
Scrutiny Co-ordination Committee

Time and Date

10.00 am on Thursday, 26th August, 2021

Place

Diamond Rooms 1 and 2 - Council House

Please note that in line with current Government and City Council guidelines in relation to Covid, there will be limited public access to the meeting to manage numbers attending safely. If you wish to attend in person, please contact the Governance Services Officers indicated at the end of the agenda.

Public Business**1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes** (Pages 5 - 10)

(a) To agree the minutes of the previous meeting held on 21st July 2021

(b) Matters Arising

4. Exclusion of Press and Public

To consider whether to exclude the press and public for the item of private business for the reason shown in the report.

5. Restructuring Coventry City Council Subsidiaries (Pages 11 - 30)

Report of the Director of Law and Governance

Councillor Duggins, Cabinet Member for Policy and Leadership, has been invited to the meeting for the consideration of this item

6. **Scrutiny Management**

Councillor M Ali, Deputy Chair of Scrutiny Co-ordination Committee and the nominee of the Chair, Councillor N Akhtar, attended the meeting of the Cabinet Member for City Services held on 18th August 2021. Councillor Ali agreed that the decision was urgent for the reason indicated and that call in should not apply:-

Objection to Experimental Traffic Regulation Order – Whittle Arch

The reason for urgency was that there was an urgent need for a formal decision on the Experimental Traffic Regulation Order before it expired on 8th September 2021, so that the legal requirements and any required signage changes could be in place, based on the decision made, by this date. Additional costs would be incurred if it was not completed and interim measures were required.

7. **Scrutiny Co-ordination Committee Work Programme 2021/2022 and Outstanding Issues** (Pages 31 - 34)

Report of the Scrutiny Co-ordinator

8. **Any Other Items of Public Business**

Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

Private Business

9. **Restructuring Coventry City Council Subsidiaries** (Pages 35 - 94)

Report of the Director of Law and Governance

(Listing Officer: J Newman, Tel: 024 7697 6891)

10. **Any other items of private business**

Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved

Julie Newman, Director of Law and Governance, Council House Coventry

Tuesday, 17 August 2021

Notes:1) The person to contact about the agenda and documents for this meeting is Liz Knight, Democratic Services, Council House, Coventry, telephone 7697 2644, alternatively E-mail: suzanne.bennett@coventry.gov.uk/liz.knight@coventry.gov.uk

- 2) Council Members who are not able to attend the meeting should notify Liz Knight no later than 9.00 a.m. on the day of the meeting, giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.
- 3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Committee, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors N Akhtar (Chair), M Ali, L Bigham, J Clifford, J Innes, J Lepoidevin, C Miks, G Ridley and R Singh

By invitation: Councillor G Duggins

Public Access

Please note that in line with current Government and City Council Covid guidelines, there will be limited public access to the meeting to manage numbers attending safely.

Any member of the public who would like to attend the meeting in person is required to contact the officer below in advance of the meeting regarding arrangements for public attendance. A guide to attending public meeting can be found here:

<https://www.coventry.gov.uk/publicAttendanceMeetings>

Suzanne Bennett/Liz Knight, Governance Services - Telephone: 024 7697 2299/2644

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suzanne.bennett@coventry.gov.uk/liz.knight@coventry.gov.uk

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Coventry City Council
Minutes of the Meeting of Scrutiny Co-ordination Committee held at 10.00 am on
Wednesday, 21 July 2021

Note: This meeting was not held as a public meeting in accordance with the Local Government Act 1972

Present:

Members:

- Councillor N Akhtar (Chair)
- Councillor M Ali (Deputy Chair)
- Councillor L Bigham
- Councillor J Clifford
- Councillor J Lepoidevin
- Councillor C Miks
- Councillor G Ridley
- Councillor R Singh

Other Member: Councillor G Duggins, Cabinet Member for Policy and Leadership

Employees:

Adult Services	A Errington
Business, Investment and Culture	D Hope
	S Weir
Children's Services	P Smith
Education and Skills	R Sugars
Finance	P Jennings
Housing and Transformation	J Crawshaw
Human Resources	A Hylands
	R Perks
	A White
Law and Governance	O Aremu
	V Castree
	G Holmes
Property Service and Development	A Hunt
Streetscene and Regulatory Services	C Hickin
Public Health	V De Souza
	S Lam
Transportation and Highways	J Shore

Apology: Councillor J Innes

Public Business

7. Declarations of Interest

There were no declarations of interest.

8. **Minutes**

The minutes of the meeting held on 21st April 2021 were agreed as a true record. There were no matters arising.

9. **One Coventry Plan Annual Performance Report 2020-21**

Councillor G Duggins, Leader of the Council, introduced the item. The One Coventry Plan was an annual report to look at the progress of the Council against key indicators. The headline figures were that 70% had either got better or stayed the same over the year. This was a remarkable achievement considering the context of Covid-19 and the Leader was very proud of the work done by the Council to support the city, including Covid Marshalls, distribution of support grants to business and the Job Shop especially for supporting 1000 people to acquire employment over that period of time.

The Committee received a presentation which summarised the key points contained in the report. This year, the report not only covered the current plan (2016-24), but also refreshing the plan to create greater alignment between the key themes and priorities that were emerging in the city and regionally, and the work that was undertaken across Council services and with partners.

This included Brexit; UK City of Culture; climate and sustainability; infrastructure projects.

As well as the overall performance the presentation focused on the three priorities in the One Coventry Plan. Under Globally connected there had been a decrease in a broad range of economic measures including GDP, business rates, employment and unemployment and city centre footfall. For Locally committed there had been challenges around crime to fly-tipping; demand for children's services; missing education and adult social care indicators and Delivering our priorities. For Delivering our priorities there had been Improvements in a range of measures from self-service transformation to sickness absence and carbon emissions.

The Board was also presented with a timescale of next steps and activity including an All Members performance seminar on 9th September and the Refreshed One Coventry Council Plan.

Following the presentation, the Committee asked a number of questions and received the following responses:

- There were 5 successful prosecutions, 11,444 notices and 124 fixed penalty fines for fly-tipping over the period. There were another 20 cases waiting to go to court. Figures for fly-tipping were on a decline with April showing a 30% on last year. Indicators were moving in the right direction.
- A task and finish group had been set up by the Communities and Neighbourhoods Scrutiny Board to look at this issue in more detail, including the impact of residents having to book an appointment at the tip.

