

NOTTINGHAM CITY HOMES
REGISTERED PROVIDER BOARD MEETING

Date: 26 NOVEMBER 2024

Time: 2.30 pm

Place: RM 1.31 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:



George Pashley
Head of Governance and Compliance

AGENDA

1	INTRODUCTORY ITEMS		2.30
1.1	WELCOME		
1.2	APOLOGIES FOR ABSENCE		
1.3	DECLARATION OF INTERESTS		
1.4	ITEMS FROM THE CHAIR		
1.5	MINUTES OF THE MEETING HELD ON 10 SEPTEMBER 2024	Attached	2.35
1.6	MATTERS ARISING		
2	ITEMS FOR DISCUSSION AND DECISION		
2.1	FUTURE OF NCH AND NCH RP Chief Operating Officer	Verbal Update	2.35
2.2	Q4 PERFORMANCE MONITORING REPORT Executive Assistant & Head of NCH RP	Attached	3.00
2.3	FINANCE MONITORING REPORT AD of Finance	Attached	3.20
2.4	RISK REGISTER Head of Governance and Compliance	Attached	3.45

3 CLOSING ITEMS

3.1 ANY OTHER BUSINESS

3.2 DATE OF NEXT MEETING – 13 FEBRUARY 2025

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 george.pashley@nottinghamcity.gov.uk;

Distribution List:

All Board Members: Mike Khouri-Bent, Vicky Evans, Paul Moat,

Madeleine Forster, Group Board Chair

NCH officers: Liz Cook, Mona Sachdeva, George Pashley, Mark Lawson,
Andrew Berry, Tracy Martin

Report Authors: George Pashley, Mark Lawson, Andrew Berry, Tracy Martin

NOTTINGHAM CITY HOMES REGISTERED PROVIDER LIMITED

THE BOARD

MINUTES of the meeting held on 10 September 2024 at 2.30pm, held at Loxley House.

Board Members

Vicky Evans (VE)
Mike Bent (MB) (Chair)
Paul Moat (PM)

Also in Attendance:

Andrew Berry (AB)	Assistant Director (Finance)
Liz Cook (LC)	Chief Operating Officer
Mark Lawson (ML)	Executive Assistant
George Pashley (GP)	Head of Governance and Compliance

1. WELCOME

1.1 The Chair welcomed everyone to the meeting.

2. APOLOGIES FOR ABSENCE

2.1 Kieran Timmins.

3. DECLARATIONS OF INTEREST

3.1 No declarations of interest were received.

4. ITEMS FROM THE CHAIR

4.1 The Chair was continuing to arrange a meeting with Councillors to discuss the future direction of travel for NCH RP. He requested availability for the weeks commencing 30 September and 7 October.

5. CONFIRMATION OF MINUTES OF THE MEETING HELD ON 3 JULY 2024

5.1 The minutes of the meeting held on 3 July 2024 were agreed as a true record.

6. MATTERS ARISING

6.1 None.

7. ACTION LOG

	ACTION	OWNER	COMPLETION DATE	UPDATE
1.	Succession Planning discussion update.	HGC	Nov 2024	Awaiting outcome of business planning process to determine skills required. Kieran Timmis appointed to Board to cover financial skills gap.
2.	More detail required on the impact on tenants of the delays on emergency repairs	Exec Asst	Nov. 2024	Update at November meeting.
3.	Update on Data Integrity audit	HGC	Nov 2024	Chair has written to NCC requesting timescales and actions for addressing audit outcomes. Further meeting has been held with Acting Executive Director Nicki Jenkins.

8. GOVERNANCE

- 8.1 The Board agreed to appoint Kieran Timmins to the Board to provide additional financial support. Mike Bent was appointed Chair, and Vicky Evans to represent the RP on the Group Board for another year.
- 8.2 It was noted that all Board Member tenures would extend beyond six years by the next AGM in 2025 and that a Succession Plan was required as soon as the RP's future was agreed. More would be known after NCC's CGEC meeting in November. It was felt that it would be easier to appoint new Board members when the future was clearer and a new Board Skills Analysis could be completed to inform recruitment.
- 8.3 The appointment of Kieran Timmins meant that there was currently three NCH appointees and one Independent appointee on the Board. However, Board considered that as the Chair had left the Group Board over twelve months ago he was more of an Independent than NCH appointee. Nevertheless, it was considered that succession planning needed to start at the earliest opportunity.
- 8.4 It was noted that NCC Housing Services would be inspected by the RoSH at the end of October. Paul Moat offered any help that he could provide.

- 8.5 The Board received a draft of a Data Integrity Audit commissioned by the Group Board. Concerns were raised over the findings, including Fire Safety and other regulatory inspection outcomes not being recorded on logs, and the follow up action not being undertaken. Further information would be provided at the next meeting.

The Board AGREED to

1. **Extend the tenure of existing members for one year to the annual AGM in 2025.**
2. **Appoint Mike Bent as Chair for the period of one year to the annual AGM in 2025.**
3. **Appoint Vicky Evans as NCH RP's representative on the Group Board for the period of one year to the annual NCH RP AGM in 2025.**
4. **Appoint Kieran Timmins to the Board and as ARCC representative for the period of one year to the annual NCH RP AGM in 2025.**
5. **Note the update from other Boards.**
6. **Note the content of the draft Data Integrity audit**

9. FUTURE OF NCH AND NCH RP

- 9.1 LC reported that since the last meeting good progress had been made with NCC on Temporary Accommodation and repayment of the NCH debt. Sajeeda Rose (NCC Chief Executive) had asked NCH RP for a 2-3 year plan to continue, including providing Temporary Accommodation. The long term future of NCH RP would not be sustainable with only 39 remaining properties to manage.

- 9.2 It had been established that it was possible for NCC to own the NCH RP direct. More information on how this might work was expected from Trowers and Hamlins shortly, including how the RP would maintain its independence under this arrangement. Current RP surpluses would be affected by longer term costs that could include pension strain if employees were tupe'd over, and the need to upgrade the other properties as a result of the impending stock condition survey. NCH RP would therefore not be viable after three years so a more permanent solution would need to be found. More would be known after NCC's CGEC meeting in November (now December).

The Board NOTED the report.

10. QUARTER 1 PERFORMANCE MONITORING

- 10.1 No homes had been relet during the reporting period. Rent collection performance is currently poor at 92.84% overall, but it is very susceptible to Housing Benefit schedule payment dates early in the year and collection rates are on par with previous years.
- 10.2 Repairs performance may not be currently reported correctly due to IT issues. Emergency repairs are stated at 83.7% against a 100% target and non-priority at 70.4% against a 65% target. The non-priority target is being challenged. Concerning Fire Risk Assessments, the work at Highwood House is almost done

but there is still a significant backlog in damp and mould cases. More detail was being requested on this.

- 10.3 There was concern over the impact of the time taken to carry out emergency repairs. More detail was requested for the next meeting

The Board NOTED the report

11. QUARTER 1 FINANCE MONITORING

- 11.1 NCH RP management accounts show a post tax surplus of £127k as at 30th June 2024. This compares favourably to the budgeted surplus for the period of £33k, a variance of £95k. NCH RP also has a healthy cash position and assets remain greater than its total liabilities by c. £1,842m.
- 11.2 Further information on converting to a Community Benefit Society was expected shortly from Trowers and Hamlins.

The Board NOTED the report

12. RISK REGISTER

- 12.1 The Board noted the addition of a risk on Fiduciary Duty and the Companies Act to the register. Further advice on mitigating this risk was awaited from Trowers and Hamlins. Concerning Risk REG4 - Changes in Government/Government Policy or NCC policy impact on operating environment and business model – we are now receiving quarterly information from NCC and so there are no further actions required on this risk at this time.

The Board NOTED the updates to the risk register

13. RENTAL TERMS OF FOR THE LEASE RENEWAL FOR 100 DISPERSED PROPERTIES

- 13.1 The Board had previously approved the renewal of a range of leases due to expire in 2024/25, including two leases for a total of 100 dispersed properties from Nottingham City Homes Limited. Approval was now sought to agree above inflation lease rental terms on renewal to ensure the continued provision of these 100 properties for homeless families. The increase was justified based on the amount of investment required in this stock in future.

The Board AGREED a 20% increase in lease rental terms from 16 August 2024 to 31 March 2025 for the 100 NCH dispersed properties known as Tranche 1 and 2, as detailed in Section 4.1.1.

14. NCC TENDER FOR SUTTON HOUSE

- 14.1 Nottingham City Council has recently issued an Invitation to Tender for the leasing of Sutton House and the provision therein of supported temporary accommodation.

- 14.2 Sutton House is an NCC Housing Revenue Account Independent Living (Sheltered) scheme that was identified as being under-occupied and potential for a different use. Approval was given to relocate the remaining older residents and convert to use as supported temporary accommodation, delivered through a third-party Registered Provider of Social Housing. There are 46 one-bedroom flats, 2 three-bedroom maisonettes and communal space in the property.
- 14.3 The Invitation to Tender has been considered by the NCH Management Group. It is the view that the timing, the length of the lease and the terms therein present an unacceptable level of risk to NCH RP and are therefore recommending that a bid is not made

The Board AGREED not to submit a tender response and bid for the contract to lease Sutton House.

15 ANY OTHER BUSINESS

None.

16 DATE OF THE NEXT MEETING

The next scheduled meeting is on 26 November 2024 @2.30pm at Loxley House.

NOTTINGHAM CITY HOMES REGISTERED PROVIDER

NCH RP QUARTER 2, 2024/25 PERFORMANCE REPORT

NCH RP BOARD

26 NOVEMBER 2024

REPORT OF THE HEAD OF NCH REGISTERED PROVIDER

1. EXECUTIVE SUMMARY

- 1.1 This report updates the Board in relation to the key performance and building compliance measures for all NCH RP owned and managed homes and temporary accommodation. It also recommends that the NCC/ NCH Group Service Contract review for 2024/25 is signed by the Chair.

2. RECOMMENDATIONS

- 2.1 **Note and comment** on the performance position as provided.
- 2.2 **Agree** any areas that the Board requires exploring in relation to under-performance.
- 2.3 **Approve** the Nottingham City Council / Nottingham City Homes Group Service Contract review for 2024/25 and signing of the contract by the Chair of NCH RP.

3 REPORT

- 3.1 Most services delivered to Nottingham City Homes Registered Provider (NCH RP) homes, tenants and licensees are delivered by Nottingham City Council (NCC) Housing Services under the NCC/ NCH Service Contract. This contract has been under its annual review which is now agreed and is in Appendix 3 attached. The Board are asked to approve and the Chair to sign.
- 3.2 NCH lead 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 Boards. This Balanced Scorecard format provides enhanced operational monitoring and Board oversight. However, the Regulator of Social Housing's inspection of NCC at the end of October has pushed back all other work. This together with NCC staff absence means that the NCH Balanced Scorecard hasn't been received since data provided for August 2024.
- 3.3 Key Performance Indicators are in Appendix 1 and are based on data from 11 November 2024 (compliance, rents, voids) or from 31 August 2024 depending on the data available. The targets for KPIs have been determined by NCC Housing Services. The NCH Group are working with NCC to agree different targets where considered necessary.

