

**THE NORTHERN HOUSING CONSORTIUM**

# **ANNUAL REPORT 2019**

# CHIEF EXECUTIVE'S INTRODUCTION

This is my first annual report as Chief Executive, and I'm thrilled and honoured to now be leading the organisation. I have a tough act to follow, as Jo Boaden had been an outstanding Chief Executive. I'd like to thank Jo for the support she has given me over the years, and I know she will continue to act as a champion for housing in the North.

One of the things I enjoy most about working for the NHC is the opportunity to meet our members and hear about the great things they are doing.

I am passionate about raising the profile of the work that our members do and ensuring that Government and stakeholders see the vital contribution that the northern housing sector plays, and its desire to deliver.

As an organisation we are also committed to connecting our members with each other so they can share ideas and develop new products and solutions. Our engagement programme, culminating in our key event of the year – the annual Northern Housing Summit – is packed with a huge variety of different topics and types of events across the three northern regions. I'm proud that we are able to provide such a high number of free-to-attend events within this programme and look forward to continuing this approach in 2020.

We all know that these are tumultuous times. As a membership organisation, it is essential that we are alert to the changing environment and are agile and flexible in responding to our members' needs. We know that our members are continuing to deliver services whilst in the midst of a housing crisis that requires both quality and quantity of housing, and in response to calls for a wholesale culture change in the approach to engaging with tenants and building safety reforms.

We are continually assessing the way we work to ensure we can be in the best place to support members in achieving their aspirations and meeting these challenges.

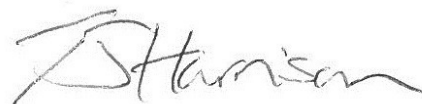
The team are always striving to improve our services and this year we'll launch 'MyNHC', an online portal to help our members design their own bespoke NHC services.

In 2018/19, we conducted a member perception survey, to which around a third of the membership contributed. The results of that survey gave us reassurance and a clear steer in terms of what members want from us in the future. This has been the basis of our new corporate plan, which we'll share – for the first time – with the full membership in Autumn 2019.

I am absolutely committed to ensuring the NHC remains influential, informed, relevant and valuable to members. I cannot do this alone and I have a great team around me which has been reinvigorated with lots of new faces at all levels in the organisation from procurement to member engagement and from policy to IT. I would like to thank our staff for the truly outstanding contribution they make.

I also want to thank the NHC Board for their support in my first few months as Chief Executive. I am delighted that we have the experience of Tom Miskell as Chair of the Board with his longstanding work in housing providing invaluable insight. Our Board members demonstrate commitment to housing in the North and the enthusiasm to drive forward our vision: to use our collective voice to have unrivalled influence in achieving housing policy that works for the North.

Finally, I would like to thank our members for their continued support, and I'm looking forward to meeting with as many of you as possible over the coming months.



**TRACY HARRISON**  
CEO, NORTHERN HOUSING CONSORTIUM





# CHAIR'S FOREWORD

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Each time I prepare this annual summary, I am led to reflect on what type of year it has been for the sector. There is never a year when we aren't faced with challenges and this one is no exception.

The years I have Chaired the Board have seen much in the way of reforming papers from Government. In this last year, however, Westminster's fixation with Brexit has meant that some reforms have been pushed down the agenda. I know that our member organisations are not sitting back and waiting for change. They are getting on and delivering, innovating and evolving.

Whilst I do not underestimate the challenges facing the sector, I remain as enthusiastic as ever and inspired by our members.

As you read through this report, you'll learn about many developments and achievements from the past year. We hope that the contents show you that we remain a dynamic and successful Consortium that isn't 'resting on its laurels' but is also innovating and evolving and is well prepared for its journey into the future.

This is to ensure that we will remain a healthy and vibrant organisation for years to come.

The delivery of an organisation's corporate plan always needs the sound advice and guidance of its Board and I would very much like to thank our Board members for their time, commitment and the expertise that they have shared with us over the last year. The blend of their skills and diverse backgrounds – all united by a desire to shape the best future for housing in the North – has, I believe, added immeasurably to the outputs of the Consortium.

This past year has seen significant change to the Board and we were delighted to welcome Yvonne Castle, Simon Costigan, Liz Haworth, Barbara Spicer, Lee Sugden and Ian Wardle as new additions to the Board. Sadly, we had to say goodbye to Ian Ankers, Nick Atkins, Liz Cook, Chris Smith and Rob Young who stood down from the Board in 2018. They all made a significant contribution over many years to the success of the NHC and I would like to thank them for their support to the organisation and to me.

The level of progress during the year could not be achieved without the hard work of the NHC's staff. Much of the credit for what has been achieved goes to Jo Boaden, who retired as our Chief Executive this year. I am delighted to say that going forward the organisation is in safe hands with Tracy Harrison who, after several years working alongside Jo has taken the helm and I know she will bring her indefatigable work ethic and member focus to the role.

She has the strong backing of a dedicated team and I would like to personally thank them for all the help they have provided me and the membership.