- The indicators for condition of the road networks had been national indicators which were no longer required nationally but were continued to be used to measure road standards
- The One Coventry Plan is not a statutory requirement, but something that the Council chooses to do. The value is that the plan is a live document and enables Members to have an understanding of performance. There would be engagement with residents on their priorities as part of the refresh of the plan.
- Life expectancy had gone in the wrong direction. Data on the gap in life expectancy between the highest and lowest areas of the city would be included in the final report. This issue was referred to the Health and Social Care Scrutiny Board for consideration.
- The increase in childhood obesity was a shock and the Council were taking a Marmot city approach to tackling it, with a focus on family activity and healthy food.
- The increase in demand for children's services was in excess of the national figures, mainly down to domestic abuse, austerity, and self-isolation. The Council had injected additional finance to increase the number of social workers available to work with children and families, as well as an increase to the placements budget. There were plans in place to reduce the number of looked after children and to continue to support children at home more intensively as well as close management on placement costs. The Education and Children's Services Scrutiny Board would be looking at this issue in more detail.
- There was a concern that GDP per head had decreased. This could be due to the increase in population and effects on the statistics as students are counted as economically inactive.
- The data on use of parks is not the same as last year, also usage of parks last year was high during lockdown due to the Council's decision to keep parks open during this time.
- There had been a decrease in apprenticeships but work was being done to improve this. Internal Council apprenticeships had increased and they were getting a more diverse set of population applying for and securing apprenticeships. The Finance and Corporate Services Scrutiny Board and the Business, Economy and Enterprise Scrutiny Board had had a detailed item on this at their meeting in March 2021.
- HIV testing had gone down due to a number of factors, including lockdown and Public Health resource focused on Covid. It was important to engage with specific community groups again.
- Concern was raised about the increase in under 18 conceptions. Officers were keen to dig into the reasons behind this as it is in contrast to regional and national figures. It would be good to get some more prevention campaigns on this issue.
- The reduction in requests for Adult Social Care were related to lockdown, by the end of the year there had been a recovery and requests for support had increased.
- Ofsted had not been undertaking graded inspections of schools during lockdown, but there was confidence that once these re-started there would be an increase in the percentage of children attending a Good or Outstanding school.

- The indicators within the plan were kept as consistent as possible, but with the refresh there would be the possibility to change or amend those indicators.

RESOLVED that, having considered the Council's performance as set out in the performance report, the Scrutiny Co-ordination Committee: -

- 1) **Request the inclusion of: -**
 - **Updated Covid deaths figure with the final 2020 figures released 22 June**
 - **A picture and description of life expectancy by MSOA AND healthy life expectancy by MSOA (2015-2019)**
 - **Clarification of which customer service areas are included in online services and provide a list of services included**
- 2) **Refer the growing life expectancy gap to Health and Social Care Scrutiny Board (5).**
- 3) **Note the intention to refresh the current One Coventry Plan (2016-24) to reflect emerging priorities and make any comments as part of the engagement and consultation process on the draft Plan as this is developed.**

10. **Scrutiny Management Issues**

The Committee noted that Councillor N Akhtar, Chair of the Scrutiny Co-ordination Committee, attended the meeting of the Cabinet Member for Housing and Communities on 11 June 2021. Councillor Akhtar agreed that the decision was urgent for the reason indicated and that call in should not apply: -

Acceptance of Grant Funding from the National Lottery Heritage Fund towards the project to transform St. Marys Guildhall

The reason for urgency was that the next meeting of Cabinet was scheduled to meet the day after the grant agreement needed to be signed off under its expiry date.

Councillor Akhtar had also been invited to attend the meeting of the Cabinet Member for Jobs, Regeneration and Climate Change on 15th July to consider that the decision was urgent for the reason indicated and that call in should not apply:-

Surrender of Existing Lease and Simultaneous Re-grant of a New 150 Year lease in Relation to 49-51 Corporation Street

The reason for urgency was that there was an urgent need to complete the surrender and regrant of a new 150 year lease for the property as this enables the third phase of Belgrade Theatre development plan to be completed and occupied. It was also important that as the majority of the £5m development cost for the whole scheme was coming by way of grant funding and that as the accountable body, the Council secures the grant funding outcomes agreed, of which phase 3 is part.

Also, there was a desire to complete the works as soon as possible during the City of Culture year, enabling the maximum use of the new space. To this end Complex Development Projects (CDP) who own the long lease of the building, have commenced the refurbishment works for the Belgrade at risk. They are looking for payment from the Belgrade for the internal construction works as soon as possible. The Belgrade couldn't get access to the grant for this to pay CDP until the new lease is in place.

11. Scrutiny Co-ordination Committee Work Programme 2021/2022

The Scrutiny Co-ordination Committee considered their Work Programme for the current Municipal year.

RESOLVED that the Scrutiny Co-ordination Committee note that an additional meeting had been arranged for 26th August 2021 to consider a report on Council subsidiaries. The meeting would be held in person.

12. Any Other Items of Public Business

There were no additional items of public business

(Meeting closed at 11.30 am)

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A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Scrutiny Co-ordination Committee
Cabinet
Council

26th August 2021
31st August 2021
7th September 2021

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director Approving Submission of the report:

Director of Law and Governance

Ward(s) affected:

None

Title:

Restructuring Coventry City Council Subsidiaries

Is this a key decision?

Yes - the proposals involve financial implications in excess of £1m per annum.

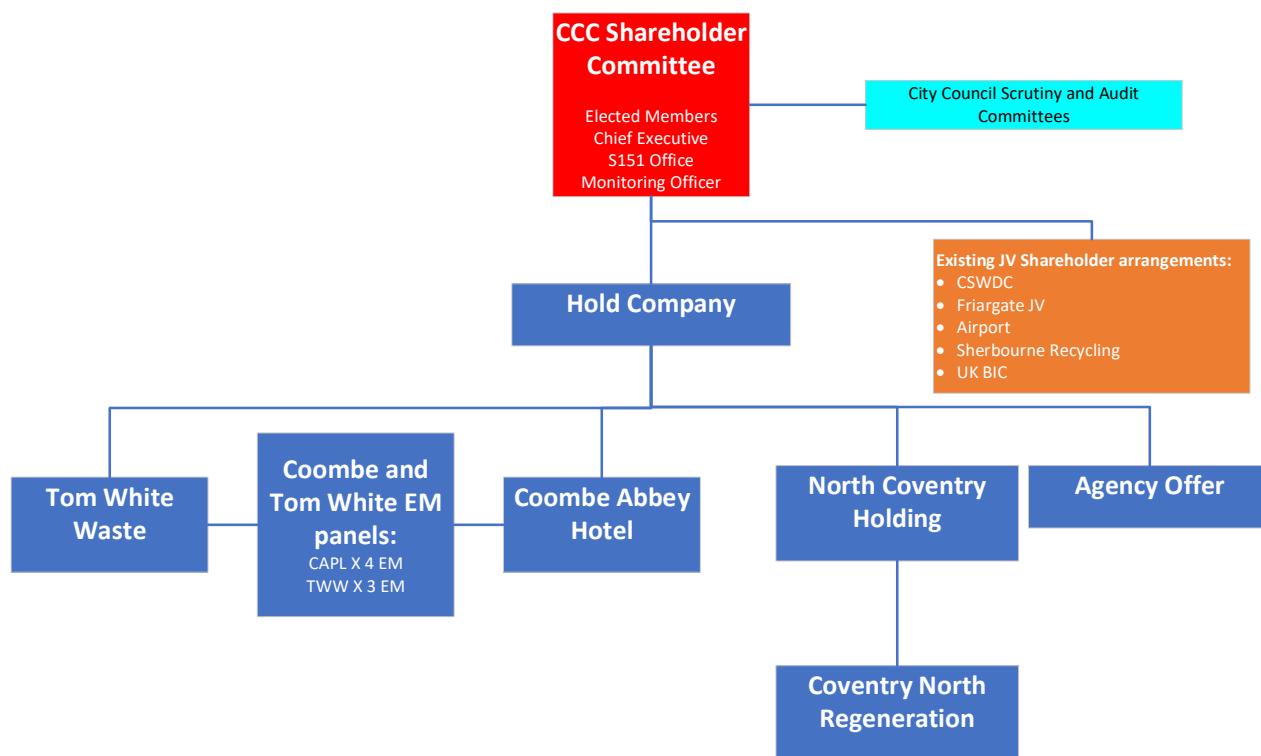
Executive Summary:

The City Council's portfolio of wholly owned company investments and joint ventures companies has grown in both volume and complexity over a number of years. (A full list of the City Council's company investments is given in the body of the report.)

Each of these investments has been considered separately by the City Council at the point of purchase and / or investment through detailed due diligence, along with, reports to Cabinet and Council to recommend the appropriate course of action. Equally each investment has its own governance structure which regulates how the company or joint venture operates and performs. However, there is currently no single internal process to allow the City Council to consider the performance of its investments, including the mix of commercial investments and suitable apportionment of risk across different sectors.

In response to the City Council's auditors (Grant Thornton) advocating improvements in the overarching arrangements for our commercial investments, this report seeks approval of a revised governance structure for the City Council's commercial investments through the establishment of new sub-committee of Cabinet (the Coventry City Council Shareholder Committee). Along with the grouping of all wholly owned investments under a single parent company (HoldCo). The outline structure is shown below in Figure 1.

Figure 1: Proposed Governance Structure for the City Council's Commercial Investments



To facilitate the above structure and following independent advice from Pinsent Mason LLP and Deloitte LLP this report also seeks:

- The transfer of shares in all wholly owned companies to HoldCo, and the assignment to the City Council of new shares in HoldCo.
- The adoption of all relevant terms of reference and policies for the Shareholder Committee and HoldCo.
- The financial restructuring of North Coventry Holdings (NCH), in order to release funds back to the City Council.

Recommendations:

Scrutiny Co-ordination Committee is asked to:

- 1) Consider the content of the report and endorse the recommendations to Cabinet.
- 2) Identify any further comments or recommendations they may wish to make to Cabinet for consideration alongside the recommendations set out below.

The Cabinet is requested to:

- 1) Consider any recommendations from Scrutiny Co-ordination Committee.

- 2) Approve the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to establish HoldCo, a wholly owned subsidiary to act as a holding company.
- 3) Approve the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to transfer the current shares in Tom White Waste Limited (TWW), Coombe Abbey Park Limited (CAPL) ,North Coventry Holdings which are currently held by the Council, into HoldCo and set up the subsidiary companies as set out in paragraph 3.2 of this report .
- 4) Delegate authority to the Chief Executive, following consultation with the Director of Finance, Director of Law and Governance and the Cabinet Member for Strategic Finance and Resources, to finalise the necessary due diligence and finalise the terms of, and enter into, the relevant legal agreements as well as any associated documents deemed necessary to complete the transaction.
- 5) Approve the implementation of the governance structure and Terms of reference for the Shareholder Committee, Delegations Policy and the Conflicts Policy as shown in the appendices of the report.
- 6) Note that the Leader shall exercise his authority under Local Government Act 2000 to appoint Members onto the Shareholders Committee to represent the Council as sole shareholder of HoldCo.

The Cabinet is requested to recommend that Council:

- 7) Delegate authority to the Director of Finance following consultation with the Cabinet Member for Strategic Finance and Resources, the ability to carry out the necessary legal and financial transactions to facilitate a reduction in the share capital in NCH. The authority under this delegation shall also include the power to determine how any payments released as a consequence of the reduction in share capital in NCH is to be treated.
- 8) Authorise the Director of Law and Governance to make the necessary amendments to the Council's Constitution arising from this report

Council is asked to:

- 1) Delegate authority to the Director of Finance, following consultation with the Cabinet Member for Strategic Finance and Resources, the ability to the carry out of the necessary legal and financial transactions to facilitate a reduction in the share capital in NCH. The authority under this delegation shall also include the power to determine how any payments released as a consequence of the reduction in share capital in NCH is to be treated.
- 2) Authorise the Director of Law and Governance to make the necessary amendments to the Council's Constitution arising from this report

List of Appendices included:

Appendix 1 – Shareholder Committee Terms of Reference

Background papers:

None

Other useful documents

None

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee on 26th August 2021.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 7th September 2021

Report title: Restructuring Coventry City Council subsidiaries

1. Context (or background)

1.1 The City Council has continued to grow its portfolio of commercial investments held at arm's length. These include:

1.1.1 Wholly owned companies:

- North Coventry Holdings (NCH),
- Coombe Abbey Park Limited (CAPL), and
- Tom White Waste Limited (TWW).

1.1.2 Joint ventures:

- Coventry and Solihull Waste Disposal Company (CSWDC),
- Birmingham Airport,
- the UK Battery Industrialisation Centre (UKBIC),
- Sherbourne Recycling Limited, and
- Friargate Joint Venture.

1.2 The variety and complexity of the above commercial investments has precipitated an internal review of the governance arrangements for the City Council's commercial investments. In addition, the City Council is mindful of examples where other local authorities have not got the governance of commercial arrangements correct. The City Council has therefore taken any recommendations from the Public Interest Reports resulting from the failures detailed below and incorporated these in the proposals set out in this report.

1.3 **National Picture** - Grant Thornton, in its role as auditor has published two separate "Reports in the Public Interest" on the structure and governance of local authority owned trading companies. These reports refer to:

- Nottingham City Council – "Report in the Public Interest concerning the Council's governance arrangements for Robin Hood Energy Ltd"
- London Borough of Croydon – "Report in the Public Interest concerning the Council's financial position and related governance arrangements."

1.4 Whilst both of the above reports refer to circumstances of both Nottingham and Croydon, there are a number of wider recommendations that represent good practice for all local authorities.

1.5 The above reports highlighted areas where Councils should strengthen their governance arrangements to ensure companies are managed in a robust and transparent manner in order to help prevent the issues which occurred in the companies owned by Nottingham and Croydon. This resulted, in some cases, in the company becoming insolvent and significant losses incurring in those companies. Pinsent Mason and officers considered the recommendations from these reports and how Coventry City Council ("the Council") can apply these in managing its commercial investments.

1.6 Coventry City Council has several commercial investments in companies that generate net revenue, contributing to the medium-term financial strategy (MTFS) and supporting the provision of frontline services. Revenue flows back to the Council in the form of interest payments on loans, dividends, commercial rent and payment for services delivered to the relevant companies by the Council.

