

To: Deputy Leader and Members of the Resources Board

Councillors Symonds, Chambers, Davey, Deakin, Dirveiks, Farrow, Hayfield, D Humphreys, Simpson and Singh

For the information of other Members of the Council

For general enquiries please contact Democratic Services on 01827 719221 or via email – democraticservices@northwarks.gov.

For enquiries about specific reports please contact the Officer named in the reports.

This document can be made available in large print and electronic accessible formats if requested.

RESOURCES BOARD AGENDA

8 September 2020

The Resources Board will meet on Tuesday 8 September 2020 at 6.30pm via Teams. An email invite will be sent to all Members and the meeting will be live streamed on the Council's YouTube channel, accessible from the home page of the Council's website or at <https://www.youtube.com/user/northwarks>

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests.**

4 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am two working days prior to the meeting. Participants are restricted to five minutes each.

PLEASE BE AWARE THAT THIS MEETING WILL BE TAKING PLACE REMOTELY.

Members of the public wishing to address the Board must register their intention to do so by 9.30am two working days prior to the meeting. Participants are restricted to five minutes each.

If you wish to put a question to the meeting, please register by:
Email to democraticservices@northwaarks.gov.uk or telephone 01827 719221/719226.

Once registered to speak, an invitation will be sent to join the Teams video conferencing for this meeting. Those registered to speak should dial the telephone number and ID number (provided on their invitation) when joining the meeting to ask their question. However, whilst waiting they will be able to hear what is being said at the meeting. They will also be able to view the meeting using the YouTube link provided (if so they may need to mute the sound on YouTube when they speak on the phone to prevent feedback).

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

5 **Internal Audit Plan 2020/2021 and Counter Fraud Activity 2019/2020 - Report of the Corporate Director – Resources**

Summary

The purpose of this report is to set out the proposed Internal Audit Plan for 2020-21 and update Board Members on the work of the Counter Fraud Officer.

The Contact Officer for this report is Linda Downes (719416).

6 **Internal Audit Annual Report 2019 – 2020 - Report of the Corporate Director – Resources**

Summary

The purpose of this report is to present the Head of Internal Audit's Annual Report, which includes:

- A statement on conformance with the Public Sector Internal Audit Standards (PSIAS);
- The results of the quality assurance and improvement programme;
- The Head of Internal Audit's opinion on the overall adequacy and effectiveness of NWBC's framework of governance, risk management and control; and
- A summary of the work that supports that opinion.

The Contact Officer for this report is Linda Downes (719416).

7 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2019 – March 2020 - Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2019 to March 2020.

The Contact Officer for this report is Robert Beggs (719238).

8 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2020 – June 2020 - Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2020 to June 2020.

The Contact Officer for this report is Robert Beggs (719238).

9 Parking in North Warwickshire – Report of the Corporate Director - Streetscape

Summary

This report asks Members to note the submission of a joint application from Warwickshire County Council and North Warwickshire Borough Council to the Department for Transport to begin the formal process for the implementation of Civil Parking Enforcement across the Borough by 1 November 2021 at the latest. It also asks Members to recommend that the Executive Board allocates funding within this year's capital programme to enable improvement works at Water Orton car park.

The Contact Officer for this report is Richard Dobbs (719440).

- 10 **Capital Programme 2020/21 Period Ended 31 July 2020** - Report of the Corporate Director – Resources

Summary

The report updates Members on the progress of the 2020/21 Capital Programme in terms of expenditure up to the end of July 2020.

The Contact Officer for this report is Daniel Hogan (719337).

- 11 **General Fund Budgetary Control Report 2020/21 Period Ended 31 July 2020** – Report of the Corporate Director – Resources

Summary

The report covers revenue expenditure and income for the period from 1 April 2020 to 31 July 2020. The 2020/21 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services relating to this report.

The Contact Officer for this report is Nadeem Afzal (719444).

- 12 **Housing Revenue Account Budgetary Control Report 2020/21 Period Ended 31 July 2020** - Report of the Corporate Director – Resources

Summary

The report covers total Housing Revenue Account revenue expenditure and income from the period from 1 April to 31 July 2020.

The Contact Officer for this report is Nigel Lane (719371).

- 13 **Annual Treasury Report** – Report of the Corporate Director – Resources

Summary

This report shows the out-turn for 2019/20 and highlights any areas of significance.

The Contact Officer for this report is Daniel Hogan (719337).

- 14 **Risk Management Annual Report 2019/20** - Report of the Corporate Director – Resources

Summary

This report is to inform Members of risk management actions undertaken during 2019/20 and the risks identified for 2020/21.

The Contact Officer for this report is Sue Garner (719374).

15 **Members' Allowances** – Report of the Corporate Director – Resources

Summary

The purpose of this report is to advise Members of the allowances paid for 2019/20. The Council also has a duty to publish the amounts paid to Members under the Members' Allowance Scheme.

The Contact Officer for this report is Nigel Lane (719371).

16 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

17 **Request to Purchase Garages** – Report of the Director of Housing

The Contact Officer for this report is Angela Coates (719369).

18 **Procurement of Contracts** – Report of the Director of Housing

The Contact Officer for this report is Angela Coates (719369).

19 **Staffing and Service Matter** – Report of the Director of Housing

The Contact Officer for this report is Angela Coates (719369).

STEVE MAXEY
Chief Executive

Agenda Item No 5

Resources Board

8 September 2020

**Report of the
Corporate Director - Resources**

**Internal Audit Plan 2020-21 and
Counter Fraud Activity 2019-20**

1 Summary

- 1.1 The purpose of this report is to set out the proposed Internal Audit Plan for 2020-21 and update Board Members on the work of the Counter Fraud Officer.

Recommendation to the Board

That the Internal Audit Plan at Appendix A be approved, and that the work of the Counter Fraud Officer be noted.

2 Internal Audit Plan

- 2.1 The Public Sector Internal Audit Standards (PSIAS) require an annual internal audit plan to be developed using a risk-based assessment process. The assessment process at North Warwickshire Borough Council considers factors such as:-

- the extent of change and development;
- Staffing issues, e.g. potential inadequate training, high vacancy levels or extensive delegation;
- the complexity of the system;
- previous audit reports/agreed action plans and the length of time since the last review;
- frauds detected or investigated;
- the sensitivity of the system, for example the impact to the authority of something going wrong; and
- the value and volume of transactions.

2.2 From the assessment, a risk score is allocated to each system, which is then used to prioritise audits and determine the frequency of each review. Scores of 100 or below are deemed to be too low a risk to warrant a review; 101 to 200 are medium risk, which require a review every 3 to 5 years and scores of 201 or more are high risk and will be reviewed at least once every 2 years. On completion of each review the assessment will be updated to ensure that it remains reasonable and is based on sound judgement.

2.3 There are some reviews that have had to be carried forward from the 2019/20 internal audit plan, and these are marked with an * on the plan at Appendix A. There are a number of reasons for this, including:-

- long term sickness;
- family bereavement;
- some unplanned work that needed to be dealt with urgently;
- extended scope and additional work carried out on some audit reviews to ensure added value; and
- training on the new Revenues and Benefits system.

2.4 The plan at Appendix A includes the risk score established from the risk assessment process described above. The plan is the same as would have been presented to the Board for approval in March 2020 and, although the team have been working from home, they have been able to progress some of the reviews and these are those in italics. Some audits cannot be completed whilst staff are homeworking and the COVID-19 pandemic has had an impact on some services, therefore, the risk assessments will be updated and if necessary, a revised audit plan will be presented to the Board in November.

2.5 Follow-up reviews are completed after the final report has been issued to ensure that all agreed actions have been addressed as planned; the timing of these reviews is dependent upon when the report was finalised, and the audit opinion given.

3 Counter Fraud Activity

3.1 The current Counter Fraud Officer has been employed by the Council since June 2018, this is a shared role with Nuneaton and Bedworth Borough Council (NBBC), on average the Officer spends 40% of his time investigating fraud allegations at NWBC and 60% at NBBC.

- 3.2 For the financial year 2019-20, at NWBC the Officer has identified cashable savings to the public purse of approximately £71,000 and notional savings of approximately £405,000. Notional savings are the estimated future savings to the public purse as a result of the intervention and successful fraud investigation. For example, it is assumed that had it not been for the investigation a housing benefit claim would have continued to be paid at the higher rate for at least 21 weeks. The notional saving calculations are in line with those used by the Cabinet Office for their data matching exercise, the National Fraud Initiative, which is conducted to assist in the prevention and detection of fraud with data being provided by some 1,200 organisations from both the public and private sectors, NWBC being one of them.
- 3.3 The successful cases during 2019-20 have mainly been in relation to Housing Benefit and Council Tax fraud. However, there have been some cases of tenancy fraud identified through sub-letting or abandonment of the property, and this has resulted in four properties being recovered allowing them to be re-let to people on the waiting list.

4 Report Implications and Links to Council Priorities

4.1 Risk Management Implications

4.1.1 The Audit Plan for 2020-21 takes specific account of the Council's strategic and operational risks.

4.2 Links to Council's Priorities

4.2.1 The Audit Plan for 2020-21 is based on a risk assessment which will ensure the best use of resources to provide a high-quality service.

The Contact Officer for this report is Linda Downes (719416).

Background Papers

Background Paper No	Author	Nature of Background Paper	Date

Appendix A

Internal Audit Plan 2020/21

	Risk Score
<i>Assisted Burials</i>	139 - <i>Medium</i>
Cesspool Emptying Service *	116 – <i>Medium</i>
Civic Silver and Security *	122 - <i>Medium</i>
Cleaning (HRA)	103 - <i>Medium</i>
Community Centres *	124 - <i>Medium</i>
Contaminated Land	105 - <i>Medium</i>
<i>Corporate Feedback (complaints and compliments) *</i>	129 - <i>Medium</i>
Economic Development *	139 - <i>Medium</i>
Environmental Protection *	137 - <i>Medium</i>
<i>Equalities *</i>	140 - <i>Medium</i>
Events and Publicity	132 - <i>Medium</i>
<i>Food Hygiene and Inspection</i>	166 - <i>Medium</i>
Housing Lettings	176 - <i>Medium</i>
Housing Repairs (excluding voids)	196 - <i>Medium</i>
Insurance	194 - <i>Medium</i>
Leaseholder Management	188 - <i>Medium</i>
<i>Partnerships and Shared Services *</i>	132 - <i>Medium</i>
Recycling	193 - <i>Medium</i>
<i>Risk Management</i>	171 - <i>Medium</i>
Stores *	114 - <i>Medium</i>
Annual Reviews	
Leisure	242 - <i>High</i>
Follow-up Reviews	Original Opinion And Date Finalised
Affordable Housing	Satisfactory Feb 2020
Capital Projects	Significant Sept 2019
Corporate Governance	Satisfactory July 2020
Flexitime/Home Working/Lone Working	Satisfactory Aug 2019
Housing Voids	Satisfactory Mar 2020
Petty Cash	Satisfactory May 2019
Refuse Collection	Satisfactory Jun 2020
<i>Tree Wall and Fence Management</i>	<i>Limited Jun 2019 revised opinion Satisfactory</i>

1 Summary

1.1 The purpose of this report is to present the Head of Internal Audit's Annual Report, which includes:

- A statement on conformance with the Public Sector Internal Audit Standards (PSIAS);
- The results of the quality assurance and improvement programme;
- The Head of Internal Audit's opinion on the overall adequacy and effectiveness of NWBC's framework of governance, risk management and control; and
- A summary of the work that supports that opinion.

Recommendation to the Board

- ...
- a To note the findings of an assessment of the internal audit function against the PSIAS and quality assurance programme;**
 - b To consider the summary of internal audit work at Appendix A, which supports the Head of Internal Audit's opinion; and**
 - c That the Head of Internal Audit's overall opinion on the control environment be noted.**

2 Background

2.1 The PSIAS came into force on the 1 April 2013 and were amended with effect from 1 April 2017. They are mandatory for all public sector bodies and the purpose of them is to:

- Define the nature of internal auditing within the UK public sector;

- Set basic principles for carrying out internal audit in the UK public sector;
- Establish a framework for providing internal audit services, which add value to the organisation, leading to improved organisational processes and operations; and
- Establish the basis for the evaluation of internal audit performance and to drive improvement planning.

2.2 The Standards refer to the Chief Audit Executive (CAE), which at North Warwickshire Borough Council is the Head of Internal Audit; all references to the board refer to the Resources Board. The Standards require the CAE to present an annual report to the board which incorporates a statement on conformance with the PSIAS, an opinion on the Council's overall control environment and a summary of the work that has been completed to support that opinion.

3 Requirements of the PSIAS

3.1 The Standards are split into Attribute Standards and Performance Standards. The Attribute Standards address the characteristics of the organisation. The Performance Standards describe the nature of the internal audit activity and provide quality criteria against which performance can be evaluated.

Attribute Standards

1000 – Purpose, Authority and Responsibility

3.2 The purpose, authority and responsibility of internal audit must be formally defined in an internal audit charter. The charter is a formal document that establishes internal audit's position within the organisation, including the CAE's reporting relationship with the board; authorises access to records, personnel, and physical properties relevant to the performance of reviews and defines the scope of internal audit activities. Final approval of the charter resides with the board.

1100 – Independence and Objectivity

3.3 Independence is the freedom from conditions that threaten the ability of the internal audit function to carry out its responsibilities in an unbiased manner. To achieve the degree of independence necessary to effectively carry out the responsibilities of the internal audit service, the CAE must have direct and unrestricted access to senior management and the board. The CAE is able to confirm that the North Warwickshire Borough Council's internal audit service is organisationally independent.

3.4 Individual objectivity is achieved when internal auditors have an impartial, unbiased attitude and avoid any conflict of interest.

- 3.5 The Standards suggest that the board should have responsibility for the appointment and removal of the CAE and for approving the CAE's remuneration. However, it is recognised that in the UK public sector it would be unusual for the board to have such a role, although it may be the case if the internal audit function is supplied by contractors or a partnership.

1200 – Proficiency and Due Professional Care

- 3.6 Internal auditors must possess the knowledge, skills and other competencies needed to perform their individual responsibilities. The internal audit team collectively must possess or obtain the knowledge, skills and other competencies needed to perform its responsibilities. The CAE must hold a professional qualification and be suitably experienced. In addition, all internal auditors are encouraged to demonstrate their proficiency by obtaining appropriate professional qualifications.

1300– Quality Assurance and Improvement Programme

- 3.7 The CAE must develop and maintain a quality assurance and improvement programme (QAIP) that covers all aspects of the internal audit activity. A QAIP is designed to enable an evaluation of internal audits conformance with the Standards and an evaluation of whether the auditors apply the Code of Ethics. The programme also assesses the efficiency and effectiveness of internal audit and identifies opportunities for improvement. The QAIP must include both internal and external assessments.

Performance Standards

- 3.8 The Performance Standards describe the nature of the internal audit services being provided and provide criteria against which the performance of an internal audit function can be measured.
- 3.9 The elements included within this section are:
- *2000 - Managing the internal audit activity* – the CAE must effectively manage the internal audit activity to ensure that it adds value to the organisation. The activity adds value when it considers strategies, objectives and risks; strives to offer ways to enhance governance, risk management and control processes; and objectively provides relevant assurance.
 - *2100 - Nature of the Work* – the internal audit activity must evaluate and contribute to the improvement of governance, risk management and control processes using a systematic, disciplined and risk-based approach. Internal audit credibility and value are enhanced when auditors are proactive, and their evaluations offer new insights and consider future impact.
 - *2200 - Engagement Planning* – internal auditors must develop and document a plan for each engagement, including the engagement's

objectives, scope, timing and resource allocations. The plan must consider the organisation's strategies, objectives and risks relevant to the engagement.