**TOM MISKELL OBE**  
CHAIR, NORTHERN HOUSING CONSORTIUM



# OUR BOARD



**Tom Miskell OBE (Chair)**  
Consultant



**Steve Close (Vice Chair)**  
Chief Executive, Together Housing Group



**Yvonne Castle**  
Chief Executive, Johnnie Johnson Housing



**Lee Sugden**  
Chief Executive, Salix Homes



**Barbara Spicer CBE**  
Chief Executive, Plus Dane Housing



**Paul Fiddaman**  
Group Chief Executive, Karbon Homes



**Karen Lythe**  
Assistant Director Economy, Housing  
and Investment, Calderdale Council



**Mike Palin**  
Chief Executive, St Helens Council



**Sarah Robson**  
Corporate Director for Growth,  
Enterprise and Environment, Redcar  
and Cleveland Council



**Liz Haworth**  
Chief Executive, Halton Housing



**Simon Costigan**  
Chief Officer Property and Contracts,  
Leeds City Council



**Michael Laing**  
Associate Director, Community  
Services, Gateshead Care Partnership



**Greg Robinson**  
Assistant Chief Executive Resources,  
Incommunities



**Ian Wardle**  
Chief Executive, Thirteen Group



# THE YEAR IN NUMBERS

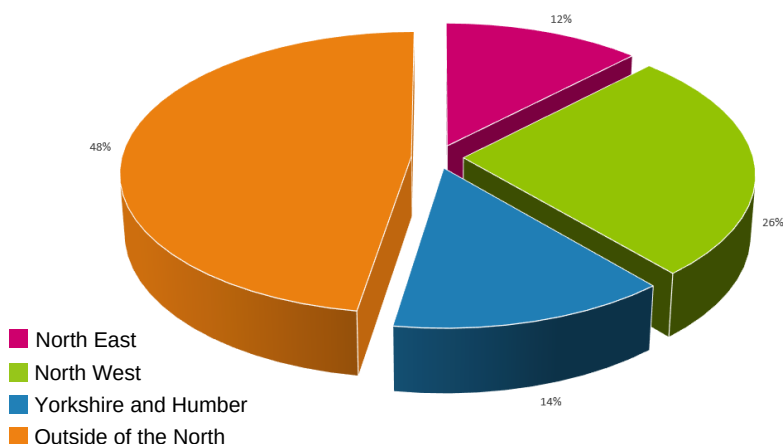
Total number of members **483**

**5,221** interactions with our members last year

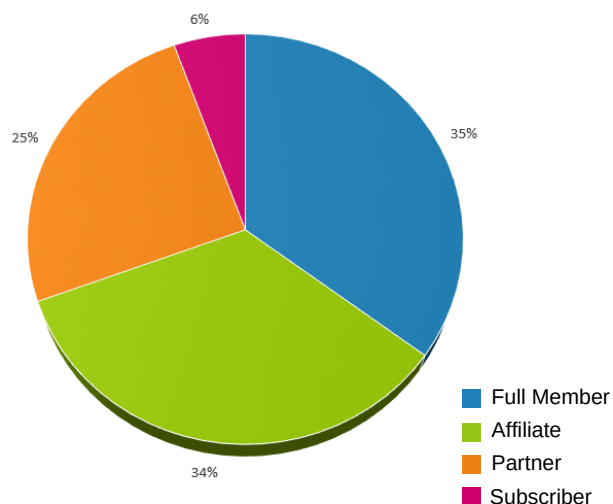
Total number of events  
(conferences, roundtables  
and training sessions)

**77**

Geographical breakdown of members



Member type breakdown



# The **Voice** of Housing in the **North**

## Connected to members at all levels

*Making it easier and cheaper for members to interact with us and each other*

The Member Engagement Team continues to provide a range of ways to connect with our members, and to link them to one another through roundtables, networks, seminars, dinners and conferences.

The team is playing an active part in our role as secretariat to the recently launched All-Party Parliamentary Group (APPG) Housing in the North Inquiry into standards in the Private Rented Sector (PRS) and continues to take a leading and well-recognised role in research into the impact of Universal Credit (UC).

We covered a broad range of topics throughout 2018/19 including housing and health, digital innovation, rural housing and housing law.

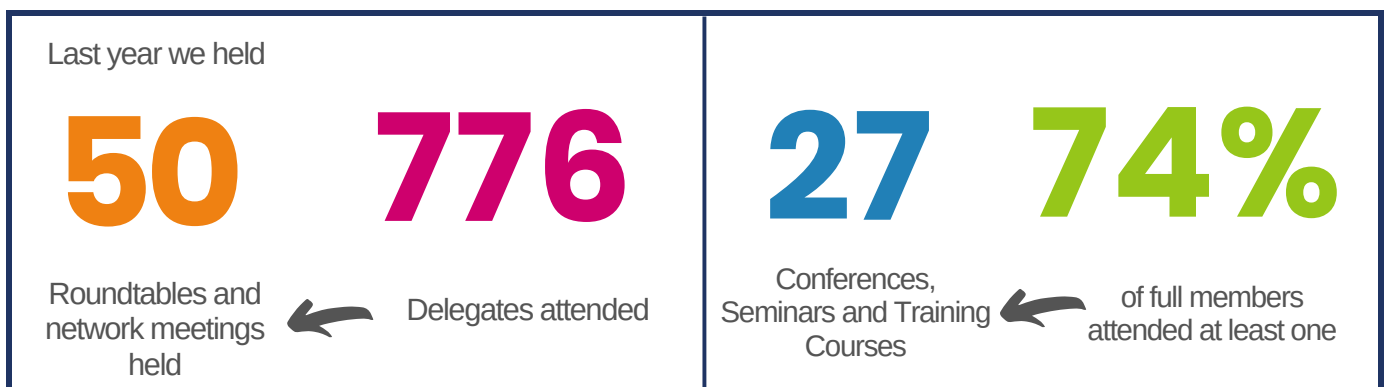
Our events programme continues to be successful, and we have broadened the range of event types we offer to meet our members' changing needs. This year saw a focus on seminars, to complement our conference programme and to offer members the best possible value for money. We held 27 conferences, seminars and training courses throughout the year and 74% of our full members attended at least one of these in 2018/19.

Our free member roundtables remain very popular – we held 50 roundtables and network meetings in 2018/19 with 776 delegates attending at least one. 1525 representatives from a member organisation attended our events.

Our plan for the next three years includes enabling more digital engagement opportunities for our members to make it easier and cheaper to interact with us, and in turn helping us to broaden access to our services right across our member organisations.

*Ensuring we know our members' key priorities and areas of focus*

Looking forward, a new online portal, 'MyNHC' will give members better oversight of how their organisation works with us, with the ability to book and manage event bookings, access documentation, view procurement information and much more. MyNHC will also bring significant efficiencies for the NHC team, allowing us to focus on deepening our understanding of members' interests and priorities in order to tailor our services and connect with all levels within the membership.





## Unrivalled ability to shape and deliver services that add value for members

### *Supporting staff development and wellbeing*

Our staff are the key to our ability to deliver excellent services to members.

