



**Nottingham City Council  
Companies Governance Executive Committee**

**Date:** Tuesday, 23 July 2024

**Time:** 3.00 pm

**Place:** Ground Floor Committee Room - Loxley House, Station Street, Nottingham,  
NG2 3NG

**Councillors are requested to attend the above meeting to transact the following business**

**Director for Legal and Governance**

**Governance Officer:** Mike Carey

**Direct Dial:** 0115 876 3760

<b>Agenda</b>	<b>Pages</b>
<b>1 Update on the Chair and appointment of Vice Chair</b>	
<b>2 Apologies for absence</b>	
<b>3 Declarations of interests</b>	
<b>4 Minutes</b> To confirm the minutes of the meeting held on 21 May 2024.	3 - 6
<b>5 Work Programme</b> For noting and discussion.	7 - 8
<b>6 Futures Business Plan - Public Presentation</b>	9 - 14
<b>7 Exclusion of the public</b> To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
<b>8 Futures Business Plan - Exempt Discussion</b>	15 - 62

Report of Corporate Director for Growth and City Development.

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|-----------|--|-----------|
| <b>9</b>  | <b>Exempt minutes</b><br>To confirm the exempt minutes of the meeting held on 21 May 2024.   | 63 - 68   |
| <b>10</b> | <b>Futures Group Strategic Review</b><br>Report of Corporate Director for Growth and City Development.                                 | 69 - 84   |
| <b>11</b> | <b>Review of the Companies Governance Handbook</b><br>Report of Corporate Director for Finance and Resources.                          | 85 - 270  |
| <b>12</b> | <b>Appointment of Non-Executive Director to Nottingham Highways Limited</b><br>Report of Corporate Director for Finance and Resources. | 271 - 274 |
| <b>13</b> | <b>Companies' year end financial performance report</b><br>Report of Corporate Director for Finance and Resources.                     | 275 - 304 |

All items listed 'under exclusion of the public' will be heard in private. They have been included on the agenda as no representations against hearing the items in private were received

If you need any advice on declaring an Interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting.

Citizens are advised that this meeting may be recorded, including by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at [www.nottinghamcity.gov.uk](http://www.nottinghamcity.gov.uk). Individuals intending to record the meeting are asked to notify the Governance Officer shown above in advance.

**Nottingham City Council  
Companies Governance Executive Committee**

**Minutes of the meeting held at Loxley House, Nottingham, NG2 3NG on 21 May 2024 from 3:00pm – 4:08pm**

**Membership**

**Present**

Councillor Linda Woodings (Chair)  
Councillor Jay Hayes  
Councillor Pavlos Kotsonis  
Councillor Neghat Khan  
Councillor Ethan Radford

**Absent**

None

**Colleagues, partners and others in attendance:**

Tony Barry	- Interim Director for Commercial and Procurement
Ross Brown	- Corporate Director for Finance and Resources
Mike Carey	- Governance Officer
Liz Cook	- Chief Operating Officer for Nottingham City Homes
Neil McArthur	- Interim Director for Commercial and Procurement
Jiayue Wang	- Companies Governance and Compliance Officer

**Call-in**

Unless stated otherwise, all decisions are subject to call-in. The last date for call-in is 30 May 2024. Decisions cannot be implemented until the working day after this date.

**1 Appointment of Vice Chair**

**Resolved to appoint Councillor Ethan Radford as Vice Chair of the Companies Governance Executive Committee for the municipal year 2024/25.**

**2 Apologies for absence**

None

**3 Declarations of interests**

None

**4 Minutes**

The minutes of the meeting held on 19 March 2024 were confirmed as an accurate record and signed by the Chair.

**5 Work Programme**

**The Committee noted the Work Programme.**

**6 Dates of 2024-25 meetings**

**Agreed to meet at 3.00pm (or rise of Executive Board, whichever is later) on the following Tuesdays:**

**2024**

**16 July**

**17 September**

**19 November**

**2025**

**21 January**

**18 March**

**7 Nottingham City Homes Limited Business Plan 2024/25 - Public Presentation**

This item does not contain any decisions eligible for call-in.

