

# Public Document Pack



**Nottingham  
City Council**

## **Nottingham City Council Companies Governance Executive Sub-Committee**

**Date:** Tuesday, 20 October 2020

**Time:** 3.00 pm (or at the rising of Executive Board, whichever is the later)

**Place:** Remote - To be held remotely via Zoom -  
<https://www.youtube.com/user/NottCityCouncil>

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

**Director for Legal and Governance**

**Governance Officer:** Mark Leavesley

**Direct Dial:** 0115 876 4302

- 1 Apologies for absence**
- 2 Declarations of interests**
- 3 Minutes** 3 - 8  
Last meeting held on 22 September (for confirmation)
- 4 Role of Shareholder representatives - Governance Principles and Good Practice** 9 - 12  
Report of Corporate Director for Development and Growth
- 5 Council owned companies - external audit reports** 13 - 16  
Report of Head of Finance – Commercial and Projects
- 6 Council owned company discussion - Nottingham Revenue and Benefits Limited (NRB)** 17 - 24  
Presentation by NRB
- 7 Work plan** 25 - 26  
For noting/discussion
- 8 Exclusion of the public**  
To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A 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

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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 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 Sub-Committee**

**Minutes of the meeting held remotely via Zoom and live-streamed on YouTube on Tuesday 22 September 2020 from 3:04pm to 4:43pm**

**Membership**

**Present**

Councillor Sally Longford (Chair)  
Councillor David Mellen  
Councillor Adele Williams

**Absent**

Councillor Sam Webster  
Councillor Linda Woodings

Councillor Cheryl Barnard (substitute for  
Councillor Linda Woodings)

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

Mel Barrett	- Chief Executive
Bipon Bhakri	- Head of Finance - Commercial and Projects
Fran Cropper	- Regeneration Team Leader
Chris Henning	- Corporate Director for Development and Growth / Director of Blueprint
Adrian Mann	- Governance Officer
Jeffrey Moore	- Chair of the Board of Directors, Blueprint
Laura Pattman	- Strategic Director of Finance
Malcolm Townroe	- Director of Legal and Governance
Keri Usherwood	- Portfolio Communications Manager
Samantha Veal	- Chief Executive, Blueprint

**Call-in**

Unless stated otherwise, all decisions made by the Companies Governance Executive Sub-Committee are subject to call-in. The last date for call-in is **Friday 2 October 2020**. Decisions cannot be implemented until the next working day following this date.

**38 Apologies for Absence**

Councillor Sam Webster	- Council business
Councillor Linda Woodings	- Council business

**39 Declarations of Interests**

Councillor David Mellen declared an Other Interest in items 44 and 46 because he is a director of Blueprint.

In the interests of transparency, Councillor Cheryl Barnard stated that she is a director of Robin Hood Energy.

In the interests of transparency, Councillor Sally Longford stated that she is a director of Enviroenergy.

In the interests of transparency, Councillor Adele Williams stated that she is a director of Thomas Bow City Asphalt.

#### **40 Minutes**

The Committee confirmed the minutes of the meeting held on 18 August 2020 as a correct record and they were signed by the Chair.

#### **41 Public Interest Report - Response Progress Update**

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

Malcolm Townroe, Director of Legal and Governance, presented a report on the actions carried out to date in relation to the Report in the Public Interest regarding Nottingham City Council's governance of Robin Hood Energy (RHE). The following points were discussed:

- (a) the report identified a number of shortcomings in the Council's holding of RHE to account, finding that that governance arrangements were not strong enough, with a lack of clarity in important roles in governance; insufficient understanding of risk, the financial position of RHE and the expertise needed on its board of directors; and an inappropriate balance between holding RHE to account and allowing it the freedom to operate as a commercial company. The report concluded that the Council needs to ensure that lessons are learned from this experience and that it reflects on the overall governance arrangements, and policy initiatives and their delivery should be challenged as part of normal governance so all risks are properly understood and managed;
- (b) the report recommended that the Council should review its overall position in appointing councillors to company boards, and that board members have the appropriate experience and training. All elements of the governance structure, including the shareholder role, must be properly defined and communicated, and conflicts of interests and risks should be managed more effectively, to protect the Council's financial interests;
- (c) as the new arrangements for monitoring companies are rolled out alongside the Companies Governance Sub-Committee (CGSC), the Council should ensure that financial information is provided in accordance with its requirements and is fully understood by the CGSC and others involved in holding the companies to account. The Audit Committee should have explicit responsibility for the scrutiny of governance and risk management;
- (d) a full Action Plan has been put in place to meet the recommendations of the report, and the 13 recommendations arising from the report and the additional 3 recommendations added by the Council have been broken down into 68 individual measurable actions. An officer-led Programme Delivery Board now meets on a weekly basis, with a number of multi-disciplinary officer working groups reporting to it to ensure that each element of the Action Plan is fully addressed. A further report will be brought forward shortly regarding the establishment of a Governance Improvement Board, which will be comprised of elected councillors,

external experts and key stakeholders. A refreshed Medium-Term Financial Strategy (MTFS) will be reported to the full Council meeting in October;

- (e) steps have been taken to ensure that each of the Council's companies has an appointed Shareholder Representative, and that appropriate support and training is available to these representatives and board members. A comprehensive register is being compiled to capture all relevant details in respect of each company, so that there is one source of information. Engagement with companies is underway to ensure that appropriate shareholder agreements are put in place where they do not exist already;
- (f) the Committee felt that a great deal of work had been carried out to achieve a thorough focus on the actions set out in the plan, which is being taken very seriously. It recommended that speedy progress is required, and it is positive that some actions are in place, already. It noted that effective engagement with the chief executives of the Council-owned companies is vital. It requested that the progress in relation to meeting the requirements of the Action Plan is reported to it on a monthly basis.

The Committee noted the report.

#### **42 Work Plan**

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

The Chair presented the Committee's current work plan.

The Committee noted the Work Plan, subject to the correction of a drafting error relating to the name of the Council-owned company reporting to each of its meetings.

#### **43 Future Meeting Dates**

- **Tuesday 20 October 2020**
- **Tuesday 17 November 2020**
- **Tuesday 15 December 2020**
- **Tuesday 19 January 2021**
- **Tuesday 16 February 2021**
- **Tuesday 16 March 2021**
- **Tuesday 20 April 2021**

**Meetings to start either at 3:00pm, or at the rising of the Executive Board, whichever is the later.**

#### **44 Council-Owned Company Discussion - Blueprint**

Councillor David Mellen declared an Other Interest in this item because he is a director of Blueprint.

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

Samantha Veal, Chief Executive of Blueprint, and Jeffrey Moore, Chair of Blueprint's Board of Directors, gave a presentation on the company's current financial overview and business objectives. The following points were discussed:

- (a) Blueprint is owned by both the Council and PfP Capital, who both have a 50% stake in the business. Igloo Regeneration Limited provides development, finance and investment management, along with company secretarial services. The Council acquired its share in 2015, with PfP becoming its joint venture partner in 2018. At this stage, a limited liability partnership was established, to provide additional protection to the shareholders in terms of liabilities transferring to them from the company;
- (b) a formal Shareholders' Agreement governs the objectives of the company and its decision-making and general powers, and the responsibilities of the partners. The Board meets six times per year and has an independent Chair. Training is provided for the directors, an up-to-date register of interests is kept, and an annual governance calendar is in place. It is the role of the Chair to call the company executive and the directors to account, to ensure that the governance procedures are robust and are being delivered;
- (c) a risk map is in place to ensure that all risks are identified, prioritised, controlled and mitigated. The map is kept under regular review, and is reviewed annually. Emerging risks are identified to the Board via the Key Issues Dashboard presented to every meeting;
- (d) a four-stage gateway approval process is in place for all projects undertaken by Blueprint, including project financial performance, funding, alignment to the business strategy and risk, and projects are reported to the Board at each stage for approval and agreement, before they may progress. A series of financial controls are in place to ensure that spending is kept to budget, and procedures to ensure full regulatory compliance are in place. All projects have their own risk map, and there is a dedicated officer from the Council on the Board to provide a continuous working link, and to help ensure that investment in projects is in alignment with the current Local Plan;
- (e) Blueprint's mission is to generate social, economic and environmental benefits within a commercial framework by stimulating and delivering sustainable, well-designed, residential-led, mixed-use regeneration of brown-field sites. The company has delivered a profit every year since 2015, and has returned £3.4million to the Council to date. Blueprint is funded through a combination of partner loan notes, recycled sales capital and debt, and income and expenditure is forecasted regularly to help the effective management of projects. A mid-year review will be carried out at the end of October to establish the impact to date of Coronavirus but, currently, business activity is still progressing well, and the annual external audit was carried out as normal;
- (f) at the start of the lockdown period, the Board met on a weekly basis to ensure that it could manage the emergency situation effectively, including the overall financial position of the business. Sales activity stopped during lockdown, but a wide range of sales information was made available to potential customers, and sales resumed as soon as restrictions were lifted, with the appropriate safety

