

Nottingham City Council

Governance Improvement Programme – Progress on implementing the Action Plan

30/11/20

Recommendation 1: Using the current Strategic Review and other appropriate advice to assist with decision-making, the Council should urgently determine the future of Robin Hood Energy, with options properly evaluated and risks properly assessed. This assessment should also take into account the context of the Council's current financial position.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
1.1 At the June 2020 Executive Board Nottingham City Council agreed its full support for the strategic review launched by the Robin Hood Energy Board.	31/10/2020	Corporate Director Development & Growth	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
1.2 The Strategic Review will report to the Robin Hood Energy Board and will be concluded shortly.	05/10/2020	Corporate Director Development & Growth	Completed. Action was signed off as complete by the Programme Delivery Board on 07/10/20.	G
1.3 Any consequences of the review for the Council's 2020/21 budget and its medium term financial outlook and plan will be reported to full Council as part of the October 5th interim budget report.	05/10/2020	Strategic Director of Finance	Completed. Action was signed off as complete by the Programme Delivery Board on 07/10/20.	G
Recommendation 2: The Council should review its overall approach to using Councillors on the boards of its subsidiary companies and other similar organisations. This should be informed by a full understanding of the role of and legal				

requirements for company Board members.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
2.1 An audit and review of NCC's approach to councillor membership of each subsidiary company board and any other similar organisations NCC Councillors are appointed to, will be undertaken. This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and members of the Company Boards and other subsidiary organisations.	31/10/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
2.2 As part of this review, the membership balance of the boards will be considered in aggregate in regard to best practice for achieving diversity, skill set, sectoral knowledge and NCC representation.	31/10/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
2.3 External guidance on best practice in regard to Councillor appointments on local authority companies will be sought	30/09/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board 30/09/20.	G
2.4 External guidance on defining the role and legal requirements for local authority company directors and guidance on skill set required will be sought.	30/09/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board 30/09/20.	G
Recommendation 3: Where it continues to use Councillors in such roles, it should ensure that the non-executives (including Councillors) on the relevant board have, in aggregate, the required knowledge and experience to challenge				

management. This is of particular importance where the company is operating in a specialised sector which is outside the normal experience of Councillors.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
3.1 The review of NCC councillor directors of boards in R2 will also establish the sectoral knowledge required to effectively hold the management of the different companies to account and assess the knowledge and skill set of the existing membership of the boards in relation to that sector or business area. This review will fully involve the chief executives or chief officers of the Council's companies, as well as the Chairs and members of Company Boards.	31/10/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
3.2 Proposals for remedying any identified gaps in knowledge and/or experience will be brought forward which will include a consideration of training and if necessary, using interim additional expertise to ensure effective governance.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. A review of Director training has identified significant gaps in the records held by the Council. A training specification has been produced and external providers are being engaged. Internal refresher training has been produced and delivery commenced in November 2020. A skills audit questionnaire has been sent to members of the Programme Delivery Board for their review. Amendments/comments to be sent directly to the Workstream Lead for Training and Recruitment by close of play on 27.11.20.	G
3.3 Training will be devised to enable members to understand and practice	30/01/2021	Director of Legal & Governance	In progress.	G

effective director / board member interventions so as to appropriately challenge the management of the Council's companies and improve the robustness of Company accountability to the Council.			An external training provider is currently being sourced, whilst internal training has commenced.	
3.4 Specialised mandatory training packages will be devised to ensure councillors appointed as chairs of council company boards are able to understand and effectively fulfil their roles	30/01/2021	Director of Legal & Governance	In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
3.5 Essential training will be mandatory and retention of the director role for each councillor will rely on completion of the training on this recommendation.	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
3.6 The relevant NCC officials will continue to be available to offer advice to members on all aspects of their role on Council company boards.	With immediate effect	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 16/09/20.	G
3.7 Advice will also be sought on the best way to assess the competence of Councillors fulfilling their roles as directors as part of effective company governance. The group whip for each political party or recognised group will have a role in this assessment process.	30/01/2021	Director of Legal & Governance	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
3.8 The Council's constitution will be reviewed to appropriately reflect this requirement and it will be proposed at the 2021 Annual General meeting.	31/05/2021	Director of Legal & Governance		G
Recommendation 4: Where Councillors are used in such roles, the Council should ensure that the Councillors are				

