought back to Board, on an annual basis, in order to determine if they are still fit for purpose.
- 3.1.5 Board are asked to **consider** and **agree** the revised Group Standing Orders.

3.2 TENANT BOARD MEMBER VACANCIES UPDATE

- 3.2.1 As Board are aware, there are currently two tenant Board Member vacancies on the ALMO Board. The Governance Team are working with the Tenant Involvement Team to promote these vacancies.
- 3.2.2 Tenant Involvement Team will make the initial contact with tenants who they believe could best match the role requirements. The Governance Team will then look to arrange an interview panel, in order to fill these posts as soon as possible.
- 3.2.3 Board are asked to **note** the update on the Tenant Board Member vacancies.

3.3 FORTHCOMING EVENTS

- 3.3.1 Attached at Appendix 2 is a twelve-month rolling calendar of events for Board Members attention. Please let Tom Mouldsdales if you are interested in any of the events listed.
- 3.3.2 The Board are asked to **note** the forthcoming events.

3.4 USE OF COMPANY SEAL

- 3.4.1 The Board is asked to **note** the following use of the Company Seal – where the Seal has been affixed to a Transfer of Registered Title, this property purchase has been purchased under the Executive Management Team (EMT) delegated powers as previously agreed by Board, unless otherwise stated.
- 3.4.2 TR1 Transfer of Registered Title – The Seal was affixed on 5 September 2019 for the purchase of 109 Thorneywood Rise, Nottingham, Nottingham NG3 2PE for £104,000. This property and those below, has all been purchased as part of the third tranche of 50 homelessness properties approved by Board on 29 November 2018.
- 3.4.3 TR1 Transfer of Registered Title – The Seal was affixed on 5 September 2019 for the purchase of 7 Hogarth Street, Nottingham, Nottingham NG3 2GA for £87,500.
- 3.4.4 TR1 Transfer of Registered Title – The Seal was affixed on 5 September 2019 for the purchase of 3 Anderson Court, Nottingham, Nottingham NG5 9EQ for £61,500.
- 3.4.5 TR1 Transfer of Registered Title – The Seal was affixed on 5 September

2019 for the purchase of Flat 12 Anderson Court, Nottingham, Nottingham NG5 9EQ for £59,000.

- 3.4.6 TR1 Transfer of Registered Title – The Seal was affixed on 11 September 2019 for the purchase of 25 Camomile Gardens, Nottingham, Nottingham NG7 5GB for £57,500.
- 3.4.7 TR1 Transfer of Registered Title – The Seal was affixed on 2 October 2019 for the purchase of 16 Falcon Street, Nottingham, Nottingham NG7 7ND for £98,000.
- 3.4.8 TR1 Transfer of Registered Title – The Seal was affixed on 2 October 2019 for the purchase of 35 Eddleston Drive, Nottingham, Nottingham NG11 8QA for £65,000.
- 3.4.9 TR1 Transfer of Registered Title – The Seal was affixed on 2 October 2019 for the purchase of 63 Eddleston Drive, Nottingham, Nottingham NG11 8QA for £55,000.
- 3.4.10 TR1 Transfer of Registered Title – The Seal was affixed on 2 October 2019 for the purchase of 11 Walgrave Walk, Nottingham NG5 5NT for £59,000.
- 3.4.11 TR1 Transfer of Registered Title – The Seal was affixed on 2 October 2019 for the purchase of 6 Chandos Street, Nottingham NG3 3LG for £82,000.
- 3.4.12 Board are advised that the Company Seal, as per the Governance Review, will now be destroyed and documents will be signed as Deeds going forward.

4.1 Financial Implications

- 4.1.1 There are no financial implications arising from this report.

4.2 Legal Implications

- 4.2.1 All of the initiatives within this report are carried out to ensure compliance with good practice and legislation including the Companies Act 2006 and NCH's Governance processes.

4.3 Risk Implications

- 4.3.1 There are no risks arising from this report.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES

- 5.1 The contents of the report will have a significant impact for NCH achieving its corporate objectives, set out in the Corporate Plan and associated high level corporate commercial, financial and business plans.

6 EQUALITY IMPACT ASSESSMENT

- 6.1 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).

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

Appendix 1 – Group Standing Orders

Appendix 2 – Forthcoming Events

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DATE: 3 OCTOBER 2019



Group Standing Orders

(incorporating group governance standards, matters reserved for the Group Board, and committee terms of reference)

Version 1

Approved by the Group Board on [date]

Version Control

Version	Detail of Changes Made (Para/Section etc.)	Approved at Board Meeting Date
1	Total new Standing Orders	

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1 Introduction

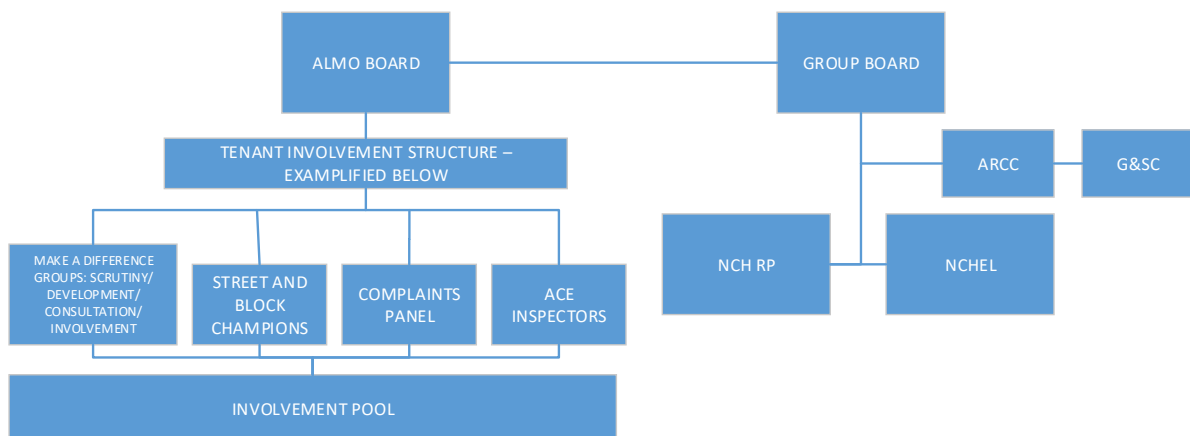
Nottingham City Homes Group comprises three corporate entities:

- **Nottingham City Homes Limited.** Private company limited by guarantee without share capital (company number 05292636). Sole member: Nottingham City Council. **“Parent”**
- **Nottingham City Homes Registered Provider Limited.** Private company limited by guarantee without share capital (company number 09810057). Subsidiary company. Sole member: Nottingham City Homes Limited. **“Subsidiary”**
- **Nottingham City Homes Enterprises Limited.** Private company limited (company number 09805670). Subsidiary company. Sole Shareholders: Nottingham City Homes Limited and Nottingham City Council. **“Subsidiary”**

These Standing Orders:

- Interpret and elaborate (as required) each entity’s Articles of Association (to which this document is subject to);
- Provides a common corporate governance framework for all NCH Companies and Committees;
- Establishes the corporate governance standards;
- Documents the delegated authority between the Boards, the Committees, the Executive, and as applicable, other meetings.

1.1 Meeting Structure



The meeting structure operates on the principle that the Group Board exercises control over the subsidiary boards and committees, and delegates authority when it is in the interests of the Group to do so. However the Group Board may not exercise control over NCH RP should that control run contrary to the RP's objectives or obligations to Homes England and the Regulator of Social Housing. Examples of how control is exercised may be terms of reference, Group strategies and policies, and appointments.

1.2 Interpretation and suspension

Any matter regarding the interpretation of these Standing Orders is a matter for the Group Board. Standing Orders may be suspended, amended, or revoked by majority resolution of the Group Board, in so far as the decision does not conflict with any of the Group's Articles of Association. Should a matter of interpretation or suspension arise in between Board meetings then the secretary shall conduct the matter in accordance with the Urgent Decision Protocol, which forms part of these Standing Orders.

2 Governance Standards

Standards of corporate governance have been determined in accordance with:

- What is stated in the Articles of Association of the Group Companies;
- The Groups chosen Code of Governance, the UK Corporate Governance Code 2018; and
- Other standards as required by Nottingham City Council, and the Regulator of Social Housing.

These standards apply equally across all Boards and Committees within NCH Group unless stated otherwise.

2.1 Meetings of Members and Shareholders

Meetings of members or shareholders shall take place in accordance with requirements determined in each Articles of Association. Generally decisions at these meetings relate to:

- the appointment of directors (at Parent level);
- approval of the annual accounts, and auditor appointment;
- amendments to the Articles of Association;
- change of ownership, or company closure.

Each corporate entity's Articles of Association document how meetings of members of shareholders must be conducted. The administration of each meeting is different due to the way each entity has been formed:

- Nottingham City Homes Limited, has one member, Nottingham City Council;
- Nottingham City Homes Registered Provider Limited, has a minimum of five members, which includes a representative of the Parent;
- Nottingham City Homes Enterprises Limited, is limited by share. Currently there is only one shareholder, Nottingham City Homes.

Each set of Articles has a section called "General Meetings" that determines how such meetings shall be called, and for what purpose. General meetings are distinct from Board meetings, most notably in that they need a longer period of notice (14 days), and those present and voting will be the

shareholders/members; not the Board Members (unless that Board Member is also listed in the register of shareholders/members). Voting at General Meetings may be submitted by proxy. Resolutions going before a general meeting should be on the recommendation of its Board.

Admission, transfer, and ending of shareholding or membership is also dealt with in the respective Articles of Association, and each corporate entity shall have a shareholders/members register that records any changes.

2.2 Appointments to Boards and Committees

The Group Board shall be appointed in accordance with its Articles of Association. The pathway to appointment is determined according to the type of constituent member, with independent members, and tenant members requiring the approval at an Annual General Meeting. The Group Board may also appoint co-optees, or appoint to vacancies outside of AGMs.

As Parent, the Group Board shall authorise appointments to its Subsidiary Boards, and Committees. Size and form of membership is determined in the respective Articles of Association, and reiterated in Terms of Reference. The Group Board shall delegate matters of recruitment and appointment to the Governance and Selection Committee, in accordance with a Recruitment and Succession Policy. All appointments shall be recorded in the minutes of the Group Board, and appointments to Subsidiary Boards recorded also in its minutes.

The Group Board shall confirm the Chairs of the Group Board and the Audit, Risk, and Compliance Committee. The Chair of the Group Board and the Audit, Risk, and Compliance Committee cannot be the same individual. If the Chair is absent, the meeting shall appoint another member for the duration of the meeting. The appointment of a Vice-Chair is optional according to the wishes of each Board or Committee.

Any removal of Board or committee members shall be undertaken on the authority of the Group Board, unless it is a Group Board member, in which case it will be done in accordance with its Articles of Association.

Should the Group Board determine to pay its Board and Committee Members it shall do so in the form of a Remuneration Policy.

2.3 Calling Board and Committee Meetings

All Board and Committee meetings shall be called with no less than five days notice, unless otherwise agreed by three-quarters of the meetings members. In addition, the secretary will establish a diary of meetings at least annually for the forthcoming 12 months.

For a notice of meeting to be valid it must:

- Be communicated to all members of that meeting;
- Stating a date, time and venue of the meeting; and
- How members can participate (e.g. if a teleconference meeting).

2.4 Attendance at Meetings

Only appointed members are authorised to attend meetings for their duration. However, it is accepted that certain officers have an open invitation to attend in order to facilitate good governance. This may include the Chief Executive, Executive Directors, and minute taker.

It is a matter for the Chair (in consultation with meeting members) to determine who is present at a meeting and for what duration. Aside from officers, this determination may include professional advisors, and internal/external observers.

In terms of participation in meetings, all members should address the meeting through the Chair, unless the Chair determines otherwise. Non-members should not speak unless they have been invited to do so by the Chair, and only to the extent that the Chair authorises.

Members of the public are able to attend the non-confidential section of Group Board, ALMO Board, and ARCC meetings. Should members of the public wish ask a question to the meeting, the question shall be filed in advance of the meeting with the secretary.

2.5 Quorum for Board and Committee Meetings

Quorum is the minimum number of meeting members that must be in attendance to approve decisions. To contribute to the quorum, a member must be appointed to the relevant Board or Committee, and participating in the meeting in a form that allows them to contribute to proceedings in 'real time', which could mean attendance via a telephone on load speaker, or using a video conferencing facility, such as Skype.

The quorum for each meeting is laid down in the respective Articles of Association or Terms of Reference, as well as in the table below. Failure to achieve a quorum at a meeting means it is not authorised to make decisions. However, meetings may continue for matters of information or consultation; and all members should remain vigilant that meetings that start quorate may not remain so, and vice versa.

Meeting	Minimum Number Of Participants For Quorum
Group Board	4
ALMO Board	5
Registered Provider Board	2
Enterprises Limited Board	2
Audit, Risk, and Compliance Committee	3
Governance and Selection Committee	2

2.6 Collective Decision Making and Voting

Meetings shall be conducted on the basis of reaching a consensus amongst members present. The Chair of the meeting will satisfy herself/himself that members of the meeting have had the opportunity to voice their opinion on the matter in hand, and determine whether a consensus is achievable.

Should the matter require, the Chair may determine that a vote be taken. The Chair may determine the vote, and each member in attendance will have one vote. The outcome of the vote shall be recorded in the minutes of the meeting. If the vote is tied, the Chair shall have a second casting vote.

2.7 Conflicts of Interest Arising at Meetings

Secretarial duties shall include maintaining a register of interests in accordance with the Group Board's Articles. The Company shall maintain the register to alert the meeting Chair and members to matters that may arise during the meeting. However it is ultimately for each member of a meeting to determine whether they have an interest which may cause a conflict during the meeting.

Members should offer to remove themselves from a meeting should they feel conflicted regarding a matter in hand. The other members shall then determine whether it is in the interests of the member to remain, and to what extent they may deliberate in the matter. If members are unable to decide on the matter, the meeting Chair may decide. The declaration of interest, and decision shall be recorded in the minutes.