measures put in place for activity such as property viewings. A number of project sites needed to close temporarily, but this was usually caused by breaks in the supply chain for necessary building materials;

- (g) although project timetables and sales activity have been delayed, there is still strong interest in the properties developed by Blueprint and the company's finances are still in a viable position. A strong business continuity has been maintained and there is no planned change to the long-term business strategy – though the impacts and potential future opportunities for recovery arising from the Coronavirus emergency are under close review;
- (h) the Committee asked how an appropriate visibility of Blueprints' business plan was achieved with the Council, and what steps would be taken by the company regarding an approach to the shareholders in the event of any issues falling outside of the delegated authority established in the relevant agreements;
- (i) Blueprint's business plan is shared with all of its directors, some of whom are officers or elected members of the Council, but it is not a public document, due to its commercial sensitivity. The Board reviews all projects in the context of any new legislative and regulatory changes, in addition to any issues that become novel or contentious. Blueprint also has a dedicated Council officer who is not a member of the Board, who ensures that the business plan and related decisions are discussed appropriately with the Council's finance officers, in relation to the relevant capital programmes. As such, any resolution made on the funding underpinning Blueprint will have gone through the Council's full decision-making processes;
- (j) it is very rare that the Board would find itself with an issue that falls outside the parameters of authority as defined by the Shareholders' Agreement, as it is unlikely to embark on extremely large-scale projects. If a shareholder resolves to sell its share in the company, the issue falls outside the remit of the Board to resolve and is dealt with in accordance with the process set out in the corporate documents. However, the Council directors of Blueprint will review the current processes to seek to ensure that the Council has as much visibility of Blueprint's business plan as possible, while maintaining a suitable level of commercial confidentiality.

#### **45 Exclusion of the Public**

**The Committee decided to exclude the public from the meeting during consideration of the remaining agenda item 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, as the sensitive nature of the business affairs under consideration could, if made public, prejudice the ability of the Council-owned companies to operate effectively in a competitive market.**

#### **46 Council-Owned Company Discussion - Blueprint**

Councillor David Mellen declared an Other Interest in this item because he is a director of Blueprint.

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

Samantha Veal, Chief Executive of Blueprint, and Jeffrey Moore, Chair of Blueprint's Board of Directors, gave a presentation on the company's current financial overview and business objectives.

The Committee noted the presentation and thanked the Blueprint representatives for their attendance and for the clarity provided on the current work of the company, its financial position and its future strategy.

#### **47 Council-Owned Companies - Financial Performance Review**

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

Bipon Bhakri, Head of Finance (Commercial and Projects), presented a report on the current financial performance of the Council-owned companies.

The Committee noted the report.

#### **48 Exempt Minutes**

The Committee confirmed the exempt minutes of the meeting held on 18 August 2020 as a correct record and they were signed by the Chair.