We support our staff to become subject matter experts in their field through personalised training and development plans. Staff are encouraged to complement their sector and role knowledge through study, and we currently have 26% of our staff body studying towards recognised academic or professional qualifications. The NHC also supports qualified staff with affiliation to their respective professional member bodies, ensuring authenticity in the specialist and sector support we provide to our members.

This year our staff at all levels were actively engaged in the development of our new corporate plan, encouraging them to use their individual areas of expertise to best effect. Using key corporate objectives and ambitions developed from the member perception survey and agreed by our Board, we developed a refreshed plan that will help us to continue to succeed and to achieve our objectives through to 2022. We provided full staff training in service excellence to equip staff with the tools to use their member and sector knowledge most effectively, and to be bolder and clearer in our communications to members and sector stakeholders about the extensive work that we do as an organisation.

We have a strong staff culture at the NHC, and this year we concurrently asked a volunteer staff working group to support a modernisation of our corporate values, the glue to our ability to deliver the new corporate plan.

We are passionate about the wellbeing of our staff in order to facilitate the best support to our member organisations. We have established a staff-led wellbeing working group to discuss and promote initiatives to sustain and improve physical and mental health and wellbeing amongst staff. We recently undertook a full staff wellbeing survey which generated very positive results.

We now have nearly 80% of our staff signed up on our remote working programme, which, together with our flexible working policy, allows staff to be fully agile and choose an optimal time and location to deliver their workplan effectively. 100% of our staff are now fully equipped with the communication tools and IT infrastructure to be able to work remotely if required, minimising any risk of downtime.

Overall, we believe our noteworthy 2017/18 sickness record, of only 1.8 days per employee for the full year, is testament to the success of our remote working programme and other staff wellbeing measures put in place. We hope that these measures and ongoing actions will help to sustain this excellent performance within the organisation, and further develop our staff as role models and ambassadors for the sector in general.

### *Creating sector-leading solutions that members want*

Our commercial arm, Consortium Procurement continues to develop and expand, signing up more new members across sectors throughout the UK including Northern Ireland. Working with some of the UK's leading suppliers, our aim is to take away the complexity of procurement for our members by providing them with a simple, trusted and compliant route to procurement. Feedback from members over the last year demonstrates our success in delivering this service. Protecting our members through compliance remains at the heart of what we offer, as well as agility alongside a changing political backdrop.

As a not-for-profit organisation, any surplus generated from our procurement activity is reinvested into the organisation. We now have more solutions for our members to access than we ever have before across frameworks, dynamic purchasing systems and member-bespoke procurement opportunities, and these are all being successfully utilised by members. The member savings and efficiencies delivered year on year demonstrate the benefits of members working with us and the statistics within this report give a picture of our achievements so far.

# The Voice of Housing in the North

## *Adding further value to members*

Our procurement roundtables are informal quarterly events allowing members to hear and share best practice and discuss current and emerging procurement issues. This support network continues throughout the year as we encourage members to engage with their peers for advice and guidance on any projects they are working on. Likewise, we use this network of procurement professionals to soundboard the development of our own solutions, ensuring they are fit for purpose.

We announced in last year's Annual Report that we would be expanding our roundtables from the North and Midlands regions, to also include Wales and the South of England. We are delighted that this has been fully implemented and with great success. Our member attendance for each region has grown and continues to do so.

The Village is Consortium Procurement's largest exhibition of the year. Held over three days within the CIH Housing exhibition hall, it is the largest annual gathering of housing professionals in Europe and proves to be an excellent promotional and networking opportunity for all involved. This year was a great success with nine of our supply partners choosing to exhibit alongside us on our stand. Preparation has already begun for next year and we look forward to welcoming members again in 2020.

*"Our presence at the event gives us a great opportunity to meet with decision makers from the UK's leading housing providers at a single event. It offers a forum for debate, sharing best practice and exploring innovation, and gives us vital insight for continuing to develop our market-leading technology-enabled Connected Care and Health solutions".*

Gavin Bashar, Managing Director at Tunstall

Additionally, of note, in the coming months we will be presenting for the first time at Homes UK in London which will be a great opportunity for us to engage with our members and potential members.

## *Developing and building upon our existing solutions and services*

In August 2019 we jointly launched a collaboration between Consortium Procurement and LHC, expanding our offering to members to include a full suite of construction frameworks. The new Consortium Procurement Construction (CPC) brand offers frameworks to support procurement of works, products and services for the construction, refurbishment and maintenance of social housing and public buildings.

The collaboration with LHC was borne out of the belief that there is a significant opportunity to support members by combining LHC's outstanding technical knowledge of construction with Consortium Procurement's unrivalled member knowledge and networks. We have a long-standing and excellent relationship with LHC, also a not-for profit organisation with whom we share closely aligned values, so we are very excited to launch this new offering to members. The CPC service is now up and running with an office based in Leeds, plus its own website and social media platforms for members to engage with.



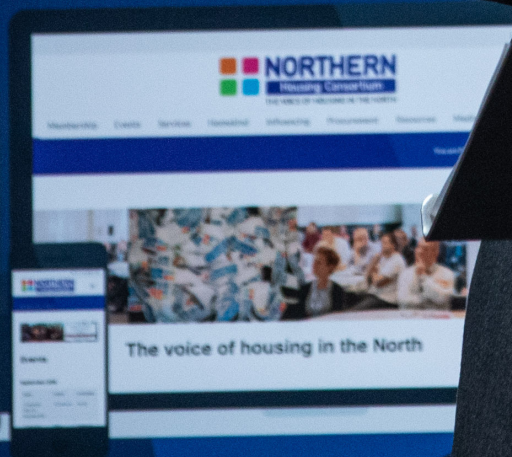
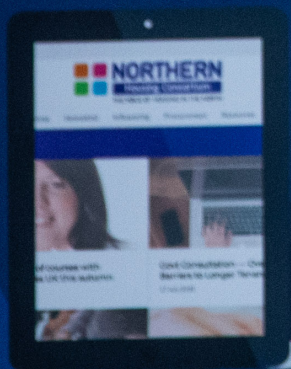
# THE VOICE OF HOUSING IN THE NORTH

[www.northern-consortium.org](http://www.northern-consortium.org)

 @NHC



Northern Housing





# The Voice of Housing in the North

One area of focus over the next year, and already covered by our CPC solutions, is the use of Modern Methods of Construction (MMC), including modular build. We know there is enthusiasm from our members for using MMC products, but we also realise there are many challenges associated with it. We continue to share, through our experienced network, lessons learned across the sector to date and we are currently using our power of conference to work closely with sector bodies to best support our member needs.