provided with sufficient and appropriate training, which is updated periodically.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
4.1 A review of the current training package offered to Councillors as directors on company boards and other similar organisations will be undertaken.	30/10/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
4.2 External best practice and advice will be sought from both the Local Government Association and bodies in the private sector who advise on company governance and training for directors.	30/10/2020	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
4.3 This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and governance of Council company Boards.	30/01/2021	Director of Legal & Governance		G
4.4 New training packages will be devised and delivered on a mandatory basis for:	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.5 > Initial training	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.6 > Refresher training	30/01/2021		In progress. An external training provider is currently being sourced,	G

			whilst internal training has commenced.	
4.7 > Specialist training where required to understand a particular subject/field	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.8 External sources will provide the specialist training.	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.9 This training will be reviewed every two years to ensure it remains relevant and effective.	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.10 Funding for the new training courses will need to be identified	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.11 Only Councillors who have completed the requisite training will be able to remain as Council appointed directors.	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
4.12 The Council's constitution will be reviewed to appropriately reflect this requirement and it will be proposed at the 2021 Annual General meeting.	31/05/2021	Director of Legal & Governance		G
Recommendation 5: The Council should ensure that all elements of its governance structure, including the				

shareholder role, are properly defined and that those definitions are effectively communicated to the necessary individuals.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
5.1 The Council's Constitution and Scheme of Delegation will be reviewed to identify the roles that perform a specific function in ensuring effective governance of the Council's delivery of its duties and its powers and its expenditure.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. The role of the Procurement & Commissioning Executive Sub-Committee in ensuring VfM in contracts awarded to Council subsidiaries has been identified for inclusion in the review of the Committee Terms of Reference. A documented role description and competency requirements has been produced in draft. Information/update included within November's report.	G
5.2 As part of that review, the specific corporate role, definition and resources for the shareholder representative function will be examined.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board Sign-Off. Information/update included within November's report.	G
5.3 External advice and best practice will be sought to define officer roles / functions that communicate and safeguard the interest of the Council in relation to the effective corporate governance of individual council companies.	30/01/2021	Director of HR and Customer	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
5.4 This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and governance of Council company Boards.	30/11/2020		In progress. Information/update included within November's report.	G
5.5 Once the role and resources have been determined, costings to implement the new function and an appropriate role description (s) will be produced and	20/12/2020	Director of HR and Customer	In progress. A documented role description and competency requirements has been produced in draft.	G

submitted for decision.				
5.6 Whilst this review is underway the current shareholder representatives will be reviewed, any existing gaps filled and interim new role definitions will be drawn up as well as appropriate training provided.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
5.7 In addition to individual roles being identified and re-defined from the review of the constitution, there are also Council bodies that perform a vital function for the Council's effective governance. The role of the Executive Board, Companies Governance Executive Sub-Committee, Overview and Scrutiny Committee and the Audit Committee's terms of reference will also be reviewed to ensure clarity on role and accountability for Council companies' governance across the Council. The Chairs of Overview and Scrutiny and the Audit Committee will be fully involved in this review.	20/12/2020	Director of Legal & Governance	In progress. Terms of reference for Audit Committee, Overview & Scrutiny and Companies Governance Executive Sub-Committee have been reviewed and recommended changes are in draft. The role of the Procurement & Commissioning Executive Sub-Committee in ensuring VfM in contracts awarded to Council subsidiaries has been identified for inclusion in the review of the Committee Terms of Reference.	G
5.8 Training will be offered to all members and chief officers on the roles of these bodies.	30/01/2021	Director of Legal & Governance	In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
Recommendation 6: When allocating roles on Council-owned organisations to individual Councillors, the Council should ensure that the scope for conflicts of interest is minimised, with a clear divide between those in such roles and those responsible for holding them to account or overseeing them.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG

6.1 The Council's constitution and the appointments process of Councillors onto Council company boards will be reviewed. A councillor may not be appointed as chair of a council company board whose main activity lies within any executive portfolio they hold.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
6.2 The length of appointment tenure beyond a 12 month appointment period will be reviewed to enable consistency of membership of the board and to develop knowledge and experience	30/11/2020	Director of Legal & Governance	In progress. Information/update included within November's report.	G
6.3 An amendment to the Constitution will be developed for formal consideration, so if a Councillor is appointed chair of a company board, they are unable to also be the chair of the Audit Committee, or Overview and Scrutiny Committee thus avoiding any conflict of interest in these essential roles.	31/03/2021	Director of Legal & Governance	Additional recommendations for exclusions to membership of Audit Committee, Overview & Scrutiny Committee and Companies Governance Executive Sub-Committee have been drafted for inclusion in the overarching lessons learned report.	G
6.4 In addition, the Council will take steps to minimise any other possible conflicts of interest for directors on Council company boards by ensuring the improved training offer to be developed for members includes how to recognize and avoid any conflicts of interest for chairs and Councillor directors.	30/01/2021	Director of Legal & Governance	In progress.	G
6.5 The access to formal advice from the Council's legal and democratic service for all councillors appointed to council company boards on conflicts of interest or any other matter will continue to be made	With immediate effect	Director of Legal & Governance	Completed. Action was signed off as complete by the Programme Delivery Board on 16/09/20.	G

available.				
Recommendation 7: The Council should ensure that risks relating to its companies are considered for inclusion in its overall risk management processes, with appropriate escalation and reporting, rather than being seen in isolation.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
7.1 The Council's high level risk register was created in May 2020 and was reviewed by the July 2020 Audit Committee. A number of Council company risks were included in that new risk register. This will continue to be developed and refined.	30/11/2020	Strategic Director of Finance	Complete subject to Delivery Board sign-off. CLT have been presented with the revised risk management framework and companies risk registers. Information/update included within November's report.	G
7.2 The Council's risk management framework will be reviewed to ensure the full incorporation of council company risks across all risk registers within departments and also in the new financial risk register. A separate Council companies risk register report will be considered that explicitly draws out the risks to the Council that may arise from the financial (and other) performance of the various companies. This review will fully involve the chief executives/ chief officers of the Council's companies, as well as the Chairs and members of the Company Boards.	30/11/2020	Strategic Director of Finance	Complete subject to Delivery Board sign-off. CLT have been presented with the revised risk management framework and companies risk registers. Information/update included within November's report.	G
7.3 The reporting of risks to Council company boards will also be considered as part of this action.	30/11/2020	Strategic Director of Finance	Complete subject to Delivery Board sign-off. CLT have been presented with the revised risk management framework and companies risk registers. Information/update included within November's report.	G

Recommendation 8: As the new arrangements for monitoring companies are rolled out alongside the Companies Governance Executive Sub-Committee (CGESC), the Council should ensure that financial information is provided in accordance with its requirements and is fully understood by the Sub-Committee and others involved in holding the companies to account, and that robust action, with the oversight of the s151 officer, is taken if suitable information is not provided.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
8.1 The regularity of the reporting of the high level risk register to the Audit Committee and the Executive Board and Overview & Scrutiny Committee will be reviewed as part of this action. The Chairs and members of these bodies will be fully involved in this action.	30/11/2020	Strategic Director of Finance	Complete subject to Delivery Board sign-off. CLT have been presented with the revised risk management framework and companies risk registers. Information/update included within November's report.	G
8.2 The proposed Council companies risk register should form part of the suite of reporting information presented to the Companies Governance Executive Sub-committee.	30/11/2020		Complete subject to Delivery Board sign-off. CLT have been presented with the revised risk management framework and companies risk registers. Information/update included within November's report.	G
8.3 The Companies Governance Executive Sub-Committee (CGESC) has been meeting since 2019 and has established reporting requirements for all Council companies.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
8.4 A dedicated senior finance post provides additional capacity and capability to managing the financial reporting requirements on the Council's group of companies.	With immediate effect	Strategic Director of Finance	Completed. Action was signed off as complete by the Programme Delivery Board on 16/09/20, however following the recent resignation of the post holder, a recruitment excess is underway by the Interim Strategic Director of Finance to fill this vacancy – 25/11/20	G

8.5 The current role and remit of the CGESC will be reviewed as to how it can deliver the most effective governance in the light of The Report in the Public Interest.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
8.6 Officer support is to be provided to offer full advice and analysis for members on CGECS, Audit Committee and Overview & Scrutiny Committee in relation to risks; annual reviews of & updates on business cases and plans; scheme of delegation; financial matters and overall delivery.	30/11/2020	Strategic Director of Finance	In progress. Information/update included within November's report.	G
8.7 The dedicated senior finance role will also be reviewed in the light of The Report in the Public Interest to ensure it is fulfilling the corporate function needed and that departments and Council companies understand their relationship and new ways of working on this matter.	With immediate effect	Strategic Director of Finance	Completed. Action was signed off as complete by the Programme Delivery Board on 16/09/20.	G
8.8 The s151 Officer will make recommendations to CGESC regarding action to be taken in the event that Companies do not comply with the required reporting requirements.	30/11/2020	Strategic Director of Finance	In progress. Information/update included within November's report.	G
8.9 Council company financial information reporting will be reviewed to see how more explicitly it can be referenced in the regular Council budget monitoring reports provided to the Executive Board on a quarterly basis.	30/11/2020	Strategic Director of Finance	In progress. Information/update included within November's report.	G
8.10 This review will need to consider how to balance the transparency in the Council's budget reporting with the need	30/11/2020		In progress. Information/update included within November's report.	G