<b>Subject:</b>	Role of Shareholder Reps – Governance Principles & Good Practice		
<b>Corporate Director(s)/ Director(s):</b>	Chris Henning, Corporate Director of Development & Growth		
<b>Portfolio Holder(s):</b>	Leader of the Council; Cllr David Mellen		
<b>Report author:</b>	Dean Goodburn, Corporate Policy & Performance Officer		
<b>Other colleagues who have provided input:</b>	Daniel Ayrton, Business Development Manager Malcolm Townroe, Director of Legal & Governance		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b>
			<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b>	<input type="checkbox"/> Expenditure	<input type="checkbox"/> Income	<input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
			<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Total value of the decision: N/A</b>			
<b>Wards affected: all</b>	<b>Date of consultation with Portfolio Holder(s):</b>		
<b>Relevant Council Plan Key Theme:</b>			
Nottingham People			<input type="checkbox"/>
Living in Nottingham			<input type="checkbox"/>
Growing Nottingham			<input type="checkbox"/>
Respect for Nottingham			<input type="checkbox"/>
Serving Nottingham Better			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
<p>Nottingham City Council has a diverse range of council owned companies (either wholly or partially), providing services and products as diverse as eco homes, entertainment and public transport.</p> <p>These companies need to balance competing priorities, including their own needs as commercial businesses, the need for democratic accountability, the sponsoring local authority's wider aims and objectives, and compliance with monitoring requirements.</p> <p>Lawyers in Local Government have produced a code of practice for local authorities to help them think through some of the governance issues around companies, including the role of Shareholder Representatives in this.</p>			
<b>Exempt information:</b>			
None.			
<b>Recommendation:</b>			
<p>1. CGESC to note and discuss the initial considerations around the role of the Shareholder Representative for NCC, in light of internal and external good practice, as set out in this paper and the accompanying presentation.</p>			

## 1 Reasons for recommendations

- 1.1 To provide the CGESC with a brief overview of good practice for company shareholdings and the role of shareholder reps, for consideration in relation to governance of its companies.

## 2 Background

- 2.1 It is common for Councils that have established Local Authority Trading Companies (LATCs) to form a separate Shareholder decision-making mechanism (it is also considered to be best practice by Lawyers in Local Government (LLG), and other organisations such SOLACE/CIPFA).
- 2.2 LATCs need to strike the right balance between: their needs as a business, the need for democratic accountability, a commitment to the sponsoring local authority's wider aims and objectives, and compliance with that organisation's monitoring, system and data requirements.
- 2.3 The role of the Shareholder Representative is therefore key in helping Councils and LATCs achieve the above.

## 3 LLG Code of Good Practice

- 3.1 Recognising the need for guidance in this area, the LLG have produced a code of practice for local authorities to help them think through some of the governance issues around companies, which builds on existing codes of corporate governance, for example the UK Corporate Governance Code.
- 3.2 The LLG Code sets out the law and guidance which govern how local authority companies are to be established and run; the way in which a local authority might wish to organise its company interests; how those interests may be best governed according to a set of principles; how decisions will be taken as shareholder; how scrutiny is to be conducted; and how regulatory matters and conflicts of interest may best be managed.
- 3.4 The intention of the code is to provide a reference point to Councils and interested parties (councillors, officers, company representatives etc.) in understanding the requirements of the Council in setting up a LATC and how the governance arrangements for those companies are expected work once set up.
- 3.5 Key points from the LLG code are summarised below:

I. Controls & Freedoms: Governance arrangements should seek to ensure that:

- the company will be provided with sufficient freedoms to achieve its objectives; and
- the sponsoring Council will retain sufficient controls to ensure that its investment is protected, that appropriate social and financial returns on investment can be obtained and that the trading activities of the companies are conducted in accordance with the values of the Council.

II. Relationship, integrity and accountability: Governance arrangements should seek to ensure that:

- the Executive can make investment decisions based upon complete and accurate consideration of business cases and business plans;
- the Executive can evaluate social and financial benefits and returns on investment; and
- the Council's Overview and Scrutiny function(s) are able to exercise their powers in relation to the Executive's decision making in a manner that ensures the companies can provide full and frank financial and business reporting against their business plans, and be open to an appropriate level of scrutiny without fear of commercial confidentiality being breached.