- 1.7 Several traded services within the Council would benefit from operating within a revised commercial governance structure. The Local Government Act 2003 sets out the legal framework for trading activities for local authorities which the Council needs to comply with when undertaking commercial activities for a commercial purpose. In December 2017 the Council acquired shares in Coombe Abbey Park Limited (CAPL) and shares in Tom White Waste (TWW) in March 2020. These companies currently operate at arm's length to the Council as standalone investments on a commercial basis, but it is considered that there will be merit in bringing them together under one group company structure to manage the investment on behalf of the Council, improve governance, decision making and deliver efficiencies across the group of commercial investments .
- 1.8 The Council wholly owns North Coventry Holdings Ltd (NCH) which has a subsidiary, Coventry North Regeneration (CNR), that was originally set up to undertake the construction of the Ricoh Arena (now the Coventry Building Society Arena). These companies hold tax value that could be unlocked through utilising them as part of group company structure to deliver a specific project such as new development.
- 1.9 The Council also has commercial interests as part of joint ventures, with other partners where the governance arrangements vary from company to company. All Council companies, whether owned in part or full, will sit under the same governance 'umbrella' being proposed, in relation to the role of the Shareholder Committee. In respect of existing joint venture companies such as CSWDC which has an established Shareholder Panel, the Shareholder Committee would not replace the existing Shareholder Panel as it is made up of other joint venture partners and it is not possible to change the Articles of Association or other governance agreements relating to the company without requiring consent from other joint venture partners. However, the members which represent Coventry City Council at those panels in its capacity as shareholder should be same members that sit on the Shareholder Committee to ensure consistency and good governance. Appendix 1 to the report sets out the Terms of Reference for the Shareholder Committee.
- 1.10 There are a number of key outcomes that will be delivered to strengthen the governance arrangements within our Council companies, incorporating the recommendations from the Public Interest reports raised by Grant Thornton. The proposed reorganisation of the City Council's wholly owned external companies addresses the recommendations (see Appendix 5) and seeks to achieve these objectives:
 - Robust and consistent governance
 - Flexible model for managing its investments
 - Management of conflicts of interests
 - A tax efficient structure for our commercial investments.
- 1.11 The recommended structure will strengthen the governance arrangements and increase consistency in reporting, as well as scrutiny in the management and operation of the companies, to enable Council Members and officers to have greater level of confidence and transparency in how these businesses operate.

2. Options considered and recommended proposal

- 2.1 **Option 1: Do nothing** – Whilst the City Council has individual governance arrangements in place for each of its commercial investments, doing nothing would prevent the City Council from bringing the decision making, strategic oversight, and performance management into one Shareholder Committee and realising the governance benefits that the single overarching approach can bring. Likewise doing nothing would leave no opportunity for the City Council to respond to the recommendations made by Grant Thornton in their Public Interest reports on Nottingham and Croydon. Where Grant Thornton conclude that strong governance arrangements and clear accountability need to be in place to manage the potential conflicts between running a commercial company in a competitive market and the

implications of being owned and funded by a public body, who must be accountable to the public.

- 2.2 In addition, not arranging the wholly owned investments under HoldCo would mean that the financial benefits of a group structure would also not be available to benefit the City Council in the future.
- 2.3 Accordingly, this is not the recommended option.
- 2.4 **Option 2 (recommended) – establish a holding company to manage the Councils wholly owned company investments**
- 2.5 All commercial investments come with an element of risk based on the competitive market within which they operate and more recently the impact of Covid-19. Strong governance arrangements support the management and mitigation of such risks, leading to the successful operation of the any company.
- 2.6 It is proposed that the City Council establishes a wholly owned subsidiary to act as a holding company, HoldCo. The Council would transfer the existing shares it holds in CAPL, TWW, NCH and CNR and into HoldCo.
- 2.7 There is the potential for HoldCo to consider and explore establishing a new company (TradeCo) to undertake new commercial operations, for example one idea being explored is for TradeCo to act as an employment agency providing services back to the Council using the Teckal arrangement. This could initially reduce the City Council's reliance upon very expensive consultancy arrangements in a number of its capital projects, as well as strengthening the knowledge base of engineers and project managers available to the City Council. If the business case supported this, the necessary approvals would be required.
- 2.8 Holdco will sit as a strategic anchor between the Council and the trading companies, providing a single point of responsibility, clear accountability and visibility of the companies' performance.
- 2.9 HoldCo will not be a public facing company, all activity and revenue generation would take place through the subsidiary companies as they do now.
- 2.10 The vision of HoldCo is to introduce consistency and strengthen governance addressing the issues that are present in the current do-nothing approach. In particular the establishment of the HoldCo will provide strong strategic leadership which, in turn will:
 - deliver sustainable growth across existing commercial investments,
 - identify and execute opportunity for investment in new initiatives and opportunities; and
 - seek to increase the financial return to the shareholder, Coventry City Council, to help offset other frontline service budget pressures.
- 2.11 North Coventry Holdings (NCH) was established in January 2004, to acquire the shares that the Council held in Coventry North Regeneration (CNR established in September 2002) to undertake the construction of the Ricoh Arena. The companies have subsequently not been involved in any development activity. NCH holds the sale proceeds for the Council's shares in Arena Coventry Limited. Once the sale proceeds have been extracted from NCH, this company will be dissolved as there is no value in retaining it. Coventry North Regeneration would be retained due to the tax value it holds that could be utilised in the future.
- 2.12 The objectives that the HoldCo structure seeks to address are to provide:
 - **Robust and consistent governance** - a clear and consistent approach to decision making for all commercial investments in Council companies. Reviewing the process to remove inefficiencies and strengthen reporting and governance associated with managing these investments. All Members of the Board of Directors will have undergone appropriate training to understand their role on the Board, legal

responsibilities associated with being a Director of a company and the time commitment required to attend meetings and take an active interest in the company.

- **Flexible model for managing its investments** – The structure provides a flexible model for the Council to manage and grow commercial businesses over time and the ability to accommodate other Traded Services that may need to move from the Council into a Company. This structure lends itself to incorporating additional corporate entities within a robust governance framework. Holdco would be the vehicle to provide finance to the wider group either through onward lending from the Council or through access to private sector funding. The HoldCo structure as proposed is the most tax efficient.
- **Management** – the structure and strengthening of the governance arrangements will better manage conflicts of interest whilst allowing HoldCo and subsidiaries to operate commercially whilst protecting the Council's public sector duties and accountability. The proposed change includes the creation of a Shareholder Committee. The representatives on existing Shareholder Panels will continue and will be a subset of the Shareholder Committee. This Shareholder Committee would oversee all companies the Council has a commercial interest in.