2.8 Minutes of Meetings

The secretary shall be responsible for the content and quality of minutes. A formal meeting record shall be taken of each Board and Committee meeting covered by these Standing Orders. At the very least, each set of minutes shall include:

- full name of the meeting;
- date, start time, and venue of meeting;
- members participating, member apologies, and others in attendance;
- a record of the decisions taken at the meeting; and
- a summary of deliberations in the lead up to each decision.

Minutes of the previous meeting shall be considered for accuracy at the next available meeting, at which point they will become a confirmed record of the meeting. All Subsidiary Board and Committee meeting minutes will be considered at the next available meeting of the Group Board, with a representative of that meeting bringing matters to the attention of the Group Board as required.

2.9 Meeting Agenda and Papers

The secretary shall draft a meeting agenda, and agree it with the meeting Chair. In doing so, the secretary will have regard to recurring or cyclical issues, and directions of members given at previous meetings.

The order of business, unless the determined otherwise, will be:

- Confirmation of quorum and apologies for absence;
- Declarations of interest;
- Minutes of the previous meeting for accuracy;
- Update matters arising from previous meetings;
- Matters requiring a decision;
- Matters to note such as
 - Minutes of subsidiary Boards and Committees (for Group Board);
 - Performance and information reports;

- Any other business (at the discretion of the Chair); and
- Date of next meeting and close.

Five days prior to the date of the meeting, the secretary will circulate the agenda for the meeting to all members, accompanied by supporting papers. On reading the papers, should the member require clarification on the content of the report, he/she will seek it by communicating with the report author in advance of the meeting. The clarification may subsequently be raised at the meeting.

Any matter requiring a decision, will be accompanied by a written report clearly stating the recommendation(s) that the meeting is being asked to consider, and where necessary, evidence of independent professional advice relied upon in arriving at the recommendation. The secretary shall be responsible for maintaining a template report and quality standards.

Specific meetings within the Group Structure, including NCHEL, NCH RP, and G&SC, are strictly confidential in nature. Supporting papers for these meetings will not be published and members of the public are prohibited from attending. Other meetings, including the Group Board, ALMO Board, and ARCC, have both public and confidential sections. For those specific meetings, public sections of the supporting papers will be published. Members of the public are authorised to attend public sections of the meetings as non-voting observers and will be asked to leave before any confidential items are discussed.

2.10 Urgent decisions

Urgent decisions are matters that require authorisation between pre-scheduled meetings; and would normally require the decision to be taken by a particular Board or a Committee. In such circumstances there is a Protocol that shall be observed.

Prior to triggering the Protocol, the following alternatives should be considered:

- a short notice meeting to consider the matter, perhaps by teleconference; or
- If the matter can be pre-empted at the time of the previous meeting, delegate authority for the decision to a senior officer (perhaps with conditions attached);

Should alternative arrangements not be possible, the Urgent Decision Protocol may be triggered. The protocol requires:

- The Secretary will distribute electronically a consultation report to all meeting members, stating the purpose of the report, a recommended course of action, and a reasonable response deadline. The Secretary shall make reasonable effort to pre-alert members of the report and deadline, particularly if the response deadline is short.
- There shall be no minimum number of consultation responses. It is sufficient to demonstrate that members were afforded the opportunity to respond within a specific time.
- If the number of responses agreeing to the recommended course of action is equal or greater to 50% of that meetings current membership, this course of action is approved.
- If a quorum is not reached, and the response deadline has passed, the secretary shall invite the Chair, or Vice Chair if the Chair is unavailable, of the meeting to consider any consultation responses, and reach a decision. The outcome of the decision will be implemented.
- The decision reached shall be reported to the next scheduled meeting, so the outcome can be minuted.

The Protocol shall be implemented subject to delegated authority to the Chief Executive being exhausted, insufficient, or non-existent.

3 Terms of Reference: NCH Group Board

For consistency of language, Terms of Reference is used to describe the powers and responsibilities of all Boards and Committees. Also known as Matters (or powers) Reserved for the Board.

3.1 Membership

Under the Articles Membership shall consist no less than five. Under these Standing Orders, membership will be eight, of which two shall be nominated by the Council, two shall be tenants; and four shall be independents. The Board may appoint up to two co-optees.

Either the Chair or the Vice Chair of the Group Board will be a Tenant Board Member.

3.2 Meetings and Quorum

Attendance at Group Board meetings shall be monitored by the Chair

The Board shall meet no less than four times per year. The quorum for Board meetings is any four members.

3.3 Purpose of Board

(1) To ensure that the affairs of the Parent and its Subsidiaries are conducted lawfully, ethically and in accordance with the terms of the Articles of Association, the Companies Act 2006, other prevailing laws and regulations, and the Partnering Agreement between NCH and NCC.

(2) To review the values and objectives, and culture of the Group; and as a result, establish a framework of strategy, policy, delegated authority, internal control, and risk management.

3.4 Matters Reserved to Board

Determine the values and overall strategic direction of the Group; the corporate objectives; and approve a Corporate Strategic Plan.

Determine the consolidated Group business plan, medium term financial plan, capital programme and annual revenue budget.

Approval of the annual report and accounts, and audit management letter; and ensuring their filing with statutory and regulatory bodies by the due dates.

Approve “Group wide” corporate policies, strategies and standards, which shall include matters relating to:

- Governance;
- Risk Management;
- Equality and Diversity;
- Health and Safety;
- Business Continuity and Disaster Planning;
- Board remuneration and/or expenses;
- Code of Conduct;
- Procurement;
- Openness, Transparency, and Freedom of Information;
- Data Protection and GDPR;
- Anti-fraud, Corruption, and Whistleblowing.

Setting of standards for the Group in relation to code of conduct, probity, competence, management, and customer services.

Responsibility for the business relationship and partnership with the City Council, and other major stakeholders including compliance with the Partnering Agreement.

Extension of the Group's operations into new activities or geographic areas.

Any decision to cease a material part of Group operations.

Risk Management and Internal Control

Determination of the Group's risk capacity, profile and appetite;

Establishment and oversight of a framework for the identification and management of risk;

Establishment and oversight of a framework of delegation and systems of internal control, including Financial Regulations;

Approval of action recommended in response to any report from external auditors or the Regulator of Social Housing.

Corporate Governance

Approval of changes proposed to the Group's governing instruments for recommendation to a general meeting of members or shareholders;
Amendment, suspension or revocation of Governance Standing Orders;

Changes to corporate structure, including the setting up of subsidiaries or merging with another organisation, for recommendation to a general meeting;

Establishment of criteria for appointments to (and, if necessary, dismissals from), the Boards (in accordance with the Articles of Association) and its Committees;

Approval of Subsidiary Boards membership where appropriate and Committee membership, including Chairs, and external corporate bodies. The Group Board needs to nominate; three Group Board Nominates to NCH RP, one Group Board member to the ARCC, two external independents to the ARCC, and four members to the G&SC.

Establishment, amendment or revocation of Terms of Reference for all Subsidiary Boards, Committees, and Group Task and Finish Groups.

Ensuring effective arrangements for:

- annual appraisal of the effectiveness (collectively) of the Board's and Committees, and (individually) of Board and Committee members;
- Board recruitment and (s)election criteria, policies and procedures; and
- Board and Committee Member induction, development, retention, renewal and succession.

Chief Executive

Appointment of, and if necessary, dismissal of the Chief Executive.

Ensure that the Chief Executive has a written contract of employment which, as well as complying with current legislation clearly defines:–

- Their duties and the standards of performance expected;
- The procedures for monitoring the Chief Executive's performance and fixing his or her remuneration;
- How complaints and disciplinary matters will be dealt with; and
- The length of the contract, whether or not it can be renewed (if for a fixed term) and any notice period.

Ensure the appraisal arrangements for the Chief Executive are undertaken rigorously, and agree the remuneration package.

Other

Any other matters not specifically delegated to Committees, Subsidiary Boards, Task and Finish Groups, Tenant bodies, or the Chief Executive.

Attendance at Group Board.

4 Terms of Reference: ALMO Board

The ALMO Board is Tenant-led Board responsible for ensuring that the Group Board fulfils its statutory obligations in relation to the items delegated to it as set out in its Terms of Reference. The ALMO Board is accountable to the Board for the fulfilment of the responsibilities delegated to it as set out in its Terms of Reference. All ALMO Board Members share responsibility for its decisions and should act only in the interests of the Group and not on behalf of any subsidiary, constituency or interest group, putting the interests of the organisation before their own interests.

The Board will meet at least six times a year.

POWERS DELEGATED BY THE GROUP BOARD TO THE ALMO BOARD

Within the context of the objectives, policies and budgets set by the Board:

General Governance

- To review the ALMO Board's membership and effectiveness on a regular basis to ensure that it has appropriate skills and relevant experience, advising the Group Board accordingly
- To nominate two tenants to the Group Board.
- To nominate one member to the ARCC and Governance and Selection Committees

Scrutiny

- Ensure effective management of Council housing.
- Scrutinise the delivery of housing and all related services delivered to tenants whether by the Group, Nottingham City Council, or other contracted body to ensure that they are effective and deliver value for money..
- Oversee and scrutinise related customer service and satisfaction with regard to trends, and safety of social housing assets.
- Ensure actions from relevant audits are implemented.
- Scrutinise how the Council spends the retained HRA
- Ensure Equality and Diversity is applied and adhered to across service areas.

Performance and Compliance

- To monitor and review all related performance and Key Performance Indicators.
- To monitor and review services to leaseholders.
- Overseeing compliance with consumer standards.
- Monitoring the customer complaints process.
- Reviewing relevant strategies and policies and monitoring key performance indicators of service delivery.

- Ensure compliance with legal and regulatory requirements for the management and maintenance of council housing.
- Responsible for the repairs services across the city including effective management of related budgets.
- Monitoring, responding to consultation on, and ensuring compliance with all Governmental changes related to council housing.
- Ensuring effective tenant employability and opportunities are in place.
- Ensuring advice and support for tenants is adequate and suitable (e.g. support with welfare reform changes).

Policy

- Agree key policies relating to social housing including; Rents, Anti-Social Behaviour, Leasehold, and Repairs.

Engagement

- Engage tenants in the setting of future Housing Revenue Account (HRA) and other related budgets.
- Provide formal consultation response to Nottingham City Council on the HRA budget setting, including the proposed rent and service charge levels and any proposed changes to service levels.
- Steer the development of and engage with Tenant and Leaseholder Involvement structures.
- Ensure that best practice is followed in tenant engagement.
- Engage with the Group Board, and other Group Bodies, to set the medium term Corporate Plan.

MEMBERSHIP

The ALMO Board will comprise of 10 Non-Executive Directors appointed by the Group Board; Six Tenant representatives, two Independent representatives and two Nottingham City Council representatives. The maximum period for which Members shall serve on the Board is three terms of three years. Executive Directors shall not be members of the Board.

The Chair of the Board will be a Tenant representative. The Chair will not be eligible to be Chair of the Group Board.

The Board may co-opt up to two non-voting Members if required. Co-opted Members will be (re)appointed annually.

Attendance at ALMO Board meetings shall be monitored by the Chair and concerns in relation to regular non-attendance by any ALMO Board Member should be reported to the Group Board.

QUORUM AT MEETINGS

The quorum required for the transaction of business at the time when the meeting proceeds to business shall be five.

AUTHORITY AND ACCESS

The Committee is authorised by the Group Board to obtain external legal or other professional advice were necessary.

5 Terms of Reference: Audit, Risk & Compliance Committee

ACCOUNTABILITY

The Audit, Risk and Compliance Committee (ARCC) is charged with assisting the Board to fulfil its statutory obligations and is accountable to the Board for the fulfilment of the responsibilities delegated to it as set out in its Terms of Reference. All Committee Members share responsibility for its decisions and should act only in the interests of the Group and not on behalf of any subsidiary, constituency or interest group, putting the interests of the organisation before their own interests. The ARCC will act in this capacity across all of the NCH Group.

The main objectives of the ARCC is to be responsible for the effective internal control of financial, risk management and property compliance systems and to independently assure that effective internal control with regard to finance, risk management and property compliance systems are maintained and reviewed and that the Group's financial performance is being effectively managed.

The ARCC may from time to time investigate, discuss or review matters outside its terms of reference if required to do so by the Group Board. The Committee's Terms of Reference may be amended at any time by the Group Board.

Copies of the Committee minutes will be submitted to the Group Board at the next Board meeting following the Committee meeting. The Chair of the ARCC will ensure that key issues are promptly brought to the attention of the Board, and also have the right to attend and speak on matters of concern at any Board meeting.

The Committee will meet four times a year. The Chair of the ARCC will be appointed by the Group Board and will be a member of the Group Board.

AUTHORITY AND ACCESS

The ARCC is authorised by the Board to investigate any activity within its Terms of Reference. The ARCC shall meet on at least a quarterly basis and may meet without Company staff present, including Executive Directors, should it so wish, to ensure it maintains its independence.

The Committee has the authority to access and obtain any information held by the Group as it sees fit. All employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Group Board to obtain external legal or other professional advice.

The Committee shall meet as it sees fit with the external or the external and internal auditors together. The Chair of the ARCC, external and internal

auditor shall meet as necessary to ensure that the auditors have direct access to the Chair to guarantee the independence of the audit functions.

POWERS DELEGATED BY THE BOARD TO THE AUDIT, RISK AND COMPLIANCE COMMITTEE

Within the context of the objectives, policies and budgets set by the Board:

General Governance

- To review the Committee's membership and effectiveness on a regular basis to ensure that it has appropriate skills and relevant experience, advising the Group Board accordingly.
- To review annually the Committee's activities and effectiveness in discharging its responsibilities and provide an annual report for the next twelve months to the Group Board.
- To scrutinise statutory regulatory inspections and deal with all non-compliance; in particular with regard to property compliance.
- To ensure the Group is operating within recognised codes of practice and Standards.
- To ensure adequate processes are in place for the safeguarding of Group assets.
- To review and recommend to the Group Board in relation to compliance with relevant legislation.
- To consider and review the Group's insurance provisions.
- To monitor and review compliance with Fire Safety, property compliance and Risk Management processes.