- *2300 - Performing the Engagement* – internal auditors must identify, analyse, evaluate and document sufficient information to achieve the engagement's objectives.
- *2400 - Communicating results* – communications must include the engagement's objectives, scope, results, an appropriate conclusion, recommendations and an action plan. Where appropriate, the internal auditors' opinion should be provided, which must take account of the expectations of senior management and must be supported by sufficient, reliable, relevant and useful information.
- *2500 - Monitoring progress* – The CAE must implement a follow up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action.
- *2600 – Communicating the acceptance of risks* - If the CAE concludes that management has accepted a level of risk that may be unacceptable to the organisation, the CAE must discuss the matter with senior management. If the CAE determines that the matter has not been resolved, the CAE must communicate the matter to the board.

4 Conformance with the PSIAS

- 4.1 The Standards state that an external assessment to establish compliance should be completed at least every 5 years. To comply with this requirement, Elizabeth Humphrey, who formed Tilia Solutions in February 2007 to provide training and consultancy in all areas of corporate governance, completed a review of the internal audit service against the requirements of the PSIAS in November 2017.
- 4.2 The findings of Elizabeth's review identified a number of areas for improvement and these have all been addressed. The Head of Internal Audit can therefore confirm that the Council's internal audit service is now fully compliant with the PSIAS.

5 Quality Assurance Improvement Programme

- 5.1 The internal audit quality assurance programme includes reviews of the files by the Head of Internal Audit before draft reports are issued and approval of the audit brief and audit programme before any work is completed. Performance is also monitored in quantitative and qualitative terms using the following factors:
- Proportion of planned audits completed in the year;
 - Extent to which management adopt Internal Audit recommendations; and

- Feedback from managers on the value and performance of the audit.
- 5.2 Nine audit reviews were carried forward to the 2020-21 audit plan and nine were completed so the team were only able to complete 50% of the approved plan. There were a number of reasons for this, including:-
- Long term sickness;
 - Family bereavement;
 - Some unplanned work that needed to be dealt with urgently;
 - Extended scope and additional work carried out on some audit reviews to ensure added value;
 - Training on the new Revenue and Benefits system.
- 5.3 Client questionnaires are issued to all managers with the final report, to establish the effectiveness of the review. The majority of managers who responded, felt that a good or very good performance had been achieved in respect of planning the audit, the quality of the report and recommendations made, the timing of the review, the standard of communication and the professionalism of the auditors. Managers also confirmed that the implementation of the recommendations made would lead to improvements in performance.

6 Opinion on the adequacy of the Council's control environment and a summary of the work supporting that opinion

- 6.1 The Operational Audit Plan for 2019-20 was approved by the Resources Board in March 2019.
- 6.2 Fourteen operational audit reviews review were completed during the year (5 from 2018-19 and 9 from 2019-20); and 100% were considered to be satisfactory or better; following a further review of those that were initially a limited opinion. Also, eight follow-up reviews were completed, and sixteen of the thirty-four recommendations checked had been implemented, which equates to approximately 47%. The outstanding recommendations have all been accepted and are in the process of being implemented but it should be noted that COVID-19 has had an impact on some services and workloads have had to be reprioritised, which has had an impact on the implementation of some recommendations.
- 6.3 Based upon the results of the work undertaken during the year I can give satisfactory assurance on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control.
- 6.4 A summary of the findings of the audit reviews is at Appendix A to this report, but it must be noted that this is a snapshot of the situation at the time of the audit and procedures may well have changed since then if agreed recommendations have been actioned.

7 Report Implications

7.1 Risk Management Implications

7.1.1 Failure to provide an effective Internal Audit Service may adversely affect the level of internal control operating within the Council.

7.1.2 Non-conformance with the PSIAS, which is a mandatory requirement, will attract criticism from external assessors.

7.2 Links to Council's Priorities

7.2.1 The audit programme agreed and delivered are aligned to both the priorities of the Council and the requirements of external assessors.

The Contact Officer for this report is Linda Downes (719416).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Summary of Internal Audit Findings

Reviews Brought Forward from 2018-19 Plan

Procurement Cards

Audit Scope.

A '**Limited Assurance**' level was originally given. The follow-up audit work was structured to assess whether the agreed actions arising from the 2017/18 Purchasing Cards audit have been fully implemented.

Audit Findings

Internal Audit can now give a '**Satisfactory Assurance**' following the implementation of the majority of the agreed actions arising from the original audit report. The review also highlighted a few further areas for improvement, which were agreed.

Safeguarding

Audit Scope

The purpose of this audit was to confirm that: -

- the Authority has safeguarding policies in place which comply with relevant legislation and best practice;
- referrals are being made when applicable and in a timely and appropriate manner;
- all officers and Councillors have been appropriately trained;
- involvement in and funding of the Warwickshire Safeguarding Children & Adult Boards is appropriate;
- information regarding referrals to, and shared via the Mash, is dealt with appropriately and securely;
- relevant data is shared in accordance with GDPR.

Audit Findings

A '**Satisfactory Assurance**' level was originally given. Safeguarding policies are in place and were being reviewed at the time of the audit. A wording change around the retention period for photographs was required in the revised policy, to comply with GDPR guidelines. Recording what information had been provided in the logs of cases was also recommended to strengthen control. Records held on training and DBS checks were well kept.

A recent follow-up review found that all of the recommendations had been implemented and consequently, the audit opinion has been changed from '**Satisfactory**' to '**Significant Assurance**'.

Flexi Time / Home Working / Lone Working

Audit Scope

The purpose of this review was to establish the effectiveness of the controls in place to mitigate the key risks to the Council's Flexible / Home / Lone Working arrangements and also compliance by Council employees with the Flexible Working Policy (FWP) and also 'Management of Lone Working and the Risk of Violence Policy & Procedure'.

Audit Findings

A '**Satisfactory Assurance**' level was given because the controls in place over the Council's 'Flexible, Home and Lone Working' arrangements are adequate and operating satisfactorily. There were, however, a few areas where improvements could be made which will strengthen control, such as ensuring all records are maintained on the electronic document record management system.

Improvements are also recommended to ensure compliance with s3 of the 'Management of Lone Working & the Risk of Violence Policy & Procedure'. A corporate approach to personal alarm and tracker fobs and their monitoring will be considered, with a view to strengthening control over the personal safety of job roles involving 'lone working'.

Leisure Promotions

Audit Scope

To check that promotions for Leisure memberships and activities are appropriately planned and managed.

Audit Findings

The initial overall audit opinion was '**Limited Assurance**'. The key controls were given limited assurance primarily due to their recent introduction at the time of the audit, with just one business case completed using a newly agreed format.

A follow up review confirmed that the majority of the audit recommendations had already been implemented, and the controls were operating satisfactorily. Consequently, the audit opinion has been amended to '**Satisfactory Assurance**'.

Procurement

Audit Scope

The purpose of this audit was to ensure that corporate spend on procurement activity is managed efficiently through a structured approach aimed at delivering value for money.

Audit Findings

A '**Satisfactory Assurance**' level was given because generally, the controls in place over the Council's Procurement and Contract arrangements are adequate and operating satisfactorily, albeit there is scope for some improvement. The Standing Orders require updating for the latest General Data Protection Regulations and changes in the management structure. Additional detail would allow full compliance with Standing Orders to be confirmed. A pro forma template for exemptions is

recommended, as well as a review of the current procurement thresholds which are comparatively low.

2019-20 Audit Plan

Affordable Housing

Audit Scope

The purpose of the audit was to ensure that efficient and effective procedures are in place to give everyone in the Borough, the opportunity of living in a decent, affordable home, as key contribution towards ensuring sustainable communities and helping to prevent homelessness.

Audit Findings

A '**Satisfactory Assurance**' level was given because, generally, the controls in place are adequate and operating satisfactory. The primary concern related to a lack of clarity over the collection of s106 planning obligations monies due from developers in lieu of building affordable housing. However, a follow-up of the s106 audit, which was completed after this review, has established that changes have been made to enable funds to be more effectively monitored.

Capital Project Management

Audit Scope

The purpose of the audit was to provide assurance that the Council's management, handling and control of capital projects and associated expenditure meets statutory regulations, conforms with the Council's own strategy and policy, adheres to Financial Regulations and Contract Standing Orders and provides adequate evidence of effective internal control.

Audit Findings

A '**Significant Assurance**' level was given as the controls in place over the Council's capital accounting process and management of its Capital Programme are adequate and operating satisfactorily.

Corporate Governance

Audit Scope

The purpose of the audit was to establish whether the Council's Corporate Governance arrangements conform to the seven core principles of good corporate governance as set out in the 'Delivering Good Governance in Local Government; Framework (CIPFA / SOLACE 2016) publication.

Audit Findings

A '**Satisfactory Assurance**' level was given. Currently, the Council's Local Code of Governance document refers only to six core principles and so has not fully embraced the latest CIPFA / SOLACE Framework', which outlines seven good governance principles. Also, there are a number of Council policies, e.g. Anti-Money

Laundering Policy, Anti-Fraud Policy and Information Security Policy that need to be updated to reflect changes in staffing structures and updated legislation.

Council Tax

Audit Scope

The purpose of this audit was to ensure that:-

- The Council's web-site guidance (including the latest discounts / exemptions available and the associated eligibility criteria) was up to date;
- The Council Tax base list is up to date and the weekly Schedules of Alterations issued by the Valuation Office Agency are processed promptly;
- Staff access levels are appropriate and in line with job roles and responsibilities;
- Discounts and exemptions have been correctly applied; and
- Debt recovery procedures and controls over write-offs and refunds are effective.

Audit Findings

A '**Satisfactory Assurance**' level was given as the controls in place are generally adequate and operating satisfactorily. However, some areas for improvement were identified particularly in relation to making better use of the National Fraud Initiative reports issued by the Cabinet Office to identify fraudulent Single Persons Discount claims; improving the effectiveness of the debt recovery process; updating procedures and policies to reflect new staffing structures; and, updating the information on the Council's website.

Creditors

Audit Scope

The purpose of the audit was to ensure that:-

- adequate separation of duties existed within the payment process;
- controls are sufficient to avoid the risk of potential fraud e.g. reports of changes to bank details received from suppliers;
- duplicate supplier invoice payments are avoided;
- payments are made on a timely manner to avoid late payment penalties or the loss of any early payment discounts;
- data is held securely.

Audit Findings

A '**Satisfactory Assurance**' level was given as, generally, the controls in place over the creditor payment process are adequate and operating satisfactory. Some issues were raised over the system access profile permissions, reporting functionality and duplicate payment controls but this was due to limitations of the current computer system. There are plans in place to replace this system so these will be addressed as part of the procurement process when agreeing the specification required from a new system.

Housing Voids

Audit Scope

The purpose of the audit was to ensure that:-

- A clear written voids policy is in place and is readily available;
- Keys are made available to the Voids Team as soon as possible;
- Adequate action is taken to make empty dwellings safe and secure after termination of the tenancy;
- Pre-inspections and post – inspections of the void properties are completed promptly;
- There is documentary evidence to support all repairs and maintenance transactions;
- End –to end times on void property repairs are being monitored and any slow-moving cases are quickly identified, and prompt action is taken to address the delay; and
- Procedures are in place to recover any rechargeable repair costs from tenants.

Audit Findings

A '**Satisfactory Assurance**' level was given. Overall, there have been significant improvements in void processes, such as delivery of materials to the depot so operatives are not spending time collecting from suppliers, and also monitoring by the Response Repairs Supervisor seems more robust. However, evidence of work required by outgoing tenants and their agreement to carry it out is currently not sufficiently robust to defend a challenge or pursue unpaid recharges.

Payroll

Audit Scope

The purpose of the audit was to ensure that:

- Financial Regulations and Procedures are complete, up to date and available for all to use;
- Additions and Changes to the establishment list are valid and appropriate;
- The balancing of the Payroll and reconciling against BACS payments is completed and any discrepancies are investigated and promptly resolved;
- All overtime claim forms have been completed correctly and authorised by an appropriate manager.

Audit Findings

A '**Significant Assurance**' level was given. The process for making payments is well controlled and we found no errors in the sample of payments that we reviewed. However, there are some areas for improvement, particularly in relation to the process for handling overtime claims, as the procedure is very much a manual procedure, which is time consuming and there are opportunities to automate and streamline the process.

Refuse Collection

Audit Scope

The purpose of the audit was to ensure that:-

- The Council's Contract Standing Orders were complied with when procuring vehicles, equipment and PPE;
- Material budget variances are promptly identified and investigated;
- Adequate health and safety measures are in place;
- Bin procurement and stock controls procedures are sound and adequate information is made available to users of the domestic refuse collection service;
- Collection routes are regularly reviewed to ensure that they are effective and reduce inefficiencies in the delivery of the domestic refuse collection service;
- Effective measures to counter potential vexatious vehicle insurance claims against the Council are in place.

Audit Findings

A '**Satisfactory Assurance**' level was given as, generally, the controls in place are adequate and operating satisfactory. A few areas for improvement were identified:-

- Bins that have been damaged during collection are replaced free of charge when the resident presents a card that is left by the crew. There are no controls in place over the issue of these cards;
- There are some anomalies in fuel consumption figures due to drivers not recording mileage figures correctly;
- Also the target figure of 125 appears high given recent performance and should be reviewed.

Rental Income

Audit Scope

The purpose of the audit was to ensure that:-

- Reconciliations of the number of properties and the rent debit are carried out correctly to ensure that all relevant rents are collected.
- Accurate calculations and reconciliations of the correct rent amounts have been carried out.
- Current Tenant Arrears are identified promptly with recovery action taken in a timely manner.
- Former Tenants Arrears are recovered wherever possible and only written off after all viable investigations have taken place and with proper authorisation.
- Refunds are only made when appropriately checked and authorised and the risk of money laundering has been appropriately addressed.

Audit Findings

A '**Satisfactory Assurance**' level was given as there were a few areas for update or improvement identified, including strengthening arrears letters to former tenants and providing refresher training on the Anti Money Laundering Policy for relevant employees.

Follow-up Reviews

Asbestos Management

Of the eight issues that were raised one had been implemented, one was no longer appropriate and six were in progress but implementation has been delayed because the facilities management team and human resources have had to reprioritise their workload due to the impact of COVID-19. Our overall audit opinion therefore remains unchanged as **'Satisfactory Assurance'**.

CCTV

Of the eight issues raised two had been implemented, one was no longer appropriate and five were outstanding and this was due to the continued delay in the upgrade of the Atherstone CCTV system. Our overall audit opinion therefore remains unchanged as **'Significant Assurance'**.

Development Control

The one issue raised has been addressed. Our overall audit opinion therefore remains as **'Significant Assurance'**.

Gifts and Hospitality

Three of the four issues were still outstanding. The outstanding recommendations which require a review of the Codes of Conduct and the process for recording declarations of interest will be addressed by the new Monitoring Officer who has only been recently appointed. Our overall audit opinion therefore remains as **'Satisfactory Assurance'**.