- 3.4 Nominated NCH officers meet with NCC Housing Services Assistant Directors and Heads of Service monthly to discuss performance and agree actions for improvement as necessary.
- 3.5 Where performance does not meet expectations and/ or the requirements under the NCC/ NCH Service Contract and officers are unable to resolve, these are raised in accordance with the procedure detailed in the contract
- 3.6 The Housing Services Property team report that there are still IT issues that are preventing accurate repairs performance data and timely charging for work completed. A resolution is being worked on.
- 3.7 There have been 3 permanent homes relet in the year to 30 September, all Housing Led, with re-let times of 64 days, 148 days and 276 days. Of the temporary accommodation let in Q1 and Q2, the NCC serviced properties have an average relet time of 58.1 days (52 properties) although it has been general repair work that has delayed relet rather than traditional void turnaround activities of clear, clean and gas/ electrical checks. Externally serviced temporary accommodation, by contrast, was turned around in an average of 7.4 days (44 properties). There is 1 permanent NCH RP home that has been void since 1 September 2024.
- 3.8 Rent collection performance is currently poor at 92.14% (permanent homes) and 91.03% (temporary homes). This indicator is very susceptible to Housing Benefit and Direct Debit schedule payment dates, but concern has been raised in relation to the permanent homes with the NCC Head of Rents and is now under enhanced monitoring.
- 3.9 Repairs performance may not be currently reported correctly due to IT issues. Emergency repairs are stated at 82.8% against a 100% target and non-priority at 69.8% against a 65% target. The non-priority target is being challenged. Planned maintenance is all but on target.
- 3.10 All 2023/24 Fire Risk Assessment significant finding actions have been completed. as of 31 August 2024. Fairham House was re-inspected on 13 June 2024 and 8 significant actions have been raised for previous fire door repairs and one PAT test. Midland House was re-inspected on 28 June 2024 and 9 significant actions have been raised for gaps to fire doors. All of these actions have a 6 month target date and have been passed to an external contractor to sort. Progress is being monitored closely in the run up to the target date. The next FRA re-inspection at Highwood House in December.
- 3.11 Damp and Mould remains a concern and limited headway being made on previously reported backlogs with only 21 properties known to have had damp and mould works orders completed in 2024 to date. There are currently 82 NCH RP owned or leased properties with outstanding damp and mould works orders. At least 34 are over the target of 6 months. Whilst the allocation of works orders to NCC contractors, Lovell and United Living, should help in speeding up completion

of those outstanding, it is now more difficult to identify progress. NCH officers have asked for a single point of contact for damp and mould instead of the current four.

- 3.12 NCC Housing Services are in the process of revising their approach to damp, mould and condensation, with the severity of the damp and the vulnerability of the household driving a different response and target. We are awaiting details of this and when it will be in place. NCH officers continue to push for a better and more responsive process as the current arrangements put residents at risk and NCH RP vulnerable to legal action.
- 3.13 Following NCH officer concerns, it has been agreed with the NCH Board to explore alternative procurement options for property repairs and maintenance. This is not to replace the NCC Housing Services provision, but to supplement it and get repairs including damp and mould works completed where delays are incurred with NCC provision.
- 3.14 Stock Condition surveys have been completed by Savills in 141 of the 150 Dispersed properties and 29 of the 39 NCH RP owned homes. Staff are arranging appointments in the remaining homes. The results of the survey will be presented to Board later at a subsequent meeting.

4 FINANCIAL IMPLICATIONS

- 4.1 Poor rent collection rates and not meeting already lengthy target relet times adversely affect financial viability.
- 4.2 Due to issues getting cost data from IT systems, some NCC repairs and maintenance costs have not been charged to NCH RP in the first half of 2024/25. This is being addressed by NCC, but a resolution appears to be taking longer than anticipated.

5 LEGAL IMPLICATIONS

- 5.1 Properties and services should meet the Home Standard, which states:
- Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.
- Registered providers shall; Provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time, and meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes
- 5.2 The retention of repairs and maintenance contractors must be legally compliant with regards to procurement and must deliver value for money for NCH RP.

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?

Yes (EIA attached)

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; NCH RP Performance Summary for Quarter 2, 2024/25

8.2 Appendix 2; NCH RP Balanced Scorecard for Quarter 1, 2024/25

8.3 Appendix 3; NCC/ NCH Group Service Contract, 2024/25 review

Contact officers

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Date

18 November 2024

2.2 Appendix 1

NCH REGISTERED PROVIDER BOARD PERFORMANCE SUMMARY Quarter 2, 2024/25 (April 2024 – August/ November 2024)

Measure	24/25 Result	24/25 Target	Status	Short Trend	H/mark Quartile	23/24 Result	NCC HS Responsible Officer
Stage one complaints responded to within complaint handling code timescales (to Aug-24)	66.67%	99.00%				66.67%	Jacque Beacroft
There were 3 complaints received with one being outside target which resulted in the under-target performance.							
Proportion of homes that do not meet the Decent homes standard (at Aug-24)	0.4%	0.00%				7.47%	Wayne Smalley
A full stock condition survey (SCS) has commenced on all RP properties and is 85% complete for all NCH RP owned stock and the Dispersed temporary accommodation leased from NCH. These surveys will provide detailed data on the physical condition of all RP properties. This survey data will support ongoing maintenance, repairs and allow informed decisions to be made around prioritising future replacement programs to meet decency. NCHRP will be responsible for providing the funding and prioritisation of replacements required to ensure their owned stock meets decency. Dispersed TA is the responsibility of NCH Limited under the lease.							
% of domestic dwellings with a valid gas safety certificate (at 11-Nov-2024)	100.00%	100.00%				100.00%	Steve Cooper/ External
Electrical safety: Ensuring that all properties have a valid EICR (at 11-Nov-2024)	100.00%	100.00%				100.00%	Paul Ruston/ External
Average relet time (NCC) (at Aug-24)	0.0	58				19	Cath Stocks
Lettable voids (at 11-Nov-2024)	0	0				32	Cath Stocks
Non-Lettable voids (at 11-Nov-2024)	22					1 permanent, 1 Move-on, 18 Dispersed TA	
NCC Housing Services Void performance has dropped in Quarter 2 with a large number of dispersed properties being out of action and failing to generate income. The key reasons for this have been a higher turnover due to increased direct offers of permanent accommodation to homeless applicants, forced moves due to disrepair and issues with NCC contractors. Of the current 22 non-lettable voids, 11 have become void in the last month. The NCC external electrical contract expired leaving a significant shortfall of qualified electricians and no-one qualified to undertake portable appliance testing that is needed for letting of furnished temporary accommodation. NCH officers have directly contracted an external electrical company via a mini-tender award to get properties electrically tested and let. This will remain in place until the newly awarded NCC contract is operational.							

Measure	24/25 Result	24/25 Target	Status	Short Trend	H/mark Quartile	23/24 Result	NCC HS Responsible Officer
% of rent collected (perm/ TA) (at 31-Oct-2024)	92.14% 91.03%	100.00%				98.84%	Cath Stocks / Keeley Johnson
<p>Housing Benefit for Temporary Accommodation is paid 4 weekly and, at the end of October, 1 week of Housing Benefit was owing. This increases the collection rate to 94.39% and should improve over the course of the year as Housing Benefit cycles align with rent charges.</p> <p>Direct Debit payment cycles for permanent homes are designed to recover annual rent, so a point in time can provide an adverse collection rate.</p> <p>Weekly rent meetings are held by NCC staff working on these cases for NCH RP and NCH Group officers have monthly monitoring meetings. This monitoring is being stepped up.</p>							
Arrears as a % of rent due (perm/ TA) (at 31-Oct-2024)	5.38% 7.46%	2.01%				6.70%	Cath Stocks / Keeley Johnson
<p>Both permanent and temporary accommodation indicators have increased from Q1 as a result of lower than expected collection performance, although Housing Benefit and Direct Debit cycle misalignment is noted.</p> <p>NCH officers meet with the Rents team and the Temporary Accommodation team monthly and are increasing monitoring accordingly.</p>							
Emergency repairs completed in target (at Aug-24)	82.8%	100.00%				85.05%	Pinder Bungar
Non-emergency repairs completed in target (at Aug-24)	69.8%	65.00%				55.77%	Pinder Bungar
Planned maintenance completed in target (at Aug-24)	98.5%	99%					Pinder Bungar
% of emergency repairs raised (at Aug-24)	19.6%	N/A				24.39%	Pinder Bungar
Average void repair cost per property (at Aug-24)	£3,131	N/A				£3,333.18	Pinder Bungar
Average cost of a responsive repair (at Aug-24)	£70.82	N/A				£95.50	Pinder Bungar
<p>The process for managing emergency repairs is the same for NCH RP properties as it is for NCC stock and the targets set here are NCC Housing Services targets.</p> <p>Just over 8 out of 10 of the 204 emergency repairs are completed in 24 hours, with the remainder completed after the 24 hour target. Emergency repairs account for 19.6% of all repairs completed. Non-access is under 1%.</p> <p>Non-emergency repairs completed within the 30 day target is currently at 69.8%. Non-access is 6.9%. The rationale behind the NCC target of 65% for this work programme has not been explained to the satisfaction of NCH officers.</p> <p>Planned maintenance performance against a target of 180 days is 98.5%.</p> <p>There are still IT issues that are preventing the closedown of some responsive repair jobs which means that the performance indicators may not be accurate and charges are not raised.</p>							

2.2 Appendix 2

NCH RP Balance Scorecard - August 2024					2023/24	2024/25		
Ref.	Performance Indicator	Board	Result Type	Outturn 23/24	Target 24/25	July	August	Outturn 24/25
	Repairs							
R1	% of repairs completed within target	RP Board	Numerator	1525		141	118	653
			Denominator	2112		164	129	742
			Result	72.2%	100.0%	86.0%	91.5%	88.0%
R1.1	% of repairs completed within target (Priority 1 - Emergency)	RP Board	Numerator	478		29	15	125
			Denominator	562		37	18	151
			Result	85.1%	100.0%	78.4%	83.3%	82.8%
R1.2	% of repairs completed within target (Priority 2 - Routine)	RP Board	Numerator	590		18	25	132
			Denominator	1058		31	31	189
			Result	55.8%	65.0%	58.1%	80.6%	69.8%
R1.3	% of repairs completed within target (Priority 3 - Planned)	RP Board	Numerator	457		94	78	396
			Denominator	492		96	80	402
			Result	92.9%	99.0%	97.9%	97.5%	98.5%
R2	Number of repairs raised	RP Board	Value	2846		190	168	1041
R2.1	Number of repairs raised - Emergency	RP Board	Value	694		47	34	204
R2.2	Number of repairs raised - Routine	RP Board	Value	1307		52	50	292
R2.3	Number of repairs raised - Planned	RP Board	Value	845		91	84	545
R2.5	% of emergency repairs raised	RP Board	Value	24.4%		24.7%	20.2%	19.6%
R3	% of non-access	RP Board	Numerator	145		19	17	84
			Denominator	2846		291	240	1333
			Result	5.1%		6.5%	7.1%	6.3%
R3.1	% of non-access (Priority 1 - Emergency)	RP Board	Numerator	23		2	1	7
			Denominator	694		164	129	742
			Result	3.3%		1.2%	0.8%	0.9%
R3.2	% of non-access (Priority 2 - Routine)	RP Board	Numerator	84		4	1	13
			Denominator	1307		31	31	189
			Result	6.4%		12.9%	3.2%	6.9%
R3.3	% of non-access (Priority 3 - Planned)	RP Board	Numerator	38		13	15	64
			Denominator	845		96	80	402
			Result	4.5%		13.5%	18.8%	15.9%
R4	Number of repairs outstanding	RP Board	Value	183		756	746	746
R4.1	Number of repairs outstanding (Priority 1 - Emergency)	RP Board	Value	0		16	17	17
R4.2	Number of repairs outstanding (Priority 2 - Routine)	RP Board	Value	123		294	289	289
R4.3	Number of repairs outstanding (Priority 3 - Planned)	RP Board	Value	60		446	440	440
R5	Number of repairs cancelled	RP Board	Value	288		16	8	105
R5.1	Number of repairs cancelled (Priority 1 - Emergency)	RP Board	Value	34		7	6	23
R5.2	Number of repairs cancelled (Priority 2 - Routine)	RP Board	Value	197		4	2	58
R5.3	Number of repairs cancelled (Priority 3 - Planned)	RP Board	Value	57		5	0	24