Internal Control

- To oversee a system of internal control, ensuring that any significant weaknesses identified are remedied and reported to the Group Board.
- To review annually the effectiveness of the Group's internal control systems and assurance framework and make appropriate recommendations to the Board.

Anti-Fraud and Corruption

- To ensure that allegation of fraudulent activity is properly assessed and the control framework updated.
- To receive whistle-blowing and fraudulent activity reports that may have an effect upon the Group.
- To receive money laundering reports that may have an effect upon the Group.

Internal & External Audit

- To review and ensure that internal and external audits are complied with.
- To discuss any potential issues and problems with the internal or external auditor as and when necessary.

- To review, approve, monitor and change the internal audit needs assessment and strategy and the annual plan.
- To sign off audit plans and receive reports by the internal auditor on significant audit findings.
- To monitor the implementation of recommendations of internal, external and regulatory audits.
- To make recommendations to the Group Board, for approval in general meeting, on the appointment, re-appointment or otherwise, of the external audit;
- To approve the fees and terms of engagement of the external auditor;
- To advise the Group Board on the internal audit arrangements including the terms of engagement of the internal auditor.
- To monitor the performance of the internal and external auditors.

Statutory Accounts

- To report to the Group Board on the annual statutory audit and make recommendations on the outcomes.
- To monitor and review the integrity and compliance of the financial statement of the Group and its subsidiaries.

Risk Management

- To ensure that the correct risk registers and frameworks are in place.
- To provide assurance to the Group Board that there is a systematic review of risk management arrangements within the Group;
- To scrutinise the risks associated with New Build developments, acquisitions and other new business developments.
- To monitor the effectiveness of the Group's risk management and assurance framework.
- To consider and scrutinise the subsidiary companies Risk Registers.
- To review and recommend to the Group Board the arrangements for understanding and monitoring Health and Safety.
- To review the Group's business continuity strategy and plans.

Property Compliance

- To monitor and review the Group's processes and performance to ensure compliance with legal requirements including:
 - gas servicing;
 - periodic electrical tests and inspections;
 - the inspection, test and maintenance of fire safety systems;
 - the inspection, test and maintenance of mechanical systems (e.g. Lifts)
 - the inspection, test and maintenance of water storage and circulation systems.
- To monitor the progress of remedial works arising from fire risk assessments and property and equipment surveys, tests and inspections.

Standing Orders & Financial Regulations

- To ensure compliance with the Financial Regulations, and recommend any proposed revisions to the Group Board;
- To recommend the delegation framework and the Financial Regulations, and any changes to these, to the Group Board Articles and Standing Orders.
- To ensure compliance with applicable Financial Reporting Standards.
- To monitor and review the Group's Register of Dispensations.
- To approve any changes to the Group's accounting policies.

Probity – Action taken must be notified to the Audit, Risk and Compliance Committee

- Authority to suspend Financial Regulations or grant dispensation;
- Authority for staff members to accept gifts or to accept hospitality;
- Authority to dispose, and arrangements for disposal, of stock items and obsolete equipment.

MEMBERSHIP

The ARCC will comprise six non-Executive Directors appointed by the Group Board as follows; one Tenant representative from the ALMO Board, four Independent representatives (including one nominated from NCH RP) and one Nottingham City Council representative. Executive Directors shall not be Members of the Committee.

The Chair will be appointed annually by the Group Board and shall not also be the Chair of the Group Board.

The Committee may co-opt Members if required, but the Committee's membership shall never include more than 50% co-opted Members. Co-opted Members will be (re)appointed annually.

Each Member appointed to the Committee shall have skills and experience relevant to the work of the Committee.

The Committee may hold a pre-meeting with the internal and/or external auditors to the exclusion of employees.

Attendance at Committee meetings shall be monitored by the Chair and concerns in relation to regular non-attendance by any Committee Member should be reported to the Group Board.

QUORUM AT MEETINGS

The quorum required for the transaction of business at the time when the meeting proceeds to business shall be three.

6 Terms of Reference: Governance & Selection Committee

The Governance and Selection Committee is charged with assisting the Board to fulfil its statutory obligations as an employer including the employment surrounding the Chief Executive.

The Committee fulfils the remuneration function for senior executive team on behalf of the Board, including reviewing the performance and pay of the Chief Executive.

The Committee will meet at least once per year.

POWERS DELEGATED BY THE BOARD TO THE GOVERNANCE AND SELECTION COMMITTEE

Within the context of the objectives, policies and budgets set by the Board:

General Governance

- To review the Committee's membership and effectiveness on a regular basis to ensure that it has appropriate skills and relevant experience, advising the Group Board accordingly.

Recruitment

- Appointment of the Chief Executive with formal recommendations to the Group Board.
- Agree the policy on Non-Executive Director recruitment and appraisal.
- Oversee the recruitment to Board, subsidiary Boards and Committee vacancies.

Appraisals

- Oversee and ensure that Board appraisals are undertaken.
- Assessment of, and making recommendations to the Board on, the Chief Executive's performance in the light of achievement or otherwise of these targets;
- Board and Executive Management Team succession planning.

Staff and Trades Union consultation

- Undertake the role of the Disputes Resolution Panel to consider appeals against Chief Executive or Company decisions.
- Receive reports regarding non-contractual severance arrangements with employees

Remuneration

- Board, subsidiary Board and Committee member remuneration levels (if applicable).

- Remuneration levels for Executive Management Team including reviewing the performance and pay of the Chief Executive.

MEMBERSHIP

The Governance and Selection Committee will comprise of one Tenant representative, one Nottingham City Council Representative, and two Independent representatives.

The Chair of the Group Board shall not be the Chair of the Governance and Selection Committee.

Attendance at the Governance and Selection Committee meetings shall be monitored by the Chair and concerns in relation to regular non-attendance by any Committee Member should be reported to the Group Board.

QUORUM AT MEETINGS

The quorum required for the transaction of business at the time when the meeting proceeds to business shall be two.

7 Terms of Reference: NCH RP Subsidiary Board

7.1 Membership

Membership shall consist not less than five and no more than six members. Up to three shall be appointees from the Group Board, and up to three shall be independent persons appointed for their skills and experience. The Subsidiary Board may appoint up to two co-optees. NCH RP shall nominate one of its membership to the Group Board and one of its membership to the Audit, Risk, and Compliance Committee.

Attendance at NCH RP Board meetings shall be monitored by the Chair and concerns in relation to regular non-attendance by any NCH RP Board Member should be reported to the Group Board.

7.2 Meetings and Quorum

The Board shall meet no less than four times per year. The quorum for Board meetings is any two members.

7.3 Purpose of Subsidiary Board

To ensure that the affairs of the Subsidiary are conducted lawfully, ethically and in accordance with the terms of the Articles of Association, the Companies Act 2006, the prevailing regulation of the Regulator of Social Housing, and the objectives agreed with the Group Board.

7.4 Matters Reserved to Subsidiary Board

Determine the strategic direction of the Subsidiary, ensuring the objectives are in keeping with that of the Group Corporate Plan.

Determine the business plan, medium term financial plan, capital programme and annual revenue budget; in accordance with the objectives determined by the Group Board, and in compliance with the standards determined by the Regulator.

Approval of projects in accordance with the business plan, and approved budget, or otherwise delegated by the Group Board.

Approval of the Subsidiary annual report and accounts, and audit management letter.

Recommend amendments to corporate policies, strategies and standards (either to the Group Board, or ALMO Board), in so far those amendments are required to demonstrate compliance with the Regulator's Standards.

Determination of the Subsidiary's risk capacity, profile and appetite, both for its own needs, and informing the Group;

Establishment and oversight of a framework for the identification and management of risk for the Subsidiary;

Notify the Group Board of any notification from the Regulator, and recommend a course of action for the Group Board to consider.

Approve all returns to the Regulator, and be responsible for (in consultation with the Group Board) communications with the Regulator.

8 Terms of Reference: NCH Enterprises Limited Subsidiary Board

8.1 Membership

Membership shall consist not less than three and no more than five members. Membership shall be comprised of the executive directors from the Executive Management Team. The Subsidiary Board may appoint up to two co-optees.

Attendance at NCHEL Board meetings shall be monitored by the Chair and concerns in relation to regular non-attendance by any NCHEL Board Member should be reported to the Group Board.

8.2 Meetings and Quorum

The Board shall meet no less than four times per year. The quorum for Board meetings is any two members.

8.3 Purpose of Subsidiary Board

To ensure that the affairs of the Subsidiary are conducted lawfully, ethically and in accordance with the terms of the Articles of Association, the Companies Act 2006, and the objectives set by the Group Board.

8.4 Matters Reserved to Subsidiary Board

Determine the strategic direction of the Subsidiary, ensuring the objectives are in keeping with that of the Group Corporate Plan.

Determine the business plan, medium term financial plan, capital programme and annual revenue budget; in accordance with the objectives determined by the Group Board.

Approval of projects in accordance with the business plan, and approved budget, or otherwise delegated by the Group Board.

Approval of the Subsidiary annual report and accounts, and audit management letter.

Recommend amendments to corporate policies, strategies and standards to the Group Board, in so far those amendments impact on the commercial arrangements required of the Subsidiary.

Determination of the Subsidiary's risk capacity, profile and appetite, both for its own needs, and informing the Group;

Establishment and oversight of a framework for the identification and management of risk for the Subsidiary;

9 Individual Roles and Responsibilities

9.1 Board and Committee Members

Uphold the values and objectives of the Group;

Uphold the Group's core policies, such as equality and diversity, and health and safety;

Contribute to, and share responsibility for decisions;

Prepare for and attend meetings, training sessions and other events;

Attend and participate in reviews linked to individual performance or that of the whole Board;

Represent the Group as appropriate;

Declare any relevant interests;

Respect confidentiality of information;

Uphold the Group's Board Members Code of Conduct; and

Uphold the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

9.2 Chair of Boards and Committees

The relevant Board's business and meetings are conducted efficiently;

Meeting members are given the opportunity to express their views;

Chair shareholder/member meetings (if a Chair of a group company);

A constructive working relationship is established, and support is provided to the Chief Executive;

The relevant meeting fulfils its role and responsibilities that are not otherwise delegated to Committees, the Chief Executive or others;

Ensuring, with the meeting members, that sufficient authority is delegated to the meeting; and that authority is then delegated sufficiently for the meetings decision to be carried out.

Effective communications are maintained between all the Boards and Committees;

The meeting receives professional advice when it is needed;

The relevant Group Member is represented as required;

Affairs are conducted in accordance with generally accepted codes of performance and propriety;

Standards of behaviour are appropriate and in accordance with the Group's Code of Conduct; and

Carry out other duties as described elsewhere such as Financial Regulations, and policy.

Vice Chair

Should the meeting determine to appoint a Vice Chair, then their role will be to support the Chair in performance of their role and responsibilities, and act in the capacity of Chair in their absence.

9.3 Chief Executive

Act in the best interests of the Company, and in accordance with their contract of employment;

Assist and advise the Group Board in determining the Group's policies and strategy;

Manage the affairs of the Group in accordance with the values and objectives of the Group, and the general policies and specific decisions of the Group Board;

Draw Group Boards' attention to matters that they should consider and decide;

Ensure that each Board is given the information necessary to perform its duties and, in particular, that each Board receives advice on matters concerning compliance with its governing instrument, the law, compliance with its Partnering Agreement, and the need to remain solvent and (in relation to NCH RP) compliance with the Regulatory Framework;

Ensure that proper systems of control, risk assessment and risk management are established and maintained, and that regular reports on these are provided, at least annually, to the Group Board;

Supervise, with the guidance of the Chair, the preparation of documents for consideration by the Group Board;

Help the Group Board's Chair to ensure that the business of the Group Board is properly conducted;

Lead and manage the staff of the Group and ensure that their performance is appraised; and

Represent the Group as appropriate.

Delegated Authority to Chief Executive

Manage the affairs of the Group in accordance with its values and objectives and the general policies and specific decisions of the Board;

Act as principal strategic adviser to the Group;

Lead, direct, set targets for and hold to account the Executive Management Team as a whole;

Appoint, set targets for, appraise the performance of, and if necessary dismiss, the individual members of the Executive Management Team and any other direct reports in accordance with the relevant Group policies;

Establish arrangements for monitoring compliance with, and reporting promptly to the Board upon performance against the Partnering Agreement and the Regulatory Framework;

Take or authorise the taking of items through the urgency procedure and ensuring that a report is taken to the Board at the earliest time after the event;

Subject to the Group Member Articles, and provided that it is consistent with the approved values, objectives, policies, business plan, budget, scheme of delegations and financial regulations and any decisions made by the Board or any committee, to take the action he/she considers necessary to ensure the efficient and effective management and routine administration of the Group's activities.

The above authorities may not be further delegated by the Chief Executive without the approval of the Board, other than by way of written delegation of authority to act in his/her temporary absence. That written delegation can be through a minute of the Executive Management Team and will include financial authorisations at a level which only the Chief Executive could sign off.

The Chief Executive also has the following powers and responsibilities: In order to exercise efficient and effective management the Chief Executive may delegate specific responsibilities in writing to Directors or Managers within the following list:

Undertake and be responsible for day to day management of the Group.

Employ and dismiss staff, and set and review individual terms and conditions of employment subject to:

- Adherence to Group HR policies
- Adherence to annual budgets and staffing plans
- Considering and approving of the principles of any workforce restructuring proposals involving five or more employment positions.

Implement policies and strategies, including the Group's or Group Member's Business Plans, and decisions and directions of the Board

Lead, direct, set targets for, and hold to account, staff throughout the chain of command

Ensure that local managers and staff teams are customer-focussed and responsive to the Group's residents, and local councillors.

Authority to set prices or approve price increases for services provided by NCH Group to external bodies.