to retain commercially sensitive information in the private part of any public meeting.				
Recommendation 9: Within the new arrangements involving the Companies Governance Executive Sub-committee, the Council needs to ensure that responsibilities for scrutiny and risk management are given sufficient prominence, including giving the Audit Committee explicit responsibility for scrutiny of governance and risk management across the group.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
9.1 The Council will review the terms of reference for Companies Governance Executive Sub Committee (CGESC), Overview and Scrutiny Committee and the Audit Committee to ensure that roles and responsibilities are explicitly clear. The Chairs of all these bodies will be fully involved in this action.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
9.2 External advice will be sought on best practice in defining the roles between these bodies and on effective training for members to understand and work in these new defined roles and to achieve the prominence in practice.	30/11/2020	Director of Legal & Governance	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
9.3 The training packages that will be offered will carry the same mandatory requirements for membership off these bodies to continue.	30/01/2021		In progress. An external training provider is currently being sourced, whilst internal training has commenced.	G
9.4 Specific training modules will be drawn up to explicitly support the chairs of these bodies in carrying out their new roles.	30/01/2021	Director of Legal & Governance	In progress. An external training provider is currently being sourced,	G

			whilst internal training has commenced.	
Recommendation 10: In addition to those referred to in recommendations above, the Council should apply the lessons from Robin Hood Energy in a further review of its company governance arrangements, in particular to ensure that risks are appropriately flagged and managed, as well as successfully implementing the more robust monitoring agreed by the Companies Governance Executive Sub-Committee.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
10.1 The Council will draw together all the varying reviews and activity as outlined above into an overall picture of its governance arrangements and from that produce a unified report on the lessons to be learnt from Robin Hood Energy Ltd.	20/12/2020	Director of Legal & Governance	In progress.	G
10.2 This learning lessons report will draw upon the effective practice of some of the other Council company boards to share those positive lessons across the group of council companies as well.	20/12/2020	Director of Legal & Governance	In progress.	G
10.3 External support and advice will be sought on how best to draw together all the learning from the reviews.	20/12/2020	Director of Legal & Governance	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
10.4 This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and members of the Company Boards.	20/12/2020	Director of Legal & Governance	In progress.	G
Recommendation 11: As part of this review, the Council should consider the appropriateness of the definition of the shareholder role adopted in the 2019 report and give it an emphasis on protection of the Council's financial interests				

alongside other elements.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
11.1 The Council's Constitution and Scheme of Delegation will be reviewed to identify the roles that perform a specific function in ensuring effective governance of the Council's delivery of its duties and its powers and its expenditure.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
11.2 As part of that review, the specific corporate role and resources for the shareholder representative duty will be examined and in particular how it safeguards the Council's financial interests.	30/11/2020	Director of Legal & Governance	Complete subject to Delivery Board sign-off. Information/update included within November's report.	G
11.3 External advice and best practice will be sought to define officer roles / functions that communicate and safeguard the interest of the Council in relation to the effective corporate governance of individual council companies.	30/01/2021	Director of HR and Customer	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
11.4 Once the role and resources for this function have been determined, costings to implement the new function and an appropriate role description will be produced and submitted for decision.	30/11/2020	Director of Legal & Governance	In progress. Information/update included within November's report.	G
11.5 Whilst this review is underway the current shareholder representatives will be reviewed, any existing gaps filled and an interim new role definition be drawn up and training provided.	31/10/2020	Director of HR and Customer	Completed. Action was signed off as complete by the Programme Delivery Board on 04/11/20, as covered within October's Report.	G
Recommendation 12: The Council should use the experience of owning RHE to consider whether there are any lessons				

for its wider governance, particularly in relation to the ‘checks and balances’ which need to be in place, including the need for a stronger monitoring and scrutiny function and moving to a culture in which challenge of political priorities and how they are being implemented is seen as a positive.

