

To: Deputy Leader and Members of the Resources Board

Councillors Symonds, Barnett, Chapman, Clews, Davey, Humphreys, Parsons, O Phillips, Simpson, Stuart, Taylor and Watson

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

27 JANUARY 2025

The Resources Board will meet on Monday 27 January 2025 at 7.00pm in the Council Chamber at The Council House, South Street, Atherstone, Warwickshire.

The day after the meeting a recording will be available to be viewed on the Council's YouTube channel at [NorthWarks - YouTube](#).

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.

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@northwarks.gov.uk or telephone 01827 719221 / 719226 / 719237.

Once registered to speak, the person asking the question has the option to either:

- (a) attend the meeting in person at the Council Chamber.
- (b) attend remotely via Teams; or
- (c) request that the Chair reads out their written question.

The Council Chamber has level access via a lift to assist those with limited mobility who attend in person however, it may be more convenient to attend remotely.

If attending remotely 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.

- 5 **Minutes of the Resources Board held on 11 November 2024** – copy herewith, to be approved as a correct record and signed by the Chairman.

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 6 **Internal Audit Progress Report** - Report of the Interim Corporate Director – Resources (Section 151 Officer).

The purpose of this report is to present the internal audit activity and findings for the period 1 April to 15 January 2025. The detailed report from the Head of Internal Audit (Head of Central Midlands Audit Partnership CMAP)

The Contact Officers for this report are Alison Turner and Richard Boneham (719374).

- 7 **General Fund and Housing Revenue Account Capital Programme 2025/26 to 2027/28** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report identifies proposals for Resources Board capital schemes to be included within the Council's General Fund Capital programme over the next three years. Along with the Housing Revenue Account (HRA) Capital programme for the same period.

The Contact Officer for this report is Nicholas Harris (719320).

- 8 **Housing Revenue Account- 2024/25 Revised and 2025/26 Estimates, Capital Programme, 30 Year Business, Rent Review and Fees and Charges** – Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report covers the revised budget for 2024/25 and an estimate of expenditure for 2025/26, together with the 30 years business plan detailed in Appendix I. It also includes the detailed HRA capital programme for 3 years. It also details the recommended rent increase of 2.7% in line with the Governments social rent policy and increases for service charges, garages and fees and charges all from 1 April 2025.

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

- 9 **Council Tax and Non-Domestic Rates Outstanding Debts 2019 -2024** - Report of the Interim Corporate Director Resources (Section 151 Officer)

The purpose of this report is to provide details to Members of outstanding debts for Council Tax and Non-Domestic Rates as requested previously by members of the Resources Board.

The Contact Officer for this report is Katie Hines (719234).

- 10 **Irrecoverable Debts**

The purpose of this report is to provide details to Members of debts which are considered to be irrecoverable.

The Contact Officer for this report is Katie Hines (719234).

- 11 **General Fund Revenue Resources Board Remaining -2024/25 Forecast and 2025/26 Estimates and Fees & Charges.** – Report of the Interim Corporate Director – Resources (Section 151 Officer).

Summary

This report covers the outturn forecast for 2024/25 and an estimate of expenditure for 2025/26, together with forward commitments for 2026/27, 2027/28 and 2028/29. It also includes a review of the fees and charges for Services recharged across all boards with recommendations for increases.

The Contact Officer for this report is Alison Turner (719374).

- 12 **General Fund Revenue Budget Resources Board Recharged - 2024/25 Forecast and 2025/26 Estimates** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report covers the outturn forecast for 2024/25 and an estimate of expenditure for 2025/26, together with forward commitments for 2026/27, 2027/28 and 2028/29.

The Contact Officer for this report is Alison Turner (719374).

- 13 **Tenant Partnership Agreement** – Report of the Director of Housing.

This report provides the Board with the revised Tenant Partnership Agreement to consider, amend and approve.

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

- 14 **Exclusion of the Public and Press**

To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that 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.

- 15 **Request to Purchase Land** - Report of the Director of Housing.

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

- 16 **Garage Site-** Report of the Director of Housing.