III. Understanding of roles and potential conflicts of interest: Governance arrangements will seek to ensure that:

- there is sufficient induction, training and other materials in place so that Members of the Council in their role as part of the executive, or of overview and scrutiny, officers of the Council associated with these duties, and directors of the companies themselves understand:
  - their legal duties;
  - stewardship of assets;
  - the provisions of the governing documents;
  - the external environment; and
  - the total structure of the organisations and the venture
- Local authority members and officers should be aware of potential conflicts of interest when carrying out their roles for their authorities, or when acting as directors of trading companies.
- Conflicts of interest may be waived by a company but, as a matter of public law, never in the decision making of the Council: the Council Member company director will always have a conflict of interest when it comes to their role as a councillor that must be resolved, and resolved in the favour of the company.
- However, this should not prevent a Council from appointing Members as directors where that is considered to be in the best interests of the company and the Council.

#### **4 Other options considered in making recommendations**

4.1 N/A

#### **5 Finance colleague comments (including implications and value for money/VAT)**

5.1 N/A

#### **6 Legal and Procurement colleague comments (including risk management issues, and including legal, Crime and Disorder Act and procurement implications)**

6.1 N/A

#### **7 Social value considerations**

7.1 N/A

#### **8 Regard to the NHS Constitution**

8.1 N/A

**9 Equality Impact Assessment (EIA)**

9.1 Has the equality impact of the proposals in this report been assessed?

No

✓

An EIA is not required because no decisions are being taken that will impact/change delivery of council services for our citizens.

**9 List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)**

9.1 Lawyers in Local Government – Code of Good Practice for Local Authority Companies.

9.2 UK Corporate Governance Code.

**10 Published documents referred to in this report**

10.1 N/A.

# Nottingham City Council Companies Audit Findings Reports Update



## Overview

- This summary report of the Audit Findings Report for the Group Companies is intended for information only
- The Auditors usually present the Audit Findings Report to the Company's Board/Audit Committee
- The Intention of this report is to provide the CGSC an overview of the companies auditors reports and the issues identified during their audits
- The Audit Findings Reports provide enhanced focus areas as part of the work-plan schedule for the CGSC. This supports the strengthening of governance arrangements objectives
- The Audit Findings Reports are usually not made public unless the client is a public sector organisation such as Local Authorities due to requirements relating to the Value for Money proposition
- Any specific actions/queries arising by the CGSC will need to be answered by the company in question

## 2019-20 Nottingham City Council Group Audit Findings Update

Company	Auditor	2019-20 Company Accounts Signed Off	Positive Audit Findings (No Qualification Opinion)
Enviro-Energy	RSM	In Progress	In Progress
Nottingham Ice Centre & Arena	Smith Cooper	Yes	Yes
Robin Hood Energy	Macintyre Hudson	In Progress	In Progress
Nottingham City Transport	BDO	Yes	Yes
Futures	Smith Cooper	Yes	Yes
Blueprint	PWC	Yes	Yes
Nottingham Revenue & Benefits	Smith Cooper	In Progress	Yes
Nottingham City Homes	RSM	Yes	Yes
Thomas Bow	Mabe Allen	Yes	Yes