Since launching the CPC brand, we have already provided the solution for the expansion of a primary school: Northumberland County Council's first ever MMC building project.

## *Adding further value to members through our Business Improvement Services*

During last year, the Business Improvement team supported our member organisations in the areas of Voids Management, Allocations and Lettings, Customer Service and Journey Mapping, and Value for Money.

We have worked alongside members to enhance processes, leading to improvements in performance and a better service to customers. Our network of trusted and experienced NHC associates have worked with local authority members looking at strategic issues around land and development, regeneration and private sector landlord schemes. In addition to direct commissioned work, we run regular seminars and network meetings that are free to attend and where members can learn more about the support we can offer.

## Craft messages and build an evidence base on the issues that matter to members

The NHC's influencing role has gained momentum and our voice continues to be heard with key stakeholders at regional and national levels.

We are proud of our business model which allows us to keep subscriptions low and sees the income we generate through our national Consortium Procurement service reinvested into our member services and influencing work for housing in the North. By using our procurement services, members are investing in our ability to help make the North an even greater place to live.

## *Crafting the message*

The NHC works with its members to influence the national policy agenda. We gather evidence through our policy networks and events, government consultations and through our role as secretariat to the All-Party Parliamentary Group Housing in the North (APPG). Through this member engagement activity, and through a sustained focus on our core policy objectives, we are able to reinforce members' views to influence Government and key stakeholders.

Recently, the NHC launched the '#OurNorth' campaign which highlights our current asks of Government in the run-up to next year's spending review to achieve housing policy that really works for the North. The key policy asks are to:

- **drive up quality in our private rented sector through a flexible regeneration fund:** as secretariat, the NHC is supporting the APPG Housing in the North's Inquiry into property standards in the North's PRS.
- **support the delivery of new affordable homes in the North:** the NHC recently launched a publication at the Conservative Party Conference highlighting schemes funded through the Homes England Affordable Homes Programme (AHP), raising awareness of the vital role this fund plays in the North.
- **create the capacity our local authorities need to deliver on their housing ambitions:** the NHC is working with the Collaborative Centre for Housing Evidence (CaCHE) to produce fresh evidence on the scale of capacity reductions in the North, and to set out the constraints it places on our ambitions to drive up housing supply and quality.



# Annual Report

## *Building the evidence base on the issues that matter to members*

The NHC continuously builds its evidence base to support discussions with Government and stakeholders. One of the ways we do this is to commission research. Last year, the Smith Institute was commissioned by NHC in conjunction with Liverpool City Region and Karbon Homes to investigate poor condition housing in the North, with a focus on the costs and consequences of non-decent homes. This showed the extent of the issue in housing occupied by older people and its subsequent impact on health and social care budgets. We have used this evidence to highlight the benefits of investing in housing to save costs elsewhere in the public sector.

Making existing places better is still very much a focus of our work building on the evidence of the Commission for Housing in the North. To add to our evidence on areas in need of regeneration we commissioned (in conjunction with the Tees Valley Combined Authority, Thirteen, North Star and Coast and Country) research on the Tees Valley Housing Market. The report demonstrated evidence on the positive role that housing can play in the economic success of an area with a place-specific partnership approach to regeneration. This will contribute towards our calls for flexible regeneration funding.

Recently, as part of the #OurNorth campaign, we have begun to build an evidence base on local authority housing and planning capacity in the North. This evidence will be used to influence the full Spending Review due in Spring 2020.

Over recent years, two Parliamentary Constituency Profiles were published covering stock condition in the private sector, fuel poverty and household size, dwelling type and households affected by the Spare Room Reduction. The NHC also carries out its own research and in recent years has published: *The Impact of Universal Credit – The Frontline Perspective*, a culmination of a year-long study that draws on the results of four surveys into the impacts of Universal Credit on housing organisations and their tenants in the North. The NHC used this research to liaise with the Department for Work and Pensions (DWP) and to engage with members in a series of events.

In October 2018, we published: *The Impact of Universal Credit – Revisited* report. This report provided members with the findings of a self-completion survey of members on their experiences of the Universal Credit benefit system after changes were made by central government. This built on the evidence collected during the longitudinal research in previous years, by updating its findings, unpacking the issues raised and collecting more in-depth, qualitative information than the previous study provided. The NHC continues to have regular dialogue with the DWP, sharing with them members' experiences of UC and giving members the opportunity to meet DWP colleagues at events such as the recent Universal Credit Seminar. The NHC will be exploring this further in a new study focussed on the resources required by members to support individuals through Universal Credit.

Praise for the NHC's Universal Credit research:

*“The NHC’s focus on this important area is pleasing to see. It’s also a particularly good report – short, focused and well written...it is the human element that has the most impact and the various case studies included throughout the report make sobering reading.”*

*Steve Moseley, group director of governance, strategy & communications, L&Q and editorial panel member, Thinkhouse (Inside Housing)*



In 2018/19 we saved our members almost

**£8.5 million**

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We have **10** new members

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Average member saving of almost **£28,000**

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- Launched our refreshed Property, Safety & Security Framework
- Launched our Commercial Insurance Framework
- Launched our Passenger Lifts Framework
- Launched our Electronic Payment Services Framework
- Launched our Furniture Services Framework
- Development of a new Technology Enabled Care Services Framework
- Development of Residential Property Development and Asset Management Consultancy DPS
- Development of Asbestos, Legionella and Mould Framework





### Commercial Ins...



With a focus on...  
Consortium Procurement

### Adaptations & Fixed Lifting Equipment



With a focus on...  
Consortium Procurement

### Asset Management Services



With a focus on...  
Consortium Procurement

### Passenger Lifts



With a focus on...  
Consortium Procurement

### Fire Safety



With a focus on...  
Consortium Procurement

LIVING 2019  
LITH JONES  
EXECUTIVE DIRECTOR  
HOUSING  
ATE  
Workway Studios



# The Voice of Housing in the North

## *Ensuring our collective voice is heard*

The NHC uses the strength of our unique cross-sector membership to champion the case for housing providers and local authorities in the North at events, in the media and through wider influencing activity. Our Chief Executive and other senior officers are regularly invited to contribute as key speakers and take the opportunity to deliver our key messages. This year the NHC has contributed to the debate on housing disrepair, good quality housing supply, the private rented sector, building safety and health and housing, amongst other topics.

