

NOTTINGHAM CITY HOMES LIMITED
GROUP BOARD MEETING



Date: 4 December 2023

Time: 5.30pm

Place: Rm 132 Loxley House

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:

A handwritten signature in black ink, appearing to read "George Pashley".

George Pashley
Head of Governance and Compliance

AGENDA

	Time
1 INTRODUCTORY ITEMS	
1.1 WELCOME	
1.2 APOLOGIES FOR ABSENCE	5.30
1.3 DECLARATION OF INTERESTS	
1.4 ITEMS FROM THE CHAIR	
1.5 MINUTES OF THE MEETING HELD 9 NOVEMBER 2023	5.30
1.6 MATTERS ARISING	
2 ITEMS FOR DISCUSSION AND DECISION	
2.1 GOVERNANCE REPORT Head of Governance and Compliance	5.40
2.2 CORPORATE RISK REGISTER Head of Governance and Compliance	5.50
2.3 QUARTERLY PERFORMANCE MONITORING REPORT Executive Assistant/ Head of Commercial Property and Contract	6.00
2.4 QUARTERLY FINANCE REPORT Assistant Director of Finance	6.30
2.5 BUSINESS PLAN Report of the NCH Management Group	6.45
3 CONFIDENTIAL ITEMS	

3.1 HAND ARM VIBRATION SYNDROME RISK
Head of Governance and Compliance

7.05

4 CLOSING ITEMS

4.1 ANY OTHER BUSINESS

4.2 DATE OF NEXT MEETING – 1 FEBRUARY 2024

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 boardmeetings@nottinghamcityhomes.org.uk This agenda was issued by SharePoint on

Distribution List:

All Group Board Members:

Kevin Lowry

NCC Shareholder Representative

Report Authors; Mark Lawson, Mona Sachdeva, George Pashley, Andrew Berry, Tracy Martin, Tim Shirley

* Members of the public wishing to attend this meeting should email boardmeetings@nottinghamcityhomes.org.uk for joining details

ITEM: 1.5

NOTTINGHAM CITY HOMES LIMITED

THE GROUP BOARD

MINUTES of the MEETING held on 9 NOVEMBER 2023

Board Members

Madeleine Forster (Chair)
Vicky Evans (VE)
Mark Martin (MM)
Monni Ryatt (MR)
Kieran Timmins (KT)
Sam Webster (SW)

Also in Attendance:

Andrew Berry (AB)
Neil McArthur (NM)

Tracy Martin (TM)
George Pashley (GP)
Mona Sachdeva (MS)
Tim Shirley (TS)

Interim Assistant Director (Finance)
Head of Companies and Commercial Oversight
Group Accountant
Head of Governance and Compliance
Company Solicitor
Head of Commercial Property & Contract Management

1 WELCOME, INTRODUCTIONS & CHAIR'S ANNOUNCEMENTS

1.1 The Chair extended a warm welcome to attendees and introduced Monni Ryatt as the new Council appointed Board Member.

2 APOLOGIES FOR ABSENCE

2.1 Apologies were received from Mark Lawson.

3 DECLARATIONS OF INTEREST

3.1 None.

4 ITEMS FROM THE CHAIR

4.1 The Chair was pleased with the outcome of the recent exchange of letters with NCC including NCC's keenness for NCH RP to continue with its service to homeless households. The Chair had spoken with Mike Khouri-Bent (NCH RP Chair) about the letters and will be meeting with him more frequently moving forward. The RP would also be looking to recruit more Board members shortly.

5.	MINUTES OF THE MEETING OF 5 OCTOBER 2023
5.1	<p>It was agreed to amend the final sentence of Recommendation 5 of the Finance Report at Item 8 to include</p> <p><i>.....and the write off of aged former tenancy rent debt associated with properties that transferred to NCHEL ownership in 20/21.</i></p> <p>Subject to the above the minutes of the meeting of 5 October were agreed as a true record.</p>

6.	CURRENT ACTION LOG
6.1	The current action log is detailed below for information.

	ACTION	OWNER	COMPLETION DATE	UPDATE
1.	Internal audit program including data integrity to be brought back to a future Board Meeting	ADF		Discussions ongoing with Mazars to set out an internal audit program. Mazars have been asked to prioritise this audit in the meantime
2.	Introduce payment for ARCC Members	HGC	ASAP	Awaiting rate from EMA
3.	The Chair asked to be made aware if NCC consent for Phase 2 was not in place two weeks prior to the next meeting (20 November).	HCPCM	20 November	
4.	The Chair also asked that the relevant cashflow risks are included in the Risk Register including what it would mean if the 75% break-even	ADF	4 December board meeting	Corporate Risk Register updated for further comment.

	point was not achieved.			
5	NCH Business Improvement Plan outline to be brought to the Board meeting on 4 December	ALL	4 December board meeting	Completed

7. GOVERNANCE REPORT

7.1 The report set out changes to Standing Orders for the Board to consider, a request to extend the contract of Bishop Fleming, the Company's External Auditors, to April 2025, and a review of Board pay.

Standing Orders

7.2 The Board agreed to the revised Standing Orders attached at Appendix 1 subject to any comments made by NCH RP which is due to meet on 14 November. Any comments made by NCH RP would be brought back to Board for final consideration before Standing Orders were given final approval.

Internal and External Audit

7.3 Concerning the extension of the BF contract, the AD Finance gave assurance that the non-audit related work was currently set at the right levels and if it became excessive a second partner would be appointed.

7.4 The Board raised the question about assurance around data quality which been asked previously. The proposal is for this area to be audited by the Mazars, the Internal Auditors, but an internal audit program had yet to be set out. The AD Finance confirmed that he had recently attended a meeting with Rob Handley of Mazars, and Kevin Lowry to decide on the internal audit program for NCC Housing Services and the NCH Group post transition. The current Mazars contract runs for 2 years with an option to extend for a further year. We are now in the third year of the contract but a program for the final year is yet to be determined. This would be discussed with ARCC, and data integrity would be included as a priority any the new program to be set out. The revised program would be brought back to Board at the earliest opportunity.

Board Pay

7.5 A recent survey on Board pay highlighted that Board Members were generally happy and felt valued with the level of pay currently in place. It was considered that ARCC members should also receive payment in line with median for the sector. Future Board Member pay would be reviewed on a triennial basis.

The Board AGREED

	<ol style="list-style-type: none"> 1. to the revised Standing Orders as set out at Appendix 1 of the report subject to any feedback from NCH RP. 2. to the extension of the Bishop Fleming as external auditors to March 2025. 3. an internal audit program including an audit on data integrity to be brought back as a priority 4. to commence payment for ARCC members and 5. review Board and Committee pay on a triennial basis going forward.
8.	NCHEL AND NCH ARBORETUM PROPERTY DISPOSAL
8.1	The report set out current progress of the sale of Phase 1 and 2 portfolio NCHEL properties along with the Arboretum portfolio as agreed at previous NCHEL and NCH Group Boards. The Phase 1 Disposal programme is continuing as planned. Of 44 properties 20 were in works or up for sale, 15 had a sale agreed and were in conveyancing, 7 had been sold and 2 were being prepared for sale. It was noted that the current Nottingham property market is still buoyant but not increasing as fast as has been the case in the recent past.
8.2	NCH has sought Lender consent from Nottingham City Council for the sale of the Phase 2 programme (55 properties) before commencing any contact with the tenants concerned. The plan will include the same stages as Phase 1, with Initial visits to tenants to explain what is happening, prior to a two-month notice being formally served. It is expected that once Lender consent is received a programme will be set to commence in January for the initial tenant visits.
8.3	Concerning the Arboretum, officers have met with NCC to agree a process of changing the covenants agreed at the time of purchase to reflect those NCC are using with the sale of other properties in the Arboretum. It was considered that the Covenants should be in place by early 2024 but this would also depend on the level of work in the NCC Property Services Legal Team at the same time.
8.4	The Chair asked whether there should be a pause on property sales if it became clear that properties do not meet their expected prices, and also did NCC need to get involved at any stage if this occurred? It was considered that each sale needed to achieve Best Value. VE asked when we could expect to receive consent for Phase 2. TS said that it was expected by the next Board Meeting on 4 December. The Chair asked to be made aware if consent was not in place two weeks prior to the next meeting (20 November). The Chair also asked that the relevant cashflow risks are included in the Risk Register including what it would mean if the 75% break-even point was not achieved.
8.5	The Board also noted the positive exchange of letters with NCC concerning the HRA Surplus which identify the retention of Temporary Accommodation as a priority for NCH RP. NCH had been requested to set out a Business Plan identifying how it intends to achieve this while also setting out the detail of how it will dispose of necessary properties. NM said that the Improvement Advisory Board are interested in this. A high-level skeleton Business Plan was required by 9 January 2024 including relevant financial information and a bridge between high level of expectations and the relevant detail including performance information.
	The Board

	<ol style="list-style-type: none"> 1. NOTED the report 2. AGREED that the Chair is informed of the position on Phase 2 of the Disposals 2 weeks in advance of the next Board Meeting (20 November) 3. AGREED for officers to start work on an NCH Group Business Plan as a priority and provide a further update to the Board Meeting on 4 December 2023.
9	NCH MANAGEMENT UPDATE
9.1	Part of this report had been discussed under the above item. Concerning the new Service Contract, Kevin Lowry had informed all service managers that he expects them to fully deliver against it. We are still awaiting details of how repairs services will be provided, potentially through an external contractor. Meetings are currently taking place with the Director of Property. As yet, no financial charges or payments have been made under the Contract.
9.2	SW highlighted that bringing in an external repairs' contractor would complicate things and Board needed assurance that the terms of the contract would be met. This should be provided in the performance reports to be submitted to Board. A performance report was currently being worked on for the December Board
9.3	The Board were also asked to consider surrendering a lease for an NCH RP property. NCC Housing Revenue Account Housing First tenancies are identified from presenting void stock and are rotated on tenancy turnover, NCH RP Housing Led properties are fixed. Where there are high levels of anti-social behaviour and ultimately tenancy failure, this can occur again and again in NCH RP homes. This has happened at 6 Helmsdale Gardens which has been void for some months whilst (a) the flat needed extensive works, redecoration and refurnishing, and (b) a suitable prospective tenant is sought. Due to consecutive nuisance, tenancy failure and complaints, approval is now sought to surrender the lease for 6 Helmsdale Gardens and seek NCC lender consent to sell the property. NCH would receive the net proceeds of the sale which could be put towards the HRA debt repayment.
	<p>The Board</p> <ol style="list-style-type: none"> 1. NOTED the report 2. APROVED in principle, the ending of the lease to NCH RP for 6 Helmsdale Gardens and disposal of the property, subject to NCH RP Board approval on 14 November 2023 and NCC lenders consent
10	ANY OTHER BUSINESS
10.1	The Chair informed the meeting that the position of Chief Operating Officer was now being advertised, for a period of up to one year in the first instance. EMA Consultancy were handling the search. Details would be circulated to all concerned. Interviews would take place in December.
11.	DATE OF NEXT MEETING
11.1	4 December 2023@ 5.30pm at Loxley House.

Signed.....Dated.....

DRAFT

NOTTINGHAM CITY HOMES**REPORT OF THE HEAD OF GOVERNANCE AND COMPLIANCE****THE GROUP BOARD
4 DECEMBER 2023****GOVERNANCE REPORT****1 EXECUTIVE SUMMARY**

- 1.1 The Board is asked to consider how it wants to progress with Board Development over the coming months. Key priorities for training include Finance, Regulation and Compliance, Housing Sector knowledge, Customer Engagement and Risk. Proposals are included in the paper. There is currently no training budget so this will have to be identified as part of the outcome.
- 1.2 An update from the recent NCH RP meeting is also included.