NCH RP Balance Scorecard - August 2024					2023/24	2024/25		
Ref.	Performance Indicator	Board	Result Type	Outturn 23/24	Target 24/25	July	August	Outturn 24/25
R6.1	Average cost of repairs completed (Priority 1 - Emergency)	RP Board	Numerator	562		37	18	151
			Denominator	£ 20,032.31		0	0	£ -
			Result	£ 35.64		£ -	£ -	0
R6.2	Average cost of repairs completed (Priority 2 - Routine)	RP Board	Numerator	1058		31	31	189
			Denominator	£ 75,624.23		554.86	52.6	£ 1,675.54
			Result	£ 71.48		£ 17.90	£ 1.70	£ 8.87
R6.3	Average cost of repairs completed (Priority 3 - Planned)	RP Board	Numerator	492		96	80	402
			Denominator	£ 106,047.19		£ 6,690.78	£ 14,684.53	£ 50,870.02
			Result	£ 215.54		£ 69.70	£ 183.56	£ 126.54
R7	Number of Damp and Mould cases reported	RP Board	Value	177		0	0	84
R8	% of repairs completed within target (Damp and Mould)	RP Board	Numerator	96		1	0	4
			Denominator	106		2	1	7
			Result	90.6%		50.0%	0.0%	57.1%
R8.5	Number of repairs cancelled (Damp and Mould)	RP Board	Result	37		0	2	4
R9	Number of repairs outstanding (Damp and Mould)	RP Board	Value	50		44	38	230
R10	% of non-access (Damp and Mould)	RP Board	Numerator	177		0	0	7
			Denominator	0		0	0	0
			Result	N/A		N/A	N/A	N/A
R11	Time taken in days to complete repair, or time outstanding (Damp and Mould)	RP Board	Value	87		215.0	206.0	206.0
Compliance as at 11-Nov-2024						Jul-24	11-Nov-24	
C1	Properties with a valid Gas Safety Certificate	RP Board	Numerator	273		269	269	269
			Denominator	273		269	269	269
			Result	100.0%	100.0%	100.0%	100.0%	100.0%
C1A	Properties with a valid Gas Safety Certificate (External TA provision)	RP Board	Numerator			111	117	117
			Denominator			111	117	117
			Result		100.0%	100.0%	100.0%	100.0%
C2	Properties with a valid EICR	RP Board	Numerator	299		298	298	298
			Denominator	299		298	298	298
			Result	100.0%	100.0%	100.0%	100.0%	100.0%
C2A	Properties with a valid EICR (External TA provision)	RP Board	Numerator			183	191	191
			Denominator			183	191	191
			Result		100.0%	100.0%	100.0%	100.0%
C3	Properties with a CO Detector	RP Board	Numerator	272		269	269	269
			Denominator	272		269	269	269
			Result	100.0%	100.0%	100.0%	100.0%	100.0%
C3A	Properties with a CO Detector (External TA provision)	RP Board	Numerator			111	117	117
			Denominator			111	117	117
			Result		100.0%	100.0%	100.0%	100.0%
C4	Blocks with a valid FRA	RP Board	Numerator	4		11	12	12
			Denominator	4		11	12	12
			Result	100.0%	100.0%	100.0%	100.0%	100.0%
C5	FRA significant findings actions completed on time	RP Board	Numerator	0				0
			Denominator	0				0
			Result	N/A	100.0%	N/A	N/A	N/A

NCH RP Balance Scorecard - August 2024					2023/24	2024/25		
Ref.	Performance Indicator	Board	Result Type	Outturn 23/24	Target 24/25	July	August	Outturn 24/25
RP01	Proportion of homes that do not meet the Decent homes standard	RP Board	Numerator	61		488	489	489
			Denominator	471		6	2	2
			Result	13.0%	100.0%	1.2%	0.4%	0.4%
Voids						Jul-24	Aug-24	
V1	Average relet time, excluding major works	RP Board	Value	19	45	28	20	22.5
V2	Average relet time, no exclusions	RP Board	Value	19	45	28	20	23.6
V3	Voids In Target	RP Board	Numerator	29		19	20	95
			Denominator	304		23	23	109
			Result	9.5%	0.0%	82.6%	87.0%	87.2%
TEM2	Number of lettable voids	RP Board	Result			17	20	20
V4	Average cost of void repairs	RP Board	Value	£ 3,333.18		£ 2,949.06	£ 1,665.72	£3,131.03
Housing Tenancy Management						Jul-24	Aug-24	
H1	Annual tenancy visits completed	RP Board	Numerator	45		7	13	57
			Denominator	45		11	18	80
			Result	100.0%	100.0%	63.6%	72.2%	71.3%
H2	ASB cases received	RP Board	Value	0				0
H3	ASB cases completed	RP Board	Value	0				0
H4	ASB cases outstanding	RP Board	Value	0				0
Housing Income Management						Jul-24	11-Nov-24	
I1	Rent collected - In Year	RP Board	Numerator	0		£ 3,107,202	£ 5,486,754	£ 5,486,754
			Denominator	0		£ 3,500,023	£ 6,024,084	£ 6,024,084
			Result	N/A	100.0%	88.8%	91.1%	91.1%
I2	Total arrears	RP Board	Current				£800,791	
			Former				£480,128	
			Total	N/A		N/A	£1,280,919	£1,280,919
I3	Former tenant arrears collected	RP Board	Numerator	£ 583,287.34			£8,109	£ 8,109.00
			Denominator	£ 8,708,783.56			£480,128	£ 480,128.00
			Result	6.7%		N/A	1.7%	1.7%
I4	Recharges collected	RP Board	Numerator	0			£515	£ 515.00
			Denominator	0			£7,539	£ 7,539.00
			Result	N/A		N/A	6.8%	6.8%
I5	Rent arrears cases being managed	RP Board	Value	0				0
I6	Notices served for rent arrears	RP Board	Value	0				0
I7	Possession Orders obtained for rent arrears	RP Board	Value	0				0
I8	Value of welfare benefits assists obtained by Tenancy Sustainment team	RP Board	Value	0				0
Complaints						Jul-24	Aug-24	
M1	Stage one complaints responded to within complaint handling code timescales	RP Board	Numerator	2		0	0	2
			Denominator	3		0	0	3
			Result	66.7%	99.0%	N/A	N/A	66.7%



Service Contract
between
Nottingham City Council
And
The Nottingham City Homes Group

Comprising
Nottingham City Homes Limited
Nottingham City Homes Registered Provider Limited
Nottingham City Homes Enterprises Limited

Annual Review; October 2024



BETWEEN

Parties

- (1) **Nottingham City Council**, a Local Authority, whose registered office is at Loxley House, Station Street, Nottingham NG2 3NG (NCC, the **Service Provider**); and
- (2) **Nottingham City Homes Limited**, a company limited by guarantee registered with Companies House in England under company number 5292636, whose registered office is at Loxley House, Station Street, Nottingham NG2 3NJ (**NCH**);
- (3) **Nottingham City Homes Registered Provider Limited**, a company limited by guarantee registered with Companies House under company number 9810057 and whose registered office is at Loxley House, Station Street, Nottingham NG2 3NJ (**NCH RP**);
- (4) **Nottingham City Homes Enterprises Limited**, a company limited by shares registered with Companies House under company number 9805670 and whose registered office is at Loxley House, Station Street, Nottingham NG2 3NJ (**NCH EL**).

together the Nottingham City Homes (NCH) Group

Service Contract	Provision of Housing Management, Maintenance and Support Services
Service Delivered by	Nottingham City Council (NCC)
Service Delivered to	Nottingham City Homes Group,
Responsible Officer(s), (NCC)	Strategic Director of Housing Service Directors of Housing and Property
Responsible Officer, NCH Group	Chief Operating Officer, NCH Group
Period Covered	1 April 2024 to 31 March 2026
Services to be provided by NCC	<p>Provision of; Housing Management and Maintenance, to include;</p> <ul style="list-style-type: none"> ❖ Capital / Investment Programme following Stock Condition surveys ❖ Environmental management ❖ Property and building safety compliance, including stock condition surveys and HHSRS ❖ Urgent and responsive repairs and maintenance ❖ Void repair ❖ Planned maintenance ❖ Tenancy and Licence management ❖ Anti-social behaviour management ❖ Temporary accommodation services, including intensive housing management ❖ Allocations, lettings and terminations ❖ Rent setting and arrears management ❖ Caretaking, grounds maintenance and tree safety on NCH social housing estates ❖ Customer service, insight, complaints and ombudsman enquiries ❖ Tenant Satisfaction Measures <p>Corporate services – to include:</p> <ul style="list-style-type: none"> ❖ Governance services ❖ Finance services ❖ Legal services on request only ❖ Service Contract monitoring and management ❖ Performance and regulatory management ❖ Risk management and health and safety services ❖ Business continuity and emergency planning ❖ Information governance services ❖ Insurance services ❖ Procurement services ❖ HR service on request only

	❖ And any such service which may from time to time be required for direct delivery or commissioning.
Review Date	31 March 2025
Approved By;	
Nottingham City Council (NCC)	NCC Corporate Director for Growth and City Development.
Nottingham City Homes Limited (NCH)	Madeleine Forster, Chair of the NCH Board
Nottingham City Homes Registered Provider Ltd (NCH RP)	Mike Khouri-Bent, Chair of the NCH RP Board
Nottingham City Homes Enterprises Limited (NCH EL)	Madeleine Forster, Chair of the NCH EL Board

1) Introduction

This Service Contract is made between NCC and the NCH Group

The purpose of this Service Contract is to:

Deliver housing management and maintenance service and a full suite of corporate services to the NCH Group which meet the Regulator of Social Housing (RoSH) Consumer Standards, provide effective services to NCH Group tenants and residents and to maintain NCH Group property assets.

Within this Service Contract, the parties will define;

- the responsibilities of NCC and the NCH Group
- what services will be provided, operated and delivered by NCC to the NCH Group, how these services will be delivered
- payment by the NCH Group to NCC for the cost of services provided
- the service standards required
- any contract dispute resolution processes and termination.

2) Outcomes Required

- 2.1) A high quality, value for money housing management and maintenance service that meets the new Regulatory standards set by the RoSH
- 2.2) Gaps in meeting Regulatory standards are managed through the HQN Regulatory Compliance toolkit and qualified with a SMART Action Plan to address shortcomings,
- 2.3) Fully managed service provision that complies with existing legislative requirements and will comply with emerging and future legislative requirements, including but not limited to the Social Housing (Regulation) Act, Building Safety Act, Supported Housing (Regulatory Oversight) Act.
- 2.4) Performance measures that are agreed, delivered to targets, monitored and published.
- 2.5) External sub-contractors are effectively managed when operating in NCH Group properties.

3) General Responsibilities of NCC

- 3.1) To deliver the services to the NCH Group as prescribed in this Service Contract and set out at Appendix 1.

4) General Responsibilities of the NCH Group

- 4.1) The NCH Group will work with NCC to deliver the joint objectives of delivering excellent quality, safe homes and temporary accommodation for Nottingham citizens and families.
- 4.2) To retain Board structures to fulfil company legislation and regulatory requirements and to facilitate strategic objectives and decisions.
- 4.3) To maintain separate accounting systems, bank accounts and (where required) VAT registration for each company.
- 4.4) To pay NCC's actual costs of delivering services to the NCH Group.
- 4.5) To abide by the provisions of General Data Protection Regulations as the data owner and with NCC as data processor and both parties agree to sign a data sharing agreement.
- 4.6) To remain compliant with legislation and statutory regulation at all times.
- 4.7) To monitor NCC performance on the delivery of services to the NCH Group in accordance with this Service Contract and Regulatory Compliance
- 4.8) Work with NCC to determine the best long-term future for NCH Group tenants, licensees and property assets.

