

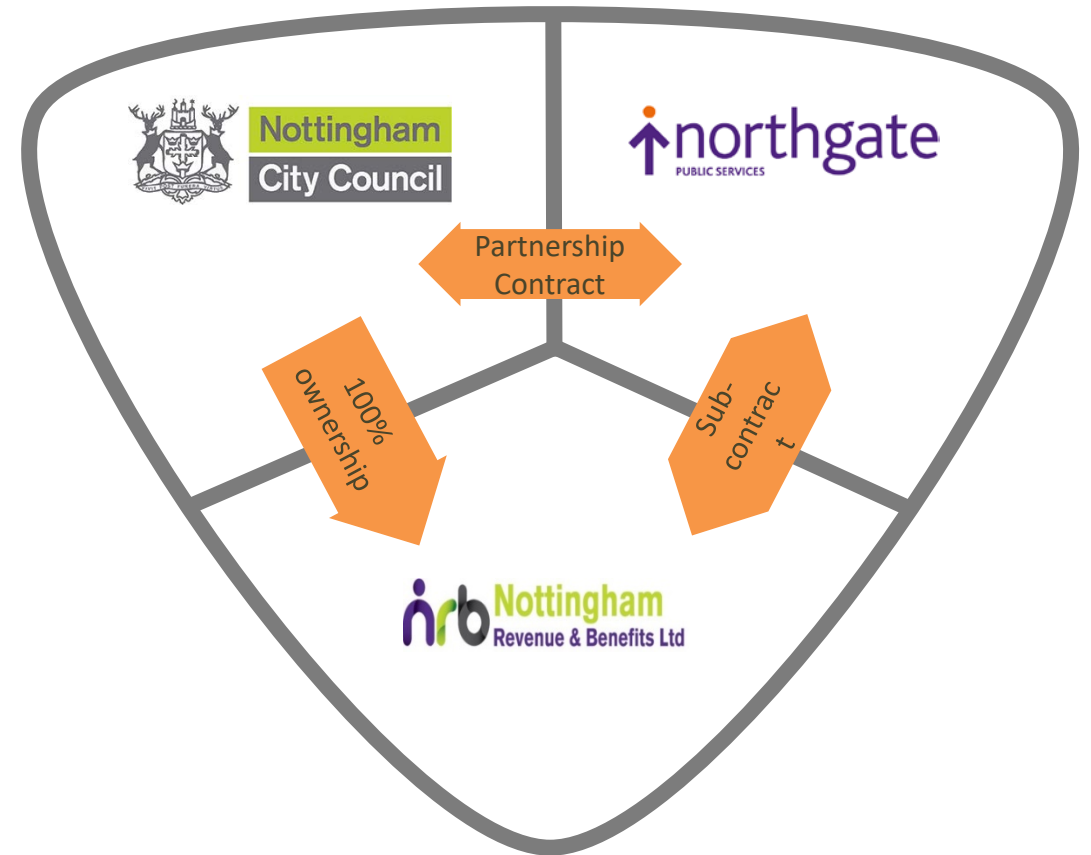


Company Governance Executive Sub Committee

20th October 2020

A little history

- Formed on 1st 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 23rd March 2020
- 193 employees impacted
 - 177 deployed to work from home
 - 15 returned to work from Loxley House (22nd 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 31st 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?