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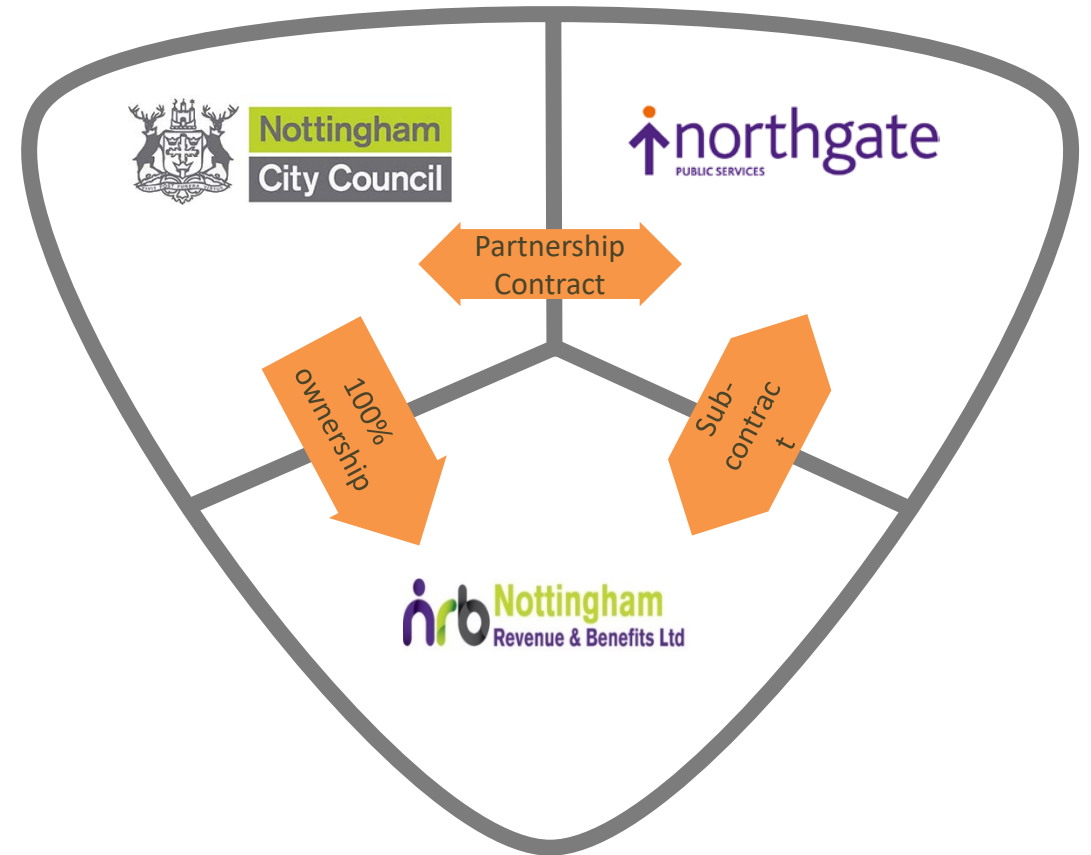


Company Governance Executive Sub Committee

20<sup>th</sup> October 2020

# A little history

- Formed on 1<sup>st</sup> November 2014
- New delivery model
  - 7 year contract
  - Value of £49m
- Strategic Objectives for NCC
  - Generate savings upfront
  - Protect jobs
  - Generate growth for the City
  - Invest and Transform
- What did it mean for NRB Ltd?
  - TUPE transfer – retaining operational expertise
  - Support and implement NPS Transformation programme
  - Learn to operate in a commercial setting
  - Develop financial stability from a “zero” balance sheet.
  - Develop the Company direction of travel and aspirations



# Governance

- Company Governance

- Board of Directors made up of 3 serving Councillors; 2 external Directors; 1 NCC officer
- Chair is external to NRB and NCC, a former NCC Councillor
- Meets quarterly
  - AGM
  - Sets budget; monitors financial performance
  - Monitors contractual performance
  - Reviews commercial activity/ Endorses commercial activity real time
  - Reviews risk; Contractual; Operational & Financial

- Contractual Governance

- Monthly Service Reports and contractual meetings with Northgate Public Services (NPS)
- Operational Meeting with NPS and NCC
- NPS and NCC Quarterly Partnership Meeting

# Business Plan

- 3 year business plan
  - Endorsed by Board
  - Align to NCC Corporate Plan where appropriate
    - Priority Objectives include:
      - Achieve the 12 Key Performance Measures for the primary contract between Northgate Public Services and NCC
      - Achieve a sustainable financial position for the Company
      - Identify, pursue and achieve commercial growth for the Company
      - Protect existing jobs and create opportunity for new jobs
- Review started as we move into the final year with the Northgate Public Services contract

# Impact of National “lockdown”

- Company invoked its business continuity plan on 23<sup>rd</sup> March 2020
- 193 employees impacted
  - 177 deployed to work from home
  - 15 returned to work from Loxley House (22<sup>nd</sup> June 2020)
- Maintained all services including
  - Housing Benefit and Council Tax Support administration
  - Council Tax collection
  - Fairer Charging & Adult Residential Care assessments & collection
  - Telephone services
- Impact on business
  - Loss of productivity days
  - Increased purchase of hardware