Licensing

The one issue raised has been addressed. Our overall audit opinion therefore remains as **'Significant Assurance'**.

Pest Control

Three of the four issues were still outstanding. There is no pest control officer in post at the moment, so implementation of the outstanding issues is dependent upon any decisions that are made on the future delivery of the service. Our overall audit opinion therefore remains as **'No Assurance'**.

S106

Of the four issues raised all had been addressed. Our overall audit opinion has therefore been revised to **'Satisfactory Assurance'**.

Trees, Walls and Fence Management

One of the four issues raised was outstanding and this related to the maintenance of a register to improve the effectiveness of the inspection programme. Our overall audit opinion has therefore been revised to '**Satisfactory Assurance**'.

Assurance Level	Definition
Significant	There is a sound system of internal controls that are being consistently applied
Satisfactory	There is basically a sound system of internal controls although there are some minor weaknesses and/or there is evidence that the level of non-compliance may put some minor system objectives at risk.
Limited	There are some weaknesses in the adequacy of the internal control system and/or the level of non-compliance puts some of the system objectives at risk.
No Assurance	Control is weak leaving the system open to significant error or abuse and/or there is significant non-compliance with basic controls.

Agenda Item No 7

Resources Board

8 September 2020

**Report of the
Chief Executive**

**Progress Report on Achievement
of Corporate Plan and
Performance Indicator Targets
April 2019 - March 2020**

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2019 to March 2020.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the year end position with the achievement of the Corporate Plan and Performance Indicator targets for 2019/20. This is the fourth report showing the progress achieved so far during 2019/20.

4 Progress achieved during 2019/20

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April 2019 to March 2020 for the Resources Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Green – target achieved (shown as a green star)

5 Performance Indicators

- 5.1 The year end returns are subject to review by Internal Audit and therefore may be subject to changes. Any amendments to the returns will be reported to a future meeting of the board. The information for three of the Housing related indicators is currently not available as indicated on Appendix B. The board will be updated with the outstanding information at a future meeting once this has been finalised.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 78% of the Corporate Plan targets and 67% of the performance indicator targets have been achieved. The report shows that individual targets that have been classified as red or green. One indicator relating to adaptations is still to be collated. Targets have not been achieved for actions relating to local authority housing company, civil parking enforcement, reporting on the asset management plan, and reporting on changes from new legislation for private sector housing standards and licensing. Indicator targets for response repairs completed first time, re-letting dwellings, rent collections, processing of benefits and collection of council tax. In most cases the targets have been missed by small degrees with good performance achieved despite impacts arising from the coronavirus restrictions. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	14	78%
Red	4	22%
Total	18	100%

Performance Indicators

Status	Number	Percentage
Green	12	67%
Red	6	33%
Total	18	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

8.1.1 There are community safety performance indicators which are reported to Executive Board.

8.2 Legal Data Protection and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of actions and indicators which contribute towards the priorities of the sustainable community strategy including financial inclusion, improving broadband access, providing adaptations and preventing homelessness.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are equality related actions and indicators highlighted in the report including improving broadband access, digital compliant borough care equipment, the heart partnership, council tax scheme and providing adaptations and preventing homelessness.

8.6 Links to Council's Priorities

8.6.1 There are targets and performance indicators contributing towards the priorities of responsible financial and resource management, supporting employment and business, creating safer communities and promoting sustainable and vibrant communities.

The Contact Officer for this report is Robert Beggs (719238).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Resources Board 19/20									
	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Status	Direction
36	To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2020	Responsible Financial & Resource Management	Linda Bird	A report will be prepared for the March 2020 Resources Board. Current projects include the implementation of Office 365 and work update the hardware used for the Council's Website.	Information Services staff are focusing on the implementation of Office 365 which will provide the Council with opportunities to adopt modern work practices and work differently. Progress on all projects will be reported to the March Resources Board.	The implementation of Office 365 will provide the Council with opportunities to adopt modern work practices and to work differently. Progress on the ICT Strategy and relevant projects will be reported to the March Resources Board.	Project progress was reported to Resources Board through the following three reports Online Services update, Cyber Security and Broadband Progress. Office 365 implementation is progressing as planned.	Green	↑
37	To continue to seek opportunities to rationalise the Council's property portfolio including:- a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way, including delivery of the One Public Estate Programme (see also (d) below)	Responsible Financial & Resource Management	Richard Dobbs	The focus in this area is through the Government's One Public Estate programme. NWBC's bid for funding was successful and early progress has been made in a number of areas, albeit slowly due to available resources.	Initial scoping meetings looking at projects in Atherstone and Coleshill have been held with input from NWBC, WCC, NHS and others. Also links to Leisure Provision through the LeisureFacilities Strategy. Progress is, however, slow.	Progress continues to be slow, but work on relocating the Police is ongoing and meetings have been scheduled with blue light services and health providers in Atherstone & Coleshill	A date has now been agreed with the Police to relocate from OBH to the Council Offices. Options for shared space are being considered as part of the Leisure Facilities review.	Green	↔
	b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Responsible Financial & Resource Management	Richard Dobbs	Work continues in these areas	Work continues in these areas	Work continues in these areas	Work continues in these areas	Green	↔
	c) Identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income	Responsible Financial & Resource Management	Richard Dobbs	Work continues in these areas with property kept under review. Projects focussed on the depot, Police accommodation and OBH are ongoing	Work continues in these areas with property kept under review. 1st phase of depot project is complete while Police accommodation and OBH are ongoing	Work continues in these areas with property kept under review. 1st phase of depot project is complete while Police accommodation and OBH are ongoing	Work continues in these areas with property kept under review. 1st phase of depot project is complete. Police accommodation move is scheduled for Q2/Q3 20/21. Other facilities are under review.	Green	↔
	d) Develop a Local Authority Housing Company and explore alternative housing development models such as Off-site Modular Housing	Responsible Financial & Resource Management	Richard Dobbs/Angela Coates/Sue Garner	Limited progress in quarter 1. Work will increase in the remainder of the year.	Progress is still limited, due to other work requirements.	Progress is still limited, due to other work requirements.	Progress is still limited, due to other work requirements and the impact of coronavirus.	Red	↔
38	To work in partnership with the County Council and other agencies to bring forward the timetable for CPE implementation in order to introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Officers continue to push this forward with the lead agency (WCC) but resources pressures at DfT due to Brexit are slowing implementation	This is now being raised with senior staff at DfT and MHCLG in order to press ahead with implementation	DfT have now indicated that CPE implementation in North Warwickshire should proceed in 20/21. Officers are meeting with WCC counterparts in February to discuss next steps	Work on CPE implementation is underway. Neighbouring authorities and local stakeholders have been consulted and initial applications have been made to the TEC and TPT in preparation for submission by WCC to the DfT	Red	↑
39	To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by January 2020	Supporting Employment & Business	Linda Bird	A progress report will be prepared for January 2020 Resources Board.	The CSW Broadband Team have been working to assess and mitigate any negative impact, on partners, of Coventry City Council's withdrawal from the CSW Contract 3. The CSW team are working to remodel the programme to take fibre broadband to even more communities within the Solihull and Warwick region. A progress report will be prepared for January 2020 Resources Board.	A progress report on the implementation of superfast broadband, through the CSW Broadband project, is on the agenda of the January 2020 Resources Board. It is anticipated that broadband coverage for the borough will be at 97.9% by the time the project ends in December 2020.	The progress report on the BDUK Broadband project and an update on other projects which contribute to improving access was approved by Resources Board in January 2020.	Green	↔
40	To participate in the review of the HEART Partnership and report to Board in September 2019	Promoting Sustainable & Vibrant Communities	Angela Coates	The review is underway and will be reported to the Resources Board when complete.	The review is complete and will be reported to the Resources Board when recommendations have been considered.	The review is complete and will be reported to the Resources Board when recommendations have been considered.	The review is complete and will be reported to the Resources Board when recommendations have been agreed.	Green	↔
41	To deliver the agreed Asset Management Plan from April 2018 and report to Resources Board on progress annually	Responsible Financial & Resource Management	Angela Coates	This will be reported in 2020.	This will be reported in 2020.	This will be reported in 2020.	This will be reported to Resources Board in November 2020	Red	↔
42	To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board	Responsible Financial & Resource Management	Angela Coates	Collection rates remain positive in a difficult environment.	Collection rates remain positive and better than this time last year in a difficult environment.	Collection rates remain positive and better than this time last year in a difficult environment.	Complete for 2019/2020 with excellent collection rates achieved.	Green	↑

43	To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework	Responsible Financial & Resource Management	Sue Garner	This work continues in line with the Financial Inclusion approach adopted by the Council that has been highlighted as National best practice by both the Money Advice Service and Cabinet Office in the last 6 months. Collection rates did drop last year but this was as a consequence of undertaking a major system conversion that resulted in less proactive recovery action being taken. In spite of this, the Council's performance remained better than the District and National average	This is a continuing project in partnership with WCC. CFISO approach continues to show best practice as highlighted nationally. Project due to be reviewed in Q4. Collection rates are starting to improve with improved training and amendments to system and officer understanding.	This is an ongoing piece of work, in partnership with WCC and internal partners. More System conversion work was undertaken which had effects on collection, however this has now been completed and more improvement will follow.	We continued to work with partners on debt collection. Our collection rates have been impacted as work towards the end of the year has been affected by Covid. We needed to assist many more customers and in different ways.	Green	↓
44	To report by September 2019 on progress on the take-up of online services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media	Promoting Sustainable & Vibrant Communities	Steve Maxey/Linda Bird	A report will be prepared based on performance information that is monitored on a monthly basis by the internal Communications Group . The annual report providing trend data and future work plans will be taken to the Resources Board by the Director of Corporate Services in September	A report will be prepared based on performance information that is monitored on a monthly basis by the internal Communications Group . The annual report providing trend data and future work plans will be taken to the Resources Board by the Director of Corporate Services in January 20.	A progress report on the take-up of online services is on the agenda of the January 2020 Resources Board. Work to increase the use of electronic payments has been successful with continued increases over the last 12 months and more costly payment methods such as by cheque decreasing. Our following on Social Media has also increased.	A report covering the progress made on implementing customer focused online services was approved by Resources Board in January 2020.	Green	↑
45	To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2019	Responsible Financial & Resource Management	Sue Garner	Modelling work is currently being undertaken to review the current Local Council Tax Reduction Scheme and provide costed options regarding possible changes. This exercise will allow proposals be reported to the Executive Board in September to agree the way forward	Public consultation is underway to leave the LCTRS as is at present but to make some technical changes, to save time on administration. The result of the consultation will be reported to Executive board in November.	The consultation wasn't reported to the Executive Board in November, however the proposed technical changes were supported.	The New Updated LCTRS with the technical changes was approved.	Green	↑
46	To deliver digitally compliant equipment in Boroughcare by the end of 2019	Creating Safer Communities	Angela Coates	This is complete	This is complete	This is complete	This is complete	Green	↔
47	To deliver the actions set out in the Homelessness Strategy and report on progress by September 2019	Promoting Sustainable & Vibrant Communities	Angela Coates	A report is being prepared for the Resources Board.	The progress report was reported to the Resources Board at its September meeting. The service is performing well.	The progress report was reported to the Resources Board at its September meeting. The service is performing well.	The progress report was reported to the Resources Board at its September meeting. The service is performing well.	Green	↔
48	To update the 30 Year HRA Business Plan by January 2020	Responsible Financial & Resource Management	Sue Garner/Angela Coates	Stock condition data is being gathered, so that the Plan can be updated later in the year.	Stock condition data is being gathered, so that the Plan can be updated later in the year.	The updated Plan will be reported to Resources Board in January.	The 30 Year Plan was updated and reported to Resources Board in January	Green	↔
49	To continue to improve cyber security measures and implement the Action Plan developed from the 2018 LGA Cyber Security Stocktake and report progress to the Resources Board by March 2020	Responsible Financial & Resource Management	Linda Bird	The Council has retained its Cyber Essentials Plus certification. Staff are attending the LGA's Cyber Resilience Programme which will inform the development of the Action Plan.	Work on Cyber Security is progressing as planned and will be reported to Resources Board in March 2020.	A report on cyber security is on the agenda of the January 2020 Resources Board. Work to improve cyber security has resulted in an improvement in the Council's rating on the LGA's Cyber Security Stocktake. The Council has also successfully retained its Cyber Essentials Plus certification and has passed the Cabinet Office's Public Sector Network (PSN) connection compliance assessment.	A Report on the measures taken to improve Cyber Security was reported to Resources Board in January 2020.	Green	↔
50	To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2019	Promoting Sustainable & Vibrant Communities	Angela Coates	A report is being prepared for the Resources Board.	A report is being prepared for the Resources Board.	A report is being prepared for the Resources Board.	This will be reported to Resources Board in November 2020	Red	↔

NWPI Resources 19/20

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - Mar Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Management Accountancy	Public Services & Council Tax	98	97.76%	98.07%	Green	↑	
NWLPI 57	Percentage of calls answered through the Central Control system within 180 seconds. (TSA national standard 99%):	Community Support	Housing	99	99.83%	99.33%	Green	↔	
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	85.00%	84.64%	81.79%	Red	↓	Our materials supplier has now been changed & we have improved the working systems to improve on this performance.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	100.00%	100.00%	Green	↔	
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	4	3	Green	↑	
NWLPI 136	Number of tenants with more than 7 weeks rent arrears as an average over the year	Housing Management	Housing	2.75%	3.25%	3.17%	Red	↑	This is an improvement on last year which was 3.25%. The overall rent collection performance was excellent & the team continue to tackle arrears at an early stage.
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	35 days	36.52 days	47.8 days	Red	↓	There were a significant number of void properties which needed extensive and structural works to be undertaken before they could be let. The average time to bring properties to a lettable standard that did not need extensive works was 19 days.
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.30 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	99.91%	99.98%	Green	↑	
NWLPI 040	The percentage of initial response to helpdesk calls within two hours of a call being placed :	Computer Services	Public Services & Council Tax	95	99.00%	98%	Green	↑	
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	95%	96%	Green	↑	
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Contact Centre	Public Services & Council Tax	75%	73%	79%	Green	↑	

NWNI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	7.5	9.97	15.56	Red	↓	During the last few years we worked hard to complete a full system conversion with NBBC and completed our first year end billing process on a merged system in March. Covid-19 started making an impact on our processing stats from March.
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	98.6	99.13	99.36%	Green	↑	
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	98.02	97.11%	Red	↔	The recovery process was suspended during March 2020, so we were unable to collect as expected.
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5%	5%	4%	Green	↑	
NW: NI 158 Annual	Non decent homes relating to our stock	Housing Maintenance	Housing	0	0	0	Green	↔	
NWLPI 066 Annual	The average waiting time for adaptations to local authority housing for people with disabilities between, time taken between referral and completion of work	Housing Maintenance	Housing	4 months	4.5 months	3.71 months	Green	↑	We are delivering adaptations recommended for our tenants efficiently.
NWLPI 160 Annual	The percentage of all council tenants, or a representative sample of council tenants, stating that they are satisfied with the overall service provided by their landlord when surveyed	Housing Management	Housing	83%	83%				No survey carried out in 2019/20
NWLPI 072 Annual	Local authority rent collection and arrears: Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	Housing Management	Housing	97.70%	97.91%	97.32%	Red	↓	The overall rent collection performance was excellent & the team continue to tackle arrears at an early stage.
NWLPI 137 Annual	The average waiting time for adaptations to private sector housing for people with disabilities: a; time taken between initial request and completion of work	Private Sector & Public Health	Housing	5 months	7 months				Information to be collated.