Liz Cook, Chief Operating Officer for Nottingham City Homes, presented the Nottingham City Homes Limited Business Plan 2024/25, highlighting the following points:

- a) Nottingham City Homes Limited is wholly owned by Nottingham City Council, and has two wholly owned subsidiaries: NCHRP (Nottingham City Homes Registered Provider) and NCHEL (Nottingham City Homes Enterprises Limited);
- b) NCH Ltd was established as an arm's length management organisation to manage Nottingham City Council's Housing Revenue Account housing stock. In April 2023, the management of this stock was brought back in-house, leaving NCH as a landlord of homes it had built or acquired;
- c) the NCH Group manages approximately 520 homes across the three companies, as well as around 195 homes through its private sector leasing scheme. These homes are a mixture of general needs, affordable rent, and temporary accommodation supporting the Council's Homelessness and Rough Sleeper's Strategy. NCH is currently the largest provider of temporary accommodation in Nottingham;
- d) NCHEL, which primarily focuses on market rental properties, is in the process of disposing of its properties with an aim to cease trading by March 2025, leaving Nottingham City Homes and NCHRP;
- e) In developing its business plan, NCH agreed seven main objectives with the Council:
  - i. retain NCH group owned property used for temporary accommodation;
  - ii. maximise available cash within NCH Ltd to fully address repayment (if possible) of sums owed to the NCC Housing Revenue Account;
  - iii. address the solvency challenges in its subsidiary, NCHEL;
  - iv. instigate a managed withdrawal from the market rented business;
  - v. create a residual company structure that is sustainable in terms of solvency and financial stability;
  - vi. implement a legitimate and transparent legal and financial relationship between NCC and the NCH Group.

Of these, the primary objectives are to retain temporary accommodation to ensure cost-effective discharge of homelessness duties, and to fully address repayment where possible to the HRA;

- f) NCH has recently undertaken a sustainability and financial analysis, to assess the viability of the organisation over a 30-year period, based on stock, stock condition and investment needs, asset and loan values, rental income and costs;
- g) NCH is also facing significant regulatory change, with new legislation including the Supported Housing (Regulatory Oversight) Act 2023 coming into force in August 2023;
- h) the Group directors are bound by their statutory duties under the Companies Act 2006 and need to be mindful of the long-term financial viability of the NCH Group. NCH plans to continue to sell market rent properties owned by NCHL and will continue to work closely with the Council as it refines and implements its business plan.

**The Committee noted the presentation.**

## **8 Exclusion of the public**

The Committee decided to exclude the public from the meeting during consideration of the remaining agenda items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.

## **9 Nottingham City Homes Limited Business Plan 2024/25 - Exempt Discussion and Strategic Review Assessment**

This item does not contain any decisions eligible for call-in.

Liz Cook, Chief Operating Officer for Nottingham City Homes, gave the exempt presentation on the Nottingham City Homes Limited Business Plan 2024/25.

Neil McArthur, Shareholder Representative for Nottingham City Homes, presented the report on the Strategic Review Assessment.

Details of the report and subsequent discussion are set out in the exempt minute.

**Resolved to note Nottingham City Homes Limited's first business plan and the strategic review assessment carried out by officers and the proposed next steps.**

## **10 Exempt Minutes**

Councillor Ethan Radford and Neil McArthur gave apologies and left the meeting due to prior commitments.

The exempt minutes of the meeting held on 19 March 2024 were confirmed as an accurate record and signed by the Chair.

#### **11 Nottingham Ice Centre – Review of governance documents**

Jiayue Wang, Companies Governance and Compliance Officer, presented the report on the Nottingham Ice Centre review of governance documents. Details of the report and subsequent discussion are set out in the exempt minute.