Take, or authorise the taking, of any appropriate action in cases of urgency or emergency

Take, or authorise the taking, of any appropriate action to preserve the Group's position, pending scrutiny by the Board or appropriate committee of the matter, in relation to any proposed legislation, or any other proposal, scheme, plan, act or omission to act by any person or body or any event or occurrence, including Acts of God.

SPECIFIC MATTERS FOR APPROVAL WITH THEIR DELEGATION LEVELS

The table below sets out the current matters that require specific approval, which positions within the Group have been delegated by each Board to make such approval decisions, and any arrangements for subsequent reporting where a decision relating to such a delegation has taken place.

Specific Board Delegations on Matters of Probity

Matter	Delegation to	Action Taken Notified to
Authority to approve reimbursement of Board Members expenses within policy	Director	Board (annual review)
Authority for Board Members to accept gifts or accept or offer hospitality	Chair	Board (annual review)
Determining breaches of the Group Board Members Code of Conduct	Chair plus 2 other Board members	ARCC or Board
Determining appeal against Panel hearing above	Vice-chair plus 2 ARCC members	ARCC or Board
Grant of offer of tenancy to a Board Member (or related party)	Chief Executive plus one Director	Board (next meeting)
Determination of an appeal from a Board Member (or related party) to an allocation or tenancy management matter	Chief Exec plus 1 other Director	Board (next meeting)
Grant of an offer of employment or engagement as a consultant or contractor to a Board Member or related party	Chief Exec plus one Director	Board (next meeting)
Authority to suspend Standing Orders (urgency procedure)	Chair, or Vice Chair, plus Chief Exec plus 1 other Board member	Board (next meeting)
Authority to suspend Financial Regulations (grant dispensation)	Chair of ARCC plus Chief Exec	ARCC (next meeting)
Approval to repair or improvement to a council property occupied by a Board Member (or close relative) in excess of	Chief Exec plus one Director	ARCC (Annual review)

£1000 outside of the Maintenance Programme Schedule of works.		
Grant of offer of tenancy to a member of NCH staff (or related party)	Director plus an Assistant Director	Board (annual review)
Grant of offer of tenancy to a City Councillor (or related party)	Director plus Chief Executive	Board (next meeting)
Grant of offer of tenancy to an employee of Nottingham City Council who work in housing – i.e. housing strategy, regeneration, and Housing Aid.	Director plus an Assistant Director	Board (annual review)
Grant of offer of employment or engagement as a consultant or contractor to a City Councillor	Chief Exec plus one Director	Board (next meeting)
Grant of offer of employment to a close relative of existing NCH staff member	Chief Exec plus one Director	Board (annual review)
Re-employment of former employee or re-engagement as self-employed contractor within 6 months of termination of employment with NCH	Chief Exec plus one Director	Board (annual review)
Authority for staff members to accept gifts or to accept or offer hospitality	Line Manager	ARCC (annual review)
Authority to agree out of court settlements	Chief Exec and relevant Delegated Officer	ARCC (next meeting) for matters exceeding £25,000
Authority to agree non-contractual severance arrangements with employees	Chief Exec and relevant Delegated Officer	ARCC (next meeting) for matters exceeding £25,000
Authorisation to settle employment tribunal or other judicial proceedings	Chief Exec and relevant Delegated Officer	ARCC (next meeting) for matters exceeding £25,000

Authorisation to bring judicial proceedings for NCH RP and NCHEL	Director of Investment and Business Services or Company Solicitor	
Authority to dispose, and arrangements for disposal, of stock items and obsolete equipment	Director Investment & Business Services	ARCC (annual review)
<p>Authority to develop new business opportunities:</p> <p>Authority for all payments to be made within the NCH Registered Provider powers and objects</p> <p>Authority for all payments to be made within NCH Ltd powers and objects up to £150k</p> <p>Authority for all payments to be made within the NCH Enterprises powers and objects</p>	<p>NCH Register Provider</p> <p>EMT</p> <p>NCH Enterprises</p>	<p>NCH Board</p> <p>NCH Board</p> <p>NCH Board</p>
Authority to agree compensation payments over £500 to tenants, leaseholders or residents.	Director	ARCC (annual review)
Authority to commence tenders or similar/ equivalent procurement exercise which likely to exceed £100k over the life of the contract	Sourcing Manager	ARCC (annual review)
<p>Approval to enter into contracts, total value for life of the contract:</p> <p>up to £100k.</p> <p>up to £500k</p> <p>up to £1m</p> <p>Please refer to Standing Orders Part 3 Tendering and Contract Procedures for further information.</p>	<p>Head of Service</p> <p>Executive Director</p> <p>Chief Executive</p>	<p>Executive Director</p> <p>Chief Executive</p> <p>ARCC (next meeting)</p>

FORTHCOMING EVENTS**NCH EVENTS**

Month	Event
October	<p><u>1 October</u>: Staff Conference, Gateway Hotel, Nuthall Road, Nottingham</p> <p><u>15 October</u>: ARC Committee Meeting at Loxley House, starting at 5.30pm</p> <p><u>17 October</u>: NCH Group Board Meeting at Loxley House, starting at 5.30pm.</p> <p><u>24 October</u>: Kingston Court High Rise Safety Day</p> <p><u>October, date TBC</u> – Tunstall Drive ground breaking (media call)</p>
November	<p><u>28 November</u>: ALMO Board Meeting at Loxley House, starting at 5.30pm</p> <p><u>29 November</u>: STAR Awards to be held at the Crowne Plaza Hotel, Nottingham.</p>
December	<p><u>Date TBC</u> – Marlstones time capsule burial</p> <p><u>18 December</u>: Highwood House Christmas Party; venue to and time to be determined.</p>
January	<p><u>16 January</u>: NCH ALMO Board Meeting; venue and time to be decided.</p>
February	<p><u>13 February</u>: NCH RP Board Meeting at Loxley House, time to be determined.</p>
March	<p><u>2 March</u>: NCH ALMO Board Meeting; venue and time to be decided.</p> <p><u>9 March</u>: NCHEL Board Meeting</p> <p><u>16 March</u>: ARC Committee Meeting at Loxley House, starting at 5.30pm</p> <p><u>19 March</u>: Tenant and Leaseholder Awards</p>
April	<p><u>30 April</u>: NCH Group Board Meeting at Loxley House, starting at 5.30pm</p>
May	<p><u>2 May</u>: NCH ALMO Board Meeting; venue and time to be decided.</p> <p><u>14 May</u>: NCH RP Board Meeting at Loxley House, time to be determined.</p> <p><u>28 May</u>: ARC Committee Meeting at Loxley House, starting at 5.30pm</p>
June	<p><u>15 June</u>: NCHEL Board Meeting.</p>
July	<p><u>6 July</u>: NCH ALMO Board Meeting; venue and time to be decided.</p> <p><u>13 July</u>: ARC Committee meeting at Loxley House, starting at</p>

	5.30pm
August	<u>13 August</u> : NCH RP Board Meeting at Loxley House, time to be determined.
September	<u>7 September</u> : NCH ALMO Board Meeting; venue and time to be decided. <u>21 September</u> : NCH EL Board Meeting.

External Events

Month	Event
October	<u>22 October</u> : NFA Midlands Board Members Meeting, Solihull 12.30pm <u>October</u> : NHF Treasury Management Conference, London <u>October</u> : NHF Asset Management and Maintenance Conference and Exhibition, Birmingham
November	<u>November</u> : NHF London Development Conference and Exhibition, London <u>November</u> : NHF Smaller Housing Associations' Conference and Exhibitions, London <u>10 November</u> : NFA National Meeting <u>27 November</u> : NFA Board Chair and Board Members Ready for Regulation Seminar in London
December	<u>3 & 4 December</u> : NHF Audit and Risk Conference, Birmingham
January	
February	<u>6 & 7 February</u> : NHF Board Excellence in Housing Conference, Hilton London Bankside Hotel
March	
April	NFA 2019 Annual Conference, Awards and AGM, Birmingham
May	UK Housing Awards
June	
July	
August	
September	

NOTTINGHAM CITY HOMES

THE GROUP BOARD
17 OCTOBER 2019

REPORT OF THE INTERIM HEAD OF HEALTH AND SAFETY

ANNUAL HEALTH AND SAFETY REPORT

1 EXECUTIVE SUMMARY

- 1.1 This report provides an overview of the health and safety management arrangements and objectives, statistical information on the number of injuries, dangerous occurrences, fires and violent incidents reported; and an overview of the cost of personal injury and property damage claims. Progress against Health and Safety Policy objectives are attached as Appendix 1.

2 RECOMMENDATIONS

It is recommended that the Board:

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

3 REPORT

- 3.1 The Health, Safety and Emergency Control Policy currently includes the arrangements for managing health and safety, fire safety and emergency planning. The Board has previously reviewed and approved this policy for the life of the Corporate Plan, and receives an annual update report. The current policy was approved on 26 April 2018.

The transition ISO 45001:2018 will require aforementioned policy document to be divided into three separate processes incorporating occupational health, safety and Welfare, Fire Safety Management and Business Continuity.

The Occupational Health, Safety and Welfare Policy Statement of Intent will be further recommended to be a standalone document and endorsed by the Chief Executive.

- 3.2 On an operational level, health and safety is co-ordinated at a number of management groups. The Fire Safety Management Group (FSMG), and the Corporate Risk Management Group (CRMG), both chaired by the Company Secretary, are forums for reviewing health and safety and fire safety risk and performance, and where Nottingham City Homes (NCH) collaboratively work with Nottingham City Council's (NCC) Risk and Insurance Service and Nottingham Fire and Rescue Service (NFRS).
- 3.3 Health and safety performance was also reviewed at an operational level by committees within the Housing and Customer Services and Construction, Repairs and Maintenance divisions historically. These committees included management and employee representatives, and were the vehicle by which

consultation took place.

It has been agreed that the two Committees will be combined going forward with the inaugural joint meeting to be scheduled for October 2019.

- 3.4 Although responsibility for the day to day management of health and safety lies with managers, NCH employ a professionally qualified Risk Management team to develop policies, procedures and guidance, provide advice and training, and monitor and report on performance. The team is also responsible for delivering the internal fire risk assessment programme.
- 3.5 Nottingham City Homes (NCH) is certified to BS OHSAS 18001 health and safety management system. This provides external reassurance that health and safety is managed to a defined standard using an approved methodology. NCH are audited annually, with the next surveillance audit due in November 2019.
- 3.6 In addition to the external BS OHSAS 18001 surveillance audits, the internal Risk Management Team will develop an audit plan to review the performance of the Occupational Health and Safety Management System in line with the requirements of ISO 45001:2018 throughout a rolling twelve month programme. Specific focus is currently planned for reviewing the Construction Design and Management and the Asbestos Management Processes.
- 3.7 Incident statistics for 2018/19 are shown at Appendix 2. These include the number of injuries, ill health and dangerous occurrences reported by employees, the number of reported fires in dwellings, and the number of violent incidents reported by employees and contractors. The cost of personal injury and damage claims is also shown. All statistics are for the period 01/04/18 to 31/03/19, and comparative figures for the previous year are included.
- 3.8 Although the number of injuries and near misses has increased very slightly (from 49 to 50), the number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents has fallen by one.

The Accident Reporting process is currently being revised to move the reporting of accidents from the injured party's manager or other manager; to the injured party or an immediate party such as a first aider.

It is anticipated that the number of accidents and incidents being reported may increase as a result of the improvements and accessibility to the reporting process being made directly accessible for all employees.

- 3.9 The number of days lost to injury has risen slightly in the last 12 months (142.5 from 130).
- 3.10 NCH enjoys a strong relationship with NFRS, with the Health and Safety Executive (HSE) enforcing workplace legislation in respect to the activities undertaken by NCH. There has been no enforcement intervention or notices

issued on NCH by either agency in 2018/19 to the date of writing. There is no knowledge of any pending intervention.

The number of reported fires in dwellings managed by NCH has increased to 57 from 41. There was one reported fire fatality.

The number of fire related injuries has increased by one from three to four. This is understood to be a result of better clarification on the causes of fires from previous years, with the main cause of fires being cooking related, followed by arson. Consultation is being undertaken with the Anti-Social Behaviour (ASB) manager to review what action is, or should be, taken to follow up on reported cases of arson, both by NCH and by our partners such as the Police and Fire Service.

Further consultation is being undertaken with the NFRS to determine how to improve the notification of fires within properties managed by NCH by NFRS. It is currently known that there is a deficit in reporting to fires occurring.

- 3.11 In response to the significant fire risks exposed by Grenfell, NCH took immediate steps to re-affirm the composition of cladding on all high rise buildings that NCH manage and communicated to residents that none of our cladding was similar to that at Grenfell. Regardless of this, NCH consulted closely with NFRS to reaffirm the position on the Stay Put Policy and other emergency arrangements, including access for the Fire Service, to make sure they were still valid.

NCH have also reviewed the fire alarm provision and have identified a number of other improvements which were planned to action simultaneously through the 'High Rise Living' programme of works to deliver the best possible value with least disruption to residents. NCH are also reviewing risk assessments for low rise blocks so that a priority based programme of works can be developed.

- 3.12 As a result of the response and listening to NCH residents, the Capital Programme now included an £8.4 million programme of improvement works to include sprinkler installations and new intercom speaker systems within high rise buildings. The programme is well on the way now and currently being managed by Asset Management.
- 3.13 The overall number of violent incidents, where residents or members of the public abused NCH employees or contractors, has increased slightly from 89 to 94 incidents. Physical assaults have reduced by one.
- 3.14 Claims handling and insurance services are provided by the NCC Insurance and Risk Management team, and are monitored through our Corporate Risk Management Group. NCH pays an annual contribution towards the NCC insurance fund, based on its claims history. Variations in the actual cost of claims are then either retained in or paid out from the fund. This fund effectively works as a self-insurance scheme, but disasters are underwritten by Zurich Municipal.

The total cost of claims increased from £409,040 to £470,348.00 compared to the previous 12 month period although the number of claims decreased from 378 to 234.