2 RECOMMENDATIONS

It is recommended that the Board

- 2.1 AGREES a Board Development programme for the next twelve months.**
- 2.2 NOTES the update from NCH RP.**

3 REPORT**BOARD DEVELOPMENT**

- 3.1. The Board needs to put together a new development program that provides Members with the skills required to run the business in the current climate.
- 3.2 The Governance and Financial Viability Standard 2015 requires Board's to ensure the organisation manages its affairs with an appropriate degree of skill, independence, diligence, effectiveness, prudence, and foresight. In addition, the NHF Code of Governance 2020 states that all board members are expected to have an agreed programme of ongoing learning and development opportunities including addressing any needs identified through their appraisal process. These are the standards NCH needs to meet when defining the skills and expertise required of its members.
- 3.3 Grenfell, new legislation and regulation and the need to understand finances and Company risks have driven NCH training needs over the past few years however there are few officers and members remaining who participated in this training. Customer engagement is also an emerging priority particularly given the changes to consumer regulations and the ascendancy of the Housing Ombudsman.
- 3.4 A recent survey across the Sector ranked Board development programmes in order of importance as follows

- Induction, orientation and familiarisation training - history; structure; operational activities; and current strategy
- Housing sector training – technical knowledge about the social housing sector e.g., asset management, building safety, rents & service charges, development, affordability
- Financial literacy training – understanding financial statements & budgeting, financial capacity, covenant compliance etc
- Customer engagement - stakeholder engagement, transparency, influence and accountability
- Governance, regulation, and risk training – understanding the RSH and its Regulatory Framework and other relevant regulatory regimes that apply to your group for example risk and audit work, complaints, and the Housing Ombudsman
- Leadership and strategic planning training – deciding on what matters most and taking the long view
- Personal development, mentoring & coaching - to improve personal self-awareness and effectiveness and confidence particularly for those who are not seasoned board members or housing professionals
- Collective board performance, reflection, and self-assessment – concentrating on board performance, board meetings & organisational effectiveness
- Bespoke training & development for role undertaken – Chairs role, Senior Independent Director, Chair of Audit & Risk etc

3.5 Most recently the Company has offered Induction training as well as learning on being a Company Director, and risk. The Chair has indicated that it is essential for training on the new regulatory measures and compliance to be put in place before next April. In addition, collective Board Performance learning will be included and reviewed when appraisals are undertaken. Learning on Finance will be imperative given the current risk this presents to the Company

3.6 Based on the above, a proposed Board Programme over the next twelve months could look like

- Board Induction
- Housing Regulation and Compliance (including Customer engagement)
- Company Finance
- Risk Management
- Learning arising from Board Appraisals

3.7 There is currently no training budget for the retained NCH Group so we will need to prioritise what we deliver. Induction can continue to be provided in-house along with some Governance and Finance elements but other areas such as Housing Sector knowledge, regulation, risk and customer engagement may best be provided from specialists in the Sector. Anthony Collins and DTP have both been used by NCH in previous years.

3.8 Access to publications such as Inside Housing and Social Housing can also support board members' development, alongside traditional designated board training sessions to keep board members abreast of sector developments. Internal, and external briefings together with attendance at conferences, networking events and webinars are also important.

Mentoring, shadowing and buddying can also be used to support new members on the Board.

- 3.9 Training sessions could be run within bi-monthly or quarterly board meetings. We have also set aside two evenings for discretionary Board Meetings which could be used for development purposes.

Boards views on the above are invited before a program is put in place.

UPDATE FROM NCH RP

- 3.10 The Board agreed to commence recruitment to two of its three vacancies identified from a recent skills audit covering the areas of Finance and Assets/Property. The Board was concerned about repairs issues including those related to Fire Safety and the Chair undertook to write to NCC if these were not resolved soon. In addition, the Board wrote off its bad debt from the previous three years and noted a lower than expect cash position, although this still remained very positive.
- 3.11 160 temporary accommodation homes were relet during the first two quarters of 2023/24, in an average of 17.98 days. The average relet time for properties serviced by the NCC Housing Services team was 38.99 days – significantly over target. This is, in part, due to additional works required to the dispersed homes because of outstanding repairs prior to becoming void.

4. FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 Board will have to find a budget for a development program for existing resources. A programme has yet to be costed. It is estimated that a full day course would cost in the region of £1000 and a half day or evening session somewhere in the region of £500. There is a projected variance in the Governance budget that could be used to cover some of this cost.

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 The Group needs to have strong governance and financial arrangements in place to conduct its ongoing business. There is a risk to the Board if it does not have effectively trained members in place and a programme to support development.

5 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES

- 5.1 In line with having a knowledgeable Board with the skills to manage the NCH Group.

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

- 7.1 NHF Code of Governance 2020.

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Head of Governance and Compliance

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DATE: 22 NOVEMBER 2023

NOTTINGHAM CITY HOMES

GROUP BOARD

REPORT OF THE HEAD OF GOVERNANCE AND COMPLIANCE

4 DECEMBER 2023

REVIEW OF THE CORPORATE RISK REGISTER

1 EXECUTIVE SUMMARY

- 1.1 Board asked for the Corporate Risk Register to be reviewed at alternate meetings given the ongoing high level of risk surrounding the Company, specifically around finances, the NCC Service Contract for service and business planning. The Current copy is attached at Appendix 1.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Notes and comments on** the current position of the CRR.

3 REPORT

Introduction

- 3.1 The Group Board has overall responsibility for the Risk Management Framework and the management and control of risks throughout the Group. At its meeting on 5 October it requested that the Corporate Risk Register is reviewed at alternate meetings. It also agreed for a further review of financial risks to take place and for Property /Repairs risks to be kept at "High" until further notice.
- 3.2 There has been some progress on actions surrounding the **Governance Risks** in that a Service Contract has been signed and NCC has given some steer on the Company's future direction of travel in a letter from Neil McArthur dated 30 October. However, work still needs to be done on effectively managing this contract including establishing some costs and service standards. Three appointments have been made onto the Board. Two Members have the asset disposal skills required from the recent Group Board skills audit. Governance Risks have been updated to reflect the above although none of the scores have been amended at this time.
- 3.3 **Financial Risks** have been updated to reflect the current position surrounding Asset Disposal, Service Contract and the Business Planning process. The appointment of new Board Members further supports the overall asset disposal process. A joint working group has been set up with NCC officers to develop the asset disposal agreement and work needs to continue to ensure that the right balance is struck so that the business remains solvent while delivering required returns back to NCC.
- 3.4 There has been little change to the **Regulatory Risks** part of the register. Much of the work in understanding and implementing new regulations and legislation should be undertaken by NCC Housing's Business Improvement Team but this arrangement has still to be put in place under the new Service Contract.

- 3.5 The **Property** part of the register have been updated to reflect recent concerns raised on Fire Risk Assessments and damp and mould (PROP1). Contact review meetings have also been instigated to help maintain with 100% compliance with the Decent Homes Standard and compliance with Building Safety legislation (PROP2 and PROP3). All three risks remain high.
- 3.6 Concerning **Service** and **People** risks, the biggest outstanding action is effective implementation of the new Service Contract with NCC, including the establishment of Performance and Financial indicators.

Current Highest Risks

- 3.7 The key current risks with the highest scores are set out below

		Gross Risk Score	Current Risk Score	Target Risk Score/ Appetite
GOV1	Board is able to set strategic direction for the organisation and manage the risks associated with this.	12	9	3
GOV6	There is a Service Agreement in place detailing the staffing and management arrangements between NCH and NCC	12	12	1
FIN1	There is a clear financial plan which demonstrates viability and sustainability, with consideration to risks which may impact financial performance	12	9	4
FIN5	Ongoing liquidity concerns around the residual NCH Group and the ability to remain cash solvent	16	12	4
PROP1	Maintain 100% compliance with regulatory HS requirements for the big six areas of compliance	9	9	3
PROP2	Meet the legal requirements for Building Safety that become legislation in 2023	6	9	3
PROP3	Maintain 100% compliance with the Decent Homes Standard and any amendments	6	9	4

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 FINANCIAL IMPLICATIONS

- 4.1.1 Any financial implications in relation to the Risk Register are outlined in the report. The financial impact of key risks on the NCH budget are reported quarterly to Board.

4.2 LEGAL IMPLICATIONS

- 4.2.1 Risk Management Frameworks and Registers are not legally required except for specific types of assessment (e.g. those relating to health and safety, fire and environmental risks), however they are required by the regulators in a number of sectors, including registered social landlords, (RSH Governance and Finance Viability Standard), and are recognised good practice elsewhere. Legal requirements relating to registered providers are addressed in the separate Registered Provider Risk Register.

4.2.2 All NCH Company Boards supported by ARCC are responsible for understanding, identifying and managing all risks faced by their company, through assessing risk prior to making all key decisions. This should ensure that each Company is able to meet its objectives in the longer term

4.3 RISK IMPLICATIONS

4.3.1 Risk implications across the NCH Group are included in the register.

5 **IMPLICATIONS FOR NCH RP's OBJECTIVES**

5.1 The Group Risk Register supports all of the Company's objectives by ensuring there is effective management of NCH's services and activities.

6 **EQUALITY AND DIVERSITY IMPLICATIONS**

6.1 Has the equality impact of these proposals been assessed?
 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 – Corporate Risk Register

Contact officers:

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Date: 27 NOVEMBER 2023

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk/Risk Appetite
----	<i>This column details the risks within each risk category.</i>	<i>Person responsible for managing controls and further actions (may be more than one person)</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor</i>	<i>This column defines the acceptable level of risk., as defined by our risk appetite</i>
01	Board is able to set strategic direction for the organisation and manage the risks associated with this.	Head of Business Transformation/Head of Governance & Compliance	4	3	12	HIGH	a Business development professional support is available b.Skilled and experienced ARCC able to provide challenge and assurance re: Risk Management c. Ongoing strategic direction of travel is being discussed with NCC d. NCH EL has set out a plan to dispose of its properties e. NCH has received some direction of travel as set out in the	3	3	9	HIGH	a. Completion of NCH EL and RP Business Plans and future Service Contract management arrangements. b. Completed Asset Disposal Strategy for NCH EL c. Longer term Group options to be agreed between NCC and NCH.	LOW
02	There is a highly skilled, diverse and well trained Board able to lead NCH	Head of Governance and Compliance	4	3	12	HIGH	a. Board constitution allows for a diverse appointment of people. b. There are appraisal, induction and training programme in place c. Recruitment is undertaken competitively d. Board Renewal Strategy approved and being implemented e. NCH EL Board is now replaced with Independent appointees f. A Board Remuneration Strategy has been agreed and is being implemented. g. New	3	2	6	MEDIUM	a. Outcomes from an annual assessment of Board effectiveness are being put in place b. A Board training programme needs to be introduced.	LOW
03	There is a strong relationship with key stakeholders	Head of Governance & Compliance	3	4	12	HIGH	a. Board is regularly updated on NCC funding and direction of travel in reports. b. Board is regularly updated on work of other Committees and Boards c. Legal advice obtained re: relationship with NCC/CIPFA review d. Successful transition and TUPE to NCC. e. An EIA for the Asset Disposal Strategy has been completed.	1	3	3	LOW		LOW
04	Information provided to Board is accurate, sufficiently robust so that Board is able to make an informed decision	Head of Governance & Compliance	3	4	12	HIGH	a. Committee cycle process is currently in place including b. Expert legal/finance/OD risk/ categories are populated in each report c. Skills matrices are in place to monitor Board Members specialism/expertise	2	2	4	LOW	None	LOW
05	We are compliant with the NHF Code of Governance and Industry best practice	Head of Governance & Compliance	3	3	9	HIGH	a. Current Governance Action Plan has been produced and work completed b. Risk management review complete and embedded c. NEDs now appointed to NCH EL Board.	1	3	3	LOW	a. Consider a re-evaluation against the Code Priority for NCH EL will be to vacate properties which may come at expense of compliance with the Code - hence target risks remains medium	MEDIUM

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

02	FINANCIAL RISK	Financial risks are clearly identified and managed with strong financial controls to ensure financial viability									Risk Owner:	Andrew Berry Date of last review: November 2023	
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk/Risk Appetite
----	<i>This column details the risks within each risk category.</i>	<i>Person responsible for managing controls and further actions (may be more than one person)</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor</i>	<i>This column defines the acceptable level of risk., as defined by our risk appetite</i>
01	There is a clear financial plan which demonstrates viability and sustainability, with consideration to risks which may impact financial performance, Linked to FIN06	AD Finance	4	3	12	HIGH	a. Annual budget produced and monitored b. Regular re-forecasting of financial performance at Board meetings c. Independently generated cashflow model now adopted monthly to enable informed cashflow decision-making.	3	3	9	HIGH	a. Complete revised Business Plan including financial implications for the residual group b. Service Agreement with NCC to be correctly recharged by NCC c. Agree and implement Asset Disposal Strategy	LOW
02	There are strong financial controls in place to ensure income and expenditure is appropriately accounted for, statutory reporting requirements are met and risks are minimised	AD Finance	4	3	12	HIGH	a. Annual budget produced and monitored b. Regular re-forecasting of financial performance at Board meetings c. Medium term cashflow agreement reached with NCC officers. d. SO's, Financial regulations and procurement procedures in place and operating	2	2	4	LOW	a. Complete Business Plan including financial implications b. Complete and implement Service Contract with NCC c. Complete and implement NCH EL Asset Disposal Strategy	LOW
03	There are mechanisms in place to monitor and assess the new Asset Disposal Strategy, leaving a robust and solvent Residual NCH Group	AD Finance / Head of Commercial Property & Contract Management	3	3	9	HIGH	a. Board has regular oversight of performance including monthly reports. b. NCH EL Board has agreed process for disposal c. Board Member appointed with Asset Disposal skills and experience	3	2	6	MEDIUM	a. Joint working group between NCH Management and NCC Officers developing the asset disposal agreement. This will include determining the best mode of disposal for the assets involved, ensuring the legal aspects of any transfers are correctly undertaken, maximizing the HRA repayment and negating any impact on the temporary accommodation capacity delivered through NCH.	LOW
04	Board & Management have clear financial oversight of the Group's financial performance and involvement in the planning process	AD Finance	3	3	9	HIGH	a. Regular financial reporting to NCH Board b. Annual budget produced and monitored c. Regular re-forecasting of financial performance	2	3	6	MEDIUM	a. Internal monitoring and management structure needs to be confirmed including appointing a COO. b. External factors incl interest rates and Government Policy need to be clear in modelling	LOW
05	Ongoing liquidity concerns around the residual NCH group and the ability to remain cash solvent.	AD Finance	4	4	16	HIGH	a. Existing Healthy cash balance b. Engagement of Mazars to undertake I & E review and deliver a cashflow projection over the next twelve months c. Letter from NCC deferring debt repayment	3	3	9	HIGH	a. Apply the cashflow delta to the Mazars cashflow to ensure the asset disposal project remains cash positive b. Introduce stringent cashflow controls on payments and receipts with a hierarchy of approval and sign off c. Ensure expense budgets are properly understood and adhered to and PO commitments are controlled within these limits by budget owners	LOW