5) Responsible officers

- 5.1) The NCH group shall appoint a Chief Operating Officer to act as a client Responsible Officer of sufficient seniority to lead the operations of the company and act as advocate for the NCH Boards.
- 5.2) NCC will also appoint a Responsible Officer of sufficient seniority to oversee the delivery, performance and compliance of this service contract.
- 5.3) NCH Chief Operating Officer and NCH company responsible officers will set and manage budgets, approve spend, write business plans and strategies and monitor all aspects of performance and compliance delivered by NCC to the company in accordance with this service contract.

6) Charging mechanisms

- 6.1) Charges for services delivered by NCC under this service contract will be levied to the NCH Group in accordance with clauses (6.4), (6.5) and (6.6) below.
- 6.2) Itemised invoices shall be raised by NCC quarterly for approval and, subject to agreement, paid by the NCH Group within 30 days.
- 6.3) All charges for services will be subject to VAT at the prevailing rate, where assessed for VAT.
- 6.4) Where the actual cost of delivery is known, this cost will be passed to the NCH Group in full, as follows;
 - gross salaries of staff engaged 100% in NCH activities

- pro-rata gross salaries of staff substantially engaged (50% or more) in NCH Group activities at the agreed pro-rata percentage (see Appendix 2)
- assessed and agreed fixed costs such as caretaking, cleaning, grounds maintenance
- assessed and agreed per-property costs for property and building safety compliance
- repairs and maintenance work agreed and completed
- planned maintenance work agreed and completed
- void repairs work agreed and completed
- insurance

6.5) Where actual costs are not known or easily defined, NCC shall derive the cost of the service payable by the NCH Group based on a pro-rata calculation of the total cost of the NCC service, divided by the total number of properties served, multiplied by the number of properties from the NCH Group receiving that service, for;

- tenancy management
 - current and former tenancy arrears management
 - customer service
 - customer insight
 - complaints and ombudsman enquiries
 - information governance, data protection and GDPR
 - health and safety
 - general overheads, including ICT, senior management, HR
- ❖ It should be noted that parts of the NCH Group property portfolio have dedicated staff performing some of these functions so should not be billed pro-rata here also.

6.6) Where pro-rata costs based on property numbers would not proportionately reflect the cost of service delivery to the NCH Group, fixed costs should be agreed by the parties to this contract. Examples would be;

- Allocations and lettings; a pro-rata split of total cost of the NCC service divided by the total lettings in the year, multiplied by the NCH Group lettings in the year.
- governance
- finance
- rent administration
- performance reporting and monitoring
- regulatory matters

6.7) Where fixed costs are applied, NCC shall provide reasonable evidence of work undertaken to support the charge.

6.8) Where NCH property numbers substantially reduce or increase (20%+ change), the charges that are based on pro-rata property numbers must also be amended from the date of the change. Actual costs and fixed costs will not change unless the whole property portfolio, or a substantial part of it, is disposed of.

6.9) Where NCC staff are wholly engaged in delivering services to a service recipient NCH company and their costs are fully recharged to that company, they shall not be engaged in NCC business without the written approval of the Responsible officer for that service recipient company.

6.10) The cost methodology for services provided under this Service Contract is contained in Appendix 2. All costs shall be invoiced in the financial year to which they refer.

7) Service Standards

7.1) In supplying the Services, NCC shall:

- i. perform the Services with the highest level of care, skill and diligence in accordance with best practice in the social housing industry and compliance with the RoSH Regulatory Standards;
- ii. co-operate with the NCH Group in all matters relating to the Services, and comply with all instructions of the NCH Group;
- iii. appoint or replace without delay any manager, who has responsibility for the provision of Services set out in this contract;
- iv. only use personnel who are suitably skilled and experienced to perform the tasks assigned to them, and in sufficient number to ensure that NCC's obligations are fulfilled;
- v. ensure that it obtains, and maintains all consents, licences and permissions (statutory, regulatory, contractual or otherwise) it may require and which are necessary to enable it to comply with its obligations in the Contract;
- vi. provide all equipment, tools, vehicles and other items required to provide the Services;
- vii. ensure that all goods, materials, standards and techniques used in providing the Services are of the best quality and are free from defects in workmanship, installation and design;
- viii. comply with:
 - a. all applicable laws, statutes, regulations [and codes] from time to time in force; and
 - b. the Mandatory Policies.
- ix. observe all health and safety rules and regulations and any other reasonable security requirements that apply at any NCH Group premises from time to time and are notified to NCC;
- x. not do or omit to do anything which may cause the NCH Group to lose any licence, authority, consent or permission on which it relies for the purposes of conducting its business;

7.2) NCC will deliver services to the NCH Group, its tenants, licensees and properties in accordance with NCC's service standards monitored through the NCC Balanced Scorecard for the NCH Group.

7.3) Proposed amendments to service standard statements existing at the time of this agreement, must be approved by the respective Responsible Officers and Boards.

7.4) All parties to this Service Contract commit to the following;

- a. to work together and collaboratively to successfully deliver the outcomes required under this contract,
- b. to keep tenants, licensees, staff and properties safe,
- c. to work to get void properties urgently back into use,
- d. to maximise income,
- e. to ensure costs are accurate with no subsidy or over-charging.

8) Quality control, contract monitoring and liaison

- 8.1) NCC will produce a monthly Balanced Scorecard for NCH Group properties (split by NCH entity) for all KPI measures adopted by NCC, with targets and actuals and to include base data for in-depth analysis.
- 8.2) The NCH Responsible Officer is accountable for monitoring the service contract and performance and quality of service provided by NCC staff.
- 8.3) Responsible Officers shall meet monthly to assess performance and raise any issues or charging queries.
- 8.4) NCC Responsible officer and Service Directors will attend NCH Board meetings as required to provide updates on performance, service issues and failures and governance matters.

9) Issue and dispute resolution

- 9.1) All parties to this contract commit to dealing with complaints or dissatisfaction about the level of service provided, or the Service Contract itself, effectively and efficiently and to take immediate remedial action to resolve the complaint and avoid a re-occurrence.
- 9.2) Areas of under-performance or potential breach of contract shall be raised at the monthly contract review meeting and an action plan to address issues agreed.
- 9.3) Where an action plan cannot be agreed, or concerns remain about under-performance or breach of this contract, an escalation process has been devised to address and resolve concerns as follows;

➤ Stage 1

The under-performance issue, complaint or potential breach of contract by NCC shall be put in writing/ email by the NCH Responsible Officer to the NCC Service Director Responsible Officer who will review the matter within ten working days. If the matter is complex and it is not possible to fully resolve within this timescale then an interim written response to the NCH Responsible Officer will be made within five working days, and the matter finally resolved within a further ten working days.

➤ Stage 2

If the issue remains unresolved, under-performance issue, complaint or potential breach of contract, together with appropriate evidence, shall be escalated by the NCH Responsible Officer to the NCC Strategic Director of Housing for review. A final written response will be made to the NCH Responsible Officer within ten working days.

➤ Stage 3

In the unlikely event that agreement cannot be achieved, the dispute shall be referred by the NCH Responsible Officer to the NCC Corporate Director for Growth and City Development who may request a meeting with Responsible Officers and will provide a full written response within a further ten working days. Matters referred to Stage 3 must be reported to the relevant NCH company Board for review and direction.

10) Review

- 10.1) This Service Contract and all its constituent parts will be reviewed after 12 months of the service commencement and thereafter annually by the assigned Responsible Officers or when otherwise required by an urgent need – including but not limited to changes to legislation, group corporate structure, customer base, asset holdings, or any other matters considered worthy of a review.
- 10.2) Any changes or alterations to the services provided, or charges therein, which will affect this Service Contract during the length of the agreement must be agreed by the Responsible Officers.

11) Variation

- 11.1) The Responsible Officers may agree to vary this agreement from time to time subject to the proviso that no variation of this agreement shall be effective unless it is in writing and signed by all the parties (or their authorised representatives) and notice of the variation has been served on each party. If variation is not intended to apply to all parties equally then the variation agreement shall set this out accordingly and be signed by those parties only affected by the variation.

12) Termination

- 12.1) The Parties acknowledge that different services may be required for each member of the NCH Group over different time periods and accordingly if services are no longer required then NCH Group members must serve a minimum of 3 months' notice on NCC (or a lesser period if agreed by both parties) to terminate any services it receives.
- 12.2) NCC may serve notice to terminate services by serving 3 months' notice provided that if on expiry of that notice any services are still required by the NCH Group, or any member of the Group, that alternative service provision will be secured by NCC at no additional cost, or if Parties agree by an alternative third-party provider.

13. Indemnity & Insurance

- 13.1) NCC shall indemnify the NCH Group against any action, claim or demand against the NCH Group arising out of any failure of NCC to fulfil its responsibilities herein set out or imposed upon it by statute or otherwise PROVIDED ALWAYS that the liability of NCC hereunder (save for liability for negligence resulting in personal injury or death) to the NCH Group in respect of any such action, claim or demand shall not exceed the actual losses incurred.
- 13.2) NCC shall ensure it has sufficient insurance cover to meet any liability under this service contract.

14. Data Protection and confidentiality

- 14.1) All GDPR and confidentiality matters will be managed with the NCC Information Compliance Team in accordance with the Data Processing Agreement, agreed with NCH , including the Parties use of sub-contractors.

15. Force majeure

- 15.1) Neither party shall be in breach of this agreement or otherwise liable for any failure or delay in the performance of its obligations if such delay or failure results from events, circumstances or causes beyond its reasonable control. Such events include;
- a) acts of God, flood, drought, earthquake or other natural disaster;
 - b) epidemic or pandemic;
 - c) terrorist attack, civil war, civil commotion or riots, war, threat of or preparation for war, armed conflict, imposition of sanctions, embargo, or breaking off of diplomatic relations;
 - d) nuclear, chemical or biological contamination or sonic boom;
 - e) any law or any action taken by a government or public authority, including without limitation imposing an export or import restriction, quota or prohibition or failing to grant a necessary licence or consent;
 - f) collapse of buildings, fire, explosion or accident;


The affected party must provide notice as soon as practicable to the responsible officer of the event leading to the failure.

- 15.2) The time for performance of such obligations shall be extended accordingly. If the period of delay or non-performance continues for 4 weeks, the dispute resolution process shall be followed (clause 9).
- 15.3) For the avoidance of doubt, the following are not considered force majeure events:
- a) Lack of staffing or failure to recruit
 - b) Non-performance, Issues or disputes relating to sub-contractors
 - c) High Workloads

16. Business Continuity and Emergency Planning

- 16.1) NCC shall respond to any business continuity or emergency planning issue in an NCH Group property in line with their Business Continuity and Emergency Planning policy.
- 16.2) NCC shall provide an out-of-hours emergency service to NCH Group properties and residents in line with their current processes.