Repudiation success rates have increased from 51% to 53.07% across the overall claims / insurance provision.

- 3.15 The application of health and safety and fire safety legislation at NCH is enforced by the Health and Safety Executive (HSE) and Nottingham Fire and Rescue Service (NFRS) respectively.

Both agencies have the authority to inspect our arrangements and if necessary serve enforcement, improvement or prohibition notices, and to charge for intervention.

There has not been any Enforcement Intervention during 2018 / 2019.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 No financial implications have been identified arising from this report

4.2 Legal Implications

- 4.2.1 A Health and Safety Policy is required under Section 2(3) of the Health and Safety at Work etc Act 1974. The policy must define the employer's Health and Safety Policy, and the organisation and arrangements in place to carry out the policy. BS OHSAS 18001:2007 and ISO 45001:2018 requires that the policy is approved and endorsed by Top Management. Generally, this is the most Senior Top Manager, such as the Chief Executive of the organisation.
- 4.2.2 Although there is no legal requirement to report on health and safety arrangements and performance, current good practice in the Institute of Directors / HSE guide 'Leading Health & Safety at Work' recommends that Board at least annually receive a health and safety performance report and review health and safety performance.

Furthermore, ISO 45001:2018 places specific responsibilities on Top Management to review the suitability and performance of the Occupational Health and Safety Management System. A programme for review is to be developed and subsequently submitted for consideration in due course.

4.3 Risk Implications

- 4.3.1 No additional risk implications have been identified arising from this report, other than that health and safety is one of the 11 headline risks defined in the current Corporate Plan, and is therefore included in the Corporate Risk Register (CRR) and is reviewed annually by the Audit Committee. As agreed by Board, fire safety has been split from health and safety in the risk register

and is now monitored separately. The relevant risks in the CRR are:

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

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 Good health and safety and fire safety management are integral to achieving the Corporate Plan goals and objectives. In particular, the Corporate Plan states and can be summarised as: NCH already consider the health and safety of its employees, contractors and residents to be of paramount importance, but will redouble efforts to make sure that NCH is considered an exemplar for health and safety. NCH will achieve compliance with the new health and safety ISO 45001 standard by 2021. NCH will make sure that everyone at NCH is trained in health and safety and is aware of their obligations to keep themselves, their colleagues and customers safe and to report incidents or hazards. NCH will continue to strive to reduce the number of incidents under its control to as low a level as possible. NCH will see if the existing approach to asset safety checks could take advantage of a more efficient and integrated cross-organisation solution, utilising smart technology to enhance the approach to safety monitoring.
- 5.2 NCH also recognise that all employees and contractors have a right to expect not to be physically or verbally abused because of the work that they do. NCH will not tolerate any behaviour of this kind, and will always take the most robust action against anyone who abuses anyone working on its behalf.

6 EQUALITY AND DIVERSITY IMPLICATIONS

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

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

- 7.1 Appendix 1: Progress against Health and Safety Policy objectives
- 7.2 Appendix 2: Health and Safety Statistics

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Progress against Health and Safety Policy Objectives

1. Incident management

- 1.1 Reduced overall accident rates: “to continue to reduce the overall number of accidents caused by NCH activity on a year-by-year basis”

It is envisaged that the overall incidents reported may increase over the next twelve months by comparison as a result of an improved reporting process to be rolled in the coming months. This should give us more detailed information on the causes of accidents, allowing us to deal with causes more carefully.

- 1.2 Reduction in slips, trips and falls: “to reduce the incident rate of slips, trips and falls sustained by employees when at work or members of the public on housing land”.

There has been a decrease in slips and trips and a reduction in lost days compared to the previous year. Work continues to promote awareness in respect to the on-going focus of this objective.

- 1.3 Reduction in reversing incidents: “to reduce the incident rate of vehicles causing damage and sustaining damage whilst reversing”.

No progress has been made against this objective.

An initiative has been discussed with the Head of Fleet, Facilities and Supplies in respect to an overall approach to driver awareness and loading practices with an objective to workshops to NCH trade operatives over the next quarter.

- 1.4 Zero tolerance of violent behaviour: “to implement a zero tolerance policy toward violence to NCH employees, contractors or partners”.

The roll out of the new lone working arrangements is progressing with the next phase targeting the trade colleagues.

2. Management arrangements

- 2.1 Transition to ISO 45001: “to transition to ISO 45001 by 2021”.

We will discuss the proposed action plan for transition with the external auditor during the BS OHSAS 18001 Surveillance visits in November 2019. A plan is being put in place to transition ahead of the 2021 deadline and this has been included in appraisal targets.

- 2.2 Review our health and safety risk assessment process: “to update, improve and streamline our health and safety risk assessment and risk assessment processes, making best use of ICT and mobile working technology”.

There is a move to introduce related new technology as part of a Companywide review of compliance. A current review of reporting on Fire Risk Assessments is also being undertaken.

- 2.3 Adopt PAS 7 standard for our fire risk management system: “to ensure that our fire risk management system is up to date and meets the requirements of PAS 7, which is the relevant national standard”. N.B. PAS7 will eventually be replaced by BS9997 once the outcomes from the consultation that ended in May 2019 has been considered.

An updated Fire Risk Management System has been drafted, save for the development of a separate fire safety strategy and a process for controlling work on site (including work carried out by persons not under our control, e.g. utilities providers), both of which are required by the standard. These items have been discussed by Fire Safety Group and are in progress.

- 2.4 Improved control of internal asset checks: “to examine the benefits of establishing a dedicated team to carry out the in house asset checks currently undertaken by various teams across NCH”.

Scoping meetings have taken place to identify the range of checks that would benefit from this process. The Head of Legislative and Safety compliance is drafting a costed proposal for EMT.

3. Resident safety

- 3.1 Review our process for managing water hygiene risks: “to review our current processes, and to develop a strategy to ensure that on-site inspections of all high risk domestic properties are completed alongside a proportion of low risk properties within reasonable timescales”.

A review of this objective is being undertaken following the Pennington Review of Compliance. Controls are already in place for workplace and communal water systems, as well as sample checks in high and medium risk properties.

- 3.2 Annual high rise health and safety days: “for NCH to hold annual high-rise health and safety days across the 13 high-rise buildings”.

High rise safety days have taken place at all high rise buildings within the last twelve months, with the emphasis this year being on consulting residents about the installation of sprinkler and intercom systems prior to commencement of installation programmes. Tenancy visits and minor repairs are also carried out on the day. Priorities for future years will be defined on a year-by-year basis.

- 3.3 Sprinklers in all high rise buildings: “we shall install sprinklers into the communal areas and flats of the 13 high-rise blocks”.

Sprinkler installation is ongoing. The table below details progress to date.

Building	Final Commissioning / Handover
Woodthorpe Court	31/10/2019
Winchester Court	31/10/2019
Pine View	30/09/2019
Oak View	30/09/2019
Willow View	30/09/2019
Ash View	31/10/2019
Elm View	30/09/2019
Colwick Woods Court	31/01/2020
Southchurch Court	02/02/2020
Bentinck Court	23/12/2019
Manvers Court	23/12/2019
Kingston Court	23/12/2019
Victoria Centre	01/05/2020

- 3.4 Hard wired smoke alarms in all dwellings: “for NCH to ensure hard wired smoke alarms are installed in all NCH managed dwellings”.

At the time of writing, there are 42 properties across the entire housing stock where installation is outstanding. Work is progressing to gain access, failing which we will seek injunctions to obtain access.

4. Training

- 4.1 Accredited health and safety training for directors and senior managers: “to ensure all EMT and SMT managers have completed recognised accredited health and safety training”.

A proposal for the delivery of this training is currently being drafted to be issued to L&D in the first instance in October 2019.

- 4.2 Internal health and safety training for managers: “to develop and roll out appropriate health and safety training for all managers with responsibility for employees or premises”.

Health and safety training has been provided to employees in the new Repairs and Voids Service Manager posts. A manager guide to health and safety procedures has been issued with a supporting e-learning package.

- 4.3 Improved health and safety training for employees: “to make the most of the Learning Zone to deliver good quality interactive health and safety training to employees, while also ensuring that employees also benefit from regular classroom training delivered by our Risk Management team”.

All health and safety e-learning training courses have been reviewed and improved. We are currently rolling this out to trades colleagues and caretakers using new mobile working technology.

- 4.4 Basic medical emergency preparedness: “to provide basic information and instruction to NCH employees who are likely to have regular contact with residents about what to do in a medical emergency via the Learning Zone”.

This objective is planned for 2019-20.

- 4.5 Basic fire extinguisher training for employees: “to equip employees with the skills to use fire extinguishers in emergency situations to complement their compulsory fire awareness training”.

The use of fire extinguishers is now incorporated into the fire safety training delivered internally.

5. Employee Wellbeing

- 5.1 Occupational health checks: “to examine ways of using existing occupational health budgets to pre-emptively reduce sickness absence”.

The SLA with NCC is currently being reviewed. A number of pre-emptive health and wellbeing initiatives are being rolled out companywide and we are working on a scheme to introduce Mental Health First Aiders into the workplace. Health checks have been made available for staff. NCH has signed up to the “Time to Change” campaign aimed at reducing mental health stigma in the workplace.

- 5.2 Defibrillators at NCH workplaces: “to provide a defibrillator and trained personnel at Harvey Road and Bestwood Office due to the increase in numbers of employees at these sites”.

Defibrillators are installed but the training in their use has yet to be completed.

- 5.3 In house operation of lone working technology: “to implement an in-house lone working solution that can be accessed by all persons at risk”.

The lone working app has been rolled out to those deemed to be high risk within the Housing Services with a programme commencing shortly with the Construction, Repairs and Maintenance trade operatives. Repair Service Managers will be trained to facilitate and manage this process with the trade operatives.

6. Emergency planning

- 6.1 Deliver a value for money out-of-hours service: “to rationalise out-of-hours services by bringing as many of them as possible under one roof, without detriment to the range or quality of the services provided”.

A proposal for an out-of-hours service is being developed by Construction, Repairs and Maintenance Services. This is due for implementation shortly.


- 6.2 Medium term emergency housing plan: “we will work with Nottingham City Council to develop a medium term emergency housing plan that will enable us to cope with a major incident to ensure that Nottingham residents who are made homeless following a disaster are provided with the best possible accommodation in the circumstances”.

NCC has commenced work on a medium term mass housing plan in consultation with NCH, Housing Aid, Legal Services and Adult Social Care. An early draft has been completed and tested. Work is ongoing to fill the gaps identified in testing to enable the development of a final draft. NCH is reviewing its current arrangements in line with this.

Health and Safety Statistics 2018 / 2019

All tables show statistics between 01/04/2018 and 31/03/2019. Numbers in brackets [] indicate totals for the same period in 2017/18

a. Injuries, ill-health and dangerous occurrences


Injuries	Construction, Repairs & Maintenance	Housing & Customer Services	Invest. & Business Services	Company Secretariat	Residents, Contractors & Public	TOTAL	
RIDDOR	6 [7]	3 [1]	0 [0]	1 [0]	0 [0]	10 [8]	↑
OTHER	44 [42]	41 [55]	8 [3]	1 [1]	5 [16]	99 [117]	↓
TOTAL	50 [49]	44 [56]	8 [3]	2 [1]	5 [16]	109 [125]	↓
Days Lost	142.5 [130]	72 [49]	0 [0]	0 [0]	- -	214.5 [179]	↑

Top 3 causes of lost time injuries

2018 / 2019		2017 / 2018	
Cause	N ^o days lost / occurrences	Cause	N ^o days lost / occurrences
Fall from height	52 1	Fall / Slip / Trip on level	50 21
Use of Tools / Machinery	47.5 1	Lifting / Carrying	35 7
Slip / Trip on same level	38 3	Twisting / Stretching / Bending	28 6

b. Fires in Dwellings


This table shows the number of fires in dwellings reported to NCH. Numbers shown are lower than the number of fires attended by Nottinghamshire Fire & Rescue Service; this is because some minor fires or false alarms are not currently reported to NCH.

Fires	High Rise / ILC	Other Flats	Houses (including garages)	TOTAL	
Fatality	0 [0]	0 [0]	1 [0]	1 [0]	↑
Other injury	0 [2]	2 [1]	2 [0]	4 [3]	↑
Damage only	9 [6]	12 [11]	31 [21]	52 [38]	↑
TOTAL	9 [8]	14 [12]	34 [21]	57 [41]	↑

Top 3 causes of fires

2018 / 2019		2017 / 2018	
Cause	Nº	Cause	Nº
Cooking	22	Unknown / other	14
Arson	12	Cooking	10
Smoking / Electrical	5	Arson	9

c. Violence against Employees and Contractors

Violence	Construction, Repairs & Maintenance	Housing & Customer Services	Invest. & Business Services	Company Secretariat	Contractor Employees	TOTAL	
Assault	1 [3]	6 [5]	0 [1]	0 [0]	1 [1]	8 [10]	↓
Threat	5 [8]	22 [16]	3 [0]	0 [0]	1 [3]	31 [27]	↑
Verbal abuse	11 [12]	38 [30]	2 [0]	0 [0]	3 [8]	54 [50]	↑
Dog bite	1 [0]	0 [2]	0 [0]	0 [0]	0 [0]	1 [2]	↓
TOTAL	18 [23]	66 [53]	5 [1]	0 [0]	5 [12]	94 [89]	↑

d. Insurance Claims & Costs

NCH Claims notified between 01/04/2018 to 31/03/2019

Policy Type	No. of Claims	No. of Claims Closed	Repudiation Rate	Paid So Far	Outstanding Estimate	Total Cost
Public Liability	108	81	61.73%	£24,378.77	£143,190.00	£167,568.80
Employers Liability	7	6	50.00%	£16,377.03	£4,500.00	£20,877.03
Own Property Damage	14	2	50.00%	£72,347.97	£105,850.00	£179,197.97
Motor	105	90	45.55%	£66,767.70	£35,727.51	£102,704.20
Total	234	179	53.07%	£179,871.47	£289,267.51	£470,348.00

NCH Additional Claims closed between 01/04/2018 to 31/03/2019 *

Policy Type	No. of Claims Closed	Repudiation Rate	Total Paid
Public Liability	88	76.14%	£72,558.83
Employers Liability	3	66.66%	£14,665.56
Own Property Damage	1	0.00%	£7,720.53
Motor	29	51.72%	£8,866.17
Total	121	69.42%	£103,611.09

* Only includes claims that were notified before 01/04/2018 as the claims made on or after that date that have since been closed are in the top table.