In addition to attending external events, the NHC has a lively and busy events programme of its own with its key annual event, the Northern Housing Summit, last year attracting the Metro Mayors of Liverpool and Manchester which generated a spirited discussion on devolution.

The NHC has continued to make good progress over the year in consolidating its influence on the national policy agenda. Our expertise and knowledge derives from the insightful views of the organisations we represent. We have allocated additional staff resource to our member engagement and influencing work, ensuring that we continue to build the collective voice of the northern housing sector.

## *Helping members make the most of the opportunities offered by devolution*

We are uniquely placed to bring together housing leads for the northern Combined Authorities and have continued to build on our offer and level of support. The group we convene now has regular attendance from: Greater Manchester Combined Authority, Liverpool City Region, Sheffield City Region, West Yorkshire Combined Authority, Tees Valley and North of Tyne. We are working with the housing leads to share evidence, coordinate our asks and support their aims through our influencing work.

We also recognise the diversity of our membership and continue to fully represent the voices of members operating in areas not currently benefiting from devolved arrangements.

## **Ensure our messages reach and connect with decision makers and policy shapers**

### *Strengthening our connections with decision makers and policy shapers*

During the period covered by this Annual Report we have seen several changes of Housing Minister and Secretary of State. The NHC provides all new Ministers with detailed information about the work of our member organisations and offers to host visits to locations across the North where we know good practice is taking place.

We also engage with the team of advisors around the Ministers and this year have hosted tours for Jeremy Pocklington, Director General, Ministry of Housing, Communities and Local Government (MHCLG) and Isobel Stephen, Housing Supply Director at MHCLG. In addition to bringing officials to the North, we regularly engage with senior officials in London, updating them on our work and ensuring the voice of housing in the North is heard in Whitehall.

The NHC has continued its work in Parliament providing the secretariat to the APPG for Housing in the North which has launched a year-long review of the standard of private rented sector (PRS) housing. Northern MPs and Peers have been delighted with the quantity and quality of evidence submitted to date.

The APPG already had a strong profile and had engaged with Melanie Onn, former Shadow Housing Minister and Steve Rotheram, Liverpool City Region Metro Mayor who both attended the APPG at the launch of our research: The Hidden Cost of Poor Quality Housing in the North. This year-long review into PRS standards helped to develop the APPG into a robust and effective vehicle for change as it continues to drive forward the agenda for housing in the North, including through the recently launched PRS Inquiry.





# THE VOICE OF HOUSING IN THE NORTH

SIGN UP HERE





# The Voice of Housing in the North

The NHC jointly holds quarterly meetings in the North with the Regulator for Social Housing. The meetings provide a forum for members and the Regulator to consider, discuss and exchange views and information on a range of issues in relation to the governance of the social housing sector and the wider operating environment.

The NHC has been successful in bringing key sector figures to the North for engagements with members. We held roundtable dinners offering members the opportunity to talk privately with high profile stakeholders and government officials and these forums are important in ensuring a strong northern voice is heard amongst influential figures.

## *Ensuring the people who count understand and respond to our core policy objectives*

The Government regularly issues proposals in the form of consultations, calls for evidence, or Green Papers.

Perhaps the most significant policy paper for the sector was published in August 2018, the Social Housing Green Paper – A New Deal for Social Housing. The NHC held three roundtables and worked with MHCLG to facilitate resident engagement sessions with the relevant Ministers: Alok Sharma MP, Kit Malthouse MP and Heather Wheeler MP as they conducted their tour on the Green Paper proposals.

The influencing work we carried out on the Social Housing Green Paper provided us with a real opportunity to work with Government to shape our sector for the future. As the Green Paper set out a 'new deal', we have engaged with members at every opportunity to take away vital messages and crucial information which we then use to reinforce members' views as we maintain the relationships needed to influence Government and key stakeholders.

In addition to the Green Paper, the NHC put forward views to Government on a range of topics such as planning, right to buy, PRS and building social housing.

## *Collaborating with other organisations who share our members' interest*

The NHC works with other organisations with similar aims and objectives. This year we supported the Affordable Housing Commission, an independent commission chaired by Lord Best, which issued a call for evidence on affordability and housing. We hosted an evidence session for the Commission and submitted detailed evidence to influence the final report.

The NHC supported the National Housing Federation as they were compiling their Great Places report, providing a 'provocation' session as well as a presentation and written evidence to the Commissioners.

We also work collaboratively with HACT, holding events and supporting their work with housing providers and their partners in neighbourhoods with local communities.



## Solid financial footing

### *Investing in growth of our services*

The NHC maintains a solid base of operations through a stable membership base and our portfolio of committed procurement contracts. In July 2018, our Board took the decision to build on our financial strength and security through investing in organisational growth, using some of our reserves to further develop our procurement services. This growth will be achieved through expanding the breadth of our framework and DPS offerings, and growth in our national and cross-sector coverage, increasing our affiliate membership and supporting housing providers outside of the North, and health and education organisations nationally.

As well as offering members additional choice and access to procurement savings, as a not-for-profit organisation, future financial returns generated from growth will be able to further support our ever-increasing level of influencing activity to make the North a great place to live. A wider procurement offering also helps us to mitigate risk around dependencies on any single service area, and therefore this approach offers the organisation greater longer-term protection of our ability to continue our influencing activities.