Agenda Item No 8

Resources Board

8 September 2020

Report of the Chief Executive

**Progress Report on Achievement
of Corporate Plan and
Performance Indicator Targets
April - June 2020**

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to June 2020.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the first quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2020/21. This is the first report showing the progress achieved so far during 2020/21.

4 Progress achieved during 2020/21

- ... 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April to June 2020/21 for the Resources Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

5 Performance Indicators

- 5.1 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2020/21 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 94% of the Corporate Plan targets and 53% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	16	94%
Amber	1	6%
Red	0	0%
Total	17	100%

Performance Indicators

Status	Number	Percentage
Green	8	53%
Amber	7	47%
Red	0	0%
Total	15	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

- 8.1.1 There are community safety performance indicators which are reported to Executive Board.

8.2 Legal Data Protection and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are actions and indicators which contribute towards the priorities of the sustainable community strategy including the community fund, the HEART Board and preventing homelessness.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are equality related actions and indicators highlighted in the report including the ICT Strategy, the borough care review and providing adaptations and preventing homelessness.

8.6 Links to Council's Priorities

8.6.1 There are targets and performance indicators contributing towards the priorities of responsible financial and resource management, creating safer communities and promoting sustainable and vibrant communities.

The Contact Officer for this report is Robert Beggs (719238).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Resources Board 20/21							
	Action	Priority		Reporting Officer	Quarter 1	Status	Direction
4	To update the 30 Year HRA Business Plan by January 2021, ensuring all Council housing meets the Decent Homes Standard and the opportunities for estate regeneration and safe car parking are assessed	Responsible Financial & Resource Management	Resources Board	Sue Garner/Angela Coates	Work to be undertaken later in the year	Green	↔
5	To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2021	Responsible Financial & Resource Management	Resources Board	Linda Bird	Many projects were put on hold while the ICT service responded to Covid-19 and specifically the demands for home working and remote meetings. The Office 365 deployment resumed in June and other projects have now started.	Green	↑
6	To continue to improve cyber security measures and implement the Action Plan developed from the 2019 LGA Cyber Security Stocktake and report progress to the Resources Board by March 2021	Responsible Financial & Resource Management	Resources Board	Linda Bird	The Covid-19 pandemic has escalated the risk of malicious cyber attacks on organisations and prompted Covid specific scams and fraudulent activity. Raising awareness of the current cyber security threats and good prevention practices has been our priority.	Green	↑
9	To continue to seek opportunities to rationalise the Council's property portfolio including:- a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way, including delivery of the One Public Estate Programme and alternative models of housing development such as modular housing	Responsible Financial & Resource Management	Resources Board	Richard Dobbs	The OPE project is investigating ways to deliver shared-services and bring forward housing on the back of the Leisure Facilities review and partnership work with other agencies.	Green	↑
9 (b)	Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Responsible Financial & Resource Management	Resources Board	Richard Dobbs	This work is ongoing	Green	↑
9 (c)	Identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income	Responsible Financial & Resource Management	Resources Board	Richard Dobbs	This work is ongoing	Green	↑
9 (d)	Develop a Local Authority Trading Company and explore investment opportunities for the company	Responsible Financial & Resource Management	Resources Board	Richard Dobbs/Sue Garner	No work carried out in quarter 1	Amber	↓
10	To deliver the agreed Asset Management Plan from April 2018-22 and report to Resources Board on progress annually	Responsible Financial & Resource Management	Resources Board	Richard Dobbs/Angela Coates	This work is ongoing	Green	↑

11	To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board	Responsible Financial & Resource Management	Resources Board	Angela Coates	The Tenancy Services Officers continue to prioritise rent collection. Procedures have changed recently because Government requires 3 months notice to be given & there are no possession proceedings until after 24 August 2020.	Green	↔
12	To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework	Responsible Financial & Resource Management	Resources Board	Sue Garner	Recovery action was not actively progressed during quarter 1, however the team continued to work with residents and businesses on the management of debt. The prompt payment of available grant and discounts was undertaken to assist with the financial stability of businesses and residents.	Green	↓
13	To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2020	Responsible Financial & Resource Management	Resources Board	Sue Garner	To be carried out later in the year	Green	↔
18	To review the future service requirements of Borough Care by March 2021	Creating Safer Communities	Resources Board	Angela Coates	A report will be submitted to the Resources Board at its meeting in September.	Green	↑
37	Ensure the successful promotion and administration of the Community Fund, through which financial support will be given to projects of local importance across North Warwickshire and to report on the outcomes of the scheme by March 2021	Promoting Sustainable & Vibrant Communities	Resources Board	Simon Powell	The Local Community Fund has been launched and is being managed in accordance with the criteria approved by the C&E Board	Green	↑
41	To report on the recommendations from the review of the HEART Partnership and report to Board in May 2020	Promoting Sustainable & Vibrant Communities	Resources Board	Angela Coates	The HEART Board has received an independent report about the service. This will be reported to Resources Board.	Green	↑
42	To deliver the actions set out in the Homelessness Strategy and report on progress by September 2012	Promoting Sustainable & Vibrant Communities	Resources Board	Angela Coates	The Strategy is being delivered.	Green	↑
43	To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2019	Promoting Sustainable & Vibrant Communities	Resources Board	Angela Coates	New requirements came into force in July 2020. A report will be submitted to the Resources Board.	Green	↑

45	To report by January 2021 on progress on the take-up of online services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media	Promoting Sustainable & Vibrant Communities	Resources Board	Linda Bird	The Council has had to rely on online services. in many instances, when face to face was not an option due to the pandemic. Several new online services had to be created quickly to support new activities such as those relating to business grants, food delivery and virtual meetings. Some of the metrics associated with these services have been published on social media and will be included in Board report in January.	Green	↑
----	--	---	-----------------	------------	--	-------	---

NWPI Resources 20/21									
Ref	Description	Section	Priority	Year End Target 2020/21	Outturn 2019/20	April - Jun Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Management Accountancy	Public Services & Council Tax	98.00%	98.07%	95.35%	Amber	↓	Departments have had to prioritise workloads due to Covid-19, performance has therefore dipped.
NWLPI 57	Percentage of calls answered through the Central Control system within 180 seconds. (TSA national standard 99%):	Community Support	Housing	99	99.33%	99.92%	Green	↔	
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	85.00%	81.79%	84.39%	Green	↑	
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	100.00%	89.16%	Amber	↓	During the lockdown period many tenants refused to allow us access to their homes to do the legal check & Government instructed against visiting anyone who was Shielding. We are now catching up with the annual visits.
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	3	4	Green	↓	
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	3.17%	4.19%	Amber	↓	There has been an increase in tenants struggling to pay their rent due to a change in circumstances linked to COVID-19 & their need to apply for Universal Credit.
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	35 days	47.8 days	56.46 days	Amber	↓	The Housing Direct Works Team are turning around void properties in an average of 15 days. This output reflects a number of long term voids which have required extensive major works.
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.30 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	99.98%	99.98%	Green	↔	
NWLPI 040	The percentage of initial response to helpdesk calls within two hours of a call being placed :	Computer Services	Public Services & Council Tax	95	98%	97%	Green	↔	
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	96%	95%	Green	↔	

NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Contact Centre	Public Services & Council Tax	75%	79%	83%	Green	↑	
NWNI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	7.5	15.56	26.64	Amber	↓	Covid-19 has created an increase in claims and in amount of changes in circumstances. There has been a publically acknowledged increase in the number of UC claimants since April which has had a major affect to our average processing times
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	98.6	99.36%	23.73%	Amber	↓	Target at this point is 30%. We have had a pause on recovery since lockdown and as yet not restarted our processes , which has had a an effect on our collection.
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	97.11%	28.80%	Amber	↓	Target at this point is 30%. We have had a pause on recovery since lockdown and as yet not restarted our processes , which has had an effect on our collection.
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5%	4%	3%	Green	↑	

Agenda Item No 9

Resources Board

8 September 2020

**Report of the
Corporate Director - Streetscape**

Parking in North Warwickshire

1 Summary

- 1.1 This report asks Members to note the submission of a joint application from Warwickshire County Council and North Warwickshire Borough Council to the Department for Transport to begin the formal process for the implementation of Civil Parking Enforcement across the Borough by 1 November, 2021 at the latest. It also asks Members to recommend that the Executive Board allocates funding within this year's capital programme to enable improvement works at Water Orton car park.

Recommendation to the Board

- a That Members note the formal submission of the application for the implementation of a Civil Enforcement Area to the Department for Transport with the aim of CPE being in place by 1 November, 2021 at the latest, and**

Recommendation to Executive Board

- b That a supplementary budget of £85,000 be added to this year's capital programme to fund improvement works to Water Orton car park**

2 Background

- 2.1 Civil Parking Enforcement (CPE) is the name given to the transfer of powers under the Traffic Management Act 2004 (Part 6) from the Police to local authorities for enforcing most on-street parking contraventions. The 2004 Act replaced Part 2 and Schedule 3 of the Road Traffic Act 1991 which allowed for the implementation of Decriminalised Parking Enforcement. On 16th March this year the Executive Board resolved to formally support the commencement of the application process.

3 Consultation with Stakeholders

- 3.1 In line with the formal implementation process the Borough Council wrote to twenty neighbouring authorities, MPs, statutory undertakers and other stakeholders to advise them of the Council's intention to apply to implement Civil Parking Enforcement in the Borough and to ask if they had any objections to the proposal. Reminders were sent out after 28 days to those bodies from whom we had not received a response. In total six responses were received, two in support of the application with the remainder raising no objections.
- 3.2 As part of the consultation and pre-application process the Council has applied to join the Traffic Enforcement Centre (TEC) and the Traffic Penalty Tribunal (TPT) which will have implications for the enforcement and appeal of both on-street and off-street parking penalties once Civil Parking is implemented.
- 3.3 As no objections were raised during the consultation process and given that the application process to both the TEC and TPT has begun, Warwickshire County Council submitted a joint application for the implementation of Civil Parking Enforcement to the Department for Transport on 28th July, 2020. The application process can take around twelve months, but a long-stop date for implementation has been set at 1st November, 2021 which is in line with the renewal date of the countywide parking enforcement contract.

4 Off-street Parking

- 4.1 As reported previously, on-street parking provision and its enforcement is only one part of the way that parking within North Warwickshire is managed. In order for North Warwickshire Borough Council to support better enforcement of on-street parking while continuing to provide sufficient off-street parking capacity, the Council will need to ensure that its car parks are managed and enforced effectively and in a way which complements the provision and enforcement of on-street parking.
- 4.2 Now that the application process for CPE has begun, it is intended that the Parking Task & Finish Group should reconvene at the earliest opportunity to consider the implications for off-street parking and to recommend how the Council's car parks should be operated to deliver the required capacity for residents, businesses, shoppers, commuters and visitors. As part of this review, the Council's financial position and the associated need to save money and increase income must be an important consideration in any future parking management strategy.

5 Water Orton Car Park

- 5.1 The main off-street car park at Water Orton is owned and operated by North Warwickshire Borough Council. It is situated adjacent to the railway station and currently has capacity for 44 cars with three additional spaces reserved for disabled users. Given its proximity to the station the car park is predominantly used as a long-stay car park by commuters travelling to Birmingham. Although its use as a commuter car park has reduced during the coronavirus pandemic, the number of long-stay users is beginning to rise again as the Country emerges from lockdown and people begin to return to more traditional ways of working. During normal times, as the car park effectively operates as a station car park during the working week, it is often unavailable for local residents to use for short stays. This causes particular issues for visitors to the nearby flats and houses and to those wishing to use the shops further along Birmingham Road which have limited parking of their own.
- 5.2 In order to increase capacity at the car park and to meet the needs of both commuters and local residents, it is proposed that the car park is remodelled to increase its capacity to 55 spaces plus 3 disabled bays. In addition, two further bays would be installed equipped with electric vehicle (EV) charging points. As part of the civil engineering works, it is proposed that the groundworks, utilities and other infrastructure are included to enable the available EV points to be increased and pay & display machines to be installed in future if required.
- 5.3 The parish council and local Borough Council Members are also looking at additional improvements to the site and it has been suggested that delegated highway funding could be made available to provide a height barrier and perimeter fencing. The total cost of the suggested works including the perimeter fencing, height barrier, future P&D machines, signage and any contingencies would be around £85,000. The Board is asked to recommend to the Executive Board that provision for that amount is made available in this year's capital programme to fund the works. In the event that the delegated highway funding is not available, the barrier and fencing works would not be undertaken and the total cost would be capped at £59,000. A suggested layout plan of the car park is included at Appendix A.
- ...
- 5.4 Should approval for the requested funding be given, it is proposed that the Parking Task & Finish Group should decide (in consultation with local stakeholders) the best mix of short stay and long stay parking and what restrictions on usage (including waiting times) should be put in place. Members of that Group will also be asked to consider how revenue from parking from long-stay users might be generated to cover the initial and ongoing costs.

6 Report Implications

6.1 Financial Implications

- 6.1.1 In the event that capital funding is approved for the proposed works at Water Orton car park, the net capital cost to the Council will be £59,000. This sum includes provision for the future deployment of P&D equipment which would enable the Council to generate sufficient revenue to repay the initial capital costs and cover future operational and maintenance expenses.

6.2 Safer Communities Implications

- 6.2.1 The appropriate provision, management and enforcement of on-street and off-street parking can have an impact on local communities and the safety of the road network.