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

03 Legal and regulatory compliance		NCH complies with all relevant statutory and regulatory requirements									Risk Owner: tbc		Date of last review: November 2023	
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk/Risk Appetite	
	<i>This column details the risks within each risk category.</i>	<i>Person responsible for managing controls and further actions (may be more than one person)</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor</i>	<i>This column defines the acceptable level of risk, as defined by our risk appetite</i>	
01	Board is aware of all of its regulatory and legal obligations and can demonstrate compliance with them	Head of Governance and Compliance	3	4	12	HIGH	a. Annual report produced outlining compliance with relevant regulations and legislation. b. All reports carry advice on related legal and regulatory requirements. c. A solicitor and legal advisory framework is available d. New Board Membership complies with NHF Code 2020. e. White Paper implications identified and being worked on by officers. f. Standing Orders updated November 2023	2	3	6	MEDIUM	a. Understanding of future staffing arrangements to monitor this via a Service Contract	LOW	
02	Robust data management which enables company to meet obligations from RoSH & under GDPR/ICO and cyber security	Head of Governance and Compliance/ Head of Business Transformation	4	3	12	HIGH	a. Service Contract with NCC needs management arrangements put in place including service standards and cost information.	2	2	4	LOW	a. Understanding of future Service Contract arrangements with NCC	LOW	
03	Changes in Government Policy impact on operating environment and business model	Head of Business Transformation	3	4	12	HIGH	a. Changes to Government policy and their impact are regularly reported to the Board b. Regular updates on legislative and policy changes are provided to all NCH NEDs c. Board papers include a paragraph on the legal & risk implications applying to each report	2	3	6	MEDIUM	a. Understanding of future Service Contract arrangements with NCC	LOW	

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

04	PROPERTY	All properties comply with the decent home standard, are safe and are regularly repaired and maintained										Risk Owner:	Mark Lawson/Tim Shirley Date of last review: November 2023														
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk/Risk Appetite														
-----		This column details the risks within each risk category.		Person responsible for managing controls and further actions (may be more than one person)		On scale of 1-4		On scale of 1-4		Likelihood x Impact		From NCH Group Risk Framework page 11		This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.		On scale of 1-4		On scale of 1-4		Likelihood x Impact		From NCH Group Risk Framework page 11		This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor		This column defines the acceptable level of risk, as defined by our risk appetite	
01	Maintain 100% compliance with regulatory H&S requirements for the main six areas of compliance (Asbestos, Gas, Fire, Water, Electric, Lifts).	Head of Commercial Property/Executive Assistant	3	3	9	HIGH	a. There is a compliance control regime in place including quarterly reports and ARCC oversight b. Compliance is monitored monthly via the Building Safety Group c. Gas, EICR's, water hygiene, lifts, FRA & Asbestos testing regime is in place d. There is a competent fire safety professional to undertake risk assessments e. Audits are undertaken by Third party specialists f. Monitoring progress through the NCH/ NCC Service Contract	3	3	9	HIGH	a. Understanding of how this will be operated under the NCC/ NCH Service Contract. b. More detailed monitoring of progress against significant findings in Fire Risk Assessments, including formal notice to NCC of failure to address requirements. c. Performance in tackling damp and mould to be added to compliance reporting.	LOW														
02	Meet the legal requirements for Building Safety that will become legislation in 2023.	Head of Commercial Property an	2	3	6	MEDIUM	a. Monitoring progress through the NCH/ NCC Service Contract review meetings. b. Monitoring progress and compliance through ARCC and Board Performance papers.	3	3	9	HIGH	a. Complete Service Contract to understand Health and Safety support to be received from NCC.	LOW														
03	Maintain 100% compliance with the Decent Homes Standard and any associated amendments.	Head of Commercial Property an	2	3	6	MEDIUM	a. Monitoring progress through the NCH/ NCC Service Contract review meetings. b. Monitoring progress and compliance through ARCC and Board Performance papers	3	3	9	HIGH	a. Complete Service Contract to understand Health and Safety support to be received from NCC	LOW														

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

05 PEOPLE		The wellbeing of residents, contractors and employees is embedded in everything we do.										Risk Owner:	tbc
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk/Risk Appetite
-----	<i>This column details the risks within each risk category.</i>	<i>Person responsible for managing controls and further actions (may be more than one person)</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor</i>	<i>This column defines the acceptable level of risk., as defined by our risk appetite</i>
01	Health and safety for tenants/properties is effectively managed and monitored (see also RisKS PROP1,2,3))	Head of Commercial Property and Contract Management/Executive Assistant	3	4	12	HIGH	a. Risk assessment processes in place for contractor related activities b. CDM processes and manager in place and regularly applied c. Accident reporting and monitoring system in place with NCC H&S Committee d. Regular HS reporting to RP and EL Boards.	2	4	8	MEDIUM	a. Implement Service Contract with NCC and understand what Health and Safety support is in place	LOW
02	Health safety and wellbeing of tenants and contractors is effectively managed and monitored	Head of Commercial Property and Contract Management/Executive Assistant	3	4	12	HIGH	a. Health and Safety matters reported to both Boards and ARCC completed for asset disposal. b. EIA	2	4	8	MEDIUM	a Service Agreement to confirmed with NCC Internal management reporting to be confirmed b.	LOW

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

06	SERVICES	Effective management and engagement with residents give confidence in our ability to deliver key services										Risk Owner:	Mark Lawson/Tim Shirley Date of last review: November 2023
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Gross Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	Current Risk Rating	Further Action Required	Target Risk
-----	<i>This column details the risks within each risk category. These risks are peculiar to NCH RP Ltd.</i>	<i>Person responsible for managing controls and further actions (may be more than one person)</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column provides details of the measures already in place to control each sub risk. These are the measures that are to be included in an audit programme.</i>	<i>On scale of 1-4</i>	<i>On scale of 1-4</i>	<i>Likelihood x Impact</i>	<i>From NCH Group Risk Framework page 11</i>	<i>This column specifies any further actions required to reduce the sub-risk to an acceptable level. These actions are the responsibility of the risk owner to implement / monitor</i>	<i>This column defines the acceptable level of risk., as defined by our risk appetite</i>
01	The Tenants voice is effectively heard and acted upon in the decision making related to the management of their homes	Head of Commercial Property/Executive Assistant	4	3	12	High	a. Quarterly reports on tenant satisfaction to both RP and EL Boards and to ARCC b. Feedback sought from temporary accommodation licensees (RP) c. EIA completed on asset disposal.	2	3	6	MEDIUM	a. Service Contract with NCC has been signed but needs implemented.	LOW
02	Finding of serious detriment by the Housing Ombudsman or significant complaints referred to the Housing Regulator	Head of Commercial Property/Executive Assistant	3	3	9	High	a. Quarterly reports on tenant satisfaction to both RP and EL Boards and to ARCC b. Service standards agreed in conjunction with NCC c. b. NCH Group/ NCC Service Contract written, approved by NCH Boards and awaiting sign-off by NCC	1	3	3	LOW	a. Service Contract with NCC has been signed and needs implementing	LOW
03	Reputational damage caused by failure to deliver services to agreed standards	Head of Commercial Property/Executive Assistant	2	3	6	Moderate	a. Quarterly reports on tenant satisfaction to both RP and EL Boards and to ARCC b. NCH Group/ NCC Service Contract written, approved by NCH Boards and awaiting sign-off by NCC	1	3	3	LOW	a. Service Contract with NCC has been signed and needs implementing. b. EIA to be completed on Asset Disposal Strategy c. Ongoing management of eviction notices on NCH EL properties	MEDIUM
04	Tenants and other stakeholders appropriately challenge and hold NCH to account	Head of Commercial Property/Executive Assistant	3	3	9	High	a. Quarterly reports on tenant satisfaction to both RP and EL Boards and to ARCC b. Complaints process c. Exit surveys (RP) d. EIA complete on asset disposal	2	3	6	MEDIUM	a. Service Contract with NCC has been signed and needs implementing	LOW
05	Availability of resources to deliver customers' expectations with regard to service delivery	Head of Commercial Property/Executive Assistant	3	4	12	High	a. Quarterly reports on tenant satisfaction to both RP and EL Boards and to ARCC b. Resources carried forward from NCH management c. b. NCH Group/ NCC Service Contract written, approved by NCH Boards and awaiting sign-off by NCC d. EIA completed on Asset Disposal Strategy	2	4	8	MEDIUM	a. Management of NCC Service contract to be confirmed with NCC	LOW

NOTTINGHAM CITY HOMES

**NCH SOCIAL RENT HOMES PERFORMANCE REPORT
REPORT OF THE EXECUTIVE ASSISTANT**

**THE GROUP BOARD
04 DECEMBER 2023**

1.0	EXECUTIVE SUMMARY
1.1	This report summarises the performance position of 120 NCH Affordable (Social Housing) homes as at Quarter 2, 2023/24.
2.0	RECOMMENDATIONS
2.1	Note and comment on the performance position as provided.
2.2	Agree an approach for the re-let or sale of NCH Affordable (Social Housing) homes as they become vacant
3	REPORT
3.1	At the 9 November 2023 meeting, Board were advised that the presentation of performance information for NCH Affordable (Social Housing) homes would be to the NCH Main Board in future rather than to the NCH RP Board.
3.2	NCH officers are working with the NCC Housing Services Business Transformation team to improve the quality of performance data to support management of the NCC/ NCH Service Contract and for Board.
3.3	The Performance data is in Appendix 1. There is a mix of performance, with building safety compliance and complaints showing good performance, rent collection and average re-let time less so.
4	FINANCIAL IMPLICATIONS
4.1	Poor rent collection rates and over-target average relet times adversely affect financial viability.
4.2	From a residual group perspective, these dwellings are not profitable and generate a pre-tax loss of c. £208k per annum so would not be a desirable retention in the group.
5	LEGAL IMPLICATIONS
5.1	Legal action is being commenced or progressed against tenants who are in breach of their tenancy agreement for failure to pay their rent. This may result in eviction at a future date or surrender of tenancies by those who can no longer afford their rent.
6	IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES














6.1	Robust and effective monitoring of performance is critical to ensure the delivery of homes and places where people want to live.
7	EQUALITY AND DIVERSITY IMPLICATIONS
7.1	Has the equality impact of these proposals been assessed? <input type="checkbox"/> Yes (EIA attached) <input checked="" type="checkbox"/> No (this report does not contain proposals which require an EIA)
8	BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT
8.1	Appendix 1 – Performance report for Quarter 2, 2023/24
Contact officers:	Name: Mark Lawson
	Address: Loxley House, Station Street, Nottingham NG2 3NJ
	E-mail: mark.lawson@nottinghamcity.gov.uk
Date: 27 November 2023	

NCH AFFORDABLE (SOCIAL HOUSING) HOMES PERFORMANCE REPORT – Q2 2023/24

Dashboard _____ **2**

Report Summary _____ **3**

Key to icons used in this report

	Performance is meeting or exceeding target		Meeting target, performance is better than 2022/23
	Performance is not meeting the target		Meeting target, performance is worse than 2022/23
	Performance is best yearly ever recorded		Not meeting target, performance is better than 2022/23
	No change in performance from 2022/23 or no target set		Not meeting target, performance is worse than 2022/23
	Benchmarking: Top quartile performance		Benchmarking: Upper median performance
	Benchmarking: Lower median performance		Benchmarking: Bottom quartile performance
	Benchmarking: No benchmarking figure		

Registered Provider NCH Affordable (Social Housing) Report

Qtr. 2 23-24 to September 2023

	23/24 Result Qtr. 2	23/24 Target	Status	Short Trend	H/mark Quartile	Previous Quarter
Number of stage one complaints relative to the size of the landlord (Complaints per 1,000 properties)	33.33	45.00	G	↓	▯▯▯▯	8.33
Proportion of homes that do not meet the Decent Homes Standard	0.00%	0.00%	G	-	▯▯▯▯	0.00%
Ensuring that all properties (domestic and non-domestic) have a valid EICR (except where A6 is applicable)	100.00%	100.00%	G	↑	▯▯▯▯	99.17%
% of rent collected - RP NCH Social	100.20%	100.70%	R	↓	▯▯▯▯	101.30%
Full average relet time – no exclusions – RP NCH Social	85	25	R	↓	▯▯▯▯	N/A
Number of lettable voids - RP NCH Social	0	3	G	↑	▯▯▯▯	1

Report Summary

The NCH Corporate Plan 2021-24 set out our future direction as a company, our plans and our priorities.