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

- 17 **Exempt Extract of the Minutes of the meeting of the Resources Board held on 11 November 2024 – copy herewith to be approved as a correct record and signed by the Chairman.**

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL**MINUTES OF THE
RESOURCES BOARD****11 November 2024**

Present: Councillor Symonds in the Chair

Councillors Barnett, Chapman, Davey, Jenns, Parsons, H Phillips, Smith, Stuart, Taylor and Watson

Apologies for absence were received from Councillors Clews (Substitute Councillor Smith), Humphreys, O Phillips (Substitute Councillor H Phillips), Simpson (Substitute Councillor Jenns) and Taylor (Substitute Councillor Whapples)

Councillor Osborne was also in attendance and, with the consent of the Chair, spoke on Minute No 37 (Grenfell Tower Inquiry)

31 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

32 Minutes of the Resources Board held on 3 September 2024.

The minutes of the Resources Board held on 3 September 2024, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

33 Capital Programme – 2024/25 Position at 30 September 2024

The Interim Corporate Director – Resources (Section 151 Officer) provided Members with progress on the 2024/25 Capital Programme in terms of expenditure up to the end of September 2024 and detailed changes to the budget during the year.

Resolved:

- a That the progress made against the 2024/25 Capital Programme be noted; and**
- b That a supplementary estimate of £263,520 to the Programme – fully funded through the UKSPF Grant, be approved.**

34 General Fund Budgetary Control Report 2024/25 (Apr-Sep)

The Interim Corporate Director – Resources (Section 151 Officer) reported on the revenue expenditure and income for the period from 1 April 2024 to 30 September 2024. The 2024/25 approved budget and the actual position for the period were given, together with an estimate of the outturn position for services reporting to the Board.

Resolved:

That the report be noted.

35 Supplementary Estimate – Development Control Appeal Costs

The Interim Corporate Director – Resources (Section 151 Officer) sought approval for a supplementary estimate of £225,000, to fund the costs of appeals in the current year.

Resolved:

That the supplementary estimate of £225,000, to fund the costs of appeals in the current year be approved.

36 Homelessness Strategy

The Director of Housing provided the Board with a draft Homelessness Strategy for approval.

Resolved:

That the final draft of the Homelessness Strategy, attached at Appendix A to the report of the Director of Housing, be approved.

37 Grenfell Tower Inquiry

The Director of Housing reported on the summary findings of the Grenfell Tower Inquiry and advised the Board about implications for the Council.

Resolved:

- a That the information provided from the Grenfell Tower Inquiry Executive Summary be noted;**
- b That the implications for the Council of the findings for its domestic stock be noted;**
- c That the policy on dealing with fire risks in the Council's domestic stock be approved; and**

d That a budget of £800,000, to support the continuation of a programme to provide new fire doors for flats, be approved.

38 Exclusion of the Public and Press

Resolved:

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.

39 Council Offices Lift – Use of Urgent Business Powers

The Chief Executive informed Members of the action taken by the Chief Executive under his urgent Business Powers with regard to the Lift in the Council Offices at Atherstone.

Resolved:

That the action taken by the Chief Executive under his Urgent Business Powers be noted and endorsed.

40 Housing Revenue Account Capital Programme and Development Opportunities

The Director of Housing provided information in respect of the Housing Revenue Account Capital Programme and development opportunities.

Resolved:

That recommendations a – c set out in the report of the Director of Housing be approved.

41 Internal Audit Service

The Interim Corporate Director – Resources (Section 151) Officer sought approval for a proposal in respect of the Internal Audit Service

Resolved:

That recommendations a and b, as set out in the report of the Interim Corporate Director – Resources (Section 151 Officer) be approved.

42 **Irrecoverable Debts**

The Interim Corporate Director – Resources (Section 151 Officer) provided Members with details of debts considered to be irrecoverable.

Resolved:

That the recommendations set out in the report of the Interim Corporate Director – Resources (Section 151 Officer,) be approved.

43 **Exempt Extract of the Minutes of the meeting of the Resources Board held on 3 September 2024**

The exempt extract of the minutes of the Resources Board held on 3 September 2024, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

Councillor Symonds
Chair

Agenda Item No 6

Resources Board

27 January 2025

**Report of the
Interim Corporate Director – Resources
(Section 151 Officer)**

Internal Audit Progress Report

1 Summary

- 1.1 The purpose of this report is to present the internal audit activity and findings for the period 1 April to 15 January 2025. The detailed report from the Head of Internal Audit (Head of Central Midlands Audit Partnership CMAP) is attached at **Appendix A**.
- ...