6.3 Sustainability Implications

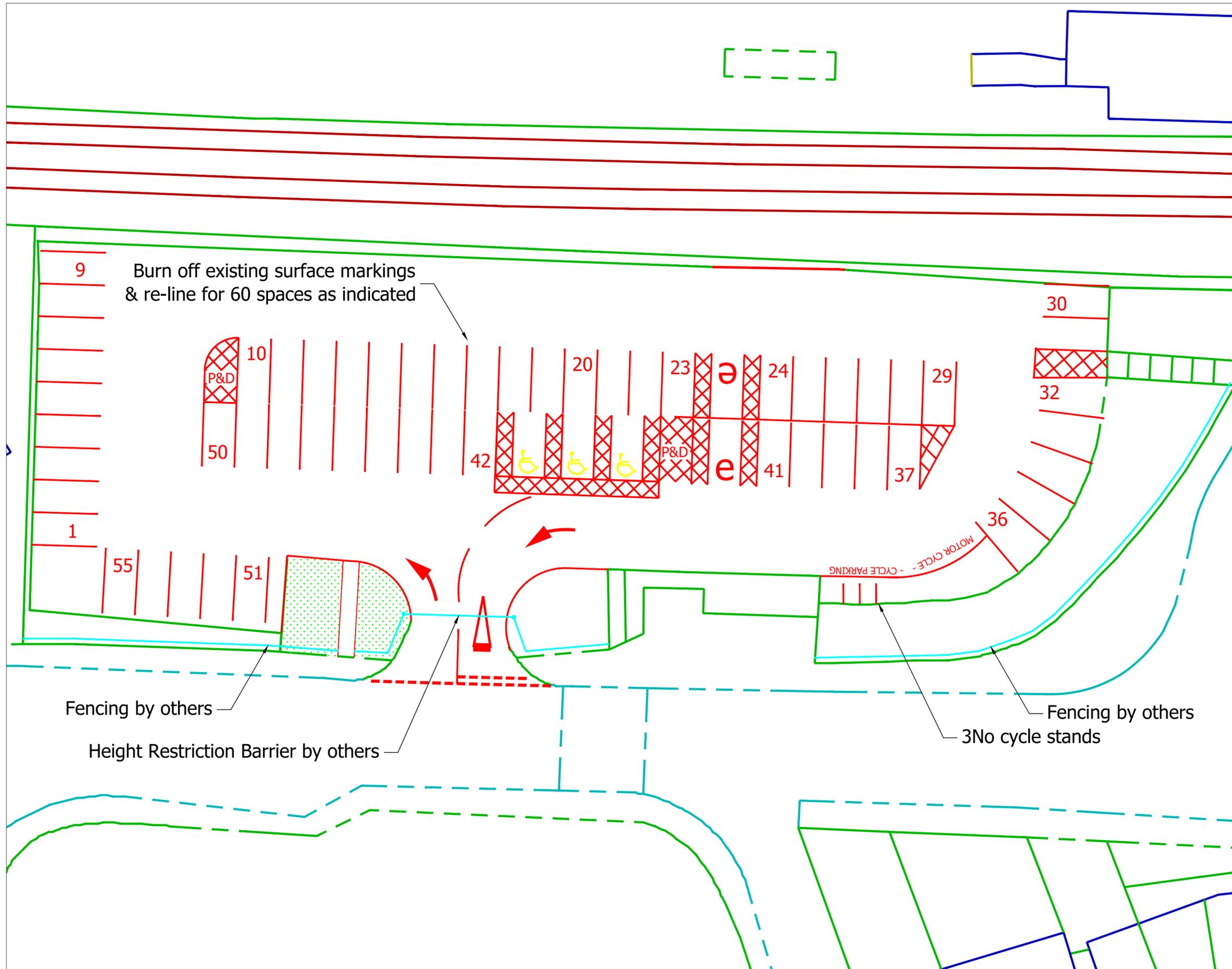
- 6.3.1 Effective parking policies, properly managed and enforced can significantly improve the local environment. The provision of EV charging points at Water Orton car park (with built-in capacity for future expansion) will help in the move towards low carbon vehicle technology. Officers are working with WCC on a countywide project looking to install on-street and off-street EV charging points at various locations across Warwickshire.

6.4 Equalities Implications

- 6.4.1 Effective off-street and on-street parking provision and enforcement should meet the needs of car users with disabilities and improve accessibility. Provision for disabled users is included in the proposed Water Orton scheme.

The Contact Officer for this report is Richard Dobbs (719440).

Birmingham Road
17-Sep-19



No. Revision By Date

 R Dobbs, BSc(Hons), MSc, MCIWM, Cenv
Corporate Director - Streetscape
North Warwickshire Borough Council
Council House
Alberstone
Warwickshire
CV9 1DE
Tel: 01827 715 341

Project
**Birmingham Road Car Park
Water Orton**

Drawing Title
Proposed Layout

Drawn By: **KWE**

Date: **June'20**

Scale: **1:200**

Site: **A2**

File:

Agenda Item No 10

Resources Board

8 September 2020

**Report of the Corporate Director -
Resources**

**Capital Programme 2020/21
Period Ended 31 July 2020**

1 Summary

- 1.1 The report updates Members on the progress of the 2020/21 Capital Programme in terms of expenditure up to the end of July 2020.

Recommendation to the Board

To approve a virement of £257,630 from Kitchens and Bathrooms to the Multi Trade budget.

2 Introduction

- 2.1 The Executive Board approved the Council's Capital Programme of £9,705,830 for 2020/21 in February 2020.

3 Budget Profiling

- 3.1 A schedule of works is arranged by each budget holder and each of the schemes are timetabled for completion throughout the year. This schedule is monitored on a monthly basis and discussed with Budget holders.

4 Housing Schemes

- ... 4.1 The original budget for 2020/21 is £5,841,410, as detailed in Appendix A.
- 4.2 There has been a total of £1,230,658 spent or committed on the Housing Capital programme during the first four months of 2020/21; this is compared to a profiled budget of £1,234,217.
- 4.3 The New Build programme consists of a number of schemes. Spending to date relates to work on the flats at Long Street and Coleshill Road in Atherstone which has now started, following the completion of the tender process.
- 4.4 Within the Disabled Facilities Adaptations scheme, work has begun on an extension to support a family with a disabled child. Following the easing of the lockdown a number of level access showers have also been installed, which has enabled some residents to retain their independence. External wall

insulation works have been carried out at Stratford Avenue and works at Welcome Street have started. Planned work at Delves Crescent is expected to commence in January.

- 4.5 The Kitchens and Bathrooms scheme is yet to begin due to the Covid-19 related safe working practices that are currently required. This scheme is expected to be underspent in the current year, with a reduced budget provision of £144,740 required. However within the Multi Trade budget, it has been necessary to carry out unplanned major structural works at individual properties. To relieve the pressure on this budget, it is requested that a virement of £257,630 be made from the Kitchens and Bathroom budget to the Multi Trade budget.
- 4.6 The Remedial Works to Flats scheme is progressing well and has seen a number of works take place at Monument View, Polesworth, including the completion of the new roof. The installation of new doors was expected to have been completed by the end of August, and all works are scheduled for completion by the end of the calendar year. Within the Roofing scheme, works at Little Brum have been completed, although no invoices in relation to these have yet been received. Roofing works at Glenville Avenue, Wood Street and Lister Road are scheduled to commence in September.
- 4.7 The Housing Vehicle replacement scheme is not scheduled to commence until September at the earliest.
- 4.8 The schemes to cover Windows and Doors, Electrics, and Heating are ongoing and progressing.

5 **General Fund Schemes**

- 5.1 The original budget for 2020/21 was £3,864,420, as detailed in Appendix A.
- 5.2 There has been a total of £167,838 spent or committed against the General Fund Capital projects for 2020/21; compared to a profiled budget of £123,400.
- 5.3 The cladding works at Innage Park are due to go out to tender in the near future, following the recent lease renewal agreement. This scheme is not expected to commence in the current financial year, so is likely to need moving to 2021/22. The work to replace the roof covering the Maya Restaurant building is also expected to need moving back to 2021/22.
- 5.4 A further £10,845 has been committed on the project to develop the sub-regional Materials Recycling Facility for use by local authority partners, whilst work has continued on the office refurbishment at the Sheepy Road Depot. The budget for the depot will come from provision approved for 2019/20, which is not yet showing due to the delay in finalising the 2019/20 capital programme. The electrical upgrade planned for the Council Offices at the Old Bank House has been delayed until 2021/22.

- 5.5 Within the Parks and Playing Fields scheme, the approved pitch improvement works have started at Boot Hill Recreation Ground. Work has begun at Wood End Recreation Ground, with the installation of a new footpath and bench. This will be funded from contributions received. At the Atherstone Leisure Complex, improvements to the pool were carried out in July, together with some health and safety related works, which will be funded from the Pool Sinking Fund.
- 5.6 A web mapping update has been applied to the Graphical Information System at a cost, whilst the Payment Management System upgrade is due to take place in the spring, with further spending on enhanced security features. Infrastructure Improvements are expected to be made towards the end of the year, with the purchases of servers and core switches. Some computer projects have been affected by changes to work priorities during the first part of the year.
- 5.7 The Environmental Health System replacement is planned to take place in the later months of this financial year, when the tender process has been completed. The life lines budget has been used to fund the purchase of 6 fall detectors and 20 touch pendants.
- 5.8 Within the Vehicle Replacement scheme, two mowers were purchased in June, at a combined cost of £29,963.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 Capital schemes will contribute to services provided by the Council, from maintaining decent Council homes, assisting in carrying out adaptations to resident's houses to helping to fund efficient heating systems to promote carbon reduction and encouraging fitness and wellbeing.

6.2 Environment and Sustainability Implications

- 6.2.1 Expenditure incurred as part of the Council's Capital Programme enables the Council to continue to improve and deliver a range of services to the people of North Warwickshire. The implementation of the capital programme will lead to improvements in the quality of life for the communities of North Warwickshire.

6.3 Risk Management Implications

- 6.3.1 Failure to make reasonable adjustments to ensure our buildings and facilities are accessible could expose the Council to potential litigation and risks damage to its reputation.

6.4 **Equality Implications**

- 6.4.1 The Council is required to ensure it meets the requirements of the Equality Act 2010. The Act brings together all previous equality legislation and includes a public sector duty (the equality duty). The capital programme includes some provision for improving accessibility as required by the current Equality Act 2010 and other relevant legislation.
- 6.4.2 Failure to make reasonable adjustments could result in limiting access to services provided from our buildings and facilities by disabled people and the potential for legal challenges being taken against the Council.

The Contact Officer for this report is Daniel Hogan (719337).

APPENDIX A

Capital Budgetary Control Summary 2020/21 - as at 31 July 2020

	(A)	(B)	(C)	(D)
Cost Centre Description	Original Budget 2020/21	Profiled Budget	Total Year To Date	Total v Profiled Budget
Hsg Disabled Facility Adaptation CH	185,710	10,000	12,099	2,099
Hsg Insulation	92,850	20,000	19,855	(145)
Hsg Windows and Doors	247,610	10,000	4,518	(5,482)
Hsg Kitchens and Bathrooms	402,370	0	0	0
Hsg Multi Trade Contract	402,370	402,370	467,524	65,154
Hsg Remedial Work to Flats	711,900	180,000	168,471	(11,529)
Hsg Roofing	402,370	60,000	0	(60,000)
Hsg Heating	247,610	40,000	39,408	(592)
Hsg Electrics	402,370	320,000	320,575	575
New Build Housing Project	2,343,800	100,000	106,361	6,361
Replacement DLO Vehicles	88,420	0	0	0
Replacement Housing Vehicles	38,490	0	0	0
Housing Capital Salaries	275,540	91,847	91,847	(0)
Total HRA	5,841,410	1,234,217	1,230,658	(3,559)
Innage Park Cladding	195,000	0	0	0
Pavilions Roof	105,000	0	0	0
Atherstone Leisure Complex Roof Replacement	210,000	0	0	0
Materials Recycling Facility	1,124,000	10,000	10,845	845
Depot Works	0	0	7,419	7,419
Maya Restaurant Roof	120,000	0	0	0
Council Offices Electrics	150,000	0	0	0
Parks and Playing Fields	200,000	50,000	48,240	(1,760)
General Leisure Equipment	20,000	1,000	633	(367)
Wood End Recreation Ground	0	0	27,519	27,519
ALC Pool Improvement	0	0	13,071	13,071
ALC Gym Equipment	250,000	0	0	0
Computer Software	40,000	25,000	23,082	(1,918)
Infrastructure Improvements	20,000	0	0	0
Financial Management System Replacement	300,000	0	0	0
Network Infrastructure Replacement	40,000	0	0	0
Payment Management System Replacement	18,000	0	0	0
Server Virtualisation Replacement	50,000	0	0	0
Environmental Health System Replacement	85,000	0	0	0
Life Lines	23,000	1,000	1,077	77
Transport	871,450	30,410	29,963	(447)
Decent Homes Standard Assistance	25,000	0	0	0
Capital Salaries	17,970	5,990	5,990	(0)
Total General Fund	3,864,420	123,400	167,838	44,438
Total Expenditure	9,705,830	1,357,617	1,398,496	40,879

Agenda Item 11

Resources Board

8 September 2020

Report of the Corporate Director - Resources

General Fund Budgetary Control Report 2020/21 Period Ended 31 July 2020

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2020 to 31 July 2020. The 2020/21 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to Resources Board

That the report be noted and that the Board requests any further information it feels would assist it in monitoring the budgets under the Board's control.

2 Introduction

- 2.1 Resources Board is responsible for monitoring the Council's overall financial position on the General Fund, and this report gives details of the position at 31 July 2020.
- 2.2 The Board is also directly responsible for a number of internal and front line services. Accounting rules require front line services to show the total cost of providing the service, which includes support costs such as finance and IT services, as well as costs and income directly incurred.
- 2.3 Internal service costs are therefore recharged to all the services they support, both those that remain within Resources Board and those which are the responsibility of other Boards. This report provides some detail on both the front line services relating to this Board and the internal service costs that are recharged, at 31 July 2020.
- 2.4 Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures.

3 Services Remaining Within Resources Board

3.1 The total expenditure for those services that remain within Resources as at 31 July 2020 is £674,675 compared with a profiled budgetary position of £526,787; giving an overspend of £147,888 for the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

3.2 Democratic Process

3.2.1 The current underspend is mainly due to lower spend on mayoral activity, transport and telephone costs. This is not currently taking place due to the pandemic.

3.3 Council Tax Collection

3.3.1 The current overspend is mainly due to lower than profiled income from the recovery of legal costs. This is because debt recovery action was put on hold by the Authority due to Covid-19 and therefore summons or liability orders have not been issued. Recovery action will recommence, but the Council will work with customers where they are struggling with current payments due to Covid-19.

3.4 Compensation and Pension Increases

3.4.1 The budget included the expected reduction in costs from paying pension contributions in advance. The prepayment was due in April 2020 but given the uncertainty around finances and cash flow at that time, the decision was taken not to proceed. The overspend reflects the loss of the expected reduction for the year.

3.5 Rent Allowances, and Rent Rebates and Administration

3.5.1 The current overspend on Rent Allowances and Rent Rebates of £40,863 relates to lower than expected income from the recovery of housing benefit overpayments. This is because debt recovery action has been put on hold by the Authority due to Covid-19 and therefore liability orders or attachment of benefit orders have not been issued. The benefits team have also been dealing with a significant increase in Council Tax Support claims and change in circumstances forms due to Covid-19. This has been partially offset by an under spend in Housing Rent Allowances and Rebates due to a reduction in the net cost of benefits paid out.

4 Services Recharged to Other Directorates and Services

4.1 Net expenditure for those services that are recharged to other Directorates and Services, as at 31 July 2020, is £54,887 compared with a profiled budgetary position of £246,201, giving an under spend of £191,314 for the period. However the Council's budget requirement for 2020/21 assumed that there would be a salary vacancy saving in the year of £234,000 and this was included as a central amount. When the appropriate proportion of this is taken into account, there is an under spend of £113,314.

... 4.2 Appendix B shows each service profiled and actual positions for the period, together with the variance. The central vacancy factor has been added into the budget columns shown in Appendix B to enable easier comparison with the actual position.

4.3 The underspend on Council Offices is due to a reduction in the Non Domestic Rates payable as a result of a reduction in the rateable value of the Council House. In addition there are underspends on electricity costs, supplies and services and employee costs due to cleaner vacancies.

4.4 Directorate Budgets

4.4.1 Current vacancy levels within the Directorates are greater than the profile budget after allowing for the use of agency staff to cover some key duties, any recruitment costs resulting from these vacancies and excluding vacancies that relate to the Housing Revenue Account.

4.4.2 The areas with vacancies are Corporate Director – Environment, Democratic Services, Environmental Health, Central Services, Community Support, Financial Services and Procurement. This level of vacancies will not continue, following the successful recruitment to some posts. The table below relates to the General Fund only.

	£
Current agency staff variance	136,816
Current salaries underspend	(283,245)
Sub Total	(146,429)
Less Central vacancy factor	78,000
TOTAL	(68,429)

4.4.3 In addition to the salary savings identified above there are underspends on officer travel expenses due to less travel as a result of Covid-19, IT professional fees, and conference fees.