Signatories

<p><u>Nottingham City Council</u></p> <p>Name; Sajeeda Rose Position; Corporate Director of Growth & City Development</p> <p>Organisation; Nottingham City Council.</p> <p>Signature </p> <p>Date; 26/9/23</p>	<p><u>Nottingham City Homes Limited</u></p> <p>Name; Madeleine Forster Position; Chair NCH Group</p> <p>Organisation; Nottingham City Homes</p> <p>Signature </p> <p>Date; 12/10/2023</p>
<p><u>Nottingham City Homes Registered Provider Limited</u></p> <p>Name; Michael Khouri-Bent Position; Chair</p> <p>Organisation; Nottingham City Homes Registered Provider Limited</p> <p>Signature </p> <p>Date 19th October 2023</p>	<p><u>Nottingham City Homes Limited Enterprises Limited</u></p> <p>Name; Madeleine Forster Position; Chair NCH Group</p> <p>Organisation; Nottingham City Homes Enterprises Limited</p> <p>Signature </p> <p>Date 12/10/2023</p>
<p><u>2024/25 Review</u></p>	
<p><u>Nottingham City Council</u></p> <p>Name; Nicki Jenkins Position; Corporate Director of Growth & City Development</p> <p>Signature Date;</p>	<p><u>Nottingham City Homes Limited</u></p> <p>Name; Madeleine Forster Position; Chair NCH Group</p> <p>Signature Date;</p>
<p><u>Nottingham City Homes Registered Provider Limited</u></p> <p>Name; Michael Khouri-Bent Position; Chair</p> <p>Signature Date</p>	<p><u>Nottingham City Homes Limited Enterprises Limited</u></p> <p>Name; Madeleine Forster Position; Chair NCH Group</p> <p>Signature Date</p>

General Responsibilities of NCC

NCC will deliver the following services to the NCH Group;

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
1	Governance NCC Delivery by Head of Governance	For all NCH Group entities: <ul style="list-style-type: none"> ○ Setting quarterly meetings ○ Agendas and minutes ○ AGM ○ Sub-committees as required by the Group Board ○ Board member recruitment and retention ○ Ensuring NHF Code of Governance is fully met ○ Company advice & filing ○ Risk management ○ Filing of Company documents 	✓	✓	✓
2	Responsible Client Officer (NCC) NCC Strategic Director of Housing	<ul style="list-style-type: none"> ○ Lead Responsible Officer for the contractor (NCC) ○ Oversee service contract provision ○ Maintain required levels of performance and standards ○ Accept service of notices ○ Issue resolution 	✓	✓	✓
3	Responsible Officer for the NCH Group (general duties) NCH COO, plus individual NCH company leads	<ul style="list-style-type: none"> ○ Assign a senior client Responsible Officer to each NCH company ○ Board liaison and meeting agenda ○ Business plan and model ○ Strategy and direction ○ New business ○ Agreeing and monitoring service contracts, leases and SLAs ○ Annual budget setting ○ Setting charges to meet expenditure, including services and agreed surplus ○ Monthly budget monitoring and projection in conjunction with Finance Officer, including scrutiny of service contract charges ○ Approving Purchase Orders and authorising invoices ○ Monitoring property safety compliance ○ Management of external out-sourced contracts for delivery of services ○ High level enquires ○ Dispute resolution 	✓	✓	✓

Ref	Responsibility	Task/ activity	To be delivered to		
			NC H	NCH RP	NCH EL
4	Responsible Officer NCH Ltd (additional specific duties) NCH Company Solicitor	<ul style="list-style-type: none"> ○ Lease reviews 	✓		
5	Responsible Officer NCH RP (additional specific duties) Head of NCH RP	<ul style="list-style-type: none"> ○ Strategic direction and overseeing TA provision ○ Securing new accommodation ○ Provider reviews ○ Lease and licence negotiation ○ Strategic negotiation with Benefits 		✓	
6	Responsible Officer NCH EL (additional specific duties) Head of Commercial Property	<ul style="list-style-type: none"> ○ Selective licencing ○ Planning and delivery of any decommissioning of Market rent tenancies/ properties, including sale ○ Management of all MR tenancies ○ Customer satisfaction surveys ○ Planning & Management of stock valuation ○ Planning and management of Investment programmes ○ Management of void properties ○ Performance Management Based on NCC Performance Report provision 			✓
7	Finance NCH Group Accountant	<p>For all NCH Group entities:</p> <ul style="list-style-type: none"> ○ Annual and quarterly financial and budget reporting ○ Presenting to NCH Boards ○ Monthly accounts ○ Maintaining ledgers ○ Maintaining bank accounts ○ MTFP ○ Stress testing, where necessary ○ Audit ○ Company accounts ○ Corporation Tax ○ VAT ○ Procurement ○ Purchase orders and invoice payment ○ Financial and tax advice 	✓	✓	✓

Ref	Responsibility	Task/ activity	To be delivered to		
			NC H	NCH RP	NCH EL
8	Legal NCH Solicitor	<ul style="list-style-type: none"> ○ Provision of legal advice as required ○ Leases ○ Legal defence 	✓	✓	✓
8a	Possession action	<ul style="list-style-type: none"> ○ Issuing of legal proceedings now outsourced for all NCH Group ○ 			
9	Business Transformation NCC Business transformation team	<ul style="list-style-type: none"> ○ Annual, quarterly and monthly performance reporting with a Balanced Scorecard on: <ul style="list-style-type: none"> ○ building compliance, ○ regulatory compliance, ○ rent collection, ○ complaints, ○ voids, ○ customer satisfaction ○ repairs 	✓	✓	✓
10	Business Transformation NCC Business transformation team	<ul style="list-style-type: none"> ○ Regulatory advice (RoSH) ○ Regulatory returns (RoSH) ○ ○ Assessing regulatory compliance of services delivered by NCC to the NCH Group. 		✓	
11	Customer Insight and satisfaction	<ul style="list-style-type: none"> ○ Comments and complaints handling ○ Ombudsman enquiries ○ Customer satisfaction surveys (not NCH EL) ○ Tenant Satisfaction Measures ○ Minor disrepair compensation 	✓	✓	✓
12	Health and Safety NCC Head of H&S	<ul style="list-style-type: none"> ○ Provision of health and safety advice as required ○ Ensuring compliance with Health and Safety Regulations 	✓	✓	✓
13	Information governance, data protection and GDPR NCH Head of Governance	<ul style="list-style-type: none"> ○ Provision of information governance, data protection and GDPR advice as required ○ Dealing with data and Access to Information requests, etc 	✓	✓	✓
14	Selective Licencing NCH Head of Commercial Property	<ul style="list-style-type: none"> ○ Administration, applications, issue resolution 			✓
15	Insurance NCH Head of Governance	<ul style="list-style-type: none"> ○ Insuring property assets ○ Public liability insurance ○ Fidelity insurance ○ Disrepair and public liability claims 	✓	✓	✓

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
16	Building and Property Safety Compliance NCC Director of Property/ NCC AD Asset Management	<ul style="list-style-type: none"> ○ Completion of building safety compliance servicing and checks to properties owned by the NCH Group or leased to NCH RP through the Private Sector Leasing scheme, in accordance with NCC policies and service standards (carried forward from NCH), to include: <ul style="list-style-type: none"> ○ gas safety and servicing ○ smoke and CO detectors ○ Electrical Installation Condition Report ○ district heating servicing (where fitted) ○ PAT testing (outsourced resource for NCH EL) ○ thermostatic mixing valve checks ○ fire safety detection and alarm systems ○ emergency lighting ○ water safety (legionella) ○ sprinklers (where fitted) ○ damp and mould ○ any new emerging compliance requirements 	✓	✓	✓
17	Responsive repairs NCC Director of Property	<ul style="list-style-type: none"> ○ Provision of responsive repairs to properties owned by the NCH Group or leased to NCH RP through the Private Sector Leasing scheme, in accordance with NCC policies and service standards and reflective of NCH Group tenancy and licence agreement provisions, to include: <ul style="list-style-type: none"> ○ emergency repairs, 24/7 ○ routine repairs ○ replacement of failed items ○ Reporting and monitoring of defects and latent defects. 	✓	✓	✓
18	Void Repairs (Commercial team for NCH EL properties)	<ul style="list-style-type: none"> ○ Not required – procured externally since Jun-2023. ○ 			

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
19	Planned maintenance and Lifecycle Replacement NCC Director of Property/ NCC AD Asset Management	<ul style="list-style-type: none"> ○ Writing and updating Planned Maintenance programmes for NCH Group properties within the context provided by the NCH Group ○ Completion of Planned Maintenance works to all NCH Group owned properties in accordance with the Planned Maintenance Programme. 	✓	✓	✓
20a	Allocations and Lettings (NCC team) NCC Director of Housing/ AD Housing/ Head of Housing Options	<ul style="list-style-type: none"> ○ Advertising general needs homes for let on Homelink ○ Shortlisting applicants and making offers ○ Signing up new tenants and explaining tenancy conditions in accordance with the relevant tenancy agreement ○ Ordering furniture and kitchen appliances for furnished tenancies ○ Updating IT systems 	✓	✓	
20b	Allocations and Lettings (Dedicated TA team) NCC AD Housing/ Head of Housing Options	<ul style="list-style-type: none"> ○ For NCH RP temporary accommodation and Housing Led; <ul style="list-style-type: none"> ○ receiving nominations from NCC Housing Aid ○ allocating property resource ○ accompanying residents to the property ○ sign-up ○ explaining licence conditions ○ updating IT systems ○ CORE returns 		✓	
20c	Allocations and Lettings (Dedicated Living team) NCH Market Rent team	<ul style="list-style-type: none"> ○ For Living market rent accommodation; <ul style="list-style-type: none"> ○ advertising property to let with Open Rent ○ Open Rent source tenants, references, deposits and first month's rent in advance ○ accompanied viewings ○ sign up and explain tenancy conditions ○ explain tenancy conditions and sign up Direct Debit 			✓

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
21	Customer Service	<ul style="list-style-type: none"> ○ Customer Service Centre ○ 24/7 emergency repairs reporting 	✓	✓	✓
	NCC Corporate Services	<ul style="list-style-type: none"> ○ Provision of rent and arrears advice (not NCH RP temporary accom) 	✓	✓	
		<ul style="list-style-type: none"> ▪ Tenancy management advice and assistance (not NCH RP temp acc or NCH EL) 	✓	✓	
22a	<p>Tenancy Management (TEM team)</p> <p>NCC Director of Housing/ AD Tenancy Management</p>	<ul style="list-style-type: none"> ○ Managing tenancies in NCH owned and NCH RP general needs assured tenancies, to include; <ul style="list-style-type: none"> ○ routine tenancy visits ○ tenancy amendments ○ mutual exchanges ○ neighbour disputes ○ gardens and communal areas ○ environmental and estate management ○ tenant liaison and involvement ○ breaches of tenancy ○ notice to quit 	✓	✓	
22b	<p>Tenancy Management (Dedicated Living team)</p> <p>NCH Market Rent team</p>	<ul style="list-style-type: none"> ○ Managing tenancies in NCH EL Living assured tenancies, to include; <ul style="list-style-type: none"> ○ routine tenancy visits ○ tenancy amendments ○ neighbour disputes ○ gardens and communal areas ○ breaches of tenancy ○ notice to quit 			
23	<p>Anti-Social Behaviour management</p> <p>NCC Director of Housing/ AD Tenancy Management</p>	<ul style="list-style-type: none"> ○ Specialist anti-social behaviour advice and assistance ○ Community mediation ○ Liaison with Community Protection and the Police ○ 			

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
24	<p>Licence Management in temporary accommodation and Housing Led properties</p> <p>NCC AD Housing/ Head of Housing Options</p>	<ul style="list-style-type: none"> ○ Managing NCH RP temporary accommodation licences (dedicated TA team) and Housing Led (project officers), to include; <ul style="list-style-type: none"> ○ receiving nominations from NCC ○ allocating temporary accom. ○ signing up licensees and explaining licence conditions ○ compiling a Housing and Support Needs assessment ○ maintaining regular contact with residents ○ provision of advice and assistance to sustain their licence ○ completion of Housing Benefit applications ○ managing rent payments and arrears ○ managing behaviour and damage ○ property inspections ○ furniture inventories ○ assistance with referrals to other agencies ○ assistance with finding a permanent home ○ liaison with NCC Housing Aid ○ terminations and liaising with Voids ○ chasing former tenant arrears ○ Ordering replacement furniture and appliances ○ Appropriate record keeping to demonstrate “care, support and supervision” delivered ○ Ensuring compliance with national and local regulatory or voluntary standards for specialist supported housing. 		✓	