Recommendations to the Board

To note the audit activity and findings detailed in the Audit Progress Report in Appendix A.

2 Background

- 2.1 The internal audit capacity had reduced below the PSIA standards since the shared audit arrangement ended December 2022. To address this risk on 17th July 2023, the Council's Special Sub-Group agreed for the Central Midlands Audit Partnership to provide internal audit services to supplement our inhouse audit function for a period of 6 months; since that agreement members have agreed for the 2024/25 audit plan to be delivered under this agreement and a review in terms of the future arrangement will be considered at the Resources Board in November 2024.
- 2.2 Members of the Resources Board approved a report in November 2024 for North Warwickshire BC to join the Central Midlands Audit Partnership (CMAP) from 1 April 2025. The pilot has been very successful with audit capacity and capability having a significant impact on the audit coverage and quality.
- 2.3 The Interim Corporate Director of Resources (Section 151 Officer) met with CMAP's Head of Audit Partnership to agree a new audit plan that was fit for purpose together with a health check around the key areas of governance, risk management, the counter fraud framework and information technology were required. The audit plan for 2024/25 was agreed and this report at **Appendix A** details the progress and findings to date.
- ...

3 Findings

- 3.1 The audit plan is presented with progress up to 15 January 2025. In this period a number of audits are in progress and four are complete with final reports issued. Two received limited Assurance, Fly Tipping had Reasonable Assurance and Homelessness Substantial, the recommendations are detailed in the report.

4 Report Implications

4.1 Risk Management Implications

- 4.1.1 Failure to provide an effective Internal Audit Service may adversely affect the level of internal control operating within the Council.
- 4.1.2 Non-conformance with the PSIAS, which is a mandatory requirement, will attract criticism from external assessors.

4.2 Links to Council's Priorities

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

The Contact Officers for this report are Alison Turner and Richard Boneham (719374).



central midlands audit partnership

North Warwickshire Borough Council – Internal Audit Progress Report

Resources Board: 27th January 2025

Date Report Produced: 15th January 2025



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Our Vision

To bring about improvements in the control, governance and risk management arrangements of our Partners by providing cost effective, high quality internal audit services.

Contacts

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North Warwickshire Borough Council – Internal Audit Progress Report

AUDIT PLAN

Progress on Audit Assignments

The following tables provide Resources Board with information on how audit assignments were progressing as at 15th January 2025.

2024-25 Assignments	Status	% Complete	Assurance Rating
Information Governance – Subject Access Requests	Postponed – Feb 25	0%	
Information Governance – Freedom of Information	Postponed – Feb 25	0%	
Information Governance – Data Protection (Privacy Notices)	In Progress	10%	
Unit 4 System	Allocated – Feb/March 25	0%	
Key Financial Systems	Allocated – Feb/March 25	0%	
Contract Management	Allocated – Feb/March 25	0%	
Data Quality	Postponed – Feb 25	0%	
Equality Diversity and Inclusion (EDI)	Paused until Feb 25	5%	
Business Continuity & Disaster Recovery	Final Report Issued	100%	Limited
Capital Programme	Draft Report Issued	95%	
Fly-tipping	Final Report Issued	100%	Reasonable
Hackney Carriage (Taxi) & Private Hire Vehicle Licensing	In Progress	75%	
Corporate Health and Safety	Draft Report Issued	95%	
Cyber Security	Allocated – March 25	0%	
Information Security	Allocated – March 25	0%	
Follow-Up of 2022/23 Procurement Audit	Follow up Deferred		
Follow-up of 2023/24 Elections & Electoral Registration Audit	Initial Follow up completed		
Follow-up of 2023/24 Civil Parking Enforcement Audit	Initial Follow up completed		
Follow-up of 2023/24 Commercial Properties & Industrial Units Audit	Initial Follow up completed		
Follow-up of Health & Safety - Waste & Transport Audit	Initial Follow up completed		
Follow-up of 2023/24 Housing Repairs – Annual Gas Safety Checks Audit	Initial Follow up completed		

B/Fwd Assignments	Status	% Complete	Assurance Rating
Key Financial Controls	Final Report Issued	100%	Reasonable
IT Health Check	Final Report Issued	100%	Reasonable
Corporate Governance	Final Report Issued	100%	Limited
Risk Management	Draft Report Issued	95%	
Counter Fraud	Draft Report Issued	95%	

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Income Collection – Leisure Centres	Final Report Issued	100%	Limited
Homelessness	Final Report Issued	100%	Substantial

Plan Changes and Postponements

The Equality Diversity and Inclusion (EDI) audit has been paused at the request of NWBC Management. It is expected that this will resume in February 2025.