This report details performance for the 120 NCH Social Rent homes as at the end of September 2023 with comparisons against the 2022-23 year end and measures against targets.

Current performance overview

This report shows performance for the quarter two, to September 2023. We have included benchmarking data where this exists using HouseMark benchmarking data. Where we compare our performance using HouseMark data this is compared to all housing organisations who provide data to them.

Quarter 2 performance remains broadly positive with most areas achieving target.

- ❖ **Complaints;** The number of Stage One Complains in Quarter 2 is under target but does show an increase from Quarter 1. It should be noted that with the property/ tenancy cohort denominator being low (120 homes) the actual number of complaints can produce a significant swing in this indicator.
- ❖ **Decent Homes Standard;** There is no current measure of compliance against the Decent Homes standard for the NCH homes, although with all bar one being under 10 years old, they will be compliant. We will need to work with NCC Housing Services to undertake Stock Condition surveys to provide the necessary confirmation.
- ❖ **Rent Collection;** The current collection rate continues to exceed 100% but falls below the target of 100.7% by 0.5%. The over 100% collection rate masks a large level of historic and current debt owed by a significant proportion of the 120 tenancies. Arrears as a percentage of the annual debit is almost 10%, which is unacceptably high.
- ❖ **Average Re-Let Time;** There was only one letting for NCH RP social during quarter 2 with a re-let time of 85 days. It is understood that this property required a heavy clearance prior to works commencing which had an impact on the overall void time, but a turnaround of more than 3 times the target is unacceptable, resulting in significant void rent loss and Council Tax expense whilst empty
- ❖ **Lettable Voids;** There are no lettable voids in NCH social rent stock at the end of Quarter 2. Turnover is low.
- ❖ **Building Safety Compliance;** All key compliance indicators are at 100%. There are no communal areas or blocks, so Fire Risk Assessments, Asbestos surveys and Water Hygiene assessments are not applicable.

CH01-RSPO Number of stage one complaints relative to the size of the landlord (Complaints per 1,000 properties)



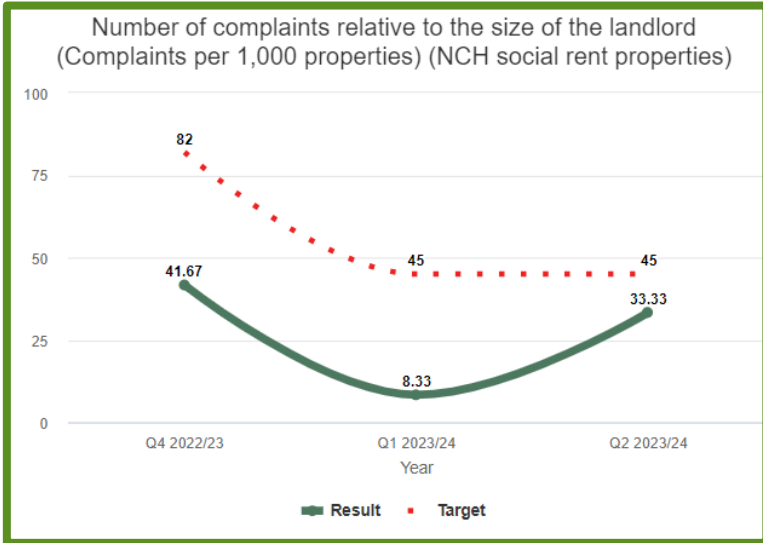
Quarter: **33.33** Target: **45**



No Benchmarking figure



Meeting target, performance is better than 2022/23



Quarter 2 has again shown strong performance against set target for complaint volumes being logged, albeit it up from Quarter 1.

A proactive approach and improved level of communication with customers has supported the number of issues being raised and formally responded to at an early stage. This has improved the level of customer service and ongoing communication with customers throughout the process.

Articles included in staff newsletters around importance of complaints has also ensured colleagues are aware of how to handle any complaints and be proactive within their respective service areas to resolution and take necessary action.

RP01-SO NCH Affordable (Social Housing)-Proportion of homes that do not meet the Decent Homes Standard



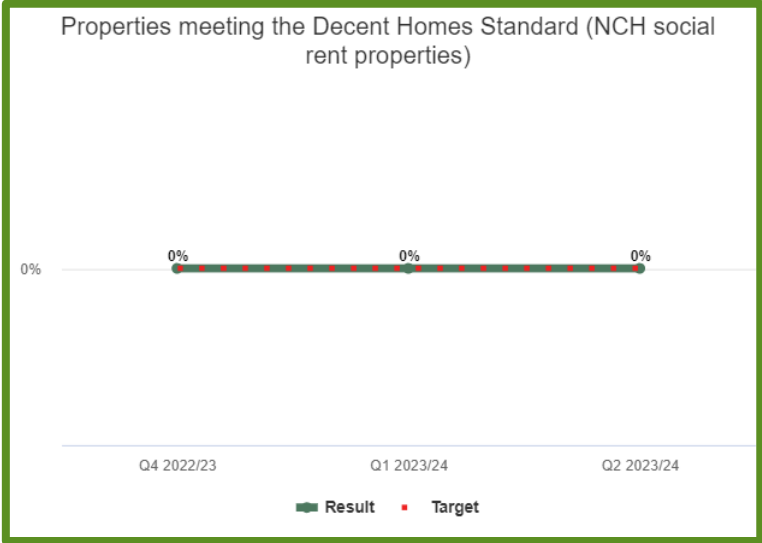
Quarter: **0%** Target: **0%**



No Benchmarking figure



Meeting target, performance is same as 2022/23



There is no current measure of compliance against the Decent Homes standard for the NCH homes, although with all bar one being under 10 years old, they will be compliant.

We will need to work with NCC Housing Services to undertake Stock Condition surveys to provide the necessary confirmation.

HIM6-RPSO % of rent collected - NCH Affordable (Social Housing)

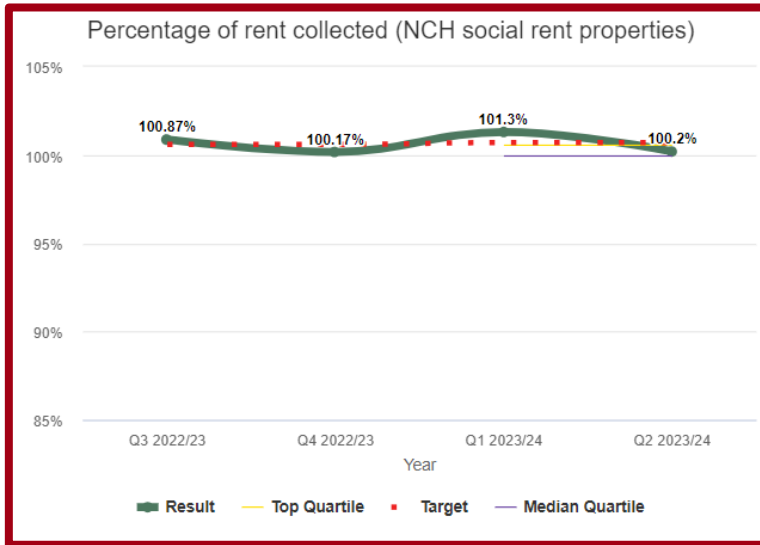


Benchmarking: Upper Median Performance



Not meeting target, performance is better than 2022/23

Quarter: **100.2%** Target: **100.7%**



The current collection rate continues to exceed 100% but falls below the target of 100.7% by 0.5%.

The over 100% collection rate masks a large level of historic and current debt owed by a significant proportion of the 120 tenancies. 68 current tenancies owe in excess of £70k, with 27 tenancies owing in excess of £1k and the highest being in excess of £5k.

Arrears as a percentage of the annual debit is almost 10%, which is unacceptably high.

When this poor performance was challenged, the response from the Rents team of NCC Housing Services did not provide sufficient confidence. A large number of Notices of Seeking Possession have been issued and breached Possession Orders are being enforced. The NCH Solicitor is meeting with the NCC Head of Rents on a weekly basis to closely monitor progress.

ALL ART-RPSO Full average relet time - no exclusions - NCH Affordable (Social Housing)



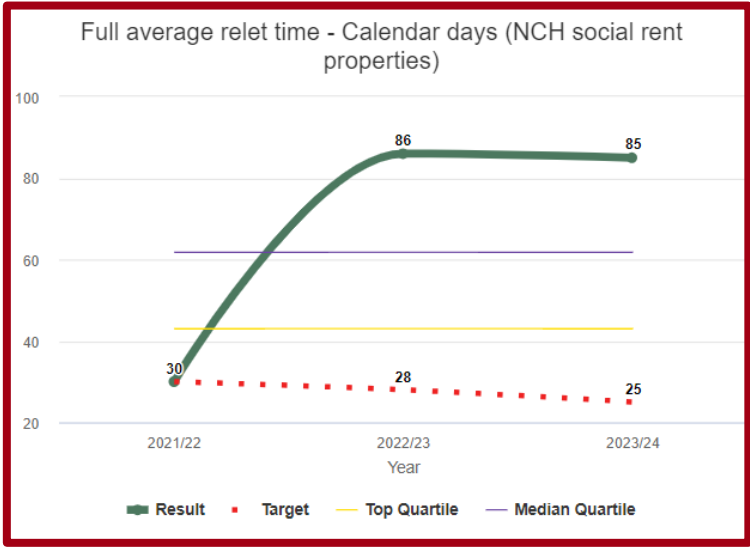
Quarter: **85** Target: **25**



Benchmarking: Lower median performance



Not meeting target, performance is better than 2022/23



There was only one letting for NCH RP social during quarter 2 with a re-let time of 85 days.

It is understood that this property required a heavy clearance prior to works commencing which had an impact on the overall void time, but a turnaround of more than 3 times the target is unacceptable, resulting in significant void rent loss and Council Tax expense whilst empty.

Performance will continued to be monitored in accordance with the NCC/ NCH Service Contract and the monthly review meetings with the Property team.

Voids-RPSO Number of lettable voids - NCH Affordable (Social Housing)

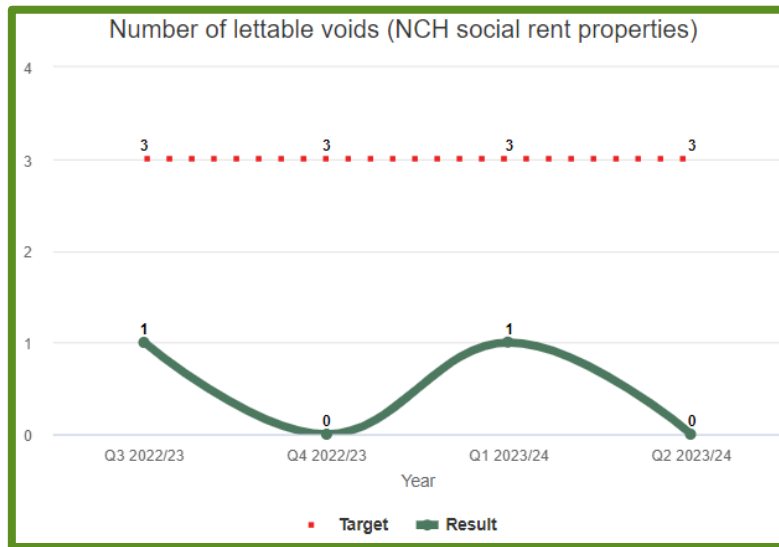


Benchmarking: Top quartile performance



Meeting target, performance is better same as 2022/23

Quarter: 0 Target: 3



Turnover has historically been low amongst NCH social tenancies and there were no lettable voids at the end of Quarter 2.

Key Icons

Key to icons used in this report

	Performance is meeting or exceeding target		Meeting target, performance is better than 2022/23
	Performance is not meeting the target		Meeting target, performance is worse than 2022/23
	Performance is best yearly ever recorded		Not meeting target, performance is better than 2022/23
	No change in performance from 2022/23 or no target set		Not meeting target, performance is worse than 2022/23
	Benchmarking: Top quartile performance		Benchmarking: Upper median performance
	Benchmarking: Lower median performance		Benchmarking: Bottom quartile performance
	Benchmarking: No benchmarking figure		

Q2 NCH Social Home Stock Compliance Dashboard



Nottingham
City Council

Housing
Services

Compliance Area	No. of Properties Affected	No. Complying	Percentage Compliance	Percentage Compliance last reported	Trend since previous report	Servicing Frequency	Responsible	Comments
GAS								
Gas Safety Domestic	120	120	100.00%	100.00%	↔	Annually	Mechanical and Electrical Team	118 in-date gas safety certificates and 2 properties where the gas supply has been capped.
ELECTRICAL								
Electrical Installation Condition Report (EICR)	120	120	100.00%	99.81%	↑	5 Yearly	Technical Services Team	Every property has an in-date electrical safety certificate.
FIRE SAFETY								
Fire Risk Assessments	0	0	100.00%	100.00%	NA	Annually	Building Safety Team	There are no communal spaces or buildings that require a Fire Risk Assessment
High Risk Actions (Overdue)	0	0	100.00%	100.00%	NA	N/A	Building Safety Team	There are no communal spaces or buildings that require a Fire Risk Assessment
ASBESTOS								
Inspections of Communal Areas with Asbestos	0	0	NA	NA	NA	Annually	Building Safety Team	There are no communal spaces or buildings that require an Asbestos survey
WATER HYGIENE								
L8 Risk Assessments	0	0	NA	NA	NA	Annually	Technical Services Team	There are no communal spaces or buildings that require a Water Hygiene Assessment
LIFTS								
Passenger Lifts	0	0	NA	NA	NA	Monthly	Technical Services Team	There are no communal spaces or buildings that have a lift
LOLER Inspections	0	0	NA	NA	NA	6 months	Technical Services Team	There are no communal spaces or buildings that have a lift
Smoke and CO Detectors								
Smoke Alarms fitted	120	120	100.00%	99.75%	↔	N/A	Mechanical and Electrical Team	All homes have smoke alarms fitted
CO Detectors fitted	120	120	100.00%	100.00%	↔	N/A	Mechanical and Electrical Team	Every property has a CO Detector installed.