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
25	Rent administration NCC AD Housing/ Head of Rents	<ul style="list-style-type: none"> ○ Payment methods ○ Accounting for rent and charge payments by accounting fund ○ Performance reporting ○ Direct Debit administration ○ Refunds ○ IT systems administration 			
26a	Rent and Service Charge setting NCC AD Housing/ Head of Rents	<ul style="list-style-type: none"> ○ NCH and NCH RP assured tenancies; ○ calculation of service charges needed to balance the budget ○ Board approvals ○ NCC Benefits approvals ○ resident and Benefit notifications ○ system uprating 			
26b	Rent and Service Charge setting NCH	<ul style="list-style-type: none"> ○ NCH RP temporary accommodation; ○ calculation of charges needed to balance the budget ○ Board approvals ○ NCC Benefits approvals ○ resident and Benefit notifications ○ system uprating. 		✓	
26c	Rent and Service Charge setting (Dedicated Living team) NCH Market rent team	<ul style="list-style-type: none"> ○ Market rent; ○ initial market rent setting ○ Board approvals ○ annual reviews at tenancy anniversary ○ providing notifications ○ system uprating. 			
27a	Rent arrears management for assured tenancies (by Rents team) NCC AD Housing/ Head of Rents	<ul style="list-style-type: none"> ○ Reviewing rent accounts in arrears ○ Making and maintaining contact with debtors ○ benefit advice and assistance ○ tenancy sustainment support ○ referrals to outside agencies ○ taking appropriate action ○ effective record keeping ○ former tenant arrears and recharges collection 	✓	✓	

Ref	Responsibility	Task/ activity	To be delivered to		
			NCH	NCH RP	NCH EL
27b	Rent arrears management for licenses in temporary accommodation) by TA team NCC AD Housing/ Head of Housing Options	<ul style="list-style-type: none"> ○ Reviewing rent accounts in arrears <ul style="list-style-type: none"> ○ making and maintaining contact with debtors ○ assistance to claim HB ○ benefit advice and assistance ○ support and supervision ○ referrals to outside agencies ○ taking appropriate action ○ issuing notices for possession 		✓	
28	Caretaking and cleaning NCC Director of Housing/ AD Tenancy Management	<ul style="list-style-type: none"> ○ Provision of caretaking and cleaning to communal areas in NCH Group blocks. 	✓	✓	✓
29	Grounds maintenance NCC Director of Housing/ AD Tenancy Management	<ul style="list-style-type: none"> ○ Provision of grounds maintenance to communal external areas surrounding NCH Group blocks. ○ Tree safety management. 	✓	✓	
30	Business Continuity NCH Head of Governance	<ul style="list-style-type: none"> ○ Business continuity planning and delivery, including out of hours and response. 	✓	✓	✓
31	Emergency Planning NCH Head of Governance	<ul style="list-style-type: none"> ○ Emergency planning and delivery, including out of hours and response. 	✓	✓	✓

Appendix 2

	Activity	NCC Apportionment methodology	NCH Apportionment methodology within the NCH Group
	Service Costs		
>	Repairs	Agreed actual costs direct to NCH Group. To be billed in the financial year to which they refer	Actual costs direct to NCH entity
>	Planned maintenance	Agreed actual costs direct to NCH Group. To be billed in the financial year to which they refer	Actual costs direct to NCH entity
>	Void repairs	Agreed actual costs direct to NCH Group. To be billed in the financial year to which they refer	Actual costs direct to NCH entity
>	Property and Building safety compliance	Agreed actual costs direct to NCH Group. To be billed in the financial year to which they refer	Actual costs direct to NCH entity
>	Lettings; HomeLink, sign-up	Service Pro-rata; Total cost of the NCC Lettings Service divided by the total number of lettings undertaken in the year by the NCC and NCH Group, multiplied by NCH Group lettings. Charged annually at the end of the year.	Pro-rata property split of those properties receiving the service; NCH owned social homes & NCH RP general needs homes
>	Tenancy Management	Property Pro-rata; Total cost of the NCC Tenancy Management Service divided by the total stock count of NCC and NCH Group, multiplied by NCH Group stock	Pro-rata property split of those properties receiving the service; NCH owned social homes & NCH RP general needs & Move-On homes
>	ASB Management only	Property Pro-rata; Total cost of the NCC ASB Management Service divided by the total stock count of NCC and NCH Group, multiplied by NCH Group stock	Pro-rata property split of those properties receiving the service; NCH owned social homes & NCH RP general needs homes
>	HRA - Estates & Caretaking	Agreed actual costs direct to NCH Group	Primarily NCH RP, but contribution from NCH EL for Fairham House in accordance with the lease.
>	Rent Administration	Fixed agreed costs (£5,000 in 2023/24)	Equal one-third split across each entity
>	Rent Arrears Management	Property Pro-rata; Total cost of the NCC Arrears Management Service divided by the total stock count of NCC and NCH Group, multiplied by NCH Group stock (multiplied by 1.1 to allow for complexity)	Pro-rata property split of those properties receiving the service; NCH owned social homes, NCH RP general needs homes & NCH EL Market Rent

>	Former Tenant Arrears Management	Property Pro-rata; Cost of the NCC Former Arrears Management Service divided by the total stock count of NCC and NCH Group, multiplied by NCH Group stock	No costs currently
>	Nottingham On Call	Agreed actual costs direct to NCH Group for 10 x NCH RP Housing Led properties	NCH RP. Housing Led only for 2024/25
>	NCC Back Office/ Overheads recharges	Assessed by NCC as plus 12%	Pro-rata property split of all properties in the Group, including NCH RP externally sourced
>	Business Transformation	Property Pro-rata; Total cost of the NCC HS Business transformation Service divided by the total stock count of NCC and NCH Group, multiplied by NCH Group stock	Pro-rata property split of all properties in the Group, including NCH RP externally sourced
>	NCH-Owned Housing Insurance Policy	Agreed actual costs direct to NCH Group	Pro-rata property split of all properties in the Group, based on who has responsibility to insure in leases, but excluding NCH RP externally sourced
>	NCH nominated staff; lead officers and Temporary Accommodation team	Agreed actual costs direct to NCH Group	Actual costs direct to NCH entity or pro-rata by property numbers for corporate staff – see below
	Head of Governance and Compliance (GP)	0.7 FTE Charge to NCH Group	Duties undertaken for NCC: 0.3 FTE, including; <ul style="list-style-type: none"> ➤ Management of the Health and Safety Team including 1-2-1s and appraisal ➤ Writing the HS Strategy ➤ Managing HAVS with HS ➤ Chairing NCC HS Committee ➤ Business Continuity ➤ Attending monthly NCC management meetings ➤ Managing OOH Emergency Response.
	Company Solicitor (MS)	1.0 FTE Charge to NCH Group	Duties undertaken for NCC: <ul style="list-style-type: none"> ➤ None
	Assistant Director of Finance (AB)	0.3 FTE Charge to NCH Group	Duties undertaken for NCH Group: <ul style="list-style-type: none"> ➤ See separate list below

Company Accountant (TM)	1.0 FTE Charge to NCH Group	Duties undertaken for NCC: ➤ None
Head of Commercial Property and Contract Management (TS)	1.0 FTE Charge to NCH Group	Duties undertaken for NCC: ➤ None
Business Manager, Market Rent and Sales (JM)	1.0 FTE Charge to NCH Group	Duties undertaken for NCC: ➤ None
Executive Assistant & Head of NCH RP (ML)	0.9 FTE Charge to NCH Group	Duties undertaken for NCC: 0.1 FTE, including; ➤ Rent and Service Charge setting advice & assistance ➤ Furnished Tenancies – strategic advice, tender, policy, charging ➤ Homelessness advice ➤ Responsible Tenant Reward ➤ HDSLTS & contribution to overall housing service ➤ General HRA enquiries & requests for assistance
Temporary Accommodation Team	30 x FTE 2 x 0.18 FTE (Housing Led)	Duties undertaken for NCC: ➤ Delivery of the Temporary Accommodation Services framework contract

Strategic Finance Partner (HRA)/ NCH Assistant Director of Finance Role is split into three main elements over the next twelve months:

Leading the Housing Services Finance Team (HRA Funded)

Accounts for 35% of the role, leading and supporting and bringing stability to the housing services finance team comprising 10.5 finance staff and reporting. The team produces the financial and budgetary control information for Housing Services – Property and Housing with a cost base of approx. £55m (55%) of the total HRA cost base.

The Housing Services finance team is presently engaged in the training rollout of the NCC self-service finance process to the Housing Services Operational colleagues. The roll out is taking place over August and September (P4 and P5 reporting), with the new processes live from October (P6) and revisited more-focused training and greater depth during November and December. The budget process for 25/26 will commence shortly.

The initial restructure of the full HRA function incorporating the Housing Services Finance Team and existing HRA staffing is at an early stage and will continue into the second half of 2024/25. The interim HRA Finance structure is being developed to require minimum changes to either job roles or titles but will ultimately be incorporated into a larger scale finance restructure at a later date.

Asset Disposal Plan Financial Analytics (HRA Funded)

Accounts for 35% of the role. Influencing the development of asset disposal plan to deliver the optimum settlement that a) primarily protects the temporary accommodation homelessness capacity delivered through the NCH Residual Group and in doing so minimizes the financial impact on the GF; b) maximises the amount of HRA Rebate Repayment paid back to HRA for the benefit of tenants; and c) delivers a financially robust and resilient residual NCH group. The outline plan for the asset disposal has been incorporated into the NCH Business Plan and regular task and finish and asset disposal meetings are now in place.

Supporting the Financial Reporting, Decision Making Process and Financial Year End of the NCH Group Subsidiaries (NCH Funded)

Accounts for 30% of the role. Role includes leading two finance staff in the management accounts, cashflow management and Board Reporting process, leading the **23/24** and **24/25** Financial Year Ends and External Audit process for NCH, NCHRP and NCHEL (AGMs are in place to sign off the final 23/24 statements in September 2024). Attending and presenting Finance Reports to Boards and Audit Committee. Developing the financial elements of the NCH Group Business Plan with continued cash resilience planning for the group.

NOTTINGHAM CITY HOMES REGISTERED PROVIDER LIMITED

**REPORT OF THE
ASSISTANT DIRECTOR OF FINANCE**

**NCHRP BOARD
26th NOVEMBER 2024**

NCH REGISTERED PROVIDER FINANCE MONITORING REPORT

1 EXECUTIVE SUMMARY

- 1.1 This report summarises the financial position as at the 30th September 2024, quarter 2 of 24/25. The report also provides a forecasted cash position for the end of the financial year.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **NOTE** the content of the report, including the Q2 forecast position, which will be used as the budget latest moving forward
- 2.2 **NOTE** the ongoing work with Bishop Fleming to progress an application for Community Benefit Society status. A verbal update will be provided to Board.

3 FINANCE MONITORING REPORT: QUARTER 2 24/25 - 30th September 2024

- 3.1 NCH RP management accounts is reporting a post-tax surplus of £353k as at 30th September 2024. This compares favourably to the budgeted surplus for the period of £66k, a positive variance of £287k. The improved position is due to underspends on NCC repairs, which are expected to be billed later in the year as well as higher rent income (PSL growth), partially offset by higher associated external lease costs.