5 Performance Indicators

... 5.1 In addition to the financial information provided to this Board, when the budgets were set in February, performance indicators were included as a means of putting the financial position into context. These are shown at Appendix C.

5.2 The majority of the Performance Indicators are comparable with the profiled position.

5.3 The main reason for the variance in the performance figures for council tax collection is due to lower recovery of legal costs.

5.4 The main reason for the variance in the performance figures for rent allowances is due to lower recovery of housing rent allowance overpayments. In addition there has been a lower number of claimants', therefore resulting in a higher net administration cost per claimant.

5.5 The main reason for the variance in the performance figures for rent rebates is due to lower recovery of housing rent rebate overpayments. In addition there has been a lower number of claimants', therefore resulting in a higher net administration cost per claimant.

5.6 The number of Council Tax Support claimants has increased due to Covid-19.

6 Overall General Fund Position

... 6.1 Appendix D provides an analysis of Board expenditure and the overall position for the General Fund for this report.

6.2 The actual level of Board expenditure for the period to 31 July 2020 is £3,580,111 compared with a profiled budgetary position of £3,210,340 an overspend of £369,771.

6.3 Within the Executive Board expenditure is currently less than expected due to a delay in the work on the Local Development Plan as a result of Covid-19.

6.4 The Planning and Development Board is broadly in line with the budget.

6.5 Within the Community and Environment Board, there is reduced income across the Leisure Centres, due to the closure of the centres as a result of Covid-19. There is also an over spend within the Recycling budget because charging for collection of green waste did not go ahead as a result of Covid-19. Employee costs on Refuse and Recycling are also overspent due to the use of more agency staff as a result of Covid-19. This however has been partially offset by underspends on employee costs, equipment, and transport maintenance and running costs within Grounds Maintenance and Street Cleaning services.

6.6 Resources Board variances are as detailed earlier in this report.

6.7 Additional expenditure due to Covid-19 to support shielding activities, cleaning materials, signage, laptops, additional home working licenses, changes to the Revenues and Benefits CIVICA system for Covid-19 NDR business grant payments and Council Tax hardship, hire of additional refuse vehicles and running costs.

6.8 An additional grant that has been provided this year by the Government to cover Covid-19 expenditure. The grant will be used to fund Covid-19 overspends in expenditure and some loss of income.

6.9 As well as expenditure directly attributable to services, and included in the Board totals, there are a number of other amounts that need to be taken into account that provide the total net expenditure for the General Fund. This includes investment income, external interest payments and adjustments to reverse capital charges included within Board expenditure, from out of Council expenditure.

6.10 Taking these amounts into account, net expenditure for the Council to the end of July totals £3,062,752 compared with a profiled position of £2,654,963. This increases the general overspend for the period to £407,789.

7 Risks to Services

7.1 In setting the budget in January 2020, a number of key risks to the overall budgetary position of the Council were highlighted and these are shown below:-

- A pay award of 2% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £54,900.
- A vacancy factor has been included within the overall estimates. Should vacancies be less than expected, additional costs will be borne by the Authority.
- There are potential additional costs for the Council in carrying out its planning function. If the Council loses a planning appeal, an award of costs can be made against the Council (the appellants costs for the appeal). If the Council consistently loses appeals it will become a designated authority, which means that prospective applicants can submit their applications directly to the planning directorate. This would mean the Council would lose the accompanying planning fee. In addition, any downturn in planning applications would impact on the fee income received.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. Any reduction in performance can lead to a loss of grant and/or increase in the non-recovery of overpayments. The transfer of housing benefit into the universal credit administered nationally will impact on council resources.
- A downturn in the current economic situation could have an impact on the industrial rent income that the Council can obtain. In addition, the NDR on vacant commercial properties will impact directly on the Council's costs.
- Legislation, as well as the economic situation, could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. Reductions in income for recycling materials could add to the existing costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, un-adopted roads and contaminated land issues.
- Deterioration of the Council's assets could require costly remedial action, and could also impact on the ability of some services to generate income. Income generation could also be affected more widely by the current economic position.

8 Estimated Out-turn for the General Fund

8.1 The anticipated out-turn for the General Fund is detailed in the table below: -

Board		£
	Approved Budget 2020/21	7,723,360
All	Covid-19 Additional Expenditure and Loss of Income	1,712,100
All	Covid-19 Expected Grant	(1,430,130)
Overall	Covid-19 Reduction in Investment Income	160,000
Overall	Reduction in Item 8 credit to the HRA	(49,660)
All	Increase pay award from 2% to 2.75%	82,190
	Expected Out-turn 2020/21	8,197,860

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 The Council's original budgeted contribution from General Fund balances for the 2020/21 financial year was £589,940. This is expected to increase by £474,500 as shown above in section 8.1. The adjustments included for Covid are based on assumptions of the ongoing impact on services and may change.

9.1.2 Income and expenditure will continue to be closely managed and any further issues that arise will be reported to this Board at future meetings.

9.2 Environment and Sustainability Implications

9.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

The Contact Officer for this report is Nadeem Afzal (719444).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

**SERVICE REMAINING WITHIN RESOURCES BOARD
Budgetary Control Report 2020/21 as at 31 July 2020**

Description	Approved Budget 2020/21	Profiled Budget to July 2020	Actuals to end July 2020	Variance to Date	Comments
Cost of Democratic Process	506,050	167,962	157,025	(10,938)	See 3.2
Election Expenses	25,550	12,117	12,146	30	
Registration of Electors	75,670	17,480	17,510	30	
Business Rates	94,300	72,787	73,646	859	
Council Tax Collection	319,710	115,244	152,462	37,218	See 3.3
Miscellaneous Finance	520	(22,137)	(24,858)	(2,721)	
Compensation and Pension Increases	186,280	(19,211)	61,577	80,788	See 3.4
Assisted Car Purchases	(110)	57	57	-	
Electricity at Work	24,150	12,643	13,011	367	
Finance Unused Land and Assets	1,100	341	154	(186)	
Corporate and Democratic Core	643,500	197,524	194,652	(2,873)	
Unallocated Central Support Services	93,010	12,555	12,170	(385)	
Coleshill Shops and Flats	(64,530)	(18,640)	(18,640)	-	
The Pavilions, Holly Lane	(80,770)	(34,443)	(35,649)	(1,206)	
Carlyon Road Industrial Estate	(126,240)	(52,710)	(51,027)	1,683	
Innage Park Industrial Estate	(13,970)	(6,341)	(7,482)	(1,142)	
Polesworth Workspace Units	(5,400)	(1,970)	(1,853)	117	
Maya Bar and Restaurant	(11,660)	(4,127)	(4,127)	-	
Homeless Persons	112,290	24,835	25,293	458	
Meadow House Young People Support	-	28,923	28,923	-	
Homeless Project Watling Street Dordon	-	(171,345)	(171,345)	-	
Public Conveniences	56,830	12,387	11,427	(960)	
Customer Contact	100,640	20,586	20,236	(350)	
Rent Allowances and Administration	109,510	27,879	59,321	31,442	See 3.5
Housing Rent Rebates and Administration	173,520	35,553	44,973	9,421	See 3.5
Council Tax Support	241,280	35,954	38,046	2,092	
Car Parks	106,720	68,117	69,842	1,725	
Private Sector Housing Assistance	65,910	15,911	15,920	9	
CCTV	128,540	49,204	50,523	1,319	
Community Support	355,000	(70,350)	(69,258)	1,092	
TOTALS	3,117,400	526,787	674,675	147,888	

RECHARGED SERVICES
Budgetary Control Report 2020/21 as at 31 July 2020

Description	Approved Budget 2020/21	Profiled Budget to July 2020	Actuals to end July 2020	Variance to Date	Comments
Building Maintenance Fund	-	9,383	9,383	-	
Council Offices	40	15,558	(540)	(16,098)	See 4.3
Central Telephones	-	9,865	9,413	(452)	
Recruitment	-	-	-	-	
Printing and Stationery	10	31	541	510	
Training	-	1,093	1,033	(61)	
Depot and Stores	-	18,943	18,075	(869)	
Postal Services	-	0	-	(0)	
Chief Executive Directorate	40	1,115	(262)	(1,378)	See 4.4
Corporate Director - Environment	600	(726)	(47,786)	(47,060)	See 4.4
Corporate Director - Community Services	720	(19,553)	(32,465)	(12,911)	See 4.4
Corporate Director - Resources	360	(12,936)	(46,573)	(33,637)	See 4.4
Director of Housing	1,500	(3,318)	(21,780)	(18,463)	See 4.4
Director of Leisure & Community Development	290	(38)	(14,834)	(14,796)	See 4.4
Director of Streetscape	170	7,343	436	(6,907)	See 4.4
Director of Corporate Services	450	214,387	175,194	(39,193)	See 4.4
Transport Management Account	50	5,053	5,053	-	
TOTALS	4,230	246,201	54,887	(191,314)	
Central Vacancy Factor	(234,000)	(78,000)	-	78,000	
TOTALS	(229,770)	168,201	54,887	(113,314)	

Performance Indicators (PIs) for budgets reporting to the Resources Board

	Budgeted performance	Profiled Budgeted performance	Actual performance to Date
Registration of Electors			
Cost per registered elector	£1.54	£0.36	£0.35
Business Rates			
Business Rate Collection Rate	99.00%	33.00%	31.95%
Cost per NDR Property	£39.49	£30.48	£30.44
Council Tax Collection			
Council Tax Collection Rate	98.00%	39.20%	37.90%
Cost per Household	£11.12	£4.01	£5.33
Coleshill Shops and Flats			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Shop	(£10,236)	(£2,926)	(£2,926)
The Pavilions			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Unit	(£11,036)	(£4,531)	(£4,682)
Carlyon Road Industrial Estate			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Unit/Plot	(£8,606)	(£3,485)	(£3,380)
Innage Park Industrial Estate			
Occupancy Rate	93.00%	93.00%	93.00%
Annual Income per Unit	(£5,710)	(£2,168)	(£2,167)
Polesworth Workspaces			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Unit	(£1,556)	(£519)	(£520)
Rent Allowances			
Number of Claimants	1,150	1,150	1,116
Rent Allowances per Claimant	£4,993	£1,664	£1,558
Cost of Administration per Claimant	£95.23	£24.24	£53.15
Rent Rebates			
Number of Claimants	1,100	1,100	1,017
Rent Rebates per Claimant	£4,914	£1,638	£1,550
Cost of Administration per Claimant	£157.75	£32.32	£44.22
Council Tax Support			
Number of Claimants	4,150	4,150	4,431
Net Cost of Administration per Claimant	£58.14	£8.66	£8.59
Community Support			
Number of paying lifeline customers	1,500	1,500	1,487
Net expenditure per paying lifeline customer	£236.67	-£46.90	-£46.58

CONSOLIDATED GENERAL FUND POSITION
Budgetary Control Report 2020/21 as at 31 July 2020

Board	Approved Budget 2020/21	Expected position at July 2020	Actual position at July 2020	Variance
Executive	731,530	237,954	203,601	(34,354)
Planning and Development	264,650	75,512	72,465	(3,047)
Licensing Committee	47,930	32,378	32,903	525
Community and Environment	5,453,160	1,632,514	2,492,619	860,105
Resources (including staff vacancies)	2,887,630	694,988	729,562	34,574
Covid-19 Expenditure	-	-	168,400	168,400
Covid-19 Grants	-	-	(656,432)	(656,432)
Payments to Parish Councils	-	536,993	536,993	-
Other Contingencies	4,590	-	-	-
Net Board Expenditure	9,389,490	3,210,340	3,580,111	369,771
Investment Income	(360,000)	(120,000)	(81,981)	38,019
Use of Balances	(589,940)	(196,647)	(196,647)	-
Financing Adjustment	(716,190)	(238,730)	(238,730)	-
Net Expenditure	7,723,360	2,654,963	3,062,752	407,789

Agenda Item No 12

Resources Board

8 September 2020

Report of the
Corporate Director - Resources

Housing Revenue Account
Budgetary Control Report 2020/2021
Period Ended 31 July 2020

1 Summary

- 1.1 The report covers total Housing Revenue Account revenue expenditure and income for the period from 1 April to 31 July 2020.

Recommendation to the Board

To consider if any further information is required.

2 Introduction

- 2.1 Under the Service Reporting Code of Practice (SeRCOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services and Member costs.

3 Overall Position

- 3.1 The Housing Revenue Account (HRA) includes all costs and income relating to the letting and management of the Council's housing stock. This has to be kept separate from General Fund expenditure. The actual position for the HRA for the period ended 31 July 2020 is a surplus of £27,036, compared with a forecast surplus position for the period of £12,118. Where possible, the forecast position has been profiled to reflect seasonal variations in expenditure and income, in order to give a better comparison with actual figures. The actual position is a favourable variance of £14,918 against the forecast position. Appendix A to this report provides details of the profiled and actual position for expenditure and income incurred by the HRA.

- 3.2 The contribution to the Repairs Fund is transferred from the Revenue Account on a monthly basis as profiled. The actual spend on repairs is shown within the Repairs Fund. Similarly budget provision within the Revenue Account for capital expenditure is transferred to capital reserves, which are then utilised to fund HRA capital expenditure included in the capital programme.

- 3.3 The underspend within Supervision and Management General relates primarily to a couple of areas. There is an underspend to date on bank charges due to lower levels of rent payments being received through giro bank. This is not unexpected given the lock down and may change as the year progresses. In addition, legal costs are lower than expected as court action on debt has been suspended due to the Coronavirus pandemic.
- 3.4 The underspend within Supervision and Management Special Services is due to lower expenditure on utilities to date, as a result of changing suppliers and changing light fittings to LED's in communal areas in Flats and Community Centres. There are also underspends on window cleaning and supplies budgets due to the Coronavirus Pandemic and timing changes, although some of the spend may occur later in the year.
- 3.5.1 Rental income is currently higher than expected as the Council has only sold 4 Council houses to date against an expected level of 10 Council houses. This increase has covered the income loss from a higher level of voids, 1.87% against a budgeted level of 1%, an increase in the time duration the properties are empty due to the level of repairs required to bring the property back to accepted letting conditions and 20 properties currently held as void, due to the proposed new build programme in Coleshill Road/Long Street Atherstone.
- 3.5.2 Whilst rent levels due for collection are in line with expected budgets, there has been an increase in the level of arrears (rent and service charges). A year on year comparison to mid August 2020 has seen a 36.39% or £87,753 increase in like for like levels. It is likely that the Coronavirus Pandemic has affected rent collection to date, and there is uncertainty about its ongoing impact. Whilst efforts continue to manage debt levels, the options of court action are currently not available. At this point of the year, the loss of rental and service charge income can be covered by the use of the budget for bad debts. Going forward if the arrears continue increasing this may not be sufficient.
- 3.6 Garage rental income is currently lower than expected, partially relating to the condition of some garages.

4 **Housing Repairs Fund**

- 4.1 The Housing Repairs Fund covers expenditure on all repairs and maintenance, both day to day and programmed, whether carried out by Housing Direct Works or external contractors. This includes any surplus or deficit on the operation of Housing Direct Works.
- 4.2 The balance on the Fund estimated at the start of the year amounted to £839,672. The balance can be used to cover timing issues between years. In 2020/21 the contribution to the fund is £3,218,490. Any over-spend in the repairs fund would impact on the use of Housing Revenue Account balances if it exceeded the balance on the fund and the contribution in the year.
- ... 4.3 The position on the fund at the end of September is shown in Appendix B.

