



**Nottingham City Council  
Companies Governance Executive Committee**

**Date:** Tuesday, 18 January 2022

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

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

**Please see the information at the bottom of this agenda front sheet about the measures for ensuring Covid-safety**

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

**Director for Legal and Governance**

**Governance Officer:** Phil Wye

**Direct Dial:** 0115 876 4637

<b>Agenda</b>	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interests</b>	
<b>3 Minutes</b> To confirm the minutes of the last meeting held on 21 <sup>st</sup> December 2021	3 - 6
<b>4 Work Plan</b> For discussion and noting	7 - 8
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<b>6 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>7</b>	<b>Council owned company discussion - Nottingham Revenues and Benefits Ltd</b>	17 - 20
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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 attending meetings are asked to arrive at least 15 minutes before the start of the meeting to be issued with visitor badges

In order to hold this meeting in as Covid-safe a way as possible, all attendees are:

- asked to maintain a sensible level of social distancing from others as far as practically possible when moving around the building and when entering and leaving the meeting room. As far as possible, please remain seated and maintain distancing between seats throughout the meeting;
- strongly encouraged to wear a face covering when entering and leaving the meeting room and throughout the meeting, unless you need to remove it while speaking to enable others to hear you. This does not apply to anyone exempt from wearing a face covering;
- asked to make use of the hand sanitiser available and, when moving about the building, follow signs about traffic flows, lift capacities, etc.

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 Committee

Minutes of the meeting held at Loxley House, Nottingham on 21 December 2021  
from 3.01 pm - 4.29 pm

#### Membership

##### Present

Councillor David Mellen (Chair)  
Councillor Neghat Khan  
Councillor Sam Webster  
Councillor Linda Woodings

##### Absent

Councillor Sally Longford (Vice  
Chair)

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

Ian Edward	- Strategic Advisor for Companies
Clive Heaphy	- Corporate Director for Finance and Resources
Martin Ingham	- Chief Executive, National Ice Centre
Marie Marshall	- Finance Director, National Ice Centre
Hugh White	- Corporate Director for COVID Response and Recovery
Phil Wye	- Governance Officer

#### Call-in

The agenda does not contain any decisions eligible for call-in.

#### 43 Apologies for absence

Councillor Sally Longford – other Council business

#### 44 Declarations of Interests

None.

#### 45 Minutes

The Committee agreed the minutes of the meeting held on 19 October 2021 as a correct record and they were signed by the Chair.

#### 46 Work Plan

The Committee noted the work plan for 2021/22, and noted that items for April 2022 onwards will be agreed with the Chair prior to the next meeting.

#### 47 Council owned company discussion - Nottingham Ice Centre

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

The Committee received a presentation by Martin Ingham, Chief Executive of Nottingham Ice Centre(NIC) Ltd, which highlighted the following:

- (a) the company's strategic objectives are to maximize the opportunities for people to achieve their potential in ice sports, to bring people together to enjoy live events and experiences that create lifelong memories, to inspire people of all backgrounds and abilities to maximize their potential and to deliver increasing economic benefits to the City and the region;
- (b) the NIC closed in March 2020 due to the Covid-19 pandemic. The ice rinks reopened for a short period and then closed again, and reopened finally in May 2021. The Motorpoint Arena reopened in August 2021 after 75 weeks of closure. During the period of closure, the NIC had to reduce costs by making redundancies of over 100 staff and 1,194 casual staff. Financial support was provided by Coronavirus Job Retention Scheme, the City Council and Culture Recovery Fund;
- (c) in August 2021 over 750 new staff were required, who had to be trained, and a huge recruitment process was undertaken. New systems are in place for HR and finance, as well as a new ice sport management system. The complex building had developed a number of equipment failures, some of which could be repaired and others that needed replacement;
- (d) marketing and communications took place with arena ticket buyers and skaters, and ticket buying has been good. There have been problems of supply for some services, and opportunities for new suppliers have been sought. Some new commercial partnerships have been agreed, for example with Unilever and Lifebuoy Hand Sanitiser;
- (e) since reopening 32 arena shows have taken place, as well as 15 Nottingham Panthers ice hockey matches and the Women's Olympic Ice Hockey Qualifying Tournament. With 200,000 arena customers over 15 weeks this has been the busiest autumn ever, due to a concertina effect of postponed shows;
- (f) public skating admissions have already caught up and exceeded those in 2019, although there is a worry that that these will reduce during Winter 2021-22 if further restrictions are imposed;
- (g) an external box office has been established for security reasons, stewarding has been brought in-house, and a new scanning system has been established. Motorpoint has extended its naming rights on the arena until 2024 and has rebranded the building;
- (h) operational improvements have delivered record food and beverage takings on like-for-like Arena events and Panthers matches have had a 30% uplift on spend per head;
- (i) there is a huge backlog of tours for the next 30 months, and new relationships with promoters have been established as other arenas are already booked up.

The Chair congratulated the NIC on the successful re-opening.