During 2018/19, we invested in the creation of a number of new procurement and commercial roles within our staff team, along with investment in the supporting tools and resources to boost our engagement activities with members and supply partners across the country. Therefore, it is important to note that the deficit position and decrease in net assets shown within the accounts for the year ending 31st March 2019 was a planned and anticipated position given the investment in procurement services during the year. Due to the long lifecycles of procurement services we expect a return on investment to be generated from the year 2020/21 onwards, and through the year 2019/20 we are on track to achieve this target.

It is also worth noting, in relation to interpreting the financial statements for the year ending 31st March 2019, that the Income Statement presented is significantly impacted by the inclusion of necessary pension-related FRS102 accounting adjustments within the accounts, arising from the annual defined benefit valuation for accounting purposes. The deficit shown for the year ending 31st March 2019 includes a £138,000 net debit adjustment (mainly categorised within Administrative expenses) compared to a net credit adjustment in the prior year ending 31st March 2018 of £30,000. The Board noted that the Statement of Financial Position represents a clear view of operational position including the investment in procurement in the year.

### *Maximise the investment return on our reserves for members and protect our sustainability*

We continue to work towards protecting our operational going concern, and ultimately, our ability to keep supporting members. This will be achieved by maximising the return on our reserves through investment, and proactive management and protection of our existing reserves against our defined benefit pensions deficit position. This position is closely monitored through our Audit and Risk Committee and we continue to work with external advisers and the West Midlands Pension Fund to meet this objective.

### *Maximise the value and ongoing return for members*

Simultaneously, we continue to strengthen and refine our internal operations in order to maximise value and net income return for our members. These measures include effective governance and succession planning through our Non-Executive Board and sub-committees, continually improving our CRM Dynamics system to increase our business intelligence capabilities, efficiencies to be generated by the investment in our new MyNHC Portal for members, and maintaining a robust, efficient, secure and compliant suite of corporate functions across IT infrastructure, finance and HR. Additionally, a key objective for 2019/20 is developing our senior leadership team as business leaders by building their financial knowledge and understanding to enable optimal commercial decision making and continually driving the best value for members.



Registration number 04361009

# **NORTHERN HOUSING CONSORTIUM LIMITED**

(A company limited by guarantee)  
Annual Report and Financial Statements  
for the Year Ended 31 March 2019



# The **Voice** of Housing in the **North**

## Northern Housing Consortium Limited

### Company Information

**Directors**

T M Miskell  
S R Close  
M M Palin  
P Fiddaman  
K J Lythe  
S E Robson  
G M Robinson  
M Laing  
B Spicer  
I P Wardle  
Y J Castle  
S Costigan  
C E Haworth  
L J Sugden

**Company secretary** C R Wilmot

**Registered office**

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Sunderland Enterprise Park  
Sunderland  
SR5 3XD

**Bankers**

The Cooperative Bank Plc  
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Manchester  
M60 4EP

**Auditor**

MHA Tait Walker  
Chartered Accountants & Statutory Auditor  
Bulman House  
Regent Centre  
Gosforth  
Newcastle upon Tyne  
NE3 3LS

# The Voice of Housing in the North

## Northern Housing Consortium Limited

### Directors' Report for the Year Ended 31 March 2019

The directors present their report and the financial statements for the year ended 31 March 2019.

#### Directors of the company

The directors who held office during the year were as follows:

T M Miskell  
S R Close  
M M Palin  
P Fiddaman  
K J Lythe  
S E Robson  
G M Robinson  
E A Cook (resigned 6 July 2018)  
M Laing  
R A T Taylor (resigned 6 July 2018)  
R C Young (resigned 15 November 2018)  
N S Atkin (resigned 15 November 2018)  
I R Ankers (resigned 15 November 2018)  
C Smith (resigned 15 November 2018)  
B Spicer (appointed 20 April 2018)  
I P Wardle (appointed 15 November 2018)  
Y J Castle (appointed 15 November 2018)  
S Costigan (appointed 15 November 2018)  
C E Haworth (appointed 15 November 2018)  
L J Sugden (appointed 15 November 2018)

#### Principal activity

The principal activity of the company is a membership organisation whose principal purposes are to represent members' interests and to assist them by offering support, advice and guidance. This assistance is provided in many forms, including policy advice, information and support, networking opportunities, conferences, training and exhibitions, research, general and statistical information, procurement solutions and business improvement services.

Our main drivers this year have again been a stronger representation of Members' needs, continued development of services, procurement solutions and support, and improved engagement with the membership. Our links with key local and central government stakeholders have continued to develop and strengthen. We have continued to promote the key priorities arising from our Commission for Housing in the North including the significance of regeneration. The Commission involved input from a number of prominent individuals within and outside the sector and was established to identify and assess the successes and challenges of housing in the North, then to consider best practice and to advise on recommendations for change.

The Board agreed in July 2018 to an investment programme to grow our procurement solutions through the breadth of solutions available to members and through increased geographical and sectoral access and solutions to enable better support for members, including our affiliate membership beyond the North. This investment anticipated a deficit operational position for the year ending 2019 but with expected return on investment to be generated for members from the year ending 2021.



## Northern Housing Consortium Limited

### Directors' Report for the Year Ended 31 March 2019 (continued)

#### Review of the year

In order to fulfil the company's key objective to support our membership through the provision of services and solutions, we need to make a surplus to continually grow and develop our services, and at the same time build up a level of reserves to enable us to compete in the marketplace and offset our pension liabilities/deficits.

#### Reserves

The company has a total of £1,517,143 (2018 - £1,603,462) in reserve (before pension liability) which has decreased due to the deficit in the year. The pension deficit of £1,254,000 (2018 - £1,444,000) has impacted on total reserves this year increasing the total balance on reserves to £263,143 (2018 - £159,462). While prudently managing the pension deficit our aim is to use any future surplus generated to reinvest for the benefit of member services.