5 **Housing Direct Works**

- 5.1 There is an under spend on employee costs reflecting the current level of vacancies against the agreed budget. Not all vacancies have initially been filled as the Coronavirus pandemic has reduced some types of works being undertaken. In addition this has allowed more work to be undertaken on capital schemes and for the General Fund reflected in the higher level of income. This has been partially offset by an increase in supplies and services due to a higher use and cost of materials.
- 5.2 Appendix C to this report provides the profiled and actual expenditure of Housing Direct Works in more detail.

6 **Risks to the Budget**

- 6.1 The key risks to the budgetary position of the Housing Revenue Account identified were identified when setting the budget in February 2020/21. The Coronavirus Pandemic has increased the risk to the Housing Revenue Account, exacerbating a number of the risks already identified.

The key risks identified at the time of setting the budget were:

- The potential ongoing impact of sustaining rent income levels with the changes from Universal Credit. This risk has increased as a result of the pandemic;
- The requirement on the Council to meet statutory housing needs and support tenants to sustain their tenancies as well as manage them in moving on as secure tenancies are replaced with flexible ones. Work in this area has continued, although it has been made more difficult by recent circumstances;
- A change in interest rates, if funds need to be borrowed;
- The requirements of an ageing stock and the need to meet the Decent Homes Standard are likely to continue to increase the demand for capital works. Work to keep the Council's assets in good condition will be prioritised and accommodated within existing budgets;
- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure;
- Asbestos removal is an ongoing cost pressure over the next few years until the full picture of the level of asbestos contained in council houses and the cost of removal is assessed.

7 Estimated Out-turn

- 7.1 The anticipated out-turn for the Housing Revenue Account for 2020/21 is a deficit of £711,030 as agreed at Resources Board on 27 January 2020.
- 7.2 The estimated out-turn for the Repairs Fund remains the same as that included in the original budget.

8 Report Implications

8.1 Finance and Value for Money Implications

- 8.1.1 The Council is currently forecasting a contribution from the Housing Revenue Fund balance for the 2020/21 financial year of £711,030.
- 8.1.2 Income and expenditure will continue to be closely managed and any issues that arise will be reported to this committee for comment.

8.2 Environment and Sustainability Implications

- 8.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

The Contact Officer for this report is Nigel Lane (719371).

HOUSING REVENUE ACCOUNT

	Amended Budget 2020/2021	Expected Spend to July 2020/2021	Actual Spend to July 2020/2021	Variance	Comments
EXPENDITURE					
Repairs and Maintenance	3,218,490	1,051,233	1,051,233	-	Comment 3.2
Supervision and Management - General	1,577,820	530,140	527,020	(3,120)	Comment 3.3
Supervision and Management - Special Services	435,380	151,653	137,427	(14,226)	Comment 3.4
Provision for Bad Debts	229,690	76,563	76,563	-	
Interest on Loans	1,503,920	501,307	501,307	-	
Revenue Set Aside (debt Repayment)	2,000,000	666,667	666,667	-	
Capital Expenditure - New Build	1,230,460	410,153	410,153	-	Comment 3.2
Capital Expenditure	2,607,220	869,073	869,073	-	Comment 3.2
Total Expenditure	12,802,980	4,256,790	4,239,444	(17,346)	
INCOME					
Gross Rent Income from Dwellings	(11,484,500)	(4,067,427)	(4,068,885)	(1,458)	Comment 3.5
Gross Rent Income from Non-Dwellings	(402,520)	(146,033)	(142,718)	3,315	Comment 3.6
Charges for Services and Facilities	(109,960)	(23,791)	(23,220)	571	
Total Income	(11,996,980)	(4,237,251)	(4,234,823)	2,428	
NET COST OF SERVICES	806,000	19,539	4,621	(14,918)	
Investment Income- Other	(94,970)	(31,657)	(31,657)	-	
TOTAL (SURPLUS)/DEFICIT FOR THE YEAR	711,030	(12,118)	(27,036)	(14,918)	

Appendix B

HOUSING REPAIRS FUND (to end of July 2020)

	£
Balance available at 1 April 2020 (Estimate)	839,672
Contribution 2020/21 (to July 2020)	1,051,233
Expected Use of Fund (to July 2020)	(1,066,524)
Surplus on the Fund at 31 July 2020	824,381

APPENDIX C

HOUSING DIRECT WORKS

Budgetary Control Report as at 31 July 2020

	Original Budget 2020/2021	Expected Spend 2020/2021	Actual Spend 2020/2021	Variance
EXPENDITURE				
Employee Costs	754,240	249,683	239,906	(9,777)
Supplies and Services	310,820	102,267	122,721	20,454
Transport	85,140	25,583	24,436	(1,147)
Income	(7,720)	(1,853)	(14,087)	(12,234)
Gross controllable Expenditure	1,142,480	375,680	372,976	(2,704)
Central Support	242,780	80,927	80,927	-
Housing Direct Works Expenditure	1,385,260	456,607	453,903	(2,704)

Agenda Item No 13

Resources Board

8 September 2020

**Report of the Corporate Director -
Resources**

**Annual Treasury Report for
2019/20**

1 Summary

- 1.1 This report shows the out-turn for 2019/20 and highlights any areas of significance.

Recommendation to the Board

- a That the Annual Treasury Report for 2019/20 be noted; and**

Recommendation to the Council

- b That the Annual Treasury Report be approved.**

2 Report

- 2.1 The Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, 2018 Edition (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 2.2 During 2019/20 the minimum reporting requirements were that the Resources Board and full Council should receive the following reports:
- An annual treasury strategy in advance of the year (Resources Board 28 January 2019);
 - A mid year treasury update report (Resources Board 11 November 2019); and
 - An annual report following the year describing the activity compared to the strategy (this report).

- 2.3 The regulatory environment places an onus on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the out-turn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 2.4 This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Resources Board before they were reported to the full Council.
- 2.5 Treasury Management in this context is defined as: *The management of the local authority's investments and cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*
- 2.6 The Annual Treasury report covers:
- The Council's treasury position as at 31 March 2020
 - Performance measurement
 - The strategy for 2019/20
 - The economy in 2019/20
 - The borrowing out-turn for 2019/20
 - Compliance with treasury limits and Prudential Indicators
 - Investment rates in 2019/20
 - Investment out-turn for 2019/20

3 Current Treasury Position as at 31 March 2020

- 3.1 The Council's debt and investment position at the beginning and end of the year was as follows:

	31 March 2019 Principal £m	Ave Rate %	31 March 2020 Principal £m	Ave Rate %	Average Life Years
Fixed Rate Funding: PWLB	50.239	2.93	48.489	3.00	8.93
Internal borrowing	13.193	0.99	13.478	0.99	19.55
Short-term Funding	-	-	-	-	-
Total Debt	63.432	2.53	61.967	2.56	11.57
Investments	32.508	0.99	32.324	0.93	160 days

- 3.2 The investments held include £1,477,967 held on behalf of other organisations (£1,301,728 in 2018/19).

4 Performance Measurement

- 4.1 Part of the Code relates to the use of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed, this is still a difficult area for a small Authority with limited cash balances, as generally we are only able to place funds for short periods and consequently at lower rates. For this reason, we measure investment interest against the 7 day LIBID rate.
- 4.2 As a member of the Link Investment Benchmarking Group for the region, we can compare our treasury performance against those of other authorities in the Warwickshire, Worcestershire and Oxfordshire region. Overall for 2019/20, our performance has been in line with these authorities, with our investment portfolio deemed to have been comparable with the average benchmarked performance.

5 The Strategy for 2019/20

- 5.1 Uncertainties on the terms of Britain's exit from the EU made forecasting the timing of interest rate changes difficult. Within the Treasury Strategy for 2019/20, it was assumed that interest rates would rise from 0.75% to 1.00% during quarter 1 and from 1.00% to 1.25% during quarter 4. The anticipated rises did not occur, and following the outbreak of the pandemic the interest rate fell to 0.10% during March 2020.
- 5.2 Given the low levels of investment interest available, the treasury strategy was to postpone external borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk. As a result we continue to use internal borrowing for General Fund debt.

6 Borrowing Outturn for 2019/20

- 6.1 The Council's external borrowing of £48.489 million at the 31 March 2020 is shown below, and relates entirely to the Housing Revenue Account (HRA). The repayments were profiled to take account of expected surpluses in the HRA, having regard to the HRA Business Plan, whilst still allowing some flexibility within the plan for unexpected events.

Years	Total loans £000	Rate %
1-5	11,210	2.21 – 2.82
6-10	14,300	2.92 – 3.21
11-14	12,979	3.26 – 3.34
15-20	0	0
21-25	10,000	3.49 – 3.50

- 6.2 The Council had no short term borrowing during the year.

7 Investment Out-Turn for 2019/20

- 7.1 The Council's investment policy is governed by CLG guidance, which has been implemented in the annual investment strategy. The Council manages its investments in-house with the institutions which fulfil its requirements with regards to credit ratings and security. Investments were made for a range of periods, although predominantly in Certificate of Deposits, enhanced money market funds and money market funds.
- 7.2 The Council invested with external bodies on 26 occasions when the bank accounts had a surplus of funds. Investments were made in a Certificate of Deposit (through broker King & Shaxson) on 11 occasions and in a Money Market Fund 9 times. The remaining 6 investments were with banks for a fixed term. Funds were invested over a range of periods to take advantage of favourable interest rates or to fund expenditure later in the year, e.g. payment of precepts. The average amount invested was £1,371,423. The average total investment held was £35.7 million, and the rate of return was 0.93%, compared with the average 7 day rate of 0.64%, earning a total of £370,167 in the year.

8 Prudential Indicators

- 8.1 The Prudential Code for Capital Finance in Local Authorities includes requirements for the way in which capital spending plans are to be considered and approved. The prudential code was developed which requires the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives.
- 8.2 The Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment decision-making. In February 2019, the capital prudential indicators for 2019/20 were reported to the Executive Board as part of the 3-Year Capital programme and the treasury indicators were reported to the Resources Board as part of the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.
- 8.3 During the financial year the Council operated within the treasury limits.

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 During 2019/20 the net interest earned on investments was £370,167.

9.2 Environment and Sustainability Implications

9.2.1 By having effective and prudent treasury management, this contributes towards sustainability and providing services that improve the quality of life for the communities of North Warwickshire.

9.3 Risk Management Implications

9.3.1 Credit ratings are used in assessing the institutions on the lending list and the maximum investment level permitted.

The Contact Officer for this report is Daniel Hogan (719337).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 14

Resources Board

8 September 2020

**Report of the
Corporate Director - Resources**

**Risk Management Annual Report
2019/20**

1 Summary

- 1.1 This report is to inform Members of risk management actions undertaken during 2019/20 and the risks identified for 2020/21.

Recommendation to the Board

That progress be noted.

2 Background

- 2.1 Risk is the threat that an event or action will affect the Council's ability to achieve its objectives and to successfully execute its strategies. Risk Management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of corporate governance. The Council's strategic risks are normally identified by Management Team, who will ensure that processes are in place to control them. They are risks which need to be taken into account in judgements about the medium to long term goals and objectives of the Council. Strategic risk assessments are carried out as part of the corporate, community and service planning process and as a key element of service reviews. Operational risks are identified and managed by each Division.
- 2.2 The risk management framework has been in place now for a number of years and takes into account any areas of perceived weakness identified by officers, including those identified by the Internal Audit section. It is used consistently throughout the Authority. Strategic risk assessments are scored for both the following year and over the longer term. Risk Management is important as it enables us to ensure that our plans are sound and proportionate to the risks that exist in our area and enable us to take preventative action where appropriate.
- 2.3 Risk implications are included in all Board reports. A full risk assessment will be included if the report relates to a new service, policy or significant change in service provision. Implications are identified to assist Members in making informed decisions.

3 Work Undertaken During 2019/20

3.1 As part of the internal control framework, members of Management Team and Directors complete an Annual Statement of Assurance on the risks within their area of control. This process informs the Annual Governance Statement, which is a statutory requirement and is reported to the Executive Board. The review process carried out for the Statements of Assurance includes an assessment of how identified risks were managed during the year, as well as a forward look at the risks facing the Council and its services in the coming year.

3.2 A number of issues were identified in the Annual Governance review for 2018/19 which needed to be addressed in 2019/20. Examples of action taken include:

- Finding the required savings for 2020/21 and updating the Medium Term Financial Strategy;
- A review of senior management which resulted in appointments being made to new Corporate Director and Head of Legal Services posts;
- Local Plan hearings were held, and the main modification work required by the Inspector was progressed;
- A review of the Code of Governance commenced, identifying the changes required to ensure compliance with the latest CIPFA / SOLACE guidance;
- Induction training was provided for new Members of the Council;
- GDPR compliance was monitored throughout the year;
- The new Building Control Partnership arrangements were assessed;
- The processes and procedures for awarding Community Grants to outside organisations were reviewed;
- Contract Standing Orders were updated to take account of legislation and good practice; and
- Health and safety inspections at Council sites continued.

3.3 A lot of other risk management work was undertaken in 2019/20, which was identified through the Statement of Assurance reviews but which wasn't mentioned separately in last year's Annual Governance Statement. Examples include: -

- Restructure of the Development Control team, to enable increased enforcement action on unplanned development;
- Child Protection / Child Sexual Exploitation training sessions held for relevant staff and Councillors (new and refresher);
- Further work undertaken to prevent unwanted incursions at Arley and Mancetter Recreation Grounds;
- Annual inspection of all Borough Council play facilities undertaken by the Play Advisory Service and report findings actioned accordingly and in priority order;
- Development of the Housing Maintenance team involved in the tendering and management of the HRA capital programme;
- The use of analytical software for rent collection to focus and improve collection;

- Additional software purchased which gives additional security for Office 365 on mobile devices;
- An improvement to our rating under the LGA Cyber Security Stocktake, and subsequent action to further improve governance arrangements;
- Specific actions in response to the Covid-19 pandemic, including actions around the health and safety of staff and changes to services and processes to help mitigate against the risks faced;
- A Civil Enforcement Agent Procurement exercise was undertaken and revised arrangements put in place; and
- Measures in place to tackle fly-tipping. Community clean ups supported, with a focus on promotion and campaigning to help in this area.

3.4 The forward look at the risks facing the Council in 2020/21 normally requires the 2019/20 strategic and operational risk registers to be updated, to ensure that changes in external factors and service provision or processes have been taken into account. All have been reviewed, although a few operational risks are still to be updated as priority has been given to dealing with the pandemic.

3.5 A few changes have been made to the strategic risks of the Council. Higher scores have been given to the risks around the delivery of the required financial savings and the potential inadequacy of resources to maintain the Council's capital assets. These reflect the potential impact of Coronavirus on the Council's financial position. Similarly, an increased score has been given regarding the failure to meet commitments in the Corporate and Community Plans, although this increase is just for the current year.

3.6 Other changes to strategic risks relate to the removal of the risk around the impact of open cast mining and the addition of three risks. Two of the risks relate to recovery from the effects of the pandemic: a significant downturn in the economy, reducing businesses in the Borough and increasing the number of benefit claimants; and the potential health impacts of Coronavirus for residents of the Borough. A further risk identified relates to devolution issues.