NOTTINGHAM CITY HOMES

THE GROUP BOARD
17 OCTOBER 2019

REPORT OF THE CHIEF EXECUTIVE

BUILDING SAFETY COMPLIANCE POLICY

1 EXECUTIVE SUMMARY

- 1.1 Nottingham City Homes (NCH) is committed to establishing, implementing and maintaining a policy of continuous improvement and performance of its Compliance related duties with regards to Gas Safety, Fire Safety, Control of Legionella and Water Hygiene, Asbestos, Electrical Safety and Lifting Equipment.
- 1.2 Although Nottingham City Council (NCC) have overall responsibility for the NCC housing stock, under our current partnership agreement, NCH have responsibility for ensuring that all of the homes and properties it manages on their behalf, meet current regulations. NCH Group has responsibility for properties it owns – each constituent Board is responsible for monitoring compliance of the properties it owns or manages.
- 1.3 NCH have undertaken a review of all areas of Building Safety Compliance. The review included the following areas:
- Documents and record keeping
 - Operational delivery with key staff
 - Data management arrangements
 - Policies, processes and procedures
 - Compliance reporting at management and governance levels
 - Internal and external audit and testing arrangements.
- 1.4 Attached as Appendix 1 is our new Building Safety Compliance Policy for Board approval which details the NCH commitments. This policy is reinforced by a suite of management processes that goes behind these commitments to ensure key tasks and responsibilities are known and adhered to.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Considers, comments and approves** the Building Safety Compliance Policy subject to any further comments from Board or Nottingham City Council.

3 REPORT

- 3.1 The attached Building Safety Compliance Policy is a combined policy that covers our

commitments under the main compliance groupings. These are:

- Asbestos
- Electrical Safety
- Fire Safety
- Gas Management
- Lifts
- Water Hygiene
- Structural Surveys.

- 3.2 The Building Safety Compliance Policy is backed up by detailed management processes which are currently being developed for each of the compliance groupings above. These processes detail what actions need to be taken and when, and who is responsible for completing these actions.
- 3.3 Boards are ultimately responsible for ensuring the safety of their tenants and staff. It is important that Boards have the assurance that the appropriate controls are in place to ensure effective oversight and compliance with the full range of building safety obligations. Contracting out delivery of services does not contract out responsibility to meet the requirements of legislation or standards, so robust systems should be in place to give boards assurance of compliance across what can be complex subcontracting arrangements.
- 3.4 Given the majority of the homes managed by NCH Group are owned by NCC, it is proposed to share this Compliance policy at the forthcoming Partnership Forum, for NCC's assurance of our Building Safety Compliance Policy.
- 3.5 Report on compliance monitoring will be taken to the Audit, Risk and Compliance Committee.
- 3.6 We have held a training session which all Board Members were invited to, to increase understanding of the Big 6 compliance areas, consider a draft approach to Board compliance reporting and better understanding the questions Board Members need to ask to ensure assurance. Additional training will be arranged.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 Budgets are in place to ensure all compliance works and checks are completed.
- 4.1.2 Budget was increased by £145k pa in January, as approved by Board, in order to develop our compliance team following Grenfell tragedy and the Hackitt report.

4.2 Legal Implications

- 4.2.1 The obligations for the Board and the Company are clearly set out.
- 4.2.2 The Social Housing Regulator will act where a breach of a consumer standard is found, and that breach causes potential or actual serious harm to tenants.

4.2.3 The Hackitt review of high rise building regulations and fire safety commissioned in the wake of the Grenfell Tower fire has set out a number of important recommendations for building safety. Once legislation and /or statutory guidance is published by the government further reviews will need to take place.

4.3 Risk Implications

4.3.1 There is a high risk for the business if our compliance policies and processes are not fit for purpose. NCH has an obligation to ensure that all of its residents are safe and it meets its regulatory requirements.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

5.1 Ensuring that all of NCH's stock is safe and meets all regulatory obligations is critical to NCH delivering against its core objectives.

6 EQUALITY AND DIVERSITY IMPLICATIONS

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

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

7.1 Appendix 1 - Building Safety Compliance Policy

7.2 Board Members can reference best practice in compliance from the National Housing Maintenance Forum website <https://www.nhmf.co.uk/bestpractice/compliance>

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Date: 9 OCTOBER 2019



Building Safety Compliance Policy

Document title	Building Safety Compliance Policy			
Issue date				
Version/Issue number	1.0			
Document status	Final Version			
Effective from date				
Date to be reviewed				
Scope of document	This Building Safety Compliance Policy sets out how Nottingham City Homes will manage its compliance regard to current regulation.			
Applicable to	All of group	NCC property tenants	NCH property tenants	Market rent and other property
Author/Reviewer	Gareth Basterfield			
	Compliance Consultant			
Verifier				
Teams Affected	All			

NCH Building Safety Compliance Policy

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1. INTRODUCTION

Nottingham City Homes is a group of Companies that work together to deliver on the vision of creating homes and places where people want to live. The Group comprises Nottingham City Homes (NCH) Registered Provider and NCH Enterprises Ltd. The Group manages properties for and on behalf of Nottingham City Council (NCC) and other landlords in addition to homes that it owns.

NCH have overall responsibility for the NCC housing stock, however under our current partnership agreement with NCC, NCH have responsibility for ensuring that all of the homes and properties it manages on their behalf, meet current regulations. NCH Group has responsibility for properties it owns – the Group Board approves this Building Safety Compliance Policy, each constituent Board is responsible for monitoring compliance of the properties it owns or manages.

2. OUR COMMITMENT

Nottingham City Homes is committed to establishing, implementing and maintaining a policy of continuous improvement and performance of its Compliance related obligations with regards to Gas Safety, Fire Safety, Control of Legionella and Water Hygiene, Asbestos, Electrical Safety and Lifting Equipment.

NCH will aim to ensure the health, safety, and welfare of all its residents, staff, stakeholders and end users it holds a responsibility for in order to prevent accidents and ill-health, and to have processes in place to provide measures to protect them from injury or ill-health within its properties (managed or otherwise) or as a result of its undertakings.

To achieve this, NCH is committed to complying with its legal and other compliance obligations and strives to achieve best practice and continuous improvement in its Compliance performance; and the services that it provides.

NCH will ensure that those undertaking Compliance related tasks are appropriately qualified and/or competent. This will be evaluated through regular inspections and audits of external and internal providers including any outsourced services and providing and ensuring on-going training for NCH employees takes place.

The Board is committed to providing adequate resources in order to carry out regular assessments, monitoring, auditing and reviews to determine compliance and conformance with the obligations placed on NCH; and its policy of continuous improvement, contractor management and Compliance performance.

NCH is committed to keeping accurate and up-to-date documented information, which includes the storing of data, risk assessments, surveys, servicing certificates, maintenance records and action completion records. NCH have developed an 'Asset Risk Compliance Management' process that details how documented information will be stored.

3. WHAT WE WILL DELIVER

NCH will deliver the following areas via a designated Management Process which will outline how each area is operationally delivered:

The overarching responsibilities set out in the 1974 Health and Safety at work etc Act HASWA are taken on board in the overall policy.

3.1 ASBESTOS

The main Secondary legislation relevant to this subject matter is The Control of Asbestos Regulations 2012 and supporting Legal Guidance 143 (Second edition), Managing and Working with Asbestos, Approved Code of Practice and Guidance.

To ensure NCH's conformity with these regulations NCH will:

- a) Have an Asbestos Management Plan and Logbooks to include an asbestos register detailing the location, type, and condition of any known asbestos containing materials for all non-domestic properties and offices. This approach will also extend to communal areas and non-public areas within properties.
- b) Ensure that all properties (excluding domestic houses), are subject to a Management Survey as defined in Health and Safety Guidance (HSG) HSG264: The Survey Guide in order to determine the presence of Asbestos Containing Materials (ACMs), so far as is reasonably practicable.
- c) Inspect annually as a minimum all known ACMs in non-domestic properties, offices and communal areas and keep documented information pertaining to the completed inspections.
- d) Manage all ACMs identified in surveys according to its material and priority assessment score. The Management of ACMs may include the removal, enclosing, encapsulation or temporary isolation.
- e) Where buildings are known to contain ACMs, NCH will ensure that an appropriate Refurbishment & Demolition Survey is undertaken and its findings addressed prior to undertaking any refurbishment or intrusive

works (construction work) to the relevant fabric of the building or part thereof.

3.2 ELECTRICAL SAFETY

The Electricity at Work Regulations 1989 (as amended) require precautions to be taken against the risk of death or personal injury from electricity in work activities. Duties are imposed on dutyholders' in respect of systems, electrical equipment and conductors, and in respect of work activities on or near electrical equipment.

BS 7671 Requirements for electrical installations is also known as the Institution of Engineering and Technology (IET) Wiring Regulations and are non-statutory regulations which 'relate principally to the design, selection, erection, inspection and testing of electrical installations, whether permanent or temporary, in and about buildings:

In order to safe guard all persons that may be affected by electrical installations under its control; NCH will:

- a) Carry out an Electrical Installation Condition Report (EICR) every 5 years (unless b applies).
- b) New Build Properties and properties that have been re-wired will have an EICR carried out after 10 years and then every 5 years thereafter.
- c) Any 'Category 1' (C1 'Danger present) & 'Category 2' (C2 'Potentially dangerous) findings found while an EICR is being carried out will be rectified immediately and any 'Category 3' (C3 'Improvement recommended') findings will be reviewed and completed within 6 months where it is deemed necessary and a new EICR produced once completed.
- d) Any property with an EICR returned that has a recommended re-inspection date of less than 5 years will be re-wired within the recommendation re-inspection time.
- e) Carrying out a new EICR every time a property becomes void.

3.3 FIRE SAFETY

Throughout all of our Fire and Safety work we will maintain strong relationships with the Fire and Rescue service. The Regulatory Reform (Fire Safety) Order 2005 reformed the law relating to fire safety within non-domestic premises. Every workplace, office and communal area of non-domestic property is subject to a Fire Risk Assessment. Industry 'best practice' is that these assessments are carried out using a risk-based approach by a suitably qualified assessor. NCH currently utilise the Publicly Available Specification 79, (PAS 79) as its Fire Risk Assessment evaluation and reporting mechanism. Additional consideration has been given to available guidance such as that provided by the National Fire Chiefs Council, Fire Safety in Specialised Housing. In order to comply with the order and relevant guidance, NCH will:

- a) Carry out a Fire Risk Assessment (FRA) at high-risk blocks (buildings over 18m, independent living accommodation, offices and workplaces) annually;
- b) For any other housing determined to have a higher risk – arising from residents' disabilities, the age or construction of the building including houses converted to flats etc. and premises of over four storeys, carry out an FRA annually ;
- c) Carry out an FRA of relevant low risk, modern, low-rise housing blocks (e.g. a block of no more than three storeys above ground, built within the last 20 years) every three years.
- d) Carry out recommendations from Fire Risk Assessments within the required timescales in so-far-as is reasonably practicable to remove or reduce the identified risks to an acceptable and controlled situation.
- e) Carry out routine servicing and maintenance of Fire Safety Systems in line with the relevant manufacturer's instructions and British Standards.
- f) Carry out an FRA and monitoring during and after any major refurbishment works.
- g) Ensure all of our properties have hardwired smoke alarms.

h) Carry out a Housing and Safety Rating System (HHSRS) survey when we do a stock condition survey in accordance with the Housing Act 2004.

3.3.1 In addition; NCH commits to publishing all of the FRAs online within 3 months of it being carried out.

3.3.2 Sprinkler Systems will be fitted in all new build bungalows, new build flats and new build sheltered accommodation. A review of every building will take place; and where reasonably practicable to do so and where risk will substantially be lowered enough by the fitting of a sprinkler system, NCH will seek to retro-fit sprinklers where possible.

3.3.3 NCH will also ensure that all Fire Alarms and Emergency Lighting is maintained and check in line with legislation.

3.4 GAS MANAGEMENT

NCH will adhere to the Gas Safety (Installation and Use) Regulations 1998 and Gas Safety (Installation and Use) (Amendment) Regulations 2018.

Servicing Cycles to will commence 10.5 months (40 days) prior to expiry date of current gas landlords certificate to allow reasonable time for the gas access procedure to be fully exhausted prior to the gas safety certificate expiring and the appropriate enforcement action to being taken in line with our tenancy agreement. In accordance with Gas Regulation 36A.- (1) Where a safety check of an appliance or a flue is completed within the period of two months ending with the deadline date, that check is to be treated as having been made on the deadline date. NCH will comply with the regulations by:

- a) Ensuring that all properties with a gas supply has a Landlords Gas Safety Report (LGSR) carried out in line with the above requirements.
- b) Ensuring records of Gas Servicing are kept for a minimum of 3 years.
- c) Testing Smoke Detectors and Carbon Monoxide detectors during the visit for gas servicing.
- d) Capping the gas supply off when a property becomes void and carry out a recommission safety check at new tenancy stage.
- e) Ensure a full audit trail of actions in relation to access attempts is available for all properties.