2.13 This is the preferred option as it:

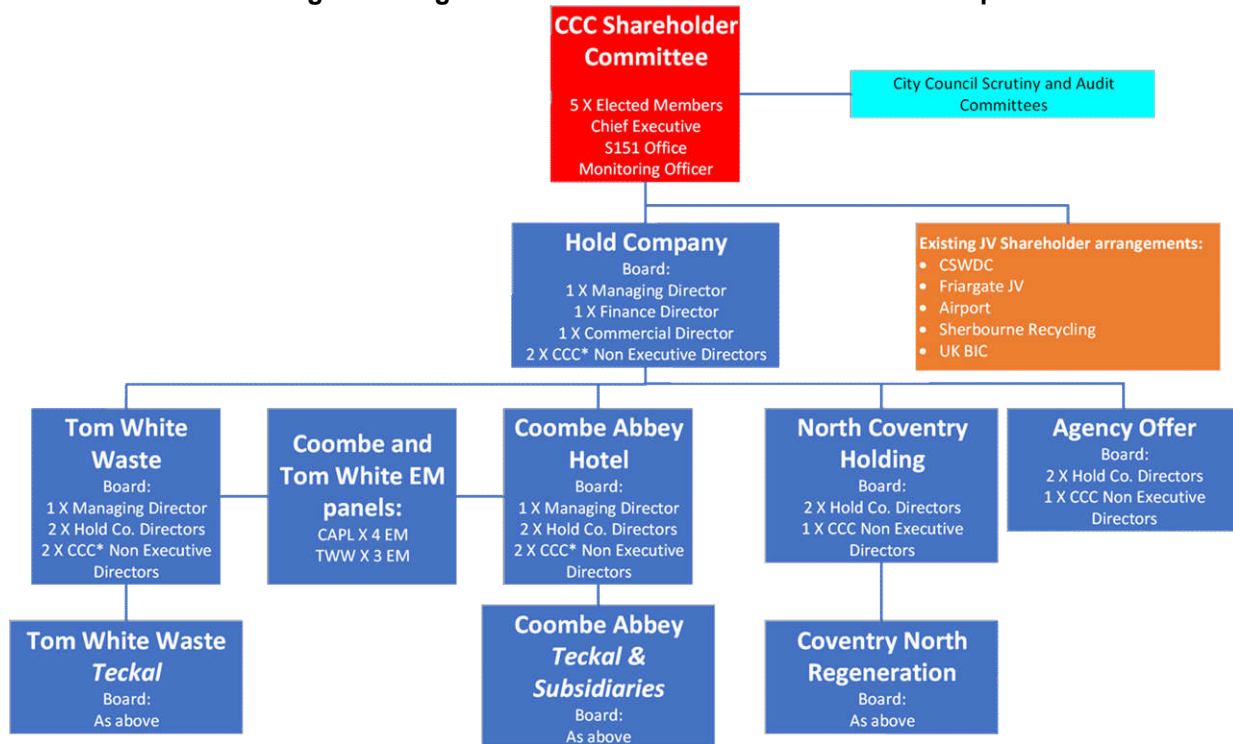
- Strengthens the existing governance arrangements for the City Council's commercial investments.
- Incorporates the recommendations of the Grant Thornton reports in the public interest for Nottingham and Croydon, and
- Provides a more financially efficient structure within which to manage the City Council's commercial investments.

2.14 Section 3 sets out further details in relation to this option and the steps required for implementation.

3. Implementation of the preferred option

- 3.1 **Holding company group structure** - The Council has received legal advice from Pinsent Masons LLP and tax advice from Deloitte LLP and as a result, concluded that the structure above in Figure 1 is the most tax efficient and ideal for the operation of the services through a holding company.
- 3.2 Figure 2 indicates each company would have a Teckal subsidiary to allow the Council to contract services directly from the company without the need for a competitive procurement exercise using the Teckal exemption where the Council felt the Teckal company is best placed to provide this service.

Figure 2: Organisational Structure for the HoldCo Group



* The second CCC non-executive Director could be replaced with an industry specific appointment where necessary.

- 3.3 NCH will be required to restructure its balance sheet (share capital) to enable the company to release the consideration received plus interest earned, as a result of the sale of shares in Arena Coventry Limited (ACL) in 2014. Currently it is not possible to extract these funds from the company by way of a dividend due to the company having insufficient distributable reserves to undertake this transaction. The restructure of shares would allow these funds to be extracted in line with the Articles of Association and returned to the City Council.
- 3.4 Any working capital required to create and operate HoldCo would be met from existing budgets in the Council, NCH and CAPL and the due diligence costs and costs required to enter into the legal agreements will be met from the Commercialisation strand of the Funding for the Future resource.
- 3.5 A Service Level Agreement will be entered into between the Council and HoldCo which will enable the Executive Directors to provide services back to the Council to assist with current ongoing capital project or future projects and / or service support. The Council and Hold Co will also enter into a Service Level Agreement for the Council to provide services to Hold Co.
- 3.6 Future operating costs for HoldCo will be met from the dividend income received by HoldCo prior to passing the balance of any dividends back to the Council which would be approved by the Shareholder Committee as part of the Business Plan and in line with the Delegations Policy.
- 3.7 A key objective of HoldCo will be the year on year growth of the financial return to the Council. This will be achieved both in respect of organic growth within the portfolio of HoldCo subsidiaries and will also include for strategic investment in new opportunities within a subsidiary or an investment in other opportunities, property transactions (to the extent they are for investment rather than Council operational purposes) acquisitions or Joint Ventures.

- 3.8 **Governance and management of the Holding companies** – HoldCo and each trading company will have its own Executive Board of Directors (detailed in Figure 2), where the Managing Director will have an executive position supported by at least two other suitably qualified Directors with the skills and capacity to undertake the role and who are independent from the day to day management responsibility. In the individual subsidiaries the existing Executive Director posts are either filled or in the position of being filled where there is a vacancy.
- 3.9 It is proposed that there will also be 2 Non-Executive Directors (NEDs) on each company Board, made up of suitably qualified officer representatives from the Council with responsibility for oversight and input into corporate decisions or industry experts to strengthen the governance at this level. The appointment to NED posts will be time limited to a 4-year term at which point they will be extended or replaced due to good governance perspective. Any CCC NED post holder would have to resign or be removed by the Board of the Company if they left their post at the Council.
- The Board of Directors for each subsidiary will ultimately be accountable to the Holding company, with the HoldCo Board of Director's accountable to the Shareholder's Committee and ultimately the Council for performance.
- 3.10 The Shareholder Committee will be a group of elected members with responsibility to take all decisions as per the Delegations Policy and the Shareholders Committee's Term of Reference (Appendix 1).
- 3.11 Profits generated by each of the trading companies would be provided to HoldCo by way of a dividend which will either be reinvested into the group in line with approvals from the Shareholder Committee or distributed to the Council as a dividend.
- 3.12 The good governance recommendations by Grant Thornton, it is recommended that the HoldCo group will have a dedicated company secretary. Part of the role of the company secretary will be to assist the directors in understanding the legal frameworks that apply to decision making (including the requirements of the delegation's policy). Through this role, they will provide support from a governance perspective, ensuring decisions are taken in accordance with all relevant legal processes and help guide directors on their obligations in respect of conflicts.
- 3.13 The strategy, objectives and funding requirements of the HoldCo group will be set out in the overarching group business plan (HoldCo business Plan). The Group Governance Agreement (GGA) report sets out what is required within the annual business plan along with the process for approval, responsibility for delivery and mechanism for any changes.
- 3.14 Each trading company will have its own Business Plan, setting out the financial projections, business strategy and opportunities to be pursued over the coming financial year. Each Trading Company Business Plan will be prepared by the Board of Directors of the relevant Trading Company with updates being made on an annual basis along with ad-hoc amendments being made as and when required in line with the GGA.
- 3.15 Each company within the HoldCo structure will be subject to an external audit on an annual basis providing reasonable assurance that the company's financial statements present a true and fair view of the financial performance and operation of the company in line with specific laws and regulations that govern the preparation of these accounts.
- 3.16 Each year the HoldCo Board will prepare and submit a detailed annual report to the Shareholder Committee. Alongside this, the HoldCo Board will also prepare an executive summary of the report which will be submitted to the Council's Scrutiny Co-ordination Committee and Internal Audit. The details of the annual reporting process are set out in the GGA. Scrutiny Co-ordination Committee and internal Audit will review the summary of the Annual report and make representations, ask questions and challenges to the HoldCo Board to take into account within the updated HoldCo business Plan for the following financial year prior to presenting this for approval at the Shareholder Committee.