... 3.7 A copy of the Authority's 2020/21 Strategic Risk Register is attached as Appendix A. There are four significant risks in 2020/21 and over the longer term (classed as "red"), which are the delivery of the required financial savings, the potential inadequacy of resources to maintain the Council's capital assets, the impact on the Borough of HS2 and the health impacts of Coronavirus.

... 3.8 The individual assessments for the red risks are attached as Appendix B. These show the controls that are already in place to manage the risks.

3.9 There are no new operational risks identified, although a number of risks will be affected by Covid-19 and recovery from the pandemic.

... 3.10 A summary of the red operational risks and also the highest scoring amber risks are shown at Appendix C. Individual assessments are held for all of these risks, including the controls already in place. Further work will be carried out during 2020/21 to help mitigate these risks.

4 Report Implications

4.1 Safer Communities Implications

4.1.1 There are specific risks identified for the work the Council carries out with partners to help reduce crime and disorder in North Warwickshire. These are reflected within the Partnership Plan of the North Warwickshire Community Safety Partnership and in specific service plans of the Council.

4.2 Legal and Human Rights Implications

4.2.1 The Annual Governance Statement referred to in paragraph 3.1 is part of the legal framework for financial reporting.

4.3 Environment and Sustainability Implications

4.3.1 Having effective risk management will contribute towards the delivery of sustainability and helps the Council continue to provide services to help improve the quality of life for the communities of North Warwickshire.

4.4 Equality Implications

4.4.1 The risk to the Council in not complying appropriately with the requirements of the Equality Act is included as an operational risk. Our corporate approach of including the identification of equality implications in reports to boards wherever appropriate to do so and carrying out equality impact assessments on all significant changes in our policies and practices helps to minimise any associated risks.

4.5 Risk Management Implications

4.5.1 Regular reports and ongoing monitoring will maintain the awareness of the importance of Risk Management. Individual risks fall into various categories, such as political, environmental, financial, economic, organisational, legal, technical etc. The implication of each risk is assessed and scored to identify whether there are sufficient controls in place or whether additional action needs to be taken.

The Contact Officer for this report is Sue Garner (719374).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

2020/21 Strategic Risk Register (Reviewed by MT)

No.	2020/21 Score			2021/22 – 2023/24 score			Risk	Responsible Officer	Corporate Objective
	Likelihood	Impact	Score	Likelihood	Impact	Score			
2020 S01	3	3	9	2	3	6	Council's procurement procedures are inadequate leading to poor VFM or lack of probity	D (CS)	Responsible Financial & Resource Management
2020 S02	2	4	8	3	4	12	Insufficient corporate capacity to deal with all the issues facing the Council	CE	Responsible Financial & Resource Management
2020 S03	3	4	12	3	4	12	The Council's political arrangements cease to work effectively	CE	Responsible Financial & Resource Management
2020 S04	2	3	6	2	3	6	Sickness absence is not managed effectively	CD (R)	Responsible Financial & Resource Management / Improving Leisure & Wellbeing Opportunities
2020 S05	4	4	16	4	4	16	The Council is unable to recruit, motivate and retain appropriately qualified staff	CD (R)	Supporting Employment & Business
2020 S06	2	4	8	2	4	8	Ineffective response to an incident (or business continuity plan fails)	CE	All Priorities
2020 S07	2	2	4	2	2	4	Relationships with key partners fail or become ineffective	CE	Responsible Financial & Resource Management
2020 S08	4	3	16	3	4	16	Expected efficiency savings and service improvements are not delivered whilst maintaining resilience	CD (R)	Responsible Financial & Resource Management
2020 S09	3	3	9	2	3	6	The Council fails to meet its commitments arising from the Community and Corporate Plans	CE	Responsible Financial & Resource Management
2020 S10	2	4	8	2	4	8	The council fails to comply with key legislation	CE / SH-L	All Priorities
2020 S11	4	3	12	4	4	16	Inadequate resources to maintain the Council's capital assets	CD (R)	Responsible Financial & Resource Management
2020 S12	2	5	10	2	5	10	Health & Safety is not managed effectively	CD (R)	Responsible Financial & Resource Management / Improving Leisure & Wellbeing Opportunities
2020 S13	2	4	8	2	4	8	Failure to manage staff concerns and well being, in the current economic climate	CE	Supporting Employment & Business
2020 S14	3	2	6	4	3	12	The instability of the Business Rates system	CD (R)	Responsible Financial & Resource Management
2020 S15	5	4	20	5	4	20	Impact on the Borough of the HS2 project	CE	Protecting our Countryside & Heritage
	2020/21 Score			2021/22 – 2023/24 score					

No.	Likelihood	Impact	Score	Likelihood	Impact	Score	Risk	Responsible Officer	Corporate Objective
2020 S16	2	4	8	2	4	8	The impact of the duty to cooperate on the Borough	CE	Protecting our Countryside & Heritage
2020 S17	2	4	8	2	4	8	Failure to manage reputational risk	CE	Responsible Financial & Resource Management
2020 S18	1	1	1	5	2	10	Changes to external resources as a result of the new Needs Assessment	CD (R)	Responsible Financial & Resource Management
2020 S19	3	4	12	3	4	12	Unplanned development happening across the Borough	CE	Protecting our Countryside & Heritage
2020 S20	3	4	12	2	4	8	Non compliance with the General Data Protection Regulations (GDPR)	CE	Responsible Financial & Resource Management
2020 S21	4	3	12	4	3	12	A significant downturn in the economy, reducing businesses in the Borough and increasing the numbers of benefit claimants.	CE	Responsible Financial & Resource Management
2020 S22	4	4	16	4	4	16	Health impact of Coronavirus	CE	Improving Leisure & Wellbeing Opportunities Financial & Resource Management
2020 S23	4	2	8	4	2	8	Devolution issues	CE	Responsible Financial & Resource Management

NWBC STRATEGIC RISK REGISTER 2020/21

RED

Corporate Priority: Responsible Financial & Resource Management

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
2020 S08	Expected efficiency savings and service improvements are not delivered whilst maintaining resilience	<ul style="list-style-type: none"> Poor service performance Council has a deficit budget Higher costs than budgeted for Staffing issues Adverse impact on service delivery 	5	4	20	CD (R)	<ul style="list-style-type: none"> Medium term financial strategy Savings programme to identify savings in advance Healthy level of reserves to help manage the process Minimise risk through ongoing discussion with Members on savings options 	<u>20/21 Score</u> 4	4	16
								<u>21/22 On</u> 4	4	16
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

NWBC STRATEGIC RISK REGISTER - 2020/21

AMBER / RED

Corporate Priority: Responsible Financial & Resource Management

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
2020 S11	Inadequate resources to maintain the Council's capital assets	Poorly maintained / potentially dangerous buildings	5	4	20	CD (R)	Long term capital programme which identifies shortfall- 10 year plan	<u>20/21 Score</u> 3	4	12
		Injury to staff and public Reduced services Bad publicity Reputation damaged					Identified spending needs for assets Review of assets, with sales where appropriate AMP updated for HRA property	<u>21/22 On</u> 4	4	16
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Update Asset Management Strategy									

Responsible Officer: Corporate Director (Resources)

Reviewed : Management Team 09/07/20

NWBC STRATEGIC RISK REGISTER – 2020/21

RED

Corporate Priority: Protecting Our Countryside & Heritage

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
2020 S15	Impact on the Borough of HS2 Project	<ul style="list-style-type: none"> Loss of open spaces/community assets- may need to provide elsewhere Loss of residential properties Air/noise pollution Temporary increase in employment – possible stimulus to local economy Road/ travel disruption Reduced property prices Loss of business rates 	5	4	20	CE	<ul style="list-style-type: none"> The Council is a Qualifying Authority, which gives a little more influence Membership of local authority group pushing for mitigation Representation to Select Committee on the potential impact of the loss of business rates Participation in the Special Management Zone for North Warwickshire Continued lobbying of Government 	<p><u>20/21 Score</u> 5</p> <p><u>21/22 On</u> 5</p>	4	20
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

NWBC STRATEGIC RISK REGISTER – 2020/21

RED

Corporate Priority: Responsible Financial & Resource Management

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
2020 S22	Health impact of Coronavirus	Greater demand for /pressure on Council services	5	4	20	CE	Targeted use of Community Development, to maximise available resources	<u>20/21 Score</u> 4	4	16
						CE	Work with partners, such as Public Health England	<u>21/22 On</u> 4	4	16
Risk Ref	Options for additional / replacement control procedure						Targeted Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

Responsible Officer: Chief Executive

Reviewed By: Management Team

09/07/20

SUMMARY OPERATIONAL RISK REGISTER 2020/21

Risk Register number 2020/21	Risk	Gross Score	Net Score	Colour	Division	Corporate Priority
2020 C06	Increase in Council Tax Support caseload	20	16	Red	Community Services	RF&RM
2020 CPS16	Virus on emails sent into the Council	25	15	Red	Corporate Services	RF&RM
2020 CPS17	Virus from users using web mail	15	15	Red	Corporate Services	RF&RM
2020 CPS18	Virus attack from main Council internet connection	25	15	Red	Corporate Services	RF&RM
2020 CPS19	Virus from users web browsing	20	15	Red	Corporate Services	RF&RM
2020 SS14	Reduced / no market for recyclable materials	20	15	Red	Streetscape	RF&RM, PC&H
2020 R10	Inadequate capital strategy and monitoring of capital schemes	20	12	Amber	Resources	RF&RM
2020 E07	Major incident – out of hours not responded to	20	12	Amber	Environment	PC&H, RF&RM
2020 E22	North Warwickshire is considered a low priority for the allocation of resources commissioned by the PCC and for the use of policing resources	20	12	Amber	Environment	CSC
2020 H26	Pressure on HRA budgets due to ongoing rent reductions until 2020 and from the roll out of Universal Credit from September 2018	16	12	Amber	Housing	PS&VC
2020 LCD13	Failure to maintain the Borough Council's tree stock to an appropriate level of safety and sustainability	25	12	Amber	Leisure & Community Development	PC&H, RF&RM
2020 SS01	Failure to maintain assets	20	12	Amber	Streetscape	RF&RM
2020 C01	Failure to assess entitlement to HB accurately, timely and to legislation	16	12	Amber	Community Services	RF&RM
2020 C03	Failure to provide the DWP with timely subsidy returns for initial, mid year and final claims	16	12	Amber	Community Services	RF&RM

KEY – Corporate Priorities

RF&RM	Responsible Financial & Resource Management
CSC	Creating Safer Communities
PC&H	Protecting our Countryside & Heritage
IL&WO	Improving Leisure & Wellbeing Opportunities
PS&VC	Promoting Sustainable & Vibrant Communities
SE&B	Supporting Employment & Business

Agenda Item No 15

Resources Board

8 September 2020

**Report of the Corporate Director
Resources**

Members' Allowances 2019/20

1 Summary

- 1.1 The purpose of this report is to advise Members of the allowances paid for 2019/20. The Council also has a duty to publish the amounts paid to Members under the Members' Allowance Scheme.

Recommendation to the Board

That the report be noted.

2 Report

2.1 Out-turn for 2019/20

- 2.1.1 The cost of Members' Allowances and other payments made under the Members' Allowance Scheme in 2019/20 was £232,738.16. A breakdown of these costs is shown at Appendix A. There were no claims in respect of Dependents'/ Carers' Allowance.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 Provision was made in the Cost of Democratic Processes budget.

3.2 Legal, Data Protection and Human Rights Implications

- 3.2.1 The Authority is obliged to publish details of the total sum paid to each Member in respect of each of the following:-

Basic Allowance
Special Responsibility Allowance
Dependents'/Carers' Allowance
Travel and Subsistence and
Co-optees' Allowance.

- 3.2.2 This is a requirement under the Local Authorities (Members' Allowances) (England) Regulations 2003.

The Contact Officer for this report is Nigel Lane (719371).

PAYMENTS TO MEMBERS 2019/20

Name	Initials	Basic Allowance £	Special Responsibility £	Travel (Mileage) £	Other Travel (Taxi / Train / Parking) £	Total £
Bell	M	5,178.96	5,184.96			10,363.92
Chambers	J	5,178.96	756.66			5,935.62
Clews	D	5,178.96		100.35	5.80	5,285.11
Clews	T	4,538.56		24.00	12.00	4,574.56
Davis	MC	640.41				640.41
Davey	B	4,538.56		90.00		4,628.56
Deakin	J	4,538.56			95.60	4,634.16
Dirveiks	N	5,178.96				5,178.96
Dirveiks	LE	640.41				640.41
Downes	D	4,538.56				4,538.56
Farrell	AJ	5,178.96	4,580.58	340.20		10,099.74
Farrow	J	4,538.56				4,538.56
Ferro	DC	640.41				640.41
Gosling	J	5,178.96				5,178.96
Hanratty	SJ	640.41				640.41
Hayfield	CC	5,178.96	1,815.97			6,994.93
Henney	BA	640.41				640.41
Humphreys	DJ	5,178.96	11,430.97			16,609.93
Humphreys	M	5,178.96	1,591.41			6,770.37
Ingram	S	640.41				640.41
Jarvis	RJ	5,178.96	1,591.41			6,770.37
Jenns	A	5,178.96	1,815.97	449.10		7,444.03
Lea	J	640.41				640.41
Lebrun	S	4,538.56				4,538.56
Lees	B	4,538.56				4,538.56
Lewis	A	640.41				640.41
MacDonald	J	4,538.56		216.00		4,754.56
McClauchlan	A	4,538.56				4,538.56
Morson	PF	5,178.96				5,178.96
Moss	BP	5,178.96		469.85	20.00	5,668.81
Osbourne	M	4,538.56				4,538.56
Parker	K	4,538.56				4,538.56
Parsons	D	4,538.56		81.00		4,619.56
Payne	RV	640.41				640.41
Phillips	H	5,178.96		476.60	2.20	5,657.76
Phillips	O	4,538.56				4,538.56
Reilly	D	5,178.96	1,815.97	459.45	12.00	7,466.38
Rose	S	4,538.56	1,059.31			5,597.87
Simpson	MC	5,178.96	5,184.96	1,138.50		11,502.42
Singh	M	5,178.96				5,178.96
Smith	LJ	5,178.96	1,815.97	769.50		7,764.43
Smitten	J	640.41				640.41
Stanley	E	640.41		388.80		1,029.21
Stanley	ME	640.41		280.80		921.21
Sweet	R	640.41				640.41
Symonds	C	5,178.96	1,815.97			6,994.93
Waters	TV	640.41		122.40		762.81
Wright	A	5,178.96		272.70	2.50	5,454.16
Wright	DA	5,178.96	5,184.96			10,363.92
TOTAL		181,263.74	45,645.07	5,679.25	150.10	232,738.16

Agenda Item No 16

Resources Board

8 September 2020

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 17

Request to Purchase Garages – Report of the Director of Housing

Paragraph 1 – The report contains information relating to individuals.

Agenda Item No 18

Procurement of Capital Contract – Report of the Director of Housing

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Agenda Item No 19

Staffing and Service Matter – Report of the Director of Housing

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

In relation to each item listed above members should only exclude the public if the public interest in doing so outweighs the public interest in disclosing the information, giving their reasons in each case as to why that is the case.

The Contact Officer for this report is Emma Humphreys (719226)