3.5 LIFTS

NCH will adhere to the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) and the Provision and Use of Work Equipment Regulations 1998 (PUWER) which apply to its Passenger Lifts and Specialist Lifting Equipment (such as domestic stairlifts and hoists). NCH will comply with these regulations by ensuring:

NCH will comply with these regulations by ensuring that:

- a) Routine Maintenance Inspections are carried out to all passenger lifts monthly.
- b) Routine Maintenance Inspections are carried out to all Specialist Lifting Equipment dependent on the manufacturers recommendations – as a minimum hoists are maintained 6-monthly and other forms of lifting such as stair lifts and through floor lifts are maintained 12-monthly.
- c) All passenger lifts are inspected 6-monthly by the Groups insurers and any faults found investigated and repaired within the required timescales.
- d) All specialist lifting equipment is inspected 12-monthly by the Groups insurers and any faults found investigated and repaired within the required timescales.

3.6 WATER HYGIENE

NCH will conform to the standards set out within the Approved Code of Practice (ACoP) (L8): The Control of Legionella Bacteria in Water Systems. The ACoP recommends that all properties are subject to a Water Hygiene Risk Assessment (WHRA) and control measures put in place depending on the recommendations of the WHRA. To adhere to the principles set out with in the ACoP NCH will:

- a) Carry out a WHRA for all offices, workplaces and non-domestic properties. A WHRA will need carrying out every-time a buildings use changes or any works undertaken on the water system.
- b) A desktop survey will take place for all domestic properties and reviewed annually. A full WHRA will then be carried out every two years for all properties found to be high-risk based on the water system installed, type

of heating source, and the type of property. A full WHRA will then also be carried out on 10% of properties deemed to be medium or low risk to endorse the desktop review or adjust this rating accordingly.

- c) Ensure that water tanks servicing more than one home receive an annual clean and disinfect. NCH will provide Water Hygiene information to residents in the form of leaflets and publication in newsletters and on the Group website.
- d) Carry out recommendations contained within the WHRAs within the required timescales as set out in the WHRA so-far-as is reasonably practicable.
- e) Ensure effective control measures are in place in line with the WHRA and ACoPs.
- f) Replace all shower heads including hoses and chemically treat every header tank when a property becomes void.
- g) Carry out annual inspections of our sprinklers systems.

3.6.1 NCH will also install Temperature Mixing Valves (TMVs) in line with Building Regulations and where advised. Type 2 TMVs (designed for use in a domestic environment) will be serviced annually, type 3 TMVs (specifically designed for use in healthcare environments) will be serviced 6-monthly.

3.6.2 NCH will also ensure that all properties connected to the District Heating network receive an inspection every two years.

3.7 STRUCTURAL SURVEYS

The maintenance and structure of a building is imperative to it functioning as designed in case of emergency (such as a gas explosion, fire or flood). As such; NCH commits to a 5 year rolling programme of Structural Surveys which looks at all High-rise & Low-rise blocks and communal areas for any structural issues which may impact on the safety and/or design functions of the building.

4. TENANT INVOLVEMENT AND ENGAGEMENT

NCH will provide tenants, visitors, employees and contractors with all relevant information and support to ensure people are kept safe in NCH owned or managed buildings.

4.1. NCH have a programme of 'Regular Tenant Visits', part of which is to ensure property safety; as part of these visits tenants are advised on the safety aspects of their building, their responsibilities and what to do in the event of fire, residents are required to sign that they understand what has been communicated to them. All residents in 'High Risk' blocks, defined as buildings above 18m or Independent Living Schemes, will receive a visit at least once per year.

4.2. Any customer contacts or complaints which may impact on compliance or building safety will be prioritised; any work that needs doing will be raised as an emergency to at least assess the issue and make safe. Works will be completed as a matter of urgency. Any referrals for works between teams at NCH should be sent urgently and called through; out of hours incidents should be raised to the on-call manager.

5. ACCESS AND TENANT RESPONSIBILITIES

5.1 It is a tenant's responsibility to give NCH employees, staff and contractors access to their property when reasonably requested; these responsibilities are set out within in resident's tenancy agreements, the Landlord & Tenant Act 1985 and under provisions provided for in the Environmental Protection Act (1990).

5.2 Should a tenant not provide access within a reasonable time NCH will take legal action against tenants so NCH can force entry to the property either via an injunction or by seeking a 'warrant of entry' pursuant to Section 80 EPA. In rare cases NCH may seek possession of a property for continual breach of tenancy. The Access Process outlines the differences between the different avenues to access and which process should be followed for each

compliance stream.

5.3 Failure by tenants to allow access for any compliance related activity or any action a tenant takes which impacts the safety of themselves, visitors or staff (such as leaving items in communal areas subject to a 'Sterile Environment') will result in the loss of eligibility for the 'Responsible Tenant Reward'.

6. LEASEHOLDERS

Leaseholders that live in mixed tenure or 100% leaseholder blocks are required to evidence that they carry out regular servicing and maintenance of the gas installations within their dwelling and have an annual gas safety check carried out by a Gas Safe registered engineer. NCH will write to leaseholders annually to ask for evidence and a copy of the Gas Safety report or certificate to be sent to NCH. Lease agreements written post 2010 make it a mandatory requirement that Leaseholders produce a Gas Safety Certificate to the Landlord within one month of receiving it. Leaseholders that sublet their properties are responsible for the landlord's duties under the Gas Safety (installation and Use) Regulations 1998 and must provide their tenant with a copy of the Gas Safety Check. Leaseholders are also required to carry out works identified in Fire Risk Assessments that are in relation to their properties. NCH will work with leaseholders to ensure work carried out meets the right specification and standards.

7. POLICY MONITORING AND ASSURANCE

The Audit Risk and Compliance Committee (ARCC) as the accountable board shall monitor and appraise the implementation of the Compliance Programme overall and report to the Group Board. Each Board which owns or manages stock shall receive a quarterly exceptions report (as well as KPI Dashboard) on the current position of the Compliance Delivery Programmes for the properties they are responsible for.

The Building Safety Compliance Policy shall be reviewed on an annual basis and communicated via the internal communication mechanisms, retained on the NCH website and made readily available to all interested parties upon request.

NOTTINGHAM CITY HOMES

REPORT OF DIRECTOR OF INVESTMENT AND BUSINESS SERVICES

THE GROUP BOARD
17 OCTOBER 2019

DEVELOPING A NEW CORPORATE PLAN FOR 2021

1 EXECUTIVE SUMMARY

- 1.1 Nottingham City Homes (NCH) Corporate Plan steers the whole organisation, providing the basis for annual Service Plans for each team, and for NCH's priority based budgeting approach. The Corporate Plan sets out how we will meet the NCH Group's vision to create homes and places where people want to live by delivering the homes and services that local people need, whilst growing the Group's capacity to meet the ambitions of stakeholders and partners. The Corporate Plan is a road map for successfully developing our services, setting out an ambitious direction for the future. The current Corporate Plan runs until March 2021. NCH now wishes to commence the process of preparing a new Corporate Plan that will serve the NCH Group for the period after this.
- 1.2 Our current and previous Corporate Plans have been successfully received, engaging partner organisations, tenants and residents. The Board has led the formation of these plans, and feedback on the outcomes of the 2015-2018 Corporate Plan was considered by the Board in June 2018. Key Performance Indicators (KPI) set out in the plans are regularly reported to the Board.
- 1.3 This report outlines the stages involved and sets out a draft timetable for preparation of a 2021-2024 Corporate Plan.
- 1.4 Working with Nottingham City Council (NCC), NCH Group will wish to ensure the views of existing and future customers are at the heart of the process. The views of employees, local partners, stakeholders and others are also of vital importance. By engaging with a wide group of stakeholders in the process of preparing this plan we will once again create a genuine opportunity for people to shape our vision.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes** the content of this report and the attached timetable.
- 2.2 **Considers** its role in the formulation and development of the new Corporate Plan.

3 REPORT

- 3.1 The Group Board is responsible for ensuring the strategic vision and planning for NCH. The NCH Group Corporate Plan sets out the direction and ambitions of the organisation for the years to come. It is also at the heart of our performance management process – linking our operational activities through to the organisation’s strategic objectives. The Group Board will again need to lead the production of the Plan, with the support and engagement of the ALMO Board, and the Nottingham City Homes Registered Provider (NCH RP) Board. Resident engagement will also be at the heart of the process, using NCH’s well developed consultation mechanisms.
- 3.2 The Group Corporate Plan will be supported by a medium term business plan developed by NCH RP, and a medium term plan for Nottingham City Homes Enterprises Limited (NCHEL) approved by the Group Board.
- 3.3 The Plan will be set in the context of wider developments that will have an impact on NCH Group, our customers, and other organisations that we work with. There will be the impact of changes heralded by the Government’s 2018 Social Housing Green Paper; changes brought about as a result of the change in ministerial leadership in the summer of 2019, following the change of Prime Minister, and the appointment of a new cabinet; the consequences of a likely General Election, and the wider consequences of the UK’s changed relationship with the European Union.
- 3.4 Housing providers continue to operate in a challenging environment, which also remains difficult for our customers and for the partner organisations we work with. Engaging with our customers, partners and stakeholders as we draw up the new plan allows us to consider how we can continue to maximise the contribution our services make to the work other organisations do to help those we seek to serve. Working together where we can helps ensure we contribute to the delivery of ambitions for Nottingham.
- 3.5 The new Plan will also be set in the context of continually growing housing demand manifested by lengthening housing waiting lists and more people experiencing the trauma of homelessness. We also recognise the need to best support Nottingham City Council’s (NCC) challenging financial position through creative actions such as increasing the supported housing and related services we can provide. There will be an ongoing focus on building safety and compliance, backed by forthcoming new regulatory requirements underpinned by an ongoing culture of tenant engagement and participation. There will also be a strong focus on the environmental challenge faced by the NCH Group, as the new Corporate Plan takes us closer to the 2028 deadline from Nottingham to be a zero carbon city.
- 3.6 Board Members will wish to make sure the new Corporate Plan takes into account the views and priorities of tenants, leaseholders, other residents and future customers. The ALMO Board will have an important role to play in ensuring tenant and leaseholders’ voices are heard and contribute to the Plan’s development.

- 3.7 Equally important will be the involvement of our staff in the development of the Corporate Plan. Staff have a wealth of knowledge on our tenants, the issues they face, our properties, our neighbourhoods and our city. Our employees know what we are good at, and where we have opportunities to improve.
- 3.8 NCH Group will want to develop the organisation over the period concerned, providing financial stability while continuously improving customer services, delivering new build genuinely affordable housing and helping meet local housing need through the Group's subsidiaries. NCH will remain an organisation that can play a key role in helping the city and its residents meet the challenges ahead.
- 3.9 The development of the new plan will seek views on existing and future priorities, and how we can contribute to tackling the challenges faced. The dialogue and consultation that is part of this process is a significant tool that will help us to understand the priorities of our partners and customers, and give consideration about how we can contribute to helping address those priorities.
- 3.10 The attached Appendix 1 sets out a timetable for preparation of the Corporate Plan.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 Implications for the production of the Corporate Plan relate to costs associated with the development of the Plan, the consultations involved and the production and publication of the plan. Existing mechanisms for consultation and publication will be used wherever possible. Financial costs associated with the outcomes from the plan would be considered in due course

4.2 Legal Implications

- 4.2.1 The Corporate Plan should reflect compliance with the legal, regulatory and contractual requirements of services to ensure appropriate resources are committed to those obligations and to ensure minimisation of risks to the Company which, if manifested, could prejudice outcomes.

4.3 Risk Implications

- 4.3.1 There are risks in not updating our Corporate Plan, which may lead to NCH Group not setting out a clear vision to our stakeholders, partners and customers, which may in turn have a negative impact on our reputation and aim of being a top performing housing organisation.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 The development of a new Corporate Plan builds on our current corporate objectives. As part of the review of the new Corporate Plan we shall need to conclude the appropriateness of our existing objectives and where appropriate review or introduce new ones.

6 EQUALITY AND DIVERSITY IMPLICATIONS

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

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

- 7.1 Nottingham City Homes Group. Corporate Plan 2018-2021.
7.2 Appendix 1: Corporate Plan Timetable

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Date: 8 OCTOBER 2019

<i>Timeline</i>	<i>Phase</i>	<i>Activity</i>	<i>Board ownership and engagement throughout phases</i>
Winter 2019/20	Initiation & Research	Dialogue with Board members, including NCH RP and ALMO Boards, review sector best practice, horizon scanning, government policy and customer insight.	
Spring / Summer 2020	Consultation	Engaging stakeholders in development of the plan, content and priorities. <ul style="list-style-type: none"> • EMT • Tenants and leaseholders • Engaged tenants and recognised tenant bodies • Future customers • Nottingham City Council (Shareholder) • Elected representatives • Staff and their representatives • Stakeholders and partners Share views and outcomes with NCH Boards.	
Summer 2020	Plan Drafting	Develop Draft Plan and issue to EMT, Boards and key stakeholders.	
Autumn 2020	Links with Corporate Process	Ensure emerging Corporate Plan steers production of 2021 Service Plans.	
Autumn 2020	Links with Group Business Plans	NCH RP produces Medium Term Business Plan NCH Group Board sets NCHEL Medium Term Business Plan	
Autumn 2020	Final Development	Group Board provides further input, ongoing engagement with NCH RP and ALMO Boards. Equalities Impact Assessment, Corporate Risk Register and related processes included.	
New Year 2021	Approval	Approval at appropriate management and Group Board level.	
February 2021	Promotion	Promote Plan content and objectives to customers and stakeholders.	
March 2021	Implementation	Publication of Plan.	