#### Health & safety

It is the company's policy to give the greatest importance to the health, safety and welfare of its employees. To this end, the company makes every reasonable effort to provide safe and healthy working conditions in its offices. Similarly, it is the duty of all employees to exercise responsibility and to do everything to prevent injury to themselves and to others. This policy is communicated to employees through contracts of employment and staff handbooks and policies available by intranet and hard copy.

#### Committee structure

The Board has established two committees with delegated powers, these are the Audit & Risk Committee and Remuneration & Governance Panel.

#### Risk management

The company has established procedures for all service and business units to regularly appraise, review and operate appropriate and effective risk management. To ensure the company's approach is shared by all employees, on-going training takes place.

#### Corporate governance

The company has accepted the principles of good governance and related internal procedures. The Board of Directors have received briefings on governance issues throughout the year and will continue to do so in the future. The Board has met on five occasions during the year. It is responsible for company strategy and dealing with key business issues. In addition to formal Board meetings, a further Board event is held each year at which Directors and the Executive look at ways of constantly improving the business, its positioning and performance. Board members also undergo an annual appraisal of their performance on the Board. The company is a non-political organisation and its Board of Directors is made up of officers from full member organisations.

#### Relations with members

The company is committed to maintaining good communications and the provision of services and support to its members. Apart from using the variety of media to communicate with members, the Consortium's Annual General Meeting, to which all members are invited, allows matters of interest to be raised with the Board. The company's website at [www.northern-consortium.org.uk](http://www.northern-consortium.org.uk) also contains up to date information about the company and the services and solutions it provides. In addition, members receive regular e-mail newsletters which provide information updates, including relevant developments and related websites.

## Northern Housing Consortium Limited

### Directors' Report for the Year Ended 31 March 2019 (continued)

#### **Company's policy on payment of creditors**

The company's policy is to agree and confirm terms of payment procedures at the commencement of business with suppliers, pay in accordance with contractual and legal obligations, and continually review payment procedures and liaise with suppliers as a means of eliminating difficulties and maintaining a good working relationship.

#### **Pensions**

The company is an admitted body of the West Midlands Pension Fund which is a defined benefit final salary pension scheme. The company has also set up an auto-enrolment compliant defined contribution scheme through Standard Life and all new staff will be enrolled in this scheme.

#### **Employee involvement**

It is the company's policy to have effective communication and consultation with staff. Staff involvement is achieved through regular update meetings, briefings, e-mail and other correspondence which help ensure that staff are fully aware of the organisation goals and results.

#### **Disclosure of information to the auditors**

Each director has taken steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

#### **Reappointment of auditors**

In accordance with section 485 of the Companies Act 2006, a resolution for the re-appointment of MHA Tait Walker as auditors of the company is to be proposed at the forthcoming Annual General Meeting.

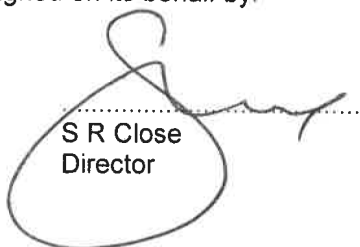
#### **Small companies' provision statement**

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

Approved by the Board on ~~12th July 2019~~ and signed on its behalf by:



.....  
T M Miskell  
Director



.....  
S R Close  
Director



## Northern Housing Consortium Limited

### Statement of Directors' Responsibilities

The directors acknowledge their responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# The Voice of Housing in the North

## Northern Housing Consortium Limited

### Independent Auditor's Report to the Members of Northern Housing Consortium Limited

#### Opinion

We have audited the financial statements of Northern Housing Consortium Limited (the 'company') for the year ended 31 March 2019, which comprise the Income Statement, Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 Section 1A 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2019 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



## Northern Housing Consortium Limited

### Independent Auditor's Report to the Members of Northern Housing Consortium Limited (continued)

#### Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

#### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' Report and from the requirement to prepare a Strategic Report.

#### Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities (set out on page 5), the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

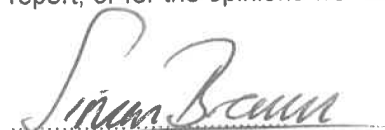
# The **Voice** of Housing in the **North**

## Northern Housing Consortium Limited

### Independent Auditor's Report to the Members of Northern Housing Consortium Limited (continued)

#### Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Brown BA ACA DChA (Senior Statutory Auditor)  
For and on behalf of MHA Tait Walker  
Chartered Accountants  
Statutory Auditor  
Bulman House  
Regent Centre  
Gosforth  
Newcastle upon Tyne  
NE3 3LS

Date: 1.8.19

MHA Tait Walker is a trading name of Tait Walker LLP.



# Annual Report

## Northern Housing Consortium Limited

### Income Statement for the Year Ended 31 March 2019

	Note	2019 £	2018 £
Turnover		1,986,811	2,078,585
Cost of sales		<u>(285,426)</u>	<u>(281,924)</u>
Gross surplus		1,701,385	1,796,661
Administrative expenses		(1,887,658)	(1,610,638)
Other operating income		<u>-</u>	<u>241</u>
Operating (deficit)/surplus		(186,273)	186,264
Interest payable and similar expenses		<u>(38,000)</u>	<u>(39,000)</u>
(Deficit)/surplus before tax		(224,273)	147,264
Taxation		<u>(46)</u>	<u>-</u>
(Deficit)/surplus for the financial year		<u>(224,319)</u>	<u>147,264</u>

The above results were derived from continuing operations.