The Information Governance audits and the Data Quality audit have been delayed at the request of Management due to capacity issues. These audit reviews are likely to be started in February 2025. However, whilst the Information Governance reviews have been postponed, Internal Audit has been able to start one element of the Data Protection audit, specifically looking at Privacy Notices. Early indications are that there is room for improvement with the notices and statements.

The follow-up on the progress being made with the implementation of the recommendations in the 2022/23 Procurement Audit has been deferred until later in the financial year to take account of the work being done in preparation for the new Procurement Regulations that come into effect in February 2025.

North Warwickshire Borough Council – Internal Audit Progress Report

AUDIT COVERAGE

Completed Audit Assignments

Between 20th August 2024 and 17 January 2025, the following audit assignments have been finalised.

Audit Assignments Completed in Period	Assurance Rating	Recommendations Made				% Recs Closed
		Critical Risk	Significant Risk	Moderate Risk	Low Risk	
Homelessness	Substantial	0	0	0	1	100%
Governance	Limited	0	2	11	2	
Business Continuity & Disaster Recovery	Limited	0	5	4	0	
Fly-Tipping	Reasonable	0	0	1	7	12%

Details of each completed audit assignment are given below:

Homelessness					
Control Objectives Examined		Controls Evaluated	Adequate Controls	Partial Controls	Weak Controls
The Homelessness Service was operating effectively and in compliance with relevant legislation and best practice.		8	7	1	0
TOTALS		8	7	1	0
Rec No.	Summary of Weakness	Risk Rating	Original Action Date	Action Status	Revised Action Date
1	Personalised Housing Plans did not have evidence to confirm agreement, by both parties.	Low Risk	Implemented	Closed	

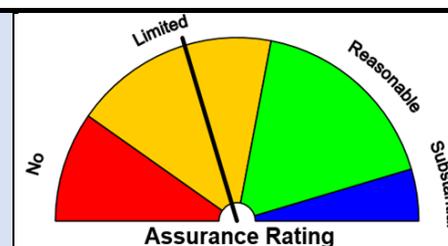
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Corporate Governance					
Control Objectives Examined		Controls Evaluated	Adequate Controls	Partial Controls	Weak Controls
Policies and Procedures are kept up to date.		10	0	0	10
The governance around Financial Management is robust.		2	0	0	2
Information Governance policies are in place and up to date.		3	0	0	3
TOTALS		15	0	0	15
Rec No.	Summary of Weakness	Risk Rating	Original Action Date	Action Status	Revised Action Date
1	The Local Code of Corporate Governance was out of date	Moderate Risk	30/06/2025	Future Action	
2	The Annual Governance Statement for 2022/23 had not published on the Council's website. .	Low Risk	30/11/2024	Action Due	
3	The latest version of the Council's constitution posted on the NWBC is out of date and contains a number of errors.	Moderate Risk	30/06/2025	Future Action	
4	Both the Employee and Member Codes of Conduct were out of date and did not contain key information required.	Low Risk	31/03/2025	Future Action	
5	Register of member declarations was not up to date	Moderate Risk	31/01/2025	Future Action	
6	The Policy and Procedure concerning gifts and hospitality are out of date and not reflecting best practice	Moderate Risk	31/03/2025	Future Action	
7	No formal governance training had been provided to the members' sitting on the Resources Board and Executive Board	Significant Risk	31/07/2025	Future Action	
8	It's not clear which Board is responsible for Governance.	Significant Risk	30/06/2025	Future Action	
9	The Confidential Reporting policy is not subject to regular review and revision and contains obsolete information	Moderate Risk	31/03/2025	Future Action	
10	The Disciplinary Policy is not subject to regular review and revision and contains obsolete information.	Moderate Risk	30/06/2025	Future Action	