Damp and Mould; NCH Affordable (Social Housing) homes

NCC Housing Services Property have a dedicated team dealing with damp and mould.

Most NCH properties are under 10 years old, so damp and mould cases are thankfully low in comparison to other stock.

Summary of actions taken in 2023 to date

Action	Property Numbers
Inspections raised in 2023 to date	4
Works completed in 2023 to date	1
Failed on 2 inspection appointments to date	1
Inspections completed, waiting for works	2
Longest wait for works to be completed; 13/01/2023; Inspection ordered 21/04/2023; Inspection completed 31/08/2023; Works completed New order raised 20/10/2023.	

NOTTINGHAM CITY HOMES

**FINANCE MONITORING REPORT P6 SEPTEMBER 2023
REPORT OF THE GROUP FINANCE ACCOUNTANT**

**THE GROUP BOARD
04 DECEMBER 2023**

1.0	EXECUTIVE SUMMARY
1.1	This report summarises the financial position of NCH Ltd and Group as at period 6 (September 2023).
2.0	RECOMMENDATIONS
2.1	Note the financial position as at P6 for NCH Ltd and the Group, specifically the risk of higher NCC service contract charges impacting the loss position for the Group, once finalised.
2.2	Note the likely inclusion of a provision for the 22/23 HRA surplus refund, to be included in the 23/24 accounts. This is expected to be in the region of £1m.
2.3	Note the updated forecasted yearend loss position for the Group and the associated ongoing work to clear prior year transactions in NCH Ltd.
2.4	Approve a repayment of HRA surplus to NCC of £1.918m, from fleet sale and furniture receipts, once received. This will reduce forecasted cash to c.£5m at yearend end.
2.5	Approve payment of invoices over £150k as follows: a) NCC Loxley House Accommodation Charges 22/23 £183,776.81 b) NCC Loan Interest & Principle April – Sept 2023 £639,210.58
2.6	Agree to the delay of the NCHEL creditor payment owed to NCH Ltd of c.£475k to 31 st March 2025, to protect the NCHEL yearend cash position during the disposal process and for officers to request approval from the NCC Shareholder representative.
3	PERIOD 6 2023/24 FINANCE UPDATE
3.1	Appendix 1 shows the P6 outturn position for NCH Ltd trading activities and residual transferred services as well as a summary NCH Group financial position.
3.2	NCH Ltd generated a surplus of £27k at P6 compared to a budgeted loss of £13k, a positive variance of £40k. This is mainly due to higher rental income generated from affordable housing (£20k) and underspends in the arboretum cost centre that needs further investigation (£45k), partially offset by a higher estimated corporation tax charge 15k and various other small overspends, mostly relating to periodics and voids.

3.3	The Group is now forecasted to generate a loss of £353k for 23/24, compared to original budgeted surplus of £11k and a budget latest loss of £54k. NRP Ltd is reporting an improvement to yearend forecasted surplus (£275k from £205k) however NCHEL has seen an increase in the expected loss for the year as a direct result of the asset disposal programme, with losses now forecasted to be £581k (from £212k).
3.4	The HRA surplus owed to NCC for the year 22/23 is yet to be agreed with NCC but this is expected to be in the region of £1m. This is not in the budget or forecast figures for the group and is expected to be accounted for as a provision in 23/24 accounts. This will increase group losses by the value of the HRA surplus, once agreed.
3.5	It should be noted that corporation tax estimates are included in the group accounts, however, the tax position for the Group is complicated and further specialist advice is needed to determine the tax liability for 23/24 and future years.
3.6	Financial year 23/24 is a year of transition for NCH Ltd, with movements relating to both ongoing trading activities and prior year movements associated with NCC transitioned services impacting the profit and loss. Work is ongoing in Housing Services Finance to clear 22/23 transactions, which is expected to continue throughout the financial year.
4	FORECASTED CASH POSITION 23/24
4.1	NCH Ltd has £9.944m in cash as at 30th September 2024 and total cash across the Group totalling £13.62m.
4.2	The updated NCH Ltd cashflow shows the forecasted cash to be c.£7.2m in March 2024. The focus is now on clearing the balances on the balance sheet, with a view to firming up the forecasted cash position during Q4.
4.3	The cashflow assumes all prior year HRA transactions (with the exception of some disrepair costs) will be settled during 23/24.
4.4	NCHEL Ltd request that the payment of NCH creditor amounting to c.£475k is delayed to 31 st March 2025, to protect the NCHEL yearend cash position during the disposal process. This is due to slippage in the disposal programme, with sales of 14 properties expected to fall into Q1 of 24/25. Clarity on the NCC approval required for this deferral is also required.
5	HRA SURPLUS REPAYMENT
5.1	NCH Ltd are expecting to receive payment for the vehicle fleet (£1.120m) and furniture purchases (£798k) from NCC in the next few weeks. Approval is requested to repay this money once received, to NCC as part settlement of the HRA surplus. This will reduce forecasted cash to c.£5m at yearend end.
5.2	Repayment of HRA surplus is <u>not</u> included in the cashflow and it is advised that no further sums are repaid to NCC until the remaining HRA transactions are settled and decisions regarding the treatment of the blocks owned by NCHEL Ltd has

	been reached, as transfer of assets within the group is expected to be transacted at market value, most likely from existing cash reserves.
6	HIGH VALUE INVOICE APPROVAL
6.1	Approval is sought from Board to pay NCC for the Loxley House rent relating to 22/23 £183,776.81 and for the loan principle and interest charges due to September 2023 £639,210.58. See Appendix 2 and 3 for copy invoices.
7	LEGAL IMPLICATIONS
7.1	Under the Companies Act 2006, the Directors are under a responsibility to understand the contents of the Statutory Accounts, specifically:
7.2	Section 172 of the UK's Companies Act 2006, imposes on a director the duty to 'act in a way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole' and, in so doing, to have regard to a series of factors listed in the section which refer to the promotion of social, environmental and governance objectives.
7.3	Section 173 of the UK's Companies Act 2006, imposes on a director a positive duty to exercise independent judgment
7.4	Section 174 of the UK's Companies Act 2006, imposes a duty on a director to exercise the care, skill and diligence that would reasonably be expected of a diligent person carrying out the functions of a director.
7.5	NCC have prohibited NCH from utilising HRA funds/surpluses for non HRA activity. This will limit the ability to use cash reserves or assets bought/acquired from reserves for commercial activities e.g. market rent or 'general fund' activities (such as homeless accommodation)
7.6	Article 5(8) of the NCH Ltd Articles states : Subject to the prior written consent of the Council Member , make donations, grants or loans or provide services or assistance to such persons and Organisations and on such terms as the Organisation shall think fit to further the objects of the Organisation. Any support to NCHEL will require the Council Members consent which has previously been declined.
8	IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES
8.1	Robust and effective monitoring of income and expenditures across the organisation are critical to ensure that costs are tightly managed and controlled. This will maximise the amounts available to repay amounts owing to the NCC HRA and create a robust residual budget model moving forward.
9	EQUALITY AND DIVERSITY IMPLICATIONS
9.1	Has the equality impact of these proposals been assessed? <input type="checkbox"/> Yes (EIA attached)

	<input checked="" type="checkbox"/> No (this report does not contain proposals which require an EIA)
10	BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT
10.1	Appendices 1 – NCH Finance Monitoring Summary Report Sept 2023
	Appendices 2 – Loxley House Accommodation Invoice 22/23
	Appendices 3 – NCC Loan Interest and Principle invoice
Contact officers:	Name: Andrew Berry and Tracy Martin
	Address: Loxley House, Station Street, Nottingham NG2 3NJ
	E-mail: andrew.berry@nottinghamcity.gov.uk
	E-mail: tracy.martin@nottinghamcity.gov.uk
Date: 24th November 2023	

Item 2.4 Appendix 1: Period 6 30th September 2023 - NCH Ltd Trading Position and Summary Forecast

	PERIOD 6			2023/24		
	Actual	Budget Latest	Variance	Original Budget	Forecast	Variance
	YTD £'000	YTD £'000	YTD £'000	Full year £'000	Full year £'000	Full year £'000
NCH Ltd Trading						
Income Rental Properties	(412)	(392)	(20)	(784)	(784)	0
Income - Intercompany Leases	(684)	(688)	4	(1,375)	(1,375)	0
Income Other	(3)	(3)	1	(7)	(7)	0
Management	59	58	2	136	136	0
Lease, Repairs & Property	316	348	(32)	696	696	0
Loan Interest	419	416	3	832	832	0
Admin & Other Costs	278	275	3	550	550	0
(Profit)/Loss	(27)	13	(40)	48	48	0

NCH Group Period 6 30th September 2023 Finance Monitoring Report

	PERIOD 6			2023/24		
	Actual	Budget Latest	Variance	Budget	Forecast	Variance
	YTD £'000	YTD £'000	YTD £'000	Full year £'000	Full year £'000	Full year £'000
NCH Group Finance Report as at 30th Sept						
Income Rental Properties	(5,193)	(5,106)	(87)	(10,188)	(10,115)	73
Income - Intercompany Leases	(827)	(0)	(826)	(0)	(0)	0
Income Other	(142)	(115)	(27)	(230)	(226)	4
Management	985	984	1	1,988	1,988	0
Lease, Repairs & Property	3,090	2,342	748	4,672	4,915	243
Loan Interest	939	949	(11)	1,899	1,849	(50)
Admin & Other Costs	924	962	(38)	1,912	1,942	30
(Profit)/Loss	(225)	16	(241)	54	353	299

Group (Profit)/Loss Position as at Period 6 30th Sept 2023

	PERIOD 6			2023/24		
	Actual	Budget Latest	Variance	Budget	Forecast	Variance
	YTD £'000	YTD £'000	YTD £'000	Full year £'000	Full year £'000	Full year £'000
Group (Profit)/Loss Position as at 30th Sept						
NCH Ltd*	(27)	13	(40)	48	48	0
NRP Ltd	(248)	(103)	(145)	(205)	(275)	(70)
NEL Ltd	50	106	(56)	212	581	369
(Profit)/Loss	(225)	16	(241)	54	353	299

Loxley House, Station Street, Nottingham, NG2 3NG
VAT Reg. GB 118 0454 92

(Please quote above number for making payments and in any correspondence)

Customer Number: 302338
Our Reference: NCC_395600
Date of Invoice (Tax Point): 20-NOV-2023
Purchase Order No: n/a
Invoice issued by: Stratigic Finance
Name: Finance Help Desk
Contact Tel: 0115 8764999
Contact Email: financehelpdesk@nottinghamcity.gov.uk

Nottingham City Homes
Financial Services
Loxley House
Station Street
Nottingham
NG2 3NJ

INVOICE

NCH Accommodation Recharge at Loxley House 2022/23
RESO

Summary of Charges and Amount Due		
£	183,776.81	Net Amount
£	36,755.36	VAT
£	220,532.17	Total Invoice Amount
£	220,532.17	Amount Due
PAYMENT IS DUE BY 20-Dec- 2023		

Details of Charges	Qty	Unit of Measure	Unit Cost	Net Amount	VAT %	VAT Amount
NCH Accommodation Recharge at Loxley House 2022/23	1		183,776.81	183,776.81	20%	36,755.36

The Late Payment of Commercial Debts Regulation 2002

We will exercise our statutory right to claim interest plus a fixed sum and reasonable costs of recovering the debt under the late payment legislation, if we are not paid according to agreed credit terms.



To understand how your personal information is processed and shared for Nottingham Council/Bridge Estate: please go to <https://www.nottinghamcity.gov.uk/privacy-statement>.

And for Nottingham City Homes go to

<https://www.nottinghamcityhomes.org.uk/your-home/your-rent/privacy-statement/>. If you do not have access to a computer, please write to the Data Protection Officer at NCC/NCH.

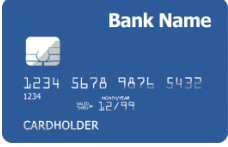






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Do you have an invoice query?

If you have any queries regarding the details of your invoice, for instance, the amount or services charged, please contact the team directly, using the contact details on the front of this invoice.