**Resolved to approve the proposed Articles of Association and Shareholder Agreement of Nottingham Ice Centre Limited.**

CGEC Forward Plan - 2024/25

	July	September	November	February	March
<b>Public</b>	1. Apologies for absence (main meeting)	1. Apologies for absence (main meeting)	1. Apologies for absence (main meeting)	1. Apologies for absence (main meeting)	1. Apologies for absence (main meeting)
	2. Declarations of interests (main meeting)	2. Declarations of interests (main meeting)	2. Declarations of interests (main meeting)	2. Declarations of interests (main meeting)	2. Declarations of interests (main meeting)
	3. Minutes (to be confirmed in main meeting)	3. Minutes (to be confirmed in main meeting)	3. Minutes (to be confirmed in main meeting)	3. Minutes (to be confirmed in main meeting)	3. Minutes (to be confirmed in main meeting)
	4. Work programme	4. Work programme	4. Work programme	4. Work programme	4. Work programme
	5. Futures Business Plan - Public Presentation	5. Scape - Public Presentation	5. Exclusion of the public (main meeting)	5. Exclusion of the public (main meeting)	5. Exclusion of the public (main meeting)
	6. Exclusion of the public (main meeting)	6. Exclusion of the public (main meeting)			
<b>Exempt</b>	7. Futures Business Plan 2024/25 - exempt discussion	7. Exempt minutes	6. Exempt minutes	6. Exempt minutes	6. Exempt minutes
	8. Exempt minutes	8. Quarter 1 - Companies Financial Update	7. Follow up to strategic review of Nottingham Ice Centre Limited	7. Follow up to strategic review of Nottingham City Transport Limited	
	9. Futures Group Strategic Review	9. Follow up to strategic review of Blueprint	8. Strategic Review of Lift Co's	8. Strategic Review of Inspired Spaces	
	10. Review of Companies' Governance Handbook	10. Update on Nottingham City Homes Limited	9. Annual Review of the effectiveness of the Shareholder Unit	9. Half-year Companies Financial Update	
	11. Appointment of Non-Executive Director to Nottingham Highways Limited	11. Appointment of Non-Executive Director to Blueprint	10. Annual Review and Progress update on subsidiaries and non-subsidiaries		
	12. Companies' Year end financial performance report				

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Futures

# Futures Business Plan

18<sup>th</sup> July 2023



# Our Business Plan

- Our business plan is centered around four strategic objectives
- The plan sets out our strategic vision for the next 3 years with detailed objectives and success measures for the current year
- Key themes running through everything are:
  - Simplicity – focus on what we are good at and stick to our purpose
  - High performance culture
  - Customer centricity



# What do we do

**Our corporate intent:** We blend nationally commissioned programmes with local initiatives to create a customised path for our customers. This path includes unbiased information, job help, and learning that sets all customers up with the right skills and tools for life and work. Our ambition is to empower disadvantaged individuals and communities, helping them improve their education and job prospects in collaboration with our local partners.

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- National Careers Service prime (East Midlands and East of England)
- CITB Construction Hub

Careers 

- NEET service for both City and County
- Ask US for both City and County
- Transform Your Future
- Refugee Employability Programme
- Individual Placement Support in Primary Care (IPSPC)

Targeted Support 

- Adult Education Budget (Non-Devolved)
- Multiply

Training 

Fu+ures

# Our Service Intent

## Careers

We deliver impartial and unbiased careers information, advice and guidance which is accessible to all residents within The East Midlands and The East of England. Collaborating with the customer to create an individualised careers and skills action plan that empowers them to gain the skills, knowledge and tools to feel confident with taking ownership of managing their own career journey. We provide job help and access to learning opportunities enabling individuals to move closer to the labour market, achieve sustained employment, securing a career progression or undertaking new learning.

## Targeted Support

We support vulnerable young people and adults who have the most significant barriers to education, employment and training, and are furthest away from the labour market. Our aim is to ensure that local people are supported to upskill, find training or retraining, find and sustain meaningful employment or to develop softer social, life or basic skills. We do this by providing specialist and bespoke support that empowers disadvantaged and vulnerable customers through a range of locally commissioned programmes and services.

## Skills

We aim to provide inclusive support and learning that empowers our customers who are often disengaged from the traditional academic pathway, are not ready for employment and need encouragement to re-engage. Our learning programmes are designed through consultation with employers to provide solutions to local skills and labour shortages. We provide high quality training and mentoring across all our learning programmes online and in the classroom, to facilitate the best opportunities for customers to succeed with their learning goals and secure sustainable employment.



# Fu+ures

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Unlimited Possibilities



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