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11	The NWBC Financial Regulations were not subject to regular review and revision and contains obsolete information.	Moderate Risk	31/03/2025	Future Action	
12	The Contract Standing Order Policy is not subject to regular review and revision and contains obsolete information.	Moderate Risk	31/03/2025	Future Action	
13	The Data Protection policy was out of date and contained incorrect key contact details.	Moderate Risk	31/03/2025	Future Action	
14	The Data Breach Reporting Policy was out of date and contained incorrect key contact details.	Moderate Risk	31/03/2025	Future Action	
15	NWBC's FOI guidance is out of date	Moderate Risk	31/03/2025	Future Action	

Business Continuity & Disaster Recovery



Control Objectives Examined		Controls Evaluated	Adequate Controls	Partial Controls	Weak Controls
Appropriate Business Continuity Management arrangements have been established and fully embedded within the Council, in accordance with the Civil Contingencies Act 2004.		13	1	3	9
TOTALS		13	1	3	9
Rec No.	Summary of Weakness	Risk Rating	Original Action Date	Action Status	Revised Action Date
1	No evidence of review and update of the Council's Corporate Business Continuity Plan [CBCP] since January 2019.	Significant Risk	30/06/25	Future Action	
2	Business continuity [BC] planning in general has lacked adequate attention at the Council in the last five years, contrary to S9.3 of the Council's Financial Regulations.	Significant Risk	30/06/25	Future Action	
3	The Corporate Business Continuity Plan was not held centrally in a shared facility (e.g. TRIM), so may not be readily available to officers expected to form a 'Corporate Business Continuity Management Team'.	Moderate Risk	30/06/25	Future Action	
4	Limited evidence was available to demonstrate adequate testing of the operation of the Council's Corporate Business Continuity Plan or Divisional Business Continuity Plans in the last five years.	Moderate Risk	30/06/25	Future Action	

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5	Lack of awareness training / re-fresher training for key officers responsible for carrying out business continuity and disaster recovery duties, potentially undermining the recovery phase after a business interruption / emergency incident.	Significant Risk	30/06/25	Future Action	
6	Given that no full Divisional Business Impact Analysis has been carried out for several years, the Council are not able to demonstrate that adequate and up to date consideration has been given to identifying the priority restoration of its business-critical systems / applications	Significant Risk	30/06/25	Future Action	
7	The current set of Divisional Business Continuity Plans [DBCP] held on TRIM were out of date since they were last reviewed some 5 to 9 years ago	Moderate Risk	30/06/25	Future Action	
8	The Information Services - Major Incident Procedure (IS-MIP) was deemed to be considerably out of date, last reviewed and updated in December 2018	Significant Risk	30/04/25	Future Action	
9	Lack of evidence to support the net risk score for risk for Strategic Risk S06 "ineffective response to an incident (or business continuity plan fails)".	Moderate Risk	30/06/25	Future Action	

Fly Tipping



Control Objectives Examined	Controls Evaluated	Adequate Controls	Partial Controls	Weak Controls
Effective procedures and systems for detecting, recording and reporting of fly tipping incidents	2	2	0	0
Procedures for removal of fly tipping waste are robust.	2	0	1	1
Staff involved in fly-tipping enforcement, monitoring and clean up receive appropriate training	6	3	1	2
There is effective data collection and analysis related to fly-tipping incidents to identify trend, hotspots and repeat offenders	5	4	1	0
Effective enforcement and deterrence measures are in place which include the imposition of penalties/fines and confirming their payment.	7	5	2	0
TOTALS	22	14	5	3