# The **Voice** of Housing in the **North**

## Northern Housing Consortium Limited

### Statement of Comprehensive Income for the Year Ended 31 March 2019

	2019 £	2018 £
(Deficit)/surplus for the year	(224,319)	147,264
Remeasurement gain/loss on defined benefit pension schemes	<u>328,000</u>	<u>3,000</u>
Total comprehensive income for the year	<u>103,681</u>	<u>150,264</u>



# Annual Report

## Northern Housing Consortium Limited

(Registration number: 04361009)

### Statement of Financial Position as at 31 March 2019

	2019 £	2018 £
<b>Fixed assets</b>		
Intangible assets	6,034	-
Tangible assets	15,067	31,990
	<u>21,101</u>	<u>31,990</u>
<b>Current assets</b>		
Stocks	1,920	1,244
Debtors	563,388	612,210
Cash at bank and in hand	1,132,032	1,185,294
	<u>1,697,340</u>	<u>1,798,748</u>
<b>Creditors:</b> Amounts falling due within one year	<u>(201,298)</u>	<u>(227,276)</u>
<b>Net current assets</b>	<u>1,496,042</u>	<u>1,571,472</u>
<b>Net assets</b>	<u>1,517,143</u>	<u>1,603,462</u>
Net Pension Liability	1,254,000	1,444,000
<b>Capital and Reserves</b>		
Profit and loss account	<u>263,143</u>	<u>159,462</u>
<b>Net assets</b>	<u>1,517,143</u>	<u>1,603,462</u>

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

Approved and authorised by the Board on 12th July 2019 and signed on its behalf by:

  
.....  
T M Miskell  
Director

  
.....  
S R Close  
Director

# The **Voice** of Housing in the **North**

## Northern Housing Consortium Limited

### Statement of Changes in Equity for the Year Ended 31 March 2019

	<b>Profit and loss account</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
At 1 April 2017	9,198	9,198
Surplus for the year	147,264	147,264
Other comprehensive income	3,000	3,000
	<hr/>	<hr/>
Total comprehensive income	150,264	150,264
	<hr/>	<hr/>
At 31 March 2018	159,462	159,462
	<hr/>	<hr/>
	<b>Profit and loss account</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
At 1 April 2018	159,462	159,462
Deficit for the year	(224,319)	(224,319)
Other comprehensive income	328,000	328,000
	<hr/>	<hr/>
Total comprehensive income	103,681	103,681
	<hr/>	<hr/>
At 31 March 2019	263,143	263,143
	<hr/>	<hr/>



## Northern Housing Consortium Limited

### Notes to the Financial Statements for the Year Ended 31 March 2019

#### 1 General information

The company is a company limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

The address of its registered office is Loftus House, Colima Avenue, Sunderland Enterprise Park, Sunderland, SR5 3XD,

#### 2 Accounting policies

##### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### Statement of compliance

These financial statements have been prepared in accordance with Financial Reporting Standard 102 Section 1A - 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

##### Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fairvalue.

##### Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Management consider that the estimates and judgements in respect of the defined benefit pension scheme are a key estimate and judgement. Management have worked with the actuary to form a set of assumptions which fit the company's circumstances. Management considers that the assumptions used by the actuary are within the normal range for the company's circumstances and its sector.

These financial statements are prepared in sterling which is the functional currency of the entity.

# The **Voice** of Housing in the **North**

## Northern Housing Consortium Limited

### Notes to the Financial Statements for the Year Ended 31 March 2019 (continued)

#### 2 Accounting policies (continued)

##### Revenue recognition

Turnover comprises the fair value of the consideration received or receivable for the sale of goods and provision of services in the ordinary course of the company's activities. Turnover is shown net of sales/value added tax, returns, rebates and discounts.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer, usually on despatch of the goods, the amount of revenue can be measured reliably, it is probable that the associated economic benefits will flow to the entity, and the costs incurred or to be incurred in respect of the transactions can be measured reliably.

The company acts as an intermediate for an agent in respect of one procurement deal, re-invoicing total costs onto the end user. In this circumstance the company is only recognising the commission paid (from the agent) as revenue, not total amounts invoiced. Similarly with all other procurement arrangements, where the company is the direct agent, it only invoices the commissions due and the service supplier invoices the end user.

Membership is charged annually, and entitles the member the right to use procurement deals and other services provided. The company therefore allocates income across the year.

##### Tax

The tax expense for the period comprises current tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

##### Tangible assets

Tangible assets are stated in the statement of financial position at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

##### Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	Depreciation method and rate
Office equipment	33% straight line
Fixtures and fittings	33% straight line



## Northern Housing Consortium Limited

### Notes to the Financial Statements for the Year Ended 31 March 2019 (continued)

#### 2 Accounting policies (continued)

##### Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life as follows:

Asset class	Amortisation method and rate
Client Portal - CRM System	Straight line over 3 years

##### Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. If they are due after more than 12 months they are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

##### Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first-in, first-out (FIFO) method.

##### Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

##### Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss on a straight-line basis over the period of the lease.

##### Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

## **Northern Housing Consortium Limited**

### **Notes to the Financial Statements for the Year Ended 31 March 2019 (continued)**

#### **2 Accounting policies (continued)**

##### **Defined benefit pension obligation**

Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the Statement of Financial Position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets. The defined benefit obligation is measured using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future payments by reference to market yields at the reporting date on high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses are charged or credited to other comprehensive income in the period in which they arise.

Changes in the net defined benefit asset or liability arising from employee service are recognised in profit or loss as a current service cost where it relates to services in the current period and as a past service cost where it relates to services in prior periods. Costs relating to plan introductions, benefit changes, curtailments and settlements are recognised in profit or loss in the period in which they occur.



# Annual Report

## Directors board and AGM attendance 2018/19

Board Member	Possible	Actual	%
Tom Miskell (Chair)	5	5	100%
Ian Ankers (Vice Chair <i>to November 18</i> )	4	1	25%
Sarah Robson	5	5	100%
Bob Taylor	1	0	0%
Michael Laing	5	3	60%
Nick Atkin	4	2	50%
Greg Robinson	5	4	80%
Paul Fiddaman	5	4	80%
Liz Cook	1	0	0%
Mike Palin	5	1	20%
Chris Smith	4	3	75%
Steve Close (Vice Chair <i>from November 18 to present</i> )	5	4	80%
Rob Young	4	1	25%
Karen Lythe	5	4	80%
Barbara Spicer	4	1	25%
Yvonne Castle	2	2	100%
Simon Costigan	2	2	100%
Liz Haworth	2	2	100%
Ian Wardle	2	1	50%
Lee Sugden	2	2	100%

Total number of board members : 14

Combined number of homes represented by our board members : 226000

Penetration of northern Housing Associations and Local Authorities in NHC membership (by housing stock) : 93%