During discussion and in response to questions, the following points were raised:

- (j) in terms of being financially sustainable, the NIC hopes to break even and not require further financial support. However, it remains to be seen what will happen with the recent surge in Covid-19 cases and possible further restrictions;
- (k) the arena has been used for events rather than skating since reopening as conversion is expensive. This has led to a reduced number of public skating sessions but a better per-hour return;
- (l) most shows were postponed rather than cancelled, some several times, as there is usually a commitment from the artists. Customers had a right to a refund but the majority did not take this up and kept their tickets for the rescheduled dates. Shows in January are quite likely to move too due to the new wave of Covid-19, with one show already rescheduled;
- (m) the costs of just up-keeping the building are significant, so if shows continue to be postponed it will cause problems, as there will be no revenue from food, beverages and merchandise. If social distancing requirements come in then shows will be cancelled as the promoters cannot make enough money;
- (n) the introduction of Covid Pass requirements has not caused any major problems as they were announced early enough to get procedures in place. Spectators have generally complied and arrived early as required.

**Resolved to record the thanks of the Committee to Mr Ingham for his attendance and informative presentation.**

#### **48 Exclusion of the public**

The Committee agreed to exclude the public from the meeting during consideration of the remaining items in accordance with Section 100(A) 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 companies concerned to operate effectively in a competitive market.

#### **49 Council owned company discussion - Nottingham Ice Centre**

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

The Committee received a presentation by Martin Ingham, Chief Executive of Nottingham Ice Centre (NIC)Ltd.

#### **50 Council owned companies - financial update**

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

Ian Edward, Strategic Advisor for Companies, presented the report, updating the Committee on the latest position in respect of Council owned companies.

**Resolved to note the update.**

Reason for recommendation:

To ensure the sub-committee understands the current financial position of the group of companies of Nottingham City Council and any risks highlighted in the report for action.

Other options considered:

None.

**Companies Governance Executive Committee: work plan 2021/22 (as at 23/12/2021)**

	18 January 2022	22 February 2022	22 March 2022	19 April 2022
<b>P U B L I C</b>	Company presentation – Nottingham Revenues and Benefits (NRB)	Company presentation – Nottingham City Transport (NCT)	No Public discussion	Company presentation - TBC
<b>E X E M P T</b>	Company presentation – Nottingham Revenues and Benefits (NRB)	Company presentation – Nottingham City Transport (NCT)	Companies' progress update	Company presentation – TBC
	Companies' financial update	Companies' financial update	Companies' financial update	Companies' financial update
	<b>As required:</b>			
	Significant change in existing company plans			
	Approval of new company business case / formation			

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Company Governance Executive Sub Committee

18<sup>th</sup> January 2022

# Who we are

- Formed on 1<sup>st</sup> November 2014
  - Public Sector owned company
  - Contracted to Northgate Public Services to deliver Revenues & Benefit Services
  - Contract with Northgate expired on 31<sup>st</sup> October 2021
  - Since 1<sup>st</sup> November 2021 NRB Ltd work directly for Nottingham City Council
- Our clients are
  - Public sector organisations
  - Private sector companies who deliver revenues & benefit services
- Our customers
  - Households who need help with their rent and/or council tax
  - All residents with a responsibility for paying Council Tax
  - Individuals who are receiving care either in their own home or in a residential setting



# Our Governance Approach

- Company Governance

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

- Governance with our clients

- Routine monitoring and reporting of our performance across a range of key performance indicators
- Work with the clients to respond to changes and forward plan to deal with changes in policy / practice or local needs
- Governance is bespoke and defined based on each clients needs.

# How we plan our services

- 3 year business plan to 2022
  - Endorsed by Board
  - Align to NCC Corporate Plan where appropriate
  - Priority Objectives include:
    - Achieve the 12 Key Performance Measures for the primary contract with Nottingham City Council
    - 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
- Looking forward
  - Looking to expand and provide even more value to the Council by taking the opportunity streamline, consolidate and increase efficiency where we can.
  - Support NCC Transformation agenda with particular focus on where NRB might add value:
    - Income and debt recovery
    - Customer Service
    - Capacity and resilience
    - Digital transformation
    - Financial Inclusion
  - Expand our commercial portfolio to other areas of specialism

# Impact of National “lockdown”

- Company invoked its business continuity plan on 23<sup>rd</sup> March 2020
- 193 employees impacted
  - 172 continue to work from home
  - 15 permanently office based
  - 5 have hybrid working arrangements
- Successfully 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 – in the first 3 months of lockdown. This has stabilised
  - Increased purchase of hardware to support home working
  - Seeing increases in positive Covid diagnosis in colleagues in the few 2 months
  - However, the services are more resilient due to home working, which is now the company operating model.
  - The company has stability in its workforce, we are effective at attracting and retaining our workforce

# Finance, Risk Management and controls

- Finance
  - Stable going concern with low risk profile
  - No loans required; cash flow positive;
  - Net current assets of £1.875m
  - 21/22 forecast a profit
  - 3 year medium term financial plan year developed to align to the business plan refresh.
- Company risk register
  - Reviewed by Board annually
  - Reviewed Operationally 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
- Shareholder reports provided each month in line with shareholder governance requirements

# Future Prospects

- Commercial Growth

- Commercial strategy identifies NRB has a place in the market and that opportunities exist within the market – our niche is our stability of resource and skills
- Existing customers have confidence in us and return
- 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

- Direct relationship with NCC as a Teckal company provides for

- Potential for adding support and resilience where NCC needs it
- Potential to be directly engaged in the shareholders transformation agenda, and an option when looking at future delivery of services/collaboration
- Expand the services offered and in turn expand the portfolio of experience for other potential external clients

Thank you for listening

Questions?



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