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Rec No.	Summary of Weakness	Risk Rating	Original Action Date	Action Status	Revised Action Date
1	Technical glitches experienced with the on-line portal system used by persons wishing to report FT incidents in the Borough, resulting in FT reported incidents on occasions being incorrectly labelled as litter, and so Streetscape Admin having to temporarily revert to raising manual (rather than automated electronic) job tickets for FT clearance.	Low Risk	30/06/25	Future Action	
2	Reports to the Community & Environment Board / Safer Communities Sub Committee on FT in the Borough currently lack certain important performance data.	Low Risk	31/05/25	Future Action	
3	According to the Corporate Health & Safety Officer, there is no evidence of certain important health and safety documentation with regards to 'Safe Systems of Working Practices' [SSoWP] – Site Survey Checks' having been provided to operatives.	Low Risk	30/07/25	Future Action	
4	Lack of evidence of induction training on the importance of using PPE when undertaking FT clearance duties being provided to relevant operatives in recent years.	Low Risk	30/07/25	Future Action	
5	The Pollution Control Team who deploy overt surveillance cameras, and have access to view, use and store the associated images, have not undergone any formal training on the Amended Surveillance Camera Code of Conduct (November 2021)	Moderate Risk	30/05/25	Future Action	
6	Lack of performance monitoring undertaken against the website stated target times to clear reported FT on Council owned land in the Borough.	Low Risk	30/05/25	Future Action	
7	That the Council may fail to ensure that the official 'Warning Letter' template it uses for the offence of 'householder's failure in duty of care' over their waste, is worded appropriately from a legal perspective.	Low Risk	Implemented	Closed	
8	Incomplete management / audit trail held by the Council's Pollution Control Team to confirm that Fixed Penalty Notices, issued to persons proven to have illegally dumped waste in the Borough, have been paid in full to the Council in a timely manner	Low Risk	30/05/25	Future Action	

North Warwickshire Borough Council – Internal Audit Progress Report

RECOMMENDATION TRACKING

Final Report Date	Audit Assignments with Open Recommendations	Assurance Rating	Recommendations Open			
			Action Due	Delayed Action Due	Delayed Future Action	Future Action
19/08/2024	Income Collection – Leisure Centres	Limited	17			
02/07/2024	Key Financial Controls	Reasonable	3			1
28/06/2024	IT Health Check	Reasonable	1	1		2
25/08/2023	Electoral Registration & Elections	Substantial			1	
Sept 2023	Civil Parking Enforcement (Off-Street Parking)	Substantial		1		
Sept 2023	Commercial Properties & Industrial Units	Reasonable		4	1	
26/01/2024	Health & Safety - Waste & Transport Audit	No			1	
25/10/2024	Corporate Governance	Limited	1			14
23/10/2024	Business Continuity & Disaster Recovery	Limited				9
13/01/2025	Fly-Tipping	Reasonable				7
		TOTALS	22	6	3	33

Action Due = The agreed actions are due, but Internal Audit has been unable to ascertain any progress information from the responsible officer.

Delayed Action Due = The original action date has now passed and Internal Audit has obtained status update comments from the responsible officer and a revised action date. This revised action date has now passed, but Internal Audit has been unable to ascertain any progress information from the responsible officer.

Delayed Future Action = The original action date has now passed and Internal Audit has obtained status update comments from the responsible officer and a revised action date which is in the future.

Future Action = The agreed actions are not yet due, so Internal Audit has not followed the matter up.

Audit Assignments with Recommendations Due	Action Due				Delayed Action Due				Delayed Future Action			
	Critical Risk	Significant Risk	Moderate Risk	Low Risk	Critical Risk	Significant Risk	Moderate Risk	Low Risk	Critical Risk	Significant Risk	Moderate Risk	Low Risk
Key Financials Controls		1		2								
Electoral Registration & Elections											1	
Civil Parking Enforcement (Off-Street Parking)							1					
Commercial Properties & Industrial Units							3	1			1	
Health & Safety - Waste & Transport Audit											1	
Income Collection – Leisure Centres			6	11								

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IT Health Check				1			1				
Corporate Governance				1							
TOTALS		1	6	15			5	1			3

HIGHLIGHTED RECOMMENDATIONS

Critical, Significant or Moderate Risk Recommendations Passed Their Original Action Date

The following moderate risk rated recommendations, that have passed their original action date and not yet been implemented, are detailed for the Board's scrutiny.