A year end forecast exercise has taken place at Q2 and this shows a revised forecast profit after tax for 24/25 of £243k, a positive variance of £111k, compared to original budget. This is similar to the Q1 forecasted out turn, however, it does include increases in intercompany lease costs payable to NCH Ltd, which have been mostly offset by continued growth in Private Sector Leasing.

Appendix 1 NCHRP Finance Monitoring Report Quarter 2 - provides a summary analysis of the Q2 outturn position.

- 3.2 **Appendix 2 NCHRP Balance Sheet Quarter 2** - provides a summary balance sheet for NCH RP to 30th September 2024, which shows a similar position to the end of the 23/24 financial year.

NCH RP has a healthy cash position and assets remain greater than its total liabilities by c. £1.858m.

A key point to note is the increase in the NCC creditor from £183k as at 31st March 2024 to £1.366m at Q2 24/25. NCC service contract costs remain unpaid at Q2, resulting in a large creditor balance owing to NCC. Costs are expected to be in line with prior years, with payments commencing after the NCC service contract has been signed.

- 3.3 Profits reported to Board are net of an estimated corporation tax charge of £121k, with the forecasted tax charge expected to be c.£103k.

Corporation tax will not be payable if NCH RP secures community benefit society status, but only from the point of successful application. Officers are waiting on tax advice from Bishop Fleming confirming the benefits and the application process and a verbal update will be given to Board.

4 CASH POSITION 24/25

- 4.1 NCH RP had a healthy cash balance of £3.365m as at 30th September 2024, mostly due to large creditor balances owed to NCC relating quarter 1 and 2 service contract costs.
- 4.2 The year end projected cash position remains similar to that reported in September 2024 at a positive £1.8m, after an update to reflect the Q2 forecast changes.

Actual cash transactions for Q2 have been reviewed and, although there continues to be some delays with payments, this is not expected to impact the end of year cash balance. Payments are expected to be made during Q3 and Q4, in line with forecast.

Appendix 3 NCHRP Forecasted Cash Position 31st March 2025 - shows the detailed forecasted cashflow for NCH RP for 24/25.

5 RISKS

- 5.1 The NCC service contract costs for 2024/25 are not yet agreed, however, they are expected to be similar to 2023/24.
- 5.2 NCH RP remains exposed to corporation tax - the tax charge for 2023/24 was £209k. Although profits are not expected to be as high in 2024/25, the company would benefit from pursuing Community Benefit Society status as

soon as possible, particularly given the likelihood of continued trading for the foreseeable future. Specialist advice is being sought.

- 5.3 NCH RP will be affected by future plans for the NCH Group, an update will be provided in a separate report to Board.

6 LEGAL

- 6.1 There are no legal implications from this report, bar the exploration of Community Benefit Society status, the external legal advice of from Trowers and Hamlin around the legal governance perspective has been provided to the Board previously.

7 EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 Has the equality impact of these proposals been assessed?
 Yes (EIA attached)
 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: NCHRP Finance Monitoring Report Quarter 2
8.2 Appendix 2: NCHRP Balance Sheet 30th September 2024
8.3 Appendix 3: NCHRP Forecasted Cash Position 31st March 2025

Contact Officers;

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Appendix 1: Quarter 2 (Period 6) NRP Ltd Trading Position and Summary Forecast								
	PERIOD 6			2024/25			2023/24	Q2 Comments
	Actual	Budget Latest	Variance	Forecast	Budget Latest	Variance	Draft Budget	
	YTD £'000	YTD £'000	YTD £'000	Full year £'000	Full year £'000	Full year £'000	Full year £'000	
NRP Ltd								
Income Rental Properties	(5,075)	(4,874)	(201)	(10,575)	(9,748)	(827)	(8,690)	Higher PSL income
Income - Intercompany Leases	0	0	0	0	0	0	0	
Income Other	(125)	(125)	(0)	(265)	(250)	(15)	(220)	Increased for bank interest receivable
NCC Service Contract - Management	989	989	0	2,044	1,977	66	1,783	NCC service contract costs accrued to budget
NCC Service Contract - Repairs & Other Property	159	343	(184)	669	685	(16)	444	Various underspends to repairs budgets
(Profit)/Loss on disposal	0	0	0	0	0	0	0	
Lease costs Intercompany	866	861	5	1,814	1,723	92	1,622	
External Lease & Other Property Costs	2,312	2,215	97	5,005	4,430	575	3,507	Higher external lease costs - PSL properties
Loan Interest	64	64	(0)	129	129	0	129	
Admin & Other Costs	337	428	(91)	834	856	(22)	648	Underspend on VAT , various other underspends
Corporation Tax Estimate	121	33	88	103	66	37	209	Calculated on higher profits
(Profit)/Loss after tax	(353)	(66)	(287)	(243)	(132)	(111)	(567)	

Appendix 2**NCHRP - Balance Sheet as at 30 September 2024**

	Year to Date	Prior Year		
	Period 6	31st March 2024	Movement	
	£'000	£'000	£'000	Comments
Fixed Assets				
Tangible Assets - Property	4,624	4,659	(35)	Depreciation to P&L
Investment Properties	0	0	0	
Total Fixed Assets	4,624	4,659	(35)	
Current Assets				
Stocks	0	0	0	
Debtors - External	604	219	385	Higher rent debtor - timing of payments
Debtors - NCC	34	218	(184)	
Debtors - Intercompany	0	0	0	
Cash at bank and in hand	3,365	1,919	1,446	See Creditors - unpaid lease and service contract costs
	4,004	2,356	1,647	
Current Liabilities				
Creditors - External	(720)	(659)	(61)	23/24 Tax, some Sept External Lease costs payments delayed - paid first few days of Oct
Creditors - NCC	(1,366)	(183)	(1,183)	NCC Service Contract accruals 24/25
	(2,085)	(841)	(1,244)	
Net Current Liabilities	1,918	1,515	403	
Total Assets Less Current Liabilities	6,542	6,174	368	
Long Term Creditors				
Loans - NCC	(3,913)	(3,893)	(19)	23/24 lower due to yearend technical adj
Capital Grants	(772)	(777)	5	
Provisions - HRA Rebate	0	0	0	
Provisions - Other	0	0	0	
	(4,684)	(4,670)	(14)	
Net Assets/(Liabilities)	1,858	1,504	354	
Capital and reserves:				
Profit & (loss) YTD	354	(0)	354	
Revaluation Reserve	0	0	0	
Profit and loss account b/f	1,504	1,504	0	
Total Reserves	1,858	1,504	354	

Appendix 3 – Forecasted Cashflow to 31st March 2025

Appendix 3 NCHRP Forecasted Cash Position 31 st March 2025														
NRP	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FY25	
CASH FLOW ACTUALS	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total	Comments
Cash Inflows - Money In														
Property Cohort														
Rent Income	728,373	760,574	749,624	781,282	763,163	832,090	881,244	881,244	1,553,601	881,244	881,244	881,244	10,574,928	Actuals on low side v forecast. H Benefit paid 4 weekly - expecting an additional large H Ben payment in December so actual income should align closer to budget
Supporting People Income	0	72,000	0	72,000	0	0	19,999	19,999	19,999	19,999	19,999	(4,005)	239,991	
Income Other	0	0	0	0	150	0	2,500	2,500	2,500	2,500	2,500	2,350	15,000	Bank Interest received from October 2024
Adjust for Unpaid Rent (replaces BDP in budg	0	0	0	0	0	0	(17,625)	(17,625)	(31,072)	(17,625)	(17,625)	(123,374)	(224,946)	To adjust in P9 when BDP is reviewed
Prior Year Debtors	0	125,400	0	87,069	2,292	28,414	0	0	0	0	0	36,328	279,504	£36k VAT debtor o/s - only owed by HMRC
TOTAL CASH INFLOWS	728,373	957,974	749,624	940,351	765,605	860,504	886,118	886,118	1,545,028	886,118	886,118	792,544	10,884,477	
Cash Outflows: Operating Costs - Money Out														
NCC Service Contract	0	0	0	0	0	0	(170,308)	(170,308)	(170,308)	(1,192,156)	(170,308)	(170,308)	(2,043,696)	No Q1 or Q2 spend
NCC Repairs	0	0	0	(112,216)	(28,599)	(21,149)	(55,747)	(55,747)	(55,747)	(228,264)	(55,747)	(55,747)	(668,964)	Underspending at P6
Intercompany Lease Costs	0	0	0	(430,659)	(362,596)	(143,553)	(143,553)	(161,886)	(86,397)	(161,886)	(161,886)	(161,886)	(1,814,304)	Charges have commenced during Q2
External Leases	(235,710)	(232,718)	(388,374)	(333,381)	(331,719)	(122,675)	(574,239)	(416,010)	(416,010)	(416,010)	(416,010)	(416,010)	(4,298,863)	Sept payments to Centennial and NCTA (c.£216k) paid early October 2024. Remainder is growth with costs expected later in year
NCC Other Costs	0	(4,895)	(2,490)	0	(29,717)	(1,956)	(12,077)	(12,077)	(12,077)	(12,077)	(12,077)	(45,482)	(144,925)	No council tax payments made in 24/25
External Costs	(16,601)	(53,185)	(38,427)	(11,197)	(43,855)	(50,750)	(33,808)	(33,808)	(33,808)	(33,808)	(33,808)	(22,643)	(405,698)	
VAT	0	0	0	0	0	0	(57,024)	(57,024)	(57,024)	(399,169)	(57,024)	(57,024)	(684,289)	
Prior Year Creditors	(223,751)	(108,568)	(23,163)	(117,295)	(4,620)	0	0	0	0	0	0	(61,758)	(539,155)	Majority remaining is prior year council tax plus small misc. aged creditors. Assumed settled by March
Cash Outflows: Total Operating Costs - Money Out	(476,062)	(399,364)	(452,454)	(1,004,748)	(801,105)	(340,083)	(1,046,756)	(906,860)	(831,371)	(2,443,370)	(906,860)	(990,858)	(10,599,893)	
Cash Outflows: Finance and Tax - Money Out														
NCC Loan Interest	0	0	0	0	0	(63,451)	0	0	0	0	0	(65,150)	(128,601)	
NCC Loan Principle	0	0	0	0	0	(19,253)	0	0	0	0	0	(19,253)	(38,505)	
General Overheads	0	0	0	0	0	0	0	0	(209,159)	0	0	0	(209,159)	
Total Cash Outflows: Finance - Money Out	0	0	0	0	0	(82,704)	0	0	(209,159)	0	0	(84,402)	(376,265)	
Total Cash Outflows	(476,062)	(399,364)	(452,454)	(1,004,748)	(801,105)	(422,787)	(1,046,756)	(906,860)	(1,040,530)	(2,443,370)	(906,860)	(1,075,261)	(10,976,158)	
NET CASH FLOW	252,311	558,610	297,170	(64,397)	(35,501)	437,717	(160,637)	(20,742)	504,498	(1,557,252)	(20,742)	(282,717)	(91,681)	
Opening Cash	1,919,135	2,171,445	2,730,055	3,027,225	2,962,829	2,927,328	3,365,046	3,204,408	3,183,666	3,688,164	2,130,913	2,110,171	1,919,135	
Closing Cash	2,171,445	2,730,055	3,027,225	2,962,829	2,927,328	3,365,046	3,204,408	3,183,666	3,688,164	2,130,913	2,110,171	1,827,454	1,827,454	

**NOTTINGHAM CITY HOMES
REGISTERED PROVIDER**

NCH RP BOARD

**REPORT OF THE HEAD OF GOVERNANCE
AND COMPLIANCE**

26 NOVEMBER 2024

REGISTERED PROVIDER RISK REGISTER

1 EXECUTIVE SUMMARY

- 1.1 There were no further updates to the register at the previous meeting. The register has since been updated to reflect the current position on the Data Integrity Audit and appointment of Kieran Timmins to the Board.