Action	Milestone Date	Accountability	Progress/Outcome	RAG
12.1 An overarching review of the Council’s wider governance arrangements will be commissioned following advice from the LGA and other relevant external bodies.	31/03/2021	Director of Legal & Governance		G
12.2 External advice and best practice models will be considered alongside an in-depth assessment of council practice to date.	31/03/2021		In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G

Recommendation 13: The Council should ensure that it reflects the financial pressures arising from RHE alongside those from covid-19, demand-led services and other areas to produce balanced and achievable financial plans for the current year and for the medium-term, without disproportionate, unsustainable reliance on one-off measures.

Action	Milestone Date	Accountability	Progress/Outcome	RAG
13.1 The construction of a refreshed Medium Term Financial Strategy (MTFS) is underway and due to be reported to Full Council in October 2020.	05/10/20	Strategic Director of Finance	Completed. Action was signed off as complete by the Programme Delivery Board on 07/10/20.	G
13.2 This will set out at a high level how the Council will balance its budget over the medium term and incorporates the financial implications for Council own companies for the overall Council budget.	05/10/20	Strategic Director of Finance	Completed. Action was signed off a complete by the Programme Delivery Board on 07/10/20, however The Strategic Director of Finance identified that there would be subsequent development of the Medium Term Financial Strategy in line	G

			with the council's budget setting process.	
13.3 More detailed plans will be brought to Full Council in December 2020.	31/12/20	Strategic Director of Finance	In progress. The date of full Council will be the January 11 th 2021.	A
NCC 1 Review of Council's approach to the ownership of companies: The Council has a range of companies totally in its ownership and some owned jointly with others. These companies have developed over time and further are planned to be created during this period of office as outlined in the Council Plan. In the light of the findings of this report the overall approach of the Council to its relationship with its companies could benefit from a review.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
OR1.1 Establish the basis of ownership of the Council's companies and the differing frameworks upon which they were created.	31/03/2021	Director of Legal & Governance	In progress.	G
OR1.2 Seek out external advice on the best practice model of council ownership of local authority controlled companies and managing the risks and benefits they present.	30/06/2021		In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
OR1.3 Following that advice and review, construct a council framework of NCC's company ownership with particular regard to risk management and accountability to the Council.	30/06/2021	Director of Legal & Governance		G
OR1.4 Review all existing companies against that framework and where there is divergence establish whether a business need exists to maintain the difference or agree changes to comply with the framework.	30/06/2021	Director of Legal & Governance		G

OR1.5 Any proposed additional council companies should be established using this new framework.	With immediate effect		Completed. Action was signed off as complete by the Programme Delivery Board on 16/09/20.	G
NCC 2 Review of effective governance practice in NCC companies: The Council has a number of companies which have had effective governance over a number of years and which have involved elected members on the boards. As part of this improvement work it is important to understand what has made those council companies and Boards effective and how any learning can be applied to other council companies and the other recommendations in this Action Plan.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
OR2.1 Seek out external guidance on independently assessing effective company governance and use this to assess the governance practice of all Council owned companies.	31/03/2021	Director of Legal & Governance	In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G
OR2.2 Following that assessment, draw out any lessons or good practice that can be shared across all council companies.	30/06/2021	Director of Legal & Governance		G
OR2.3 Work with the chairs and chief executives / chief officers of Council companies to understand any self-assessment models they may use.	30/06/2021	Director of Legal & Governance		G
OR2.4 Companies Governance Executive Sub Committee, Executive Board and the Audit Committee to consider the findings of this review and its recommendations.	30/06/2021	Director of Legal & Governance		G
NCC 3 Review of membership of the Audit Committee: As a solution to the pressures from the reduction in public funding of services, the Council either owns or has a major interest in a considerable number of companies. It has also pursued a policy of in-house commercialisation of some services. As such the company and commercial trading				

risks it carries are more that would normally be expected for a local authority.				
Action	Milestone Date	Accountability	Progress/Outcome	RAG
OR3.1 Review of the current membership of the Audit Committee.	30/01/2021	Strategic Director of Finance	In progress.	G
OR3.2 Seek out external advice of best practice models of Audit Committees in local government that could bring additional support to how the council is dealing with the risks it is facing	31/01/2021		In progress. Policy Lead currently seeking support from the LGA/Local Partnership to provide best practice external advice.	G