Job Name	Key Financial Controls	Original Action Date	30/11/2024
Risk Rating	Significant Risk	Revised Action Date	
Recommendation Number	1	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Reconciliations had not been completed for Council Tax and NDR and the Finance Team did not have a central list or control log of the Council's Balance Sheet control accounts which should be subject to regular reconciliation.	<p>We recommend that reconciliations between the Council's revenue system for Council Tax and NDR and the general ledger are carried out as a priority and continue to be subject to regular reconciliation going forward.</p> <p>To ensure these and other key accounts are subject to regular reconciliation, we recommend the Finance Team consider establishing a Reconciliation Control Log that lists all the Council's Balance Sheet control accounts. The control log should identify the frequency with which the reconciliation should be completed, those officers responsible for each reconciliations completion and review and should allow the dates to be recorded when these stages of the process have been completed along with any variance that may be highlighted, each month or quarter. A Senior Officer should be allocated the responsibility of overseeing the process to ensure that all reconciliations were completed and duly authorised and to activate the escalation process in the event of any unexplained or persistent non-completion.</p>	<p>Agreed (reconciliation of Civica to the Collection fund bank account).</p> <p>This will be done daily from 1st April 2024. The next step is: Phase 2 which would be bank to the general ledger (this will be complete when Unit 4 is linked with Civica which is part of the Unit 4 phase 2 plan. The Financial Services Manager will be responsible for delivery of this and we have estimated this being November 2024</p>	Awaiting update from Management.

North Warwickshire Borough Council – Internal Audit Progress Report

Job Name	Electoral Registration & Elections	Original Action Date	31/10/2023
Risk Rating	Moderate Risk	Revised Action Date	30/06/2025
Recommendation Number	1	Recommendation Status	Delayed Future Action
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Lack of supporting documentation to evidence the Council's consideration, on a case-by-case basis, to requests for disclosure of personal / sensitive electoral registration data from third-party organisations such as the Police, HMRC or other local authorities that have a crime prevention, law enforcement or tax collection function, under the DPA 2018, exemptions, (such as a Schedule 2: Part 1, Section 2 request for the disclosure of personal information).	<p>That consideration be given to whether, under the Data Protection Act [DPA] 2018, there is a need to implement a 'formal request form' for all 'third-party organisations seeking disclosure of personal information held by Democratic Services; (and other Council departments) to complete, for example, from the Police, HMRC or other local authorities that have a crime prevention, law enforcement or tax collection function, under the DPA 2018, exemptions, (such as a Schedule 2: Part 1, Section 2 request for the disclosure of personal information).</p> <p>It is understood the decision to disclose personal / sensitive data (including any personal / sensitive electoral registration data) should be considered on a case-by-case basis.</p> <p>Appendix A shows a 'DPA 2018 Schedule 2 Request Form', template adopted by North Lincolnshire Council, to consider as an example of best practice</p>	The Head of Elections has agreed to consider adopting the Data Protection Act 2018 Schedule 2 Request Form', template used by North Lincolnshire Council.	<p>This action has not been completed to date. A number of other priorities have taken precedence in the last few months, including Police & Crime Commissioner Elections in May 2024, the snap Parliamentary Election in July 2024, Parish by-elections and Neighbourhood Planning referendum work.</p> <p>The Head of Elections has met with the Council's Head of Legal Services in her role as Data Protection Officer to discuss this and wider DP/electoral registration issues and failing this being implemented, he has asked the Team to forward any DPA requests to be sent to him, so he can have sight of any requests in the interim.</p> <p>Given that the risk relating to the outstanding agreed action is essentially a Data Protection issue, it will be picked up with the new Head of Legal Services as part of the planned 2024/25 Data Protection Audit.</p>

North Warwickshire Borough Council – Internal Audit Progress Report

Job Name	Civil Parking Enforcement (Off-Street Parking)	Original Action Date	30/11/2023
Risk Rating	Moderate Risk	Revised Action Date	30/09/2024
Recommendation Number	1	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
The Council could be left exposed to the potential loss of its external civil parking enforcement officer service and thereby being unable to effectively patrol its off-street parking facilities in the Borough. This could, in turn, result in the Council's inability to issue Penalty Charge Notices for the contravention of parking enforcement restrictions at off-street parking facilities to offending vehicles and thereby result in loss of income from Penalty Charge Notice fines.	To safeguard service provision and formalise relevant terms and conditions, consideration be given to agreeing and putting in place a formal contract / Service Level Agreement with Euro Car Parks Ltd, as soon as is practicable, which includes the following detail: a) the contract start, review and end dates of the contract / SLA; b) the standard weekly working hours of the Civil Enforcement Officer [CEO]; c) the main duties the Council can expect to be covered by the CEO; and d) who at the Council, the CEO will report to.	As per recommendation.	This has not been implemented due to the Head of Legal Services leaving his employment in January 2024, and two replacement Interim Head of Legal Services leaving their post in April and June 2024, respectively. A new permanent Head of Legal Services has been appointed and tasked with implementing the agreed action. We are waiting for a new revised action date to be supplied.