- 3.17 The GGA also highlights the role that the Council's Procurement Board will play in the oversight and scrutiny of the procurement activity carried out by the HoldCo Group. A Procurement Report will be prepared and submitted alongside the annual update to the Business Plan.
- 3.18 CCC internal Audit team will also carry out audits of HoldCo and its respective subsidiaries on a 3-year cycle to ensure compliance with the policies which are to be adopted.
- 3.19 Further information is set out in the Private report.

4. Results of consultation undertaken

- 4.1 No consultation has been undertaken with regards to the implementation of the new structure.

5. Timetable for implementing this decision

- 5.1 Subject to approval of this report, the holding company would be established from 31st October 2021.
- 5.2 Appointment to the Executive Director and Non-Executive Director posts would take place following Member approval ready for the posts to be occupied once the company is established.
- 5.3 The Appointment to the Shareholder Committee will be determined before the company is incorporated and then annual appointments thereafter in line with the constitution.
- 5.4 Ongoing monitoring of the proposal and decisions sets out in this report would be undertaken in line with a Group Governance Agreement.

6. Comments from the Director of Finance and the Director of Law and Governance

6.1 Financial implications

The overarching drivers for the proposals within the report are to ensure that the various trading subsidiaries of the City Council operate within a consistent, robust and legally compliant framework. There are however a number of financial implications resulting from the recommendations in the report, as follows:

- Ongoing financial costs and benefits of creating the proposed structure
- Corporation tax implications
- Equity investment and share transfer in the holding company
- Payment of Dividend from North Coventry Holdings (NCH) to the City Council
- One off impact and funding of legal and tax adviser costs

Each of these is explained in turn below:

Ongoing financial costs and benefits

The annual gross cost for the Holding company are set out in the table shown in the private section of this report.

It is proposed the year 1 costs are met by way of a one-off grant from the Council as working capital funded from existing resources. The ongoing annual costs would be funded from the additional commercial benefit and tax efficiency achieved through implementing this structure.

The creation of the Holding company structure should deliver at least a breakeven position by the end of year 1, taking into account the cost of operating Holdco from year 2 onwards, assuming the trading subsidiaries achieve the financial projections.

Corporation tax implications

The group arrangements allow any tax losses generated in year, to be redistributed to the entities in the group, reducing the tax burden on those companies. As the trading performance of the group improves, this in turn will increase the savings and return to the Council. These current savings are on the assumption that all things remain as is and there is no further growth or investment in the businesses which will not be the case.

HoldCo and the subsidiaries will prepare detailed business plans including a budget estimate for future years for approval by Shareholder Committee in the Spring 2022 where the expected return to the Council in future years will be shared.

Equity investment and share transfer

The value of the investments that the Holding Company is proposed to acquire from the Council are recorded in the Council's Statement of Accounts at c£17m. The equity value for the Holdco will be equal to this value so there is an equal but opposite entry in relation to the share transfer and no reduction in the value of the investments. No cash will transfer for the sale of shares.

Payment of Dividend from North Coventry Holdings (NCH) to the City Council

Some years ago, NCH as a wholly owned subsidiary of the City Council disposed of its shares in Arena Coventry Limited (ACL). Whilst this has been treated as a City Council capital receipt, technically it still sits on the NCH balance sheet. It is proposed that the proceeds remain within the Holding Company moving forward, but approval is being requested to undertake the appropriate accounting transactions required to access these funds in the future. This would be achieved by a reduction in the share capital within NCH. No VAT should apply as a result of this transaction based on tax advice from KPMG and Deloitte.

One off impact/funding of legal and tax adviser costs

In order to make the proposed structural changes, and ensure the associated legal documentation is in place, there will be additional professional fees incurred for legal and tax advice as set out in the private section of this report. Should Members approve the recommendations, it is proposed that these costs will be funded from earmarked resources set aside for Commercialisation.

6.2 Legal implications

- 6.2.1 The Council has the power to establish the HoldCo under section 1 of the Localism Act 2011 ("LA 2011"), which broadly gives the Council the power to do: -

- (a) anything that an individual may do;
- (b) for a commercial purpose or otherwise for a charge; and
- (c) for the benefit of other areas than the Council's administrative areas,

such power generally being known as the "**General Power of Competence**" or "GPC" for the purpose of this report.

- 6.2.2 Although the GPC is a wide-ranging power it is subject to restrictions. Specifically, section 4 of the LA 2011 provides that, where the GPC is to be used by an authority to do things for a '*commercial purpose*', then the authority must do them 'through a company'.
- 6.2.3 A core objective for the Council in establishing the HoldCo Group is a desire to further commercialise its commercial ventures and to increase revenue for the benefit of the Council.
- 6.2.4 In establishing the HoldCo the Council, would be considered to be acting for a commercial purpose. Accordingly, HoldCo itself would have to be established as a company.
- 6.2.5 In this context a company limited by shares is the preferred vehicle for the HoldCo. This is because a company limited by shares provides the ability for the Council to extract profit by way of dividend.
- 6.2.6 [The Council has a number of powers to directly provide and charge for services including:
 -
 - (a) S93 of the Local Government Act 2003 ("**LGA 2003**") – which provides the Council with the power to charge for discretionary services; and
 - (b) s1 of the Local Authorities (Goods and Services) Act 1970 ("**LAA 1970**") which allows the Council to provide and charge for goods and services (including administrative, professional and technical services).

