



Company Governance Executive Sub Committee

18th January 2022

Who we are

- Formed on 1st November 2014
 - Public Sector owned company
 - Contracted to Northgate Public Services to deliver Revenues & Benefit Services
 - Contract with Northgate expired on 31st October 2021
 - Since 1st 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 23rd 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?