How to pay your invoice

<p>Debit / Credit Card</p> 	<p>To pay by your credit or debit card, you can choose between the following two options:</p> <p>To pay online, log on to www.nottinghamcity.gov.uk/payonline click on Sundry Debtor Invoices (including Adult Residential Services, Fairer Charging, Allotments and Workplace Parking Levy) and follow the steps to pay by debit or credit card. You will need the Invoice Number shown on the front top right hand side of this invoice when making a payment using this method.</p> <p>To pay by phone with your credit or debit card you can use the automated 24 hour service:</p> <p>Please ring 0800 052 0173 and select Option 5 (Fairer Charging, Care Alarms and all other Fund 19 Invoices).</p> <p>Please ensure you have your invoice number ready.</p>	
<p>Telephone / internet banking</p> 	<p>If you use internet or telephone banking you can pay your invoice directly into the council's bank account. Please allow three working days for your payment to reach us. You'll need the following information to make a payment:</p> <ul style="list-style-type: none">• Bank Account number: 01029019• Account Sort Code: 30-96-18• Account Name: NCC NOW INCOME• Payment reference: your invoice number from the front of this invoice	
<p>BACS PAYMENT</p> 	<p>You can also make a payment by BACS using the above payment details. Please ensure you quote your invoice number. Remittance advice notes should be emailed to: epayments@nottinghamcity.gov.uk or posted to Operational Support, Nottingham City Council, Loxley House, Station Street, Nottingham, NG2 3NG</p>	
 	<p>If your invoice has a barcode, you can pay at any Post Office or Paypoint outlet where you see these signs.</p> <p>Post Office accept payments in cash, cheque and most major debit and credit cards. Please check directly with you preferred Paypoint outlet which payment methods are accepted.</p> <p>Please take care of the invoice, because the barcode may be unreadable if it is damaged. A separate receipt will be issued which you can attach to your payment documentation. Please keep all records safe. There is no charge for this service.</p>	

Loxley House, Station Street, Nottingham, NG2 3NG
VAT Reg. GB 118 0454 92

(Please quote above number for making payments and in any correspondence)

Customer Number: 302338
Our Reference: NCC_395600
Date of Invoice (Tax Point): 20-SEP-2023
Purchase Order No: Per Loan Schedule
Invoice issued by: Stratigic Finance
Name: Finance Help Desk
Contact Tel: 0115 8764999
Contact Email: financehelpdesk@nottinghamcity.gov.uk

Nottingham City Homes
Financial Services
Loxley House
Station Street
Nottingham
NG2 3NJ

INVOICE

NCH Secured Loan Invoice 1st October 23
RESO

Summary of Charges and Amount Due		
£	639,210.58	Net Amount
£	0.00	VAT
£	639,210.58	Total Invoice Amount
£	639,210.58	Amount Due
PAYMENT IS DUE BY 20-Oct- 2023		

Details of Charges	Qty	Unit of Measure	Unit Cost	Net Amount	VAT %	VAT Amount
Homelessness Loan 1 - Interest to 1 October 23	1		65,929.61	65,929.61	0%	0.00
Homelessness Loan 1 - Principal due 1 October 23	1		56,428.41	56,428.41	0%	0.00
Homelessness Loan 2 - Interest to 1 October 23	1		69,846.77	69,846.77	0%	0.00
Homelessness Loan 2 - Principal due 1 October 23	1		61,925.32	61,925.32	0%	0.00
Homelessness Loan 3 - Interest to 1 October 23	1		70,541.75	70,541.75	0%	0.00

The Late Payment of Commercial Debts Regulation 2002

We will exercise our statutory right to claim interest plus a fixed sum and reasonable costs of recovering the debt under the late payment legislation, if we are not paid according to agreed credit terms.



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And for Nottingham City Homes go to

<https://www.nottinghamcityhomes.org.uk/your-home/your-rent/privacy-statement/>. If you do not have access to a computer, please write to the Data Protection Officer at NCC/NCH.



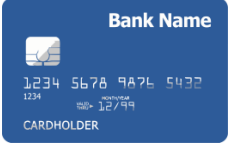




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Details of Charges	Qty	Unit of Measure	Unit Cost	Net Amount	VAT %	VAT Amount
Homelessness Loan 3 - Principal due 1 October 23	1		33,527.03	33,527.03	0%	0.00
Lenton Loan 1 - Interest to 1 October 23	1		26,024.63	26,024.63	0%	0.00
Lenton Loan 1 - Principal due 1 October 23	1		7,066.28	7,066.28	0%	0.00
Lenton Loan 2 - Interest to 1 October 23	1		80,786.72	80,786.72	0%	0.00
Lenton Loan 2 - Principal due 1 October 23	1		25,610.66	25,610.66	0%	0.00
Radford Loan 1 - Interest to 1 October 23	1		103,315.45	103,315.45	0%	0.00
Radford Loan 1 - Principal due 1 October 23	1		27,648.51	27,648.51	0%	0.00
Radford Loan 2 - Interest to 1 October 23	1		8,017.70	8,017.70	0%	0.00
Radford Loan 2 - Principal due 1 October 23	1		2,541.74	2,541.74	0%	0.00

Do you have an invoice query?

If you have any queries regarding the details of your invoice, for instance, the amount or services charged, please contact the team directly, using the contact details on the front of this invoice.

How to pay your invoice

<p>Debit / Credit Card</p> 	<p>To pay by your credit or debit card, you can choose between the following two options:</p>	
<p>Telephone / internet banking</p> 	<p>To pay online, log on to www.nottinghamcity.gov.uk/payonline click on Sundry Debtor Invoices (including Adult Residential Services, Fairer Charging, Allotments and Workplace Parking Levy) and follow the steps to pay by debit or credit card. You will need the Invoice Number shown on the front top right hand side of this invoice when making a payment using this method.</p>	<p>To pay by phone with your credit or debit card you can use the automated 24 hour service:</p> <p>Please ring 0800 052 0173 and select Option 5 (Fairer Charging, Care Alarms and all other Fund 19 Invoices).</p> <p>Please ensure you have your invoice number ready.</p>
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	ITEM: 2.5
NOTTINGHAM CITY HOMES	
	GROUP BOARD
REPORT OF THE NCH MANAGEMENT GROUP	4 DECEMBER 2023
DRAFT NCH GROUP BUSINESS PLAN 2024-25	
1	EXECUTIVE SUMMARY
1.1	The retained NCH Group has been asked to set out its Business Plan for the next eighteen months by NCC. Attached is the first draft of a Plan for Board to consider and comment on. It is based on the seven key strategic priorities previously set out for it by NCC.
2	RECOMMENDATIONS
2.1	It is recommended that the Board COMMENT on and AGREE a new Business Plan for the period 2024-25.
3	REPORT
3.1	The Board has been asked by NCC to set out its Business Plan, setting out a clear picture of objectives, goals, resources, potential costs and drawbacks of key decisions that need to be taken over the next eighteen months. The draft Plan attached at Appendix 1 sets out the Company's key priorities such as how it intends to continue disposing of its assets, retain temporary accommodation provision and remaining viable during the period 2024-25.
3.2	The Business Plan is due for presentation to the Council's Governance Executive Committee on 16 January 2024 (papers due out 9 January 2024) so Board's comments and agreement to the Plan are required urgently. NCH RP is yet to be consulted on its element of the Business Plan.
3.3	Page 3 of the document sets out the seven strategic objectives agreed with NCC on which the Business Plan is based namely <ol style="list-style-type: none"> 1. Retain NCH Group owned property being used for Temporary Accommodation 2. Maximise available cash within NCH Ltd to address repayment (to the fullest extent possible) for the HRA debt owed to the NCC 3. Ensure repayment of the total outstanding borrowing from NCC by all three companies (instalments agreed at the time of borrowing, or earlier if companies elect to do so) 4. Address the solvency challenges in NCHEL 5. A managed withdrawal from the market rented business

	<p>6. Create a residual company structure that is sustainable in terms of solvency and financial stability</p> <p>7. Implement a legitimate and transparent legal and financial relationship between NCC and the NCH Group.</p>
3.4	In light of these objectives the draft Business Plan sets out key activities for the Group relating to Asset Disposal, robust management of retained stock, ensuring regulatory and Governance requirements are met and having a robust Financial Strategy in place. These are set out from page 3 onwards.
3.5	As part of the Groups Business Planning work , NCHRP and NCHEL have also produced their Business Plans which are annexed to the overarching plan but are aimed to stand alone setting out the manner in which the NCC Strategy will be delivered within those subsidiaries.
4	FINANCIAL, LEGAL AND RISK IMPLICATIONS
4.1	<u>Financial Implications</u>
4.1.1	The financial implications are set out in the body of the Business Plan from Page 4 onwards
4.2	<u>Legal Implications</u>
4.2.1	The Regulator of Social Housing (RoSH) requires a framework to be published by regulated organisations to comply with the Governance and Financial Viability Standard. It is therefore important for NCHRP to have a robust plan in place.
4.2.2	As sole shareholder it is the prerogative of NCC to set the strategy for its wholly owned Company, NCH Limited, following cessation of the management agreement. Clear objectives will allow both NCC and the Board to track progress against these objectives moving towards considerations of longer term viability in due course. NCC wish for any Business Plan to be scrutinised by its Companies Governance Executive Committee.
4.2.3	Due to numerous uncertainties surrounding NCC's governance and finances it has been recommended that the Plan be reviewed in a few months as circumstances are likely to change.
4.3	<u>Risk Implications</u>
4.3.1	The risks of not having a robust Business Plan are set out in the Corporate Risk Register. A Plan is required to provide key direction for decision making and financial planning so that resources can be allocated accordingly.
5	IMPLICATIONS FOR NOTTINGHAM CITY HOMES' OBJECTIVES
5.1	The Group are required to set out its objectives for the forthcoming year

6	EQUALITY AND DIVERSITY IMPLICATIONS
	[Double click the box to complete]
6.1	Has the equality impact of these proposals been assessed? <input type="checkbox"/> Yes (EIA attached) <input checked="" type="checkbox"/> 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	NCC letter to NCH dated 30 October 2023
7.2	Appendix 1 NCH Draft Business Plan 2024/2025
	Appendix 1a NCHRP Draft Business Plan (to follow)
	Appendix 1b NCHEL Draft Business Plan
	Appendix 1c Business Plan Finance
	Appendix 1d NCH Group Stock Diagram
Contact officers:	Name: NCH Management Group
	Tel: 07962 395269
	E-mail: George.pashley@nottinghamcityhomes.gov.uk
Date: 27 NOVEMBER 2023	

Item 2.5 - APPENDIX 1.

DRAFT BUSINESS PLAN FOR THE NCH GROUP 2024-2025

1. Introduction and Background

1.1 Nottingham City Homes Limited (NCH) is a wholly owned Nottingham City Council (NCC) company originally established by NCC to manage NCC's social housing portfolio. NCC is not only the owner of the NCH Group but a key stakeholder and principal sole lender.

1.2 Housing management and maintenance services were delivered by NCH, as a not for profit 'arm's length' management company empowered by NCC under s 27 Housing Act 1985 and a shareholder management agreement from 1 April 2005 to 31 March 2023.

1.3 Following a decision by NCC to revert to directly managed services NCH's responsibility for the NCC social rent homes by way of a managed portfolio ceased on 31 March 2023.

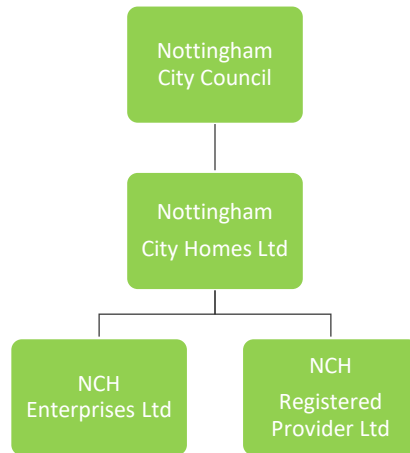
1.4 NCC has now set out 7 key priorities, as shareholder, for NCH to deliver moving forward and the NCH Group Board has set out in this Business Plan how the Group will deliver these.

1.5 During the transition period 2022/2023 NCC commissioned CIPFA to undertake a financial assessment of the way in which NCC had managed its Housing Revenue Account (HRA) funds. One of the conclusions of that assessment was that NCH owed the HRA a repayment in the sum of £18.5m which had been generated by NCH as surpluses to the management fee by had been spent on non HRA properties and activities.

2. Company Structure and Governance

2.1 During the management period, in accordance with its Articles of Association, NCH also diversified its own housing offer to the residents of Nottingham City via two subsidiaries, Nottingham City Homes Registered Provider Limited (NCHRP) providing affordable rent homes and temporary accommodation and a market rent offer via a commercial subsidiary Nottingham City Homes Enterprise Limited (NCHEL), together the NCH Group remaining under the ownership of NCC.

Diagram showing the Group



2.2 Since 1 April 2023 the NCH Group has undergone a period of transition as regards its Board Structure and composition as well as its staffing complement which transferred entirely to NCC via the TUPE legislation.