NOTTINGHAM CITY HOMES

THE GROUP BOARD
17 OCTOBER 2019

REPORT OF THE EXECUTIVE ASSISTANT

PROVISION OF ADDITIONAL TEMPORARY ACCOMMODATION FOR HOMELESS FAMILIES

1 EXECUTIVE SUMMARY

- 1.1 Nottingham is seeing an unprecedented rise in homelessness, putting huge pressure on families and Nottingham City Council (NCC) budgets. Nottingham City Homes (NCH) has been working closely with NCC to appropriately accommodate homeless families whilst a decision on their application for help with their housing is being made. This temporary accommodation is delivered with support to assist families in housing crisis, help to secure a suitable permanent home and prevent future instances of homelessness.
- 1.2 Board approvals in November 2016, December 2017 and November 2018 authorised NCH to purchase a total of 150 homes (50 properties approved at each juncture) to be used for the provision of temporary accommodation for homeless families in Nottingham. These properties are owned by NCH and leased to Nottingham City Homes Registered Provider Limited (NCHRP).
- 1.3 NCC have confirmed that the demand for assistance with housing has continued to increase. They have asked NCH to acquire a further 50 properties for use as temporary accommodation.
- 1.4 NCH proposes to purchase a mix of 50 two and three bedroom properties for a total cost of up to £7 million; an average cost, including refurbishment and fees of up to £140k per home.
- 1.5 It is proposed to borrow up to £7 million from NCC to finance the full cost of the 50 homes. Approval for this borrowing will be sought from NCC. The properties will be purchased by NCH and leased to NCH RP who will be able to charge appropriate rents for this service.
- 1.6 Approval to lease these properties from NCH will be sought at the next NCH RP Board meeting.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Considers** and **comments** on this report.
- 2.2 **Approvals** NCH to commence the purchase of 50 homes to assist NCC with their increased homeless demand.
- 2.3 **Approves** NCH borrowing up to £7 million from NCC that is required to finance the purchase of 50 additional homes based on the terms set out in

this report.

- 2.4 **Approves** NCH entering into a lease with agreement with NCH RP for these additional 50 properties.
- 2.5 **Delegates** approval for the Chief Executive to sign the loan agreement and lease agreement.
- 2.6 **Delegates** the decisions on the purchase of 50 properties to EMT within the £7m loan envelope.

3 REPORT

- 3.1 NCH and NCH RP currently provide accommodation for over 160 homeless families seeking urgent help with housing or waiting for a permanent home. There are approvals currently in place for a total of 227 temporary homes; 150 dispersed properties leased from NCH, 29 flats at Highwood House leased from NCC and 48 properties leased from private landlords. The third tranche of 50 dispersed homes and the private sector leasing scheme are still in the acquisition stage.
- 3.2 Sadly, demand is outstripping supply and as a result, NCC are having to rely on short-term nightly paid accommodation and bed and breakfast. These are not good for families and are expensive for NCC.
- 3.3 NCC need to increase the provision of temporary accommodation and have asked NCH to purchase a further 50 properties to shelter homeless families. As with previous approvals, these should be leased to NCH RP as supported accommodation to assist families in meeting their longer-term housing needs and to prevent future instances of homelessness. These properties will be known internally as the fourth tranche of dispersed homes.
- 3.4 The financial viability of delivering short-term, supported temporary housing is dependent on achieving Exempt Accommodation status for Housing Benefit. This allows additional charges to be levied for “care, support and supervision” provided to residents and for increased costs incurred through higher turnover. Only Private Registered Providers of Social Housing can obtain Exempt Accommodation status, so these homes will be leased to NCH RP.
- 3.5 The NCH Temporary Accommodation team at Highwood House will provide support and intensive housing management to residents whilst decisions are made on their housing need. This will provide help to minimise future instances of homelessness once in a permanent home. Each team member works with up to 15 families, so an additional 3 to 3.5 support workers will be required for this tranche of properties. NCH RP will levy and receive a service charge to cover this intensive housing management. This service charge is eligible for Housing Benefit and provides an exemption to Universal Credit housing costs, ensuring financial viability of the programme.
- 3.6 NCH RP will pay NCH for delivering the services detailed in sections 3.4 and 3.5 and will pay NCH for the loan interest, maintenance and repair

costs via the lease charge.

- 3.7 Epidemic levels of homelessness, nationally and in Nottingham, are being exacerbated by a shortage of social housing and the unaffordability of private rented accommodation, most of which is let above Local Housing Allowance rates. NCH is working with NCC on the provision of more social housing, but we need to build more to tackle the growth in homelessness and households in housing need on the waiting list.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 The capital cost of purchasing the homes and bringing them into use, estimated to be up to £7million, will be funded by a loan from NCC. The loan shall be repaid by NCH over 35 years, as no reserves are being set aside against the scheme. The loan interest rate will be based on Public Works Loan Board (PWLB) annuity loan rates at the time of the loan plus a risk factor of 0.4%.
- 4.1.2 Interest costs arising from the loan required to finance these homes, together with charges for the management, repair and maintenance costs are charged in full to NCH RP via a lease agreement.
- 4.1.3 NCH RP charges residents for the provision of intensive housing management, support and furniture and an element to cover increased turnover costs due to the short nature of the tenure. These services are provided by NCH and charged in full to NCH RP.
- 4.1.4 Final lease and other NCH charges, as well as the rents charged by NCH RP, shall be set to ensure that all NCH's annual service costs are recovered and NCH RP continues to set a balanced budget. These charges are reviewed annually.
- 4.1.5 The purchase of these homes leads to additional revenue costs in the year of acquisition such as repairs, non-capital refurbishments (e.g. curtains, flooring), conveyancing and void expenditure. Budgets for these costs have supported the acquisition of 50 homes in 2019/20 and 2020/21 and shall be retained as part of the on-going budgets.
- 4.1.6 Each property identified and recommended to EMT shall be supported by a financial model based on the property being let for market rent.

4.2 Legal Implications

- 4.2.1 These properties will be owned by NCH and leased to NCH RP in line with the previous three tranches of dispersed acquisitions.

4.3 Risk Implications

- 4.3.1 Risks and mitigations are considered as part of each property purchase report submitted to EMT prior to legal being instructed to commence the conveyance process.

- 4.3.2 The financial viability of this project is dependent on delivery within the set rents and agreed charges to NCH RP. If, due to the nature and frequency of the homeless referrals, the costs are found not to be consistent with assumptions the rents and charges will be reviewed.
- 4.3.3 The lease charges will be levied so that all interest costs on the NCC loan are fully recovered. No reserves are set aside against these properties. Exit strategies include options for the houses to be retained as general needs housing, incorporated in the market rent arm, sold to NCC or on the open market. This may impact on the financial viability and lead to reserves earmarked for other NCH capital schemes needing to be set aside.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 This proposal helps to deliver the NCH's goal of diversify our services, re-investing in our communities.

6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 Has the equality impact of these proposals been assessed?
 Yes (EIA attached)
 No (An EIA will be considered during the running of the pilot scheme, should that be agreed.)

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

- 7.1 Board reports approving the purchase of first, second and third tranches of 50 homes to be used for temporary accommodation.

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Date: 8 OCTOBER 2019

NOTTINGHAM CITY HOMES

REPORT OF THE DIRECTOR OF INVESTMENT AND BUSINESS SERVICES

**THE GROUP BOARD
17 OCTOBER 2019**

BOARD FINANCE AND PERFORMANCE REPORTING

1 EXECUTIVE SUMMARY

- 1.1 Finance and performance information is vital to ensure the Group and Subsidiary Companies are operating effectively in the delivery of their objectives and reports ensure that Board members are regularly updated. With a new Board structure now in place, financial and performance reporting within the Company will be changing.
- 1.2 Finance and performance reports will be provided quarterly and, for the remainder of the calendar year, issued in advance of meetings so that members have timely information. The timetable of meetings for next year will be reviewed and amended to ensure it is aligned to the presentation and discussion of finance and performance reports as soon as possible after each quarter ends.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes** the new proposals for Financial and Performance Reporting across Nottingham City Homes (NCH) Group.

3 REPORT

3.1 Performance Reporting

- 3.1.1 The new arrangements will impact upon the current reporting arrangements for performance. To reduce duplication, the Group Board will receive a quarterly report on Corporate Plan Key Performance Indicators (KPI's), but excluding measures which will in future be reviewed by the ALMO Board. Any concerns raised by the ALMO Board will be raised by the Chair of ALMO Board as part of an update to Group Board. Annually the Group Board will receive a full suite of measures as part of an Annual Report.
- 3.1.2 The ALMO Board will receive updates on a suite of performance measures. This will include all Corporate Plan measures listed in the following sections of the Corporate Plan:
- To Listen to our tenants & deliver an excellent service (13 measures)
 - To make all our estates great places to live. (nine measures)

In addition they shall receive updates on the following:

- Satisfaction with the condition of home at time of letting
- Stock Numbers and Property type
- Waiting List Demand

It is intended to provide high level financial information as part of the dashboard reporting on a quarterly basis, for example spend against budget.

3.1.3 It is anticipated that the scope of information provided may change over time. Where possible any duplication with reporting to the Group Board should be avoided and it is intended that the Group Board will authorise the ALMO Board to scrutinise areas of Corporate performance at its discretion. In turn any delegated scrutiny of Corporate performance will be reported by the Chair of the ALMO Board to the Group Board, to provide assurance to the Group that those areas are being satisfactorily monitored. The ALMO Board will receive a dashboard style report showing key performance information.

3.2 **Financial Reporting**

3.2.1 With a new Board structure now in place, financial reporting within the Company will be changing. The main NCH Group Board will continue to receive a report which presents the overall financial position and sets out the Group's bottom line and any other financial matters of note. This shall be supported by appendices to cover the following areas and shall include a summary of income, expenditure, the financial position to date against budget and the forecast outturn position for the financial year:

- Council housing budget;
- Nottingham City Homes Registered Provider (NCHRP);
- Nottingham City Homes Enterprises Limited (NCHEL);
- Group Capital Programme.

These appendices shall mirror the format of reporting which goes to the respective subsidiary Boards.

3.2.2 Where there is income within the Group generated through the recharging for services and works provided by NCH to NCH RP and NCHEL these shall be shown so it is clear what income (money in) is being provided from the subsidiaries and the corresponding expenditure (money out) within the subsidiaries budgets.

3.2.3 The table below sets out a draft financial reporting schedule for the remainder of the financial year for each of the Boards.

BOARD	Quarter 2	Quarter 3	Quarter 4 (Outturn)
NCH Group	October 2019	January 2020	July 2020
NCH RP	November 2019	February 2020	May 2020
NCHEL	December 2019	March 2020	June 2020

3.2.4 The ideal reporting timetable would provide an update on the financial position at the end of each quarter of the financial year with quarterly reports going to the respective Boards. These should be held immediately prior to the Group so they can report in and

Group Board has oversight of the Group finances. The current calendar does not allow for this but it is proposed that for the rest of the financial year quarterly reports are issued electronically as soon as signed off by EMT and are then discussed at the following Board meeting.

- 3.2.5 The timetable of current meetings in 2020 is attached as Appendix 1. The timetable of meetings for next year will be reviewed and amended to ensure it is aligned to facilitate the presentation and discussion of finance and performance reports as soon as possible after each quarter ends.
- 3.2.6 The annual Budget Strategy and draft Budget (for the forthcoming financial year) shall continue to be reported to Group Board in October and January respectively. It is proposed that in advance of the draft annual budget being presented to Group Board for approval, a presentation shall be made to the ALMO Board to ensure tenants are updated in relation to Nottingham City Council's (NCC) Housing Revenue Account (HRA) as well as associated NCH fees and to consult them on how we propose to spend their money.
- 3.2.7 To ensure they remain fit for purpose notably as NCH's subsidiaries increase in turnover and activity each year and meets bespoke requirements, the performance and finance information reported to NCH RP and NCHEL shall be reviewed so its members can regularly track progress against their budgets, business plan objectives and targets.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 None. It will be critical that the current timetable for Board meetings is revised to ensure that the timing of the meetings facilitate the distribution and presentation of finance and performance information promptly at the end of each quarter.

4.2 Legal Implications

- 4.2.1 None noted.

4.3 Risk Implications

- 4.3.1 None noted.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES

- 5.1 Robust financial and performance monitoring and reporting processes are essential to support the achievement of all the Company's objectives.

6 EQUALITY AND DIVERSITY IMPLICATIONS

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

7 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN

COMPILING THIS REPORT

7.1 Appendix 1 - Timetable of Board and Committee Meetings

Contact officers:

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Date: 9 OCTOBER 2019

2020 BOARDs *	Agreement of Agenda	Distribution of Papers	Date of meeting
NCH GROUP BOARD			
JANUARY	Tuesday 7	Thursday 23	Thursday 30
APRIL	Tuesday 7	Thursday 23	Thursday 30
JULY	Tuesday 7	Thursday 23	Thursday 30
OCTOBER	Tuesday 22 (Sept)	Thursday 8	Thursday 15 (AGM)
ALMO BOARD			
JANUARY	Wednesday 11 (Dec)	Thursday 9	Thursday 16
MARCH	Thursday 6 (Feb)	Monday 24 (Feb)	Monday 2
MAY	Thursday 9 (April)	Monday 27 (April)	Monday 4
JULY	Thursday 11 (June)	Monday 29 (June)	Monday 6
SEPTEMBER	Wednesday 12 (Aug)	Friday 28 (Aug)	Monday 7
NOVEMBER	Thursday 8 (Oct)	Monday 26 (Oct)	Monday 2
NCH REGISTERED PROVIDER BOARD			
FEBRUARY	Wednesday 22 (Jan)	Thursday 6	Thursday 13
MAY	Wednesday 22 (April)	Thursday 7	Thursday 14
AUGUST	Wednesday 22 (July)	Thursday 6	Thursday 13
NOVEMBER	Wednesday 21 (Oct)	Thursday 5	Thursday 12
NCH ENTERPRISES LIMITED BOARD			
MARCH	Monday 24 (Feb)	Monday 2	Monday 9
JUNE	Monday 1	Monday 8	Monday 15
SEPTEMBER	Monday 7	Monday 14	Monday 21
DECEMBER	Tuesday 1	Monday 7	Monday 14
AUDIT COMMITTEE			
MARCH	Thursday 20 (April)	Monday 9	Monday 16
MAY	Tuesday 5	Thursday 21	Thursday 28
JULY	Friday 19 (June)	Monday 6	Monday 13
OCTOBER	Friday 11 (Sept)	Monday 28 (Sept)	Monday 5
DECEMBER	Friday 13 (Nov)	Monday 30 (Nov)	Monday 7

* dates shall be reviewed and amended to facilitate timely quarterly reporting next year.