2 RECOMMENDATIONS

It is recommended that the Board:

- 2.1 **Reviews** and **agrees** the current position of the NCH RP Risk Register.

3 REPORT

- 3.1 The Board appointed Kieran Timmins to the Board at its previous meeting and this mitigation has been added to the exiting controls in risk GOV2 on there being a highly skilled Board. There is no proposal to change the Current Risk scoring at this stage. The current position on the Data Integrity Audit has been included in related risks, specifically in the Regulatory element of the register. There are no further proposed updates to the register at this time.

4 FINANCIAL, LEGAL AND RISK IMPLICATIONS

4.1 Financial Implications

- 4.1.1 There is an element of uncertainty about the future ownership of the RP. Financial risks are included in the register.

4.2 Legal Implications

- 4.2.1 None

4.3 Risk Implications

- 4.3.1 NCH RP Ltd needs to demonstrate its ability to manage risk in line with the Regulatory requirements. Significant risks are highlighted to ARCC and escalated to the Group Board where appropriate.

5 IMPLICATIONS FOR NCH RP's OBJECTIVES

5.1 The risk register is compiled with reference to the Company's objectives.

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 – NCH RP Risk Register

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Date: 14 November 2024.

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	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 had a clear Corporate Strategy which outlines the business priorities and strategic direction	Executive Assistant	3	4	12	HIGH	a. RP Chair letter on future direction of travel sent to NCC. Discussions ongoing b. Asset Options Appraisal advanced. c. Standing Orders have been reviewed post the NCC transition. d. First draft of NCH RP Business Plan received favourably by NCC e. RP Business plan that meets NCH RP's requirements approved by Board on 14 May 2024"	2	3	6	MEDIUM	a. RP Business plan that meets NCH RP/NCC's ongoing requirements to be approved	LOW
02	There is a highly skilled, diverse and well trained Board able to lead the RP	Head of Governance and Compliance	3	4	12	HIGH	a. Board constitution allows for a diverse appointment of people. b. There are appraisal, induction effectiveness and training programme in place c. Recruitment is undertaken competitively d. Group Board renewal strategy approved e. Board skills audit has been completed f. Regulatory training completed February 2024 g. Kieran Timmins appointed to the RP Board.	2	3	6	MEDIUM	a. Board Member recruitment to take place	LOW
03	The Board successfully manages relationships with key stakeholders	DCR/Head of Governance & Compliance	3	4	12	HIGH	a Board is regularly updated on Group business. b. Board has an establish direct link with the ROOSH c. Maintain strong ongoing relationships with NCC colleagues to ensure their business needs are met.	2	3	6	MEDIUM	a. Conduct RP Board exercise to identify key stakeholders and agree how best to influence them b. More regular reporting on NCC intentions for NCH RP. c. Brief ROOSH on Board and Governance Changes	LOW
04	The Board is aware of how it will be supported post transition to NCC	Head of Governance and Compliance/Executive Assistant	3	4	12	HIGH	a. Chair letter to NCC requesting clarity on future direction of travel b. NCC service agreement presented to Board c. NCC/ NCH Group Service Contract in place and performance reviewed"	3	4	12	HIGH	a. Longer term staffing arrangements still to be finalised. b. Long term business plan to be finalised.	LOW

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 2024
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	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	AD Finance & Procurement	3	3	9	HIGH	a. Annual budget produced and monitored b. Regular re-forecasting of financial performance c. 5 year MTFP presented to RP Board. d. Stress testing completed and presented to RP Board. e. Stresstesting will be completed annually.	3	2	6	MEDIUM	a. Relevant assurances sought from NCC as to how services will be delivered to NCHRP tenants from 1 April 2023 onwards. b. Exploring potential for employees who provide services to NCHRP tenants to be retained within the NCH Group. c. Capacity to / feasibility of increasing rents (or reduce service costs) to cover irrecoverable VAT costs anticipated to arise if services to NCHRP tenants are provided by NCC.	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 & Procurement	4	3	12	HIGH	a. SO's, Financial regulations and procurement procedures in place and operating b. NCH Oracle finance system with separate ledger operating for RP c. Internal audit of key financial controls (Assurance) External audit of annual accounts (Assurance)	2	2	4	LOW	a. Regular updating of Fin.Reg and Procurement procedures b. Ensure Service Contract is in place with NCC and KPI's, performance and recharges are monitored and challenged." to read "b. Ensure Service Contract KPI's and performance meets the required standard and recharges are monitored and challenged."	LOW
03	There are mechanisms in place to monitor and assess funding, new business & development opportunities	AD Finance & Procurement/ Head of Development / Executive Assistant	3	3	9	HIGH	a. Modelling completed for new opportunities b. Approval process for significant new projects	3	2	6	MEDIUM	There are no current plans for new development or an increase in owned stock	LOW
04	Board has clear financial oversight of the RP's financial performance	AD Finance & Procurement	3	3	9	HIGH	a. Regular financial reporting to RP Board b. 5 year MTFP presented to RP Board. c. Stress testing completed and presented to RP Board. d. Cash-flow reporting provided to Board	2	2	4	LOW	a. Ongoing consultation with Board on financial reporting and future requirements.	LOW

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

03	Legal and regulatory compliance	The RP complies with all relevant statutory and regulatory requirements										Risk Owner:	George Pashley/Mark Lawson Date of last review: November 2024
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	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	Executive Assistant/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 Group Solicitor and legal advisory framework is available for RP use d. Annual self-assessment against RoSH standards e. Board training on compliance completed g. Data Integrity Audit completed.	2	3	6	MEDIUM	a. Guidance to be updated in light of implementation of White Paper on Social Housing b. Further training to be considered c. Ongoing assessment of new regulations and monitoring actions through HQN Assessment Tool. d. NCC response to Data Integrity Audit - letter sent October 2024	LOW
02	Processes are in place to manage potential reputational risks	Executive Assistant/Head of Governance & Compliance	2	3	6	MEDIUM	a. Risk registers in place where potential reputational risks can be identified and managed. b. A Marketing and Communications Team is in place to support the RP Board where required. c. Separate satisfaction surveys and monitoring for RP introduced d. Data Integrity Audit completed.	1	3	3	LOW	a. 24/25 NCC service contract signed, implemented and managed. b. Outcomes of Data Integrity Audit to be implemented.	LOW
03	Robust data management which enables company to meet obligations under GDPR/ICO and cyber security	Head of Governance and Compliance/ Head of Business Transformation	2	4	8	MEDIUM	a. Senior managers attached NCC can provide advice and support. b. All NCC employees receive annual training on GDPR c. There is an ICT Acceptable Use Policy in place d. IT infrastructure managed by NCC e. Data Management strategy in place f. NCC presentation to ARCC on protection against cyber security g. NCC service contract, including Data Sharing Agreements have been signed, implemented and are being managed." f	2	3	6	MEDIUM	a. NCC service contract, including Data Sharing Agreements have been signed, implemented and are being managed. b. Outcomes of Data Integrity Audit of NCH to be implemented.	LOW
04	Changes in Government/Government Policy or NCC 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. There is a Service Contract which can be used to get advice on all current and impending policy changes d. Board papers include a paragraph on the legal implications applying to each report e. Officers hold regular meetings with NCC to review potential changes in requirements	1	4	4	LOW		LOW

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

04		PROPERTY										All properties comply with the decent home standard and are regularly repaired and maintained	Risk Owner:	Mark Lawson	Date of last review: November 2024
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	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</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</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</i>	<i>This column defines the acceptable level of risk.,</i>		
01	Robust management of key Compliance areas (Asbestos, Gas, Fire, Water, Electric) with strong reporting and analysis	Executive Assistant	2	3	6	MEDIUM	a. Signed Service Contract with NCC b. There is a compliance control regime in place including quarterly reports and ARCC oversight c. Electric and Gas testing regime in place provided by NCC through Service Contract d. There is a competent fire safety professional to undertake risk assessments e. NCH Building Safety Manager employed and Building Safety Group provides oversight and assurance	3	3	9	HIGH	a. Effective Service Contract performance reporting . b. NCC ownership and delivery of actions to address significant findings in Fire Risk Assessments. c. Completion of identified outstanding Fire Safety actions d. Effective and timely interventions to deal with damp and mould. e. Outcomes of Data Integrity Audit implemented	LOW		
02	Existing properties are regularly repaired and maintained to a prescribed standard	Executive Assistant	3	3	9	HIGH	a. Service Contract in place via NCC b. Monthly contract management meetings with NCC and clear routes of escalation, including Issues Log and Dispute Resolution mechanisms c. Regular performance and financial reporting to Board d. There is new complaints policy in place for customers e. Defined asset management plan and stock condition surveys in place via NCC f. Monitoring of tenant satisfaction on customer service and quality of repair	4	3	12	HIGH	a. Assurance from NCC that contract requirements will be delivered. b. Effective management reporting from NCC on services, activities and repairs delivered for NCH RP, with agreed performance indicators. c. Establish effective method of managing 3rd party contractors d. Demonstrate integrity of management information being received from NCC and any other source. e. Stock condition completed and recommendations implemented	LOW		
03	Risks to funding of new build homes are identified and managed.	Executive Assistant	3	4	12	HIGH	a. Professional staff are in place to identify and apply for new funding. b. Regular reports on potential opportunities are provided to Board	2	3	6	MEDIUM	a. Unlikely RP will develop more new homes in the short-term - review again in February 2025.	LOW		

NOTTINGHAM CITY HOMES GROUP RISK REGISTER

05 PEOPLE		The wellbeing of residents, contractors and employees is embedded in everything we do.										Risk Owner:	Mark Lawson Date of last review: November 2024	
Ref	Sub-Risks	Resp. Officer	Likelihood	Impact	Risk Score	Risk Rating	Existing Controls	Likelihood	Impact	Risk Score	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	Head of H&S	3	4	12	HIGH	a. Risk assessment processes in place for tenant/property related activities b. H&S reporting is split to clearly identify RP Properties and actions c. Regular health and safety compliance reports submitted to Board and ARCC	2	4	8	MEDIUM	a. Effectively manage delivery of the NCC NCH service contract b. Companywide HD Policy to be agreed by Group Board.	LOW	
02	Recruitment and retention of key employees employed through an SLA. Roles and responsibilities are clearly defined and well managed	Head of OD	3	4	12	HIGH	a. Qualified professional staff are available through NCH Group - Solicitor, Housing, Governance, Finance	2	3	6	MEDIUM	a. Effectively manage delivery of the NCC NCH service contract b. Secondment of NCH Group support or other staffing arrangements to be confirmed by NCC	LOW	
03	Health,safety and wellbeing for staff and contractors is effectively managed and monitored		3	4	12	HIGH	a. Risk assessment processes in place for staff/contractor related activities b. CDM processes and manager in place and regularly applied c. Accident reporting and monitoring system in place with H&S Committee d. Relevant training in place for managers & staff	2	4	8	MEDIUM	a. Effectively manage delivery of the NCC NCH service contract b. Health and Safety Policy to be agreed by Group Board	LOW	
04	Tenants are satisfied in the management of their properties and have a voice	AD (Tenancy)	3	4	12	HIGH	a. NCH has range of involvement mechanisms including involvement in the Company's governance structures. b. Regular in-house survey outcomes for NCH Group c. Complaints procedure in place, outcomes for NCH Group also reported to EMT/Board d. Separate complaints reporting now in place for RP tenants and reported to RP Board e. Separate customer satisfaction surveys for RP Tenants undertaken along same lines as NCC tenants	2	4	8	MEDIUM	a. Satisfactory self-assessment against Tenant Satisfaction Measures.	LOW	