2.3 The NCH Group Board is led by a Chair plus 6 Board Members each of whom also represent the board membership of NCH. NCHRP comprises three Independent and three NCH appointed Board Members. It currently has a Chair and 2 Board members in place and has commenced recruitment to two further Independent Board Member positions. The Group is also supported by an Audit Risk and Compliance Committee.

2.4 All services for the Group are delivered by NCC employees under a Service Agreement. A small, seconded establishment, managed by a Chief Operating Officer, form the NCH Management Group reporting to each of the Boards to ensure robust service delivery, governance and compliance, risk management and financial and budgetary control. As required NCH calls on independent external experts for service provision. These include internal audit, external audit and legal services.

2.5 NCH Group assets have mainly been purchased with loans from NCC but also using reserves now owed to the HRA.

3. Strategic Objectives

3.1 Since 1 April 2023 the NCH Group has worked with NCC, to establish a new vision for affordable rent, social rent, market rent, and temporary accommodation owned and managed by the NCH Group with a key focus on the repayment of its loans and the HRA surplus refund.

3.2 It is accepted that the asset base will be reduced and in the short term will be focused away from growth. There are a number of inter dependencies to be considered where assets are leased within the NCH Group to NCHRP for use as temporary accommodation.

3.3 This represents a significant realignment of priorities for the NCH Group, from previous years, to reflect NCC's revised priorities for the companies.

3.4 These priorities together with a challenging economic climate for NCC and the NCH Group have informed the strategic objectives which the NCH group will work towards from 2023-2025.

These are:

1. Retain NCH Group owned property being used for Temporary Accommodation
2. Maximise available cash within NCH Ltd to address repayment (to the fullest extent possible) for the HRA debt owed to the NCC
3. Ensure repayment of the total outstanding borrowing from NCC by all three companies (instalments agreed at the time of borrowing, or earlier if companies elect to do so)
4. Address the solvency challenges in NCHEL
5. A managed withdrawal from the market rented business
6. Create a residual company structure that is sustainable in terms of solvency and financial stability
7. Implement a legitimate and transparent legal and financial relationship between NCC and the NCH Group.

4. Key Activities

4.1 In light of the priorities set by the NCC shareholder the focus for the NCH Group for 2023- 2025 is to:

1. Manage a phased disposal of the majority of its assets through a robust asset disposal strategy that will:
 - a. be achieved without any risk to the temporary accommodation offer and
 - b. consider the disposal impact of the NCH owned affordable housing offer as required
 - c. ensure any disposals can meet the debt repayment for the relevant assets commencing with a disposal of market rent assets
 - d. Where possible, dispose of assets including the Arboretum creating a remittance to the HRA.
 - e. Seek to dispose of all assets held by NCHEL and wind up NCHEL, where possible, ensuring those assets used by the wider group or NCC for social care and/or temporary accommodation are protected.
2. Manage retained housing management and maintenance services for wholly owned stock via the NCC /NCH Service Contract to ensure robust performance and compliance until such time as the NCH Group is no longer responsible for the tenancy and/or the asset. This will involve

- a. Meetings of the NCH Management Group
 - b. Regular meetings with NCC senior officers responsible for the NCC/NCH Service Contract delivery to ensure high performance
 - c. Management of third-party directly commissioned providers to ensure service delivery as per the retainer
 - d. Producing comprehensive performance reports regarding the condition of properties
 - e. Regular meetings with NCC Asset Disposal Working Group
 - f. Regular detailed reporting to Board in respect of key areas of the business
 - g. Regular engagement with tenants
 - h. Retention and management of the 39 assets owned by NCHRP
3. Manage processes and procedures having regard to the prevailing statutory and regulatory framework. This will involve:
- a. Ensuring robust governance and compliance as set out by the Companies Act, NHF Code of Governance and the Regulator of Social Housing.
 - b. At Board and Officer level ensure open and transparent communications with NCC via its shareholder representative
 - c. Facilitating efficient and effective decision making, financial management and performance.
 - d. Managing risk and compliance
 - e. Putting internal and external audit provisions in place
 - f. Ensuring decisions are made in a timely manner across all three Boards
 - g. Appointing and training competent Board Members
 - h. Maintaining effective constitutional arrangements
 - i. Regularly reviewing constitutional and related documents
 - j. Board management including appraisals, training and recruitment

5. Financial Strategy, Budgets and Controls

5.1 Following the review by CIPFA into NCC's HRA finances an agreed sum of £18.5m is being recognised within the statutory financial statements for NCC and NCH for the year ended March 2023.

5.2 The present position and assumptions that have been adopted in relation to the strategic objectives are as follows:

1. The retained use of the temporary accommodation capacity available to NCC via NCHRP Ltd is possible but will not enable the NCH Group to realise the full HRA

surplus repayment as there will be a reduced number of asset disposals, however, will achieve ongoing revenue savings for NCC

2. The repayment of the outstanding borrowing from NCC by all three NCH Group companies can be part-achieved through the agreed disposal plan but will only apply to those properties being disposed of. Retained properties will have their principal loan debt repaid in accordance with the original lending terms.
3. The maximisation of available cash within NCH Ltd to address repayment of the HRA surplus repayment will be limited if an increase in temporary accommodation costs for NCC is to be avoided and the Groups temporary accommodation capacity maintained as per requirement 1.
4. NCHL has been identified as cash insolvent and the disposal of its assets is now underway in accordance with a phased disposal plan.
5. The managed withdrawal from the market rent business is underway.
6. A residual company structure that is both financially stable and sustainable following the high-level asset disposal plan assumptions set out within the business plan is set out below.
7. The implementation of a legitimate and transparent legal and financial relationship between NCC and the NCH companies is now being developed. The agreed Service Contract to supply NCC services to NCH is in place.

5.3. There are a number of property cohorts within the NCH Group that are held in a complex structure of property ownership and leasing agreements. This is set out in Appendix 4. The impact of disposal of the assets in each cohort to both potential HRA repayments funds or temporary accommodation capacity is considered below, and the most likely disposals and impact summarised in Appendix 3. The final outcomes are subject to the final recommendations of the NCC/NCH Asset Disposal Working Group:

- a. NCH Affordable (Social Housing) (120 dwellings). Seeking vacant possession creates a potential impact on the need for future temporary accommodation. These dwellings are therefore currently excluded from the assets listed for disposal. However, from a residual group perspective, these dwellings are not profitable and generate a pre-tax loss of £208k making them undesirable for retention in the group. Therefore, further consideration is still be needed whether these properties should be sold as they fall vacant.
- b. NCH Dispersed Temporary Accommodation/Housing Led contains 161 dwellings – selling these properties would create a potential recurrent financial impact on temporary accommodation available for NCC of c. £6.3m. These dwellings are therefore currently excluded from the assets listed for disposal, except for the 34 properties that it is proposed to ‘swap out’ for Ryehill House and Masson House

[See note under *NCH EL Solvency 5.7*]. The total number of temporary accommodation dwellings retained would still be 161.

- c. NCH Midland House contains 21 dwellings - selling these properties would create a potential recurrent financial impact on temporary accommodation available for NCC of c. £0.9m. These dwellings are therefore currently excluded from the assets listed for disposal.
- d. NCH Arboretum and Forest Road West contains a combined 37 dwellings – the 27 in the Arboretum have already been approved by NCH Board for disposal. Forest Road West contains 10 dwellings let to NCH EL on short term tenancies which can be sold with vacant possession when required.
- e. NCH EL Market Rent consists of 87 dwellings which are all scheduled for disposal over two phases (44+43). The first phase is underway with the second phase planned subject to NCC approval. There are 12 dwellings used for social care which at the request of NCC are currently excluded from the disposal plan.
- f. NCH EL Ryehill House and Masson House consisting of 34 dwellings. These are currently subject to tenancies under market rent. Consideration needs to be given as to whether these are retained in lieu of older stock owned by NCH for temporary accommodation provision (see b above).
- g. NCH EL Fairham House consists of a block of 24 dwellings currently used for temporary accommodation. Selling these properties would create a potential recurrent impact on temporary accommodation available to NCC of c. £1.0m. These dwellings are therefore currently excluded from the assets listed for disposal at this time.

5.4 HRA Surplus Repayment and Debt Repayment

The combined income of £23.4m from the assets identified above and available for disposal will reduce the NCC principle borrowing and interest by c. £14.5m and after sale and tax allowances, provide an additional sum of £5.7m towards the HRA Surplus Repayment.

Other payments that will increase the contribution to the HRA Surplus Repayment include:

- an amount of £787k relating to a Housing Services furnishing recharge
- £1.12m of fleet disposal income and

- an estimated additional cash sum within the bank of £1m.

The total amount of cash released back to NCC in settlement of the HRA Surplus Repayment is estimated to be £8.6m as detailed in Appendix 3.

5.5 Lending

As of 23rd November 2023, the NCH Group has borrowing in place with NCC totaling £47.7m. Loan repayments are built into the going concern base figures and will continue to be repaid to terms as principal and interest on a loan-by-loan basis until either a property is disposed of or the borrowing facility is settled. Each loan is secured by an asset by way of legal mortgage, and it is not anticipated that any additional lending will be sought. Any inter group transfer of assets will be subject to the ability (legal advice, tax, valuation) and affordability of novating existing loans.

5.6 Residual NCH Group Going Concern Budget

The residual base budget for the Going Concern Group is laid out in Appendix 3 and delivers a combined turnover of £9.1m from which it could generate annual group margin before tax of £360k with a cash surplus of £81k after loan repayments

5.7 NCHEL Solvency

5.7.1 The target of completing the disposal of the market rent properties owned by NCH EL and winding down the company by March 2025 remains in place. The largest short-term threat remains the cash solvency of NCH EL during this time. Phase one of the agreed disposals are on track, though it is anticipated a number of completions will fall inside Q1 of 2024/25. Phase two is pending.

5.7.2 NCHEL has a robust cash forecast process, and it is confident of making the deferred loan payments to NCC by the end of the year. NCHEL may seek a further deferral of the NCH intergroup debt to accommodate the cash impact of the delayed asset sales.

5.7.3 Phase three consists of two blocks containing 34 dwellings (Ryehill House and Masson House) and will most likely be amended to exchange these two blocks for 34 of the dispersed properties currently used for homeless temporary accommodation. The dispersed properties contain greater equity than the two blocks and will therefore release more funds towards the HRA settlement. The two blocks being newer and more compact present a lower future repair and maintenance scenario for the residual group. The exchange would need to overcome the complexities of lending and transferring from NCHEL into NCH.

5.8 Financial Risks & Service Contract

5.8.1 The group faces continued solvency challenges during the asset disposal process and increased cost exposure from operational service risks, the recharge of services under the service contract and/or third parties. The NCH Group Risk Register takes these into account.

5.8.2 The existing budget for 2023/24 is still being compared to the actual income and expenditure to determine the level of accuracy within the original budget allocation. The Service Contract was budgeted based on the cost of the anticipated services used in previous years. Allied to the uncertainty around the costs incurred under the service agreement that are still to be confirmed by NCC and the costs of the potentially seconded management team, there remains a degree of uncertainty around the existing financial projections and the costs used within the going concern forecasts which will be closely monitored.

5.9 Tax and Structure Advice

NCH Group Auditors Bishop Fleming have been approached to provide independent taxation and company legal structure advice to the group.

6. Performance

Performance Data for assessment by the NCH Management Group, Boards and ARCC will be supplied by NCC under the Service Contract, to those agreed performance measures requested by the NCH Group and the Regulator. The NCH Group is also commissioning an internal audit via Mazars to ensure data integrity of information provided by NCC.

7. Review

Having regard to the recent period of change impacting on both NCC and the NCH Group it is recognised that NCH remains in a period of transition. This outline plan has been drafted with a view to a review in March 2024 to assess:

1. The impact of the joint NCC/NCH Asset Disposal work
2. The impact of the Asset Disposal Plan for NCHEL already underway
3. The impact of the IAB/Government Commissioners work with NCC
4. The impact of the financial difficulties faced by NCC at present (including delivery of services under the Service Contract) and the s 114 notice (if served).
5. The impact of changes in strategic direction by NCC as shareholder.

This review will also re consider the viability of any corporate vehicle in the future particularly having regard to the marginal sums recognised at 5.6 above.

8. Relevant Documents

Appendix 1 – Draft NCHRP Business Plan

Appendix 2 – Draft NCHEL Business Plan

Appendix 3 - Finance Table

Appendix 4 - Group Stock Table

Item 2.5 Appendix 1b

NCHEL Business Plan 2024-2025

1. Introduction

Nottingham City Homes Enterprises Ltd (NCHEL), was incorporated in 2017 as a commercial subsidiary of the Nottingham City Homes Group (NCH) with the aim to carry out profit-making activities that support the Group as a whole.

These aims were revised in 2021 to a position of focussing on building and establishing the LiveING brand and its portfolio of market rent properties. The focus was then on consolidating its position in the market and to seek new opportunities on a commercial basis that would generate additional income as well as other opportunities of additional third-party chargeable activities for other sections within the Group.