# Finance, Risk Management and controls

- Finance
  - Contribution to NCC made each year since 2015/2016
  - No loans required; cash flow positive
  - Net Assets of £1.46m
  - 20/21 forecast a profit
  - Published accounts – Profit and loss projections impacted by Pension liability
- Company risk register
  - Reviewed by Board annually
  - Reviewed locally monthly
  - New emerging risks, issues and mitigation are communicated outside of Board meeting dates where required
- Annual Financial Audit is performed by external auditors & all returns provided to Companies House by required deadlines
- Annual Governance Statement completed in line with NCC and Audit requirements

# Future Prospects

- Commercial Growth

- Commercial strategy identifies NRB has a place in the market and that opportunities exist within the market
- Existing customers have confidence in us and return
- Ability to pass financial tests when bidding for work
  - Letter of comfort for a period that matches the potential contract period (capped)
- Building a visible presence in the market to compliment our Commercial Strategy
  - Website development – Technical support to build and establish content
  - Marketing material - Design and content to resonate with potential clients
  - Creating a bundle of products – Packaging up the work we do to attract clients

- NCC/NPS contract ends on 31<sup>st</sup> October 2021

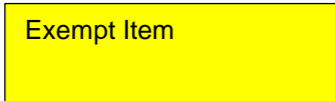
- Main contract for NRB Ltd
- Direct Award by NCC to NRB Ltd is the preferred option
  - NRB developing pricing and service offer now
  - Considering what it might do to support other areas of NCC business in the proposition

Thank you for listening

Questions?



	21 July	18 August	22 September	20 October	17 November	15 December	19 January	16 February	16 March	20 April	May (TBC)
<b>Key Events</b>											
<b>Agenda Items</b>											
Commissioning and Procurement Support for Council-Owned Companies					Company Director Training & Development Roles & Responsibilities of members on company boards		Companies Conference				Companies Governance Executive Sub Committee Annual Report
				Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update	Public Interest Report (PIR) Response Update
				External Audit Reports for companies							
				Presentation by Group Company (NRB) Strategic plan Business Plan Financial update	Presentation by Group Company (NIC) Strategic plan Business Plan Financial update	Presentation by Group Company (EE) Strategic plan Business Plan Financial update	Presentation by Group Company (NCH) Strategic plan Business Plan Financial update	Presentation by Group Company (NCT) Strategic plan Business Plan Financial update	Presentation by Group Company (Futures) Strategic plan Business Plan Financial update	Presentation by Group Company (Thomas Bow) Strategic plan Business Plan Financial update	Presentation by Group Company (NIC) Strategic plan Business Plan Financial update
	<b>E</b>	<b>X</b>	<b>E</b>	<b>M</b>	<b>P</b>	<b>T</b>	<b>I</b>	<b>T</b>	<b>E</b>	<b>M</b>	<b>S</b>
Presentation by Group Company (NCT) Strategic plan Business Plan Financial update	Presentation by Group Company (Thomas Bow) Strategic plan Business Plan Financial update	Presentation by Group Company (Blueprint) Strategic plan Business Plan Financial update	Presentation by Group Company (NRB update) Strategic plan Business Plan Financial update	Presentation by Group Company (NIC) Strategic plan Business Plan Financial update	Presentation by Group Company (EE update) Strategic plan Business Plan Financial update	Presentation by Group Company (NCH) Strategic plan Business Plan Financial update	Presentation by Group Company (NCT update) Strategic plan Business Plan Financial update	Presentation by Group Company (Futures) Strategic plan Business Plan Financial update	Presentation by Group Company (Thomas Bow update) Strategic plan Business Plan Financial update	Presentation by Group Company (NIC update) Strategic plan Business Plan Financial update	
City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2020-21	City Council Companies Financial Performance Report 2021-22
				External Audit Reports for companies	Summary financial year end position 2019-20 City Council companies	Summary six-monthly or annual performance of NCC companies					Summary year end position 2020-21 NCC companies (draft)
							Financial Governance Standards for City Council Companies				
Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans	Significant change in existing company plans
Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation	Approval of New Companies business cases and formation



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