However: -

- (c) s93 of the LGA 2003 only allows the Council to charge on a 'cost-recovery basis'; and
- (d) S1 of the LAA 1970 only permits trade with other public bodies.
- 6.2.7 Accordingly, neither of the above powers can provide a legal basis for providing the Traded Services on a for-profit basis on the open market.
- 6.2.8 In order to legally provide the Traded Services, the Council must rely on the 'trading powers' set out in s95 of the LGA 2003. These provisions give the Council the power to do for a commercial purpose anything that it is otherwise authorised to do for the purposes of carrying out its functions.
- 6.2.9 This power is subject to a number of restrictions as set out in the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009. Critically the 2009 Order states that the traded activities must be carried out through a company.
- 6.2.10 The Council are working with Pinsent Masons LLP its external solicitors. Legal services have undertaken due diligence on the various legal advice received and are satisfied with the legal implications.

- 6.2.11 Pinsent Masons LLP and Legal Services identified some risks in the structure in relation to procurement and state aid. However, the Council has obtained an opinion from leading Counsel James Goudie which endorses the structure which is to be taken by the Council.

6.3 Governance and Articles

- 6.3.1 The Articles of each of the current subsidiaries will be redrafted to reflect that HoldCo will be the sole shareholder. As soon as the Transaction is completed the necessary resolutions will take place to approve the Governance proposals set out in this report and each of the companies (including HoldCo) will enter into the GGA.

6.4 Services to Hold Co

- 6.4.1 The Council can provide services directly to Hold Co, for example a contract to provide back office support such as payroll, recharging staff or internal services, it can use the “incidental power” under section 111 of the Local Government Act 1972, which enables it to “to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions” (its function in this case being the General Power of Competence). The Council also have the power under Section of Local Authorities Goods and Services Act 1970 to provide services back to Hold Co.

6.5 Hold Co Services to the Council

- 6.5.1 The governance structure presented enables the Council to procure services from HoldCo or the trading subsidiaries, for example if Executive Directors are required to assist with Capital Projects it is able to do so by awarding a services contract to HoldCo using Regulation 12 of the Public Procurement Regulations 2015 the Teckal exemption.

6.6 Working Capital Grant

- 6.6.1 The working capital grant to assist with year one operating costs is to be compliant with State Aid Regulations. As the sum is below the threshold the exemption used is Under EC Regulation 1407/2013 (De Minimis Aid Regulation) as published in the Official Journal of the European Union 24 December 2013, the support provided is a De minimis aid. There is a ceiling of €200,000 for all De minimis aid provided to any one organisation over a three fiscal year period (i.e. your current fiscal year and previous two fiscal years). Hold Co would satisfy this condition and would enter into a document which obliges the organisation to comply with the conditions.

7. Other implications

7.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

The proposals detailed in the main report will support the trading subsidiaries to grow in line with the Globally Connected aspect of the Council Plan. Strengthening the governance of the commercial investments that the Council holds, should lead to greater support and a dedicated resource to manage the investments through the Holding company. In turn we are expecting that these new arrangements should deliver a return that will support the Council to continue to provide services in line with the Council’s core aims., A greater focus on the commercial operation of our investments should support increased commercial returns to support the Council when there are fewer resources available to deliver front line services.

7.2 How is risk being managed?

As with all commercial investments there is an element of risk due to the markets within the businesses operate. This paper goes some way to strengthen the governance arrangements in place for the trading entities the Council has an interest in. The report takes into account the recommendations that were proposed by Grant Thornton in the Public Interest reports that have been produced for Nottingham City Council and London Borough of Croydon in relation to the management of their commercial interests. Each recommendation has been addressed with this proposed structure.

Each Executive and Non-Executive Director will undertake training to understand the role and the responsibilities of being a Director. They will be selected based on the skills they can bring towards the management and operation of the businesses.

The role of the Shareholder's Committee, Scrutiny, internal and external audit are included in the Group Governance Agreement, strengthening the role of oversight and challenge in relation to the management and operation of HoldCo and the trading subsidiaries. The Conflicts Policy clearly set out how conflicts will be managed and reduces the risk that such incidents would have an impact on the management and operation of the companies.

7.3 What is the impact on the organisation?

The implementation of the proposed structure should have little impact on each of the trading subsidiaries. Changes will be present at the Management Team and Board level for each company, with the Managing Director now taking on an Executive Director role.

7.4 Equality Impact Assessment (EIA)

No equality impact assessment has been carried out as there is no change in Council policy or service. The proposed changes relate to the structure in place at arm's length to the Council. The appointment to the various roles detailed in the report will be undertaken in line with Section 149 of the Equality Act 2010, known as the Public Sector Equality Duty, which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people.

7.5 Implications for (or impact on) climate change and the environment

The proposed arrangements should not impact of climate change and the environment.

7.6 Implications for partner organisations?

The proposals will impact on the management and operation of the trading subsidiaries, who are aware of the proposed changes. This will be managed to ensure there will be a smooth transition when implementing the new structure. The implementation of the Holding company will strengthen the governance and reporting framework in place to manage these investments.

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Contributor/approver name	Title	Service	Date doc sent out	Date response received or approved
Contributors:				
Michelle Salmon	Governance Services Officer	Law and Governance	02/08/21	02/08/21
Grant McKelvie	Commercial Director	North Coventry Holdings	21/06/21	21/06/21
Phil Helm	Finance Manager	Finance	26/07/21	26/07/21
Names of approvers for submission: (officers and members)				
Barry Hastie	Director of Finance	-	04/08/21	05/08/21
Andrew Walster	Director of Streetscene and Regulatory Services	-	03/08/21	03/08/21
Councillor G Duggins	Cabinet Member for Policy and Leadership and Leader of the Council	-	05/08/21	18/08/21

This report is published on the council's website: www.coventry.gov.uk/councilmeetings

PART 2N: COVENTRY SHAREHOLDER COMMITTEE

1. Overview

- 1.1 A Coventry Shareholder Committee (“the Shareholder Committee”) has been established, the purpose of which is to take decisions on behalf of the Council, to represent the interests of the Council as shareholder and to ensure the satisfactory performance of any Company (as defined in 1.3 below) to protect the Council’s interests as shareholders.
- 1.2 The Shareholder Committee will exercise the Council’s role as shareholder in any company, limited by shares or guarantee, wholly or partly owned by the Council for the purposes of service provision and/or trading activities. The decisions taken by the Shareholder Committee will be within the functions of Cabinet and will ensure that the performance of any such company is satisfactory, thus protecting the Council’s interest as shareholders in the Company.
- 1.3 Any reference in these terms of reference to “Company” is defined as a company in which the Council holds shares.
- 1.4 The Coventry Shareholder Committee is a sub-committee of Cabinet and will exercise the functions delegated to it by Cabinet as set out in section 3 below and will operate in accordance with Cabinet Procedure rules set out in Part 3 D of the Council’s Constitution.
- 1.5 All members of the Shareholder Committee shall have received appropriate training before carrying out any functions set out in section 3.1 below.