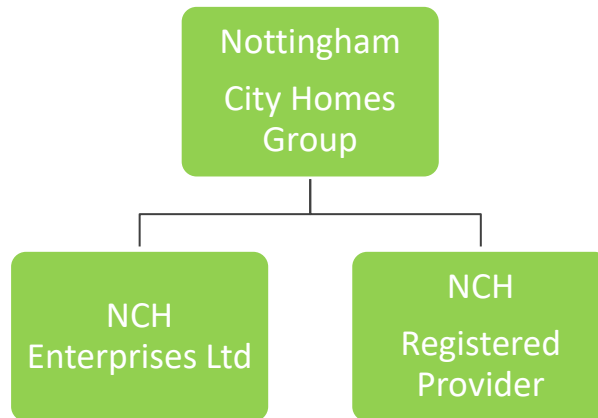
However, in 2022 a decision was made by the sole Nottingham City Homes Group shareholder, that all Housing Services provided by the company would be taken back into the Council from April 2023.

It also became clear in late 2022 that as part of the discussions during the transition period into Nottingham City Council that their objectives did not include a Market Rent offer moving forward, and therefore discussions took place as to a plan for the NCHEL portfolio. Various options for the portfolio were considered as part of an NCH and NCC officer group in January 2023.

At the same time in the preparation for the year end accounts it also became clear that there were outstanding loan interest payments outstanding, with these at that point unable to be covered making NCHEL cash insolvent at the end of 22/23. An agreement was made with NCC (the lender) to defer these payments on the understanding that the properties would be sold to cover all deferred payments.

The NCHEL and NCH Boards approved the sale of the 1st Phase of 44 properties in May 2023, which commenced the decommissioning process.

The current NCH Group Structure



2. Governance

Since 1 April 2023 the NCH Group has undergone a period of transition as regards its Board Structure and composition and its staffing complement.

The NCH Group Board is led by a Chair plus 6 Board Members each of whom also represent the board membership of NCHEL. The Group is supported by an Audit Risk and Compliance Committee.

All services for the Group are delivered by NCC employees under a Service Agreement. A small establishment, managed by a Chief Operating Officer, form the NCH Management Group reporting to each of the Boards to ensure robust service delivery, governance and compliance, risk management and financial and budgetary control.

As required NCH calls on independent external experts for provision. These include internal audit, external audit and legal services.

NCH Group assets have mainly been purchased with loans from NCC but also using reserves now owed to the HRA.

3. NCHEL Strategic Objectives 24/25

Since the move back to NCC in April 2023 the NCH Group has worked with NCC, to establish a new direction for affordable rent, market rent, and temporary accommodation owned and managed by the NCH Group with a key focus on the repayment of its loans and the HRA refund.

It is clear that the wider Groups assets will reduce in the short term and will be focused away from growth.

This represents a significant realignment of priorities for the NCH Group, and NCHEL is supporting in these aims.

Moving forward NCH group will work towards these key agreed aims,

1. Retain NCH Group owned property being used for Temporary Accommodation
2. Maximise available cash within NCH Ltd to address repayment (to the fullest extent possible) for the HRA debt owed to the NCC
3. Ensure repayment of the total outstanding borrowing from NCC by all three companies (instalments agreed at the time of borrowing, or earlier if companies elect to do so)
 4. Address the solvency challenges in NCHEL
 5. A managed withdrawal from the market rented business
 6. Create a residual company structure that is sustainable in terms of solvency and financial stability
 7. Implement a legitimate and transparent legal and financial relationship between NCC and the NCH Group.

4. NCHEL Action Plan 24-25

As explained above there is now a change in direction for NCHEL, as it needs to prioritise the repayment of its loans back to NCC to ensure that it can financially operational it needs to continue to sell its stock holding. The total Stock holding at April 2023 was 157 properties.

The 1st Phase of 44 properties is currently being marketed with these properties being sold in early 2024.

In November 2023 NCHEL requested permission from its shareholder to commence the sale of Phase 2, a further 55 properties.

The remaining portfolio of 58 properties is made up of 3 residential blocks in the Clifton and Meadows areas of the City. These will be considered as the final Phase 3 group of properties to be sold or transferred.

These are –

Masson House (Meadows) 16 properties
Ryehill House (Meadows) 18 Properties
Fairham House (Clifton) 24 Properties.

The Masson and Ryehill blocks are let as Market Rent, with Fairham House leased to NCHRP as temporary accommodation currently.

The plan for the Phase 3 disposals is currently being discussed within the wider NCH Group, with decisions being concluded during 2024.

5. NCHEL Financial Position

The current NCHEL financial position is shown in the tables below.

Of the 157 dwellings listed above, 121 are anticipated to be a part of the asset disposal process and 36 retained within the group.

5.1 Contribution towards the HRA surplus repayment

There are 121 dwellings that are proposed to be part of the asset disposal process:

Phase One – 44 dwellings

Phase Two – originally 55 dwellings, now 43 following the retention of 12 dwellings used for NCC Social Care

Phase Three – 34 dwellings consisting of either Ryehill House and Masson House, or a proposed alternative of 34 dispersed properties currently used for temporary accommodation. The dispersed properties may generate a larger HRA repayment contribution and the use of the newer built Ryehill and Masson as temporary accommodation could have a positive impact on future repairs and maintenance costs if retained within the residual group, however this potential ‘swap’ has yet to be either fully analysed or receive Board approval.

The projected net HRA Surplus Repayment contribution raised through the disposal of the 121 properties is projected to be c. £914k following the conclusion of the disposal process by March 2025.

ESTIMATED FUNDS GENERATED TOWARDS REPAYMENT FO THE HRA SURPLUS REPAYMENT						
<u>Category</u>	<u>Number of Dwellings</u>	<u>Total Disposal Income</u>	<u>Total Loan Repaid</u>	<u>Total Selling Fees</u>	<u>Total Tax Provision</u>	<u>HRA Surplus Repy'mnt</u>
		£'000	£'000	£'000	£'000	£'000
NCH EL Market Rent	87	13,584	(10,374)	(408)	(1,410)	1,393
Masson HS and Ryehill Hs	34	4,582	(3,169)	(138)	(505)	771
Interest 24/25 plus selling costs			(1,000)	(250)		(1,250)
NCH EL Market Rent	121	18,166	(14,543)	(795)	(1,915)	914

5.2 Retained properties to be transferred to NCH

The 36 retained dwellings within NCH EL consist of:

12 dwellings used for NCC social care and would need transferring into NCH

24 dwellings within Fairham House, which is leased to NCHRP to provide temporary accommodation. This property would require refinancing and transfer into NCH.

The 36 dwellings generate an annual income of £641k and a cash profit of £132k.

ESTIMATED 'BASE' GOING CONCERN PROFIT AND LOSS - TO BE TRANSFERRED INTO GROUP

<u>Category</u>	<u>Group</u>			<u>Running</u> <u>Costs</u>	<u>Profit /</u> <u>(Loss)</u>	<u>Cash /</u> <u>(Deficit)</u>
	<u>Owned</u> <u>Dwellings</u>	<u>Total</u> <u>Income</u>	<u>Loan</u> <u>Interest</u>			
		£'000	£'000	£'000	£'000	£'000
NCHL Social Care	12	91	(61)	(55)	(25)	(25)
Fairham House	24	550	(156)	(237)	157	157
Estimated Going Concern P & L	36	641	(217)	(292)	132	132

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FINANCE APPENDICES

ESTIMATED FUNDS GENERATED TOWARDS REPAYMENT FO THE HRA SURPLUS						
		<u>Total</u>				<u>HRA</u>
<u>Category</u>	<u>Number of Dwellings</u>	<u>Disposal Income</u>	<u>Total Loan Repaid</u>	<u>Total Selling Fees</u>	<u>Total Tax Provision</u>	<u>Surplus Repy'mnt</u>
		£'000	£'000	£'000	£'000	£'000
NCH EL Market Rent	87	13,584	(10,374)	(408)	(1,410)	1,393
Dispersed Properties (Ryehill House and Masson House swap)	34	4,582	(3,169)	(138)	(505)	771
Arboretum	27	4,200	0	(126)	0	4,074
Forest Road West	10	1,046	0	(31)	(57)	958
Estimated Interest 24/25 plus selling costs			(1,000)	(500)		(1,500)
Estimated Housing Services Furnishing recharge						787
Funds Genrated through the disposal of Fleet						1,120
Estimated liquid funds through unallocated bank funds						1,000
	158	23,412	(14,543)	(1,202)	(1,972)	8,603

ESTIMATED 'BASE' GOING CONCERN PROFIT AND LOSS FOR THE GROUP											
	<u>Group</u>		<u>Total</u>	<u>External</u>		<u>Loan</u>	<u>Running</u>	<u>Profit /</u>	<u>Add Back</u>	<u>Loan</u>	<u>Cash /</u>
<u>Category</u>	<u>Dwellings</u>	<u>Leased Dwellings</u>	<u>Income</u>	<u>Lease Costs</u>	<u>Depn Cost</u>	<u>Interest</u>	<u>Costs</u>	<u>(Loss)</u>	<u>Depn</u>	<u>Payments</u>	<u>(Deficit)</u>
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
NCH Affordable Homes - Social	120		742	0	(234)	(436)	(280)	(208)	234	(278)	(252)
Social Housing - Leased		31	219	0	(56)	(105)	(76)	(18)	56	(70)	(32)
Move-On - Leased		8	115	0	(15)	(23)	(67)	10	15	(15)	10
NCH EL Social Care	12		91	0	0	(61)	(55)	(25)	0	(30)	(55)
NCH Dispersed - Homeslessness	161		2,458	0	(178)	(590)	(1,410)	280	178	(341)	117
Homeslessness (Fairham)	24		550	0	0	(156)	(237)	157	0	(84)	73
Homeslessness (Midlands)	21		476	0	(56)	0	(208)	212	56	0	268
Private Sector Leases		157	3,884	(2,650)	0	0	(1,032)	202	0	0	202
Highwood House		29	639	(188)	0	0	(466)	(15)	0	0	(15)
Central Charges and Overhead			0	0	0	0	(235)	(235)	0	0	(235)
Going Concern - Estimated Base P & L	338	225	9,174	(2,838)	(539)	(1,371)	(4,066)	360	539	(818)	81

ESTIMATED AVOIDED HOTEL / B&B COSTS THROUGH THE REDUCTION IN HOMELESS / SOCIAL PROPERTY CAPACITY		
<u>Category</u>	<u>Dwellings</u>	<u>Cost</u>
		£'000
NCH Affordable Homes - Social	120	(4,980)
NCH Dispersed - Homeslessness	161	(6,283)
Homeslessness (Fairham)	24	(996)
Homeslessness (Midlands)	21	(871)
		(13,130)

ITEM 2.5 APPENDIX 1D GROUP STOCK

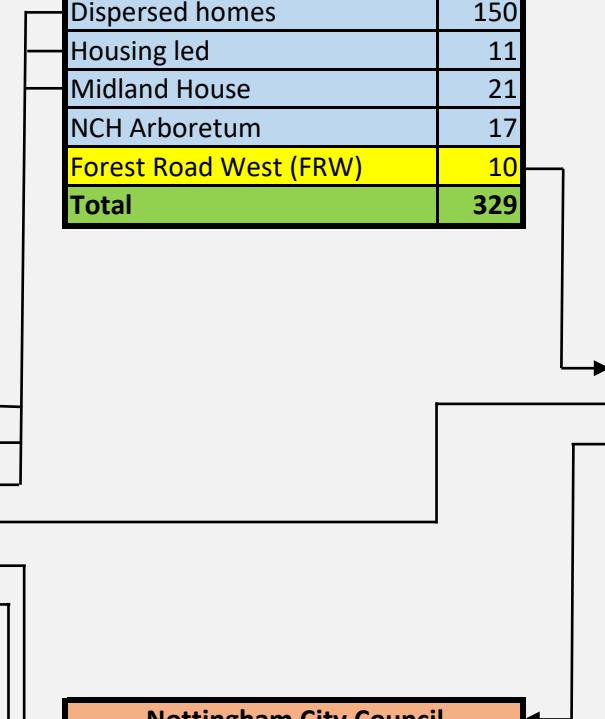
NCH Group Stock-holding


Nov-23

NCH Main Company	
Social rent homes	120
Dispersed homes	150
Housing led	11
Midland House	21
NCH Arboretum	17
Forest Road West (FRW)	10
Total	329

NCH Registered Provider		
Owned	Affordable/ Social homes	31
Owned	8 Move-On homes	8
Leased	11 housing led	11
Leased TA	Dispersed homes (NCH)	150
Leased TA	Midland House (NCH)	21
Leased TA	Fairham House (NCHEL)	24
Leased TA	Highwood House (NCC)	29
Leased TA	Dispersed home (NCC)	1
Leased TA	Corporate leasing	55
Leased TA	Private Sector Leasing	28
Licensed TA	Corporate licensing	86
Total		444
Owned by NCH RP (Freehold)		39

Nottingham City Council	
Leased to NCHRP (Highwood)	29
1 dispersed (652 NR)	1
Total	30



Lease connections 

NCH Enterprises Limited	
Market rent	130
Leased from NCH (FRW)	10
Leased to NCHRP (Fairham)	24
Leased to NCC (No Recourse)	12
Total	176
Owned by NCH EL (Freehold)	166