2. Composition

- 2.1 The Shareholder Committee shall comprise of elected members drawn from the Cabinet to be appointed by the Leader of the Council. The Leader of the Council will appoint the Chair and Deputy Chair of the Shareholder Committee. This will have a maximum of 5 elected members and a minimum of 3 elected members.
- 2.2 The Chief Executive, Section 151 Officer, City Solicitor (or their nominees) will be advisors to the Shareholder Committee to provide open and robust technical advice. Additional advisors may be invited to attend the Shareholder Committee as required.

3. Functions delegated to the Shareholder Committee

3.1 The Shareholder Committee will have responsibility for the following delegated functions **except** where specific functions have been delegated to an employee:

- Any decisions that relate to any matter identified as being reserved to be taken by the Shareholders within the Articles of Associations and/or the Delegations Policy for the relevant Company.

Provided that where a decision that relates to any such matter affects the budgetary framework or has been reserved to Full Council under the Delegations policy for the relevant Company, the Shareholder Committee will consider the decision and provide a recommendation to Full Council.

- Report to the Council annually on the performance of the trading activities of the relevant Company

3.2 The Shareholder Committee will not have operational control over Companies. All decisions regarding the day to day operation of each Company, its business developments and commercial opportunities, staff terms and conditions and the development and implementation of its internal procedures, rest with the Directors of each Company.

4. Accountability of Decisions

4.1 The Scrutiny Co-ordination Committee will be responsible for the scrutiny function in relation to the operation of the Shareholder Committee. The Scrutiny Co-ordination Committee will be able to call the Shareholder Committee to account for progress in relation to any Company for which the Council is a shareholder and any returns it is making.

4.2 Any recommendations the Scrutiny Co-ordination Committee wishes to make will be submitted to the Shareholder Committee for reconsideration.

4.3 The Chair of the Shareholder Committee will be required to answer questions on its work at Full Council meetings.

4.4 All decisions of the Shareholder Committee will be open to the Call in arrangements and subject to the call-in criteria.

5. Quorum

5.1 The quorum for a meeting of the Shareholder Committee is a minimum of 3 members, one of whom must be the Chair or the Deputy Chair of the Shareholder Committee.

6. Operation of the Shareholder Committee and Frequency of meetings

- 6.1 The Cabinet has delegated to the Shareholder Committee the authority to take decisions as set out in paragraph 3.1 in respect of 100% of the Council's shareholding in any Company.
- 6.2 The Shareholder Committee will meet twice annually, or as required.
- 6.3 In cases of urgency, decisions will be made in accordance with the provisions set out in the Constitution by the Chief Executive.
- 6.4 Any decisions made by the Shareholder Committee must be notified to the Company's Directors as soon as reasonably practicable following such decision being taken.
- 6.5 An authorised representative of the Shareholder Committee will be given authority on behalf of the Shareholder Committee to take decisions at a Company's general meeting.
- 6.6 The Shareholder Committee will review the Terms of Reference annually.

7. Access to Information and Procedure relating to Shareholder Committee

- 7.1 As an Executive Committee of Cabinet, meetings of the Shareholder Committee are subject to the Access to Information Procedure Rules set out in Part 3B of the Council's constitution.
- 7.2 it is expected that all meetings of the Shareholder Committee will involve the consideration and review of Exempt Information (i.e. information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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Please see page 2 onwards for background to items

30th June 2021
Domestic Abuse Act Scrutiny Annual Report 2020-21
21st July 2021
One Coventry Plan Annual Performance Report 2020-21
Thursday 26th August 2021
Restructuring Coventry City Council Subsidiaries
8th September 2021
City of Culture 2021 Legacy
6th October 2021
Marmot Principles in Coventry
17th November 2021
-
15th December 2021
-
12th January 2022
-
16th February 2022
-
16th March 2022
-
6th April 2022
-
Items for 2021-22
Impact of Brexit on the City Digital Skills Report back of Introduction of Parking Charges at War Memorial Park Alcohol Related Issues Youth Violence/Criminal Exploitation of Young People Community Safety Strategic Assessment

Date	Title	Detail	Cabinet Member/ Lead Officer
30th June 2021	Domestic Abuse Act	To update following commissioning of services and focus on provision during the Covid-19 pandemic	Cllr AS Khan/ Cllr P Akhtar Liz Gaulton
	Scrutiny Annual Report 2020-21	To consider the draft Annual Report before it is presented to Council.	Cllr N Akhtar/ Adrian West
21st July 2021	One Coventry Plan Annual Performance Report 2020-21	To be reviewed by SCRUCO prior to submission to Cabinet on 30 August 2021. The data within the plan may help inform the work programmes of the Scrutiny Boards. The item will include information about the refresh of the One Coventry Plan.	Cllr Duggins/ Liz Gaulton/ Si Chun Lam/ Michelle McGinty
Thursday 26th August 2021	Restructuring Coventry City Council Subsidiaries	To consider a Cabinet report on restructuring of Council subsidiary companies.	Julie Newman/ Andrew Walster/Barry Hastie Cllr Duggins
8th September 2021	City of Culture 2021 Legacy	To report on the lasting legacy of the City of Culture including impact on wider jobs and skills as well as capital and cultural assets. To include an update on public art installations and cross partnership digital communications.	Cllr Duggins/ David Nuttall
6th October 2021	Marmot Principles in Coventry	To scrutinise how the Marmot Principles have been applied in Coventry and how they could be used for the Covid reset and recovery.,	Liz Gaulton Cllr Caan
17th November 2021	-		
15th December 2021	-		
12th January 2022	-		

Date	Title	Detail	Cabinet Member/ Lead Officer
16 th February 2022	-		
16th March 2022	-		
6th April 2022	-		
Items for 2021-22	Impact of Brexit on the City	To update SCRUCO on the impacts of Brexit and support, particularly to businesses, of new regulations.	Cllr O'Boyle/ Andy Williams/ Steve Weir
	Digital Skills	To look in more detail how steps being taken to improve digital skills, to narrow the digital gap and to ensure there are sufficient skills in the job market to meet future demand	Cllr Hetherton Cllr Maton Cllr Lloyd
	Report back of Introduction of Parking Charges at War Memorial Park	Three-month monitoring and review should include: · Impact on displacement parking the use of alternative modes of transport and the impacts on climate change and the impact of the introduction of charges on blue badge holders	Cllr A S Khan Andrew Walster
	Alcohol Related Issues		
	Youth Violence/Criminal Exploitation of Young People		

Date	Title	Detail	Cabinet Member/ Lead Officer
	Community Safety Strategic Assessment		
	Relationships with Anchor Institutions	To look at how the Council is working with large organisations in the city for the benefit of all residents and partners.	Cllr Duggins Gail Quinton
	Domestic Abuse Local Partnership Board	A report on progress on the Domestic Abuse Local Partnership progress including benchmarking data	Cllr AS Khan/ Cllr P Akhtar Public Health reps

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