Job Name	Commercial Properties & Industrial Units	Original Action Date	31/03/2024
Risk Rating	Moderate Risk	Revised Action Date	31/12/2024
Recommendation Number	1	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
The Council lacks a formal documented Corporate Asset Management Plan / Strategy to provide a corporate integrated framework and strategic governance regime to monitor how the Council's CP portfolio is performing and identify where improvements can be made in the most economic, effective, and efficient manner to achieve value for money within the constraints of manpower resources and budget	That consideration be given to compiling a formal documented Corporate Asset Management Plan / Strategy [CAMPS], incorporating the suggested parameters / control measures highlighted in s2.2 of the main body audit report , (with particular emphasis to a 'Property Investment Strategy' which is balanced, realistic and affordable), to provide a corporate integrated framework and strategic governance regime to monitor how the Council's CP portfolio is performing and identify where improvements can be made in the most economic, effective and efficient manner to achieve value for money within the constraints of manpower resources and budget, in an economic climate of increasing borrowing costs	Agreed – as per the audit recommendation - To be the key focus of a newly formed Corporate Asset Management Group [CAMG] to be chaired by the – Interim Corporate Director (Streetscape as the Corporate Property Officer), - membership to comprise key relevant officers across Council functions. The terms of reference for this CAMG are being drafted. The Group will compile a CAMPs for NWBC based on best practice determined from considering the CAMPs of other local authorities to incorporate best practice.	To create a Corporate Asset Management Plan for the Council's commercial property portfolio, including leisure properties, to incorporate: <ul style="list-style-type: none"> • A centralised spreadsheet of all the main lease terms for each property • To scan all property legal documents (including leases) and to store them electronically with suitably restricted access and back-up arrangements and

North Warwickshire Borough Council – Internal Audit Progress Report

			<p>consider linking these to the GIS system.</p> <ul style="list-style-type: none"> • Creation of Property Management Plans for each commercial property • Cross check tenancy details information (including annual rents due £) with Legal, Facilities Management and Financial Services. <p>Work-In-Progress - To Re-assess progress as of 31st December 2024.</p> <p>Awaiting outcome of the re-assessment.</p>
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Job Name	Commercial Properties & Industrial Units	Original Action Date	31/03/2024
Risk Rating	Moderate Risk	Revised Action Date	31/03/2025
Recommendation Number	2	Recommendation Status	Delayed Future Action
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Lack of up-to-date Property Management Plans for each commercial property. Therefore, the Council lacks key up to date information about each building, such as: age, location, condition of building and roof structure, assessment of their useful economic lifespans, safety risk assessment, energy efficiency, environmental performance, Equality Act compliance and net controllable expenditure.	That consideration be given to reviewing the 'Property Management Plans' for each of the Council General fund building assets to provide up to date management information about each building, such as: age, location, condition of building and roof structure, assessment of their useful economic lifespans, safety risk assessment, energy efficiency, environmental performance, Equality Act compliance and net controllable expenditure.	Agreed – as per the audit recommendation – to update 'Property Management Plans' for the General Fund commercial property portfolio – comprising mainly industrial units.	Ideally to create a Property Management Plan [PMP] for each commercial property - by prioritising each property in the worse condition and working towards the properties in better condition systematically, that can be kept up to date by the Facilities Management team working in conjunction with the Property and Legal teams, as required. - Each PMP will be stored centrally and be updated by our FM team. Work-In-Progress - To Re-assess progress as of 31st March 2025

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Job Name	Commercial Properties & Industrial Units	Original Action Date	31/03/2024
Risk Rating	Moderate Risk	Revised Action Date	31/12/2024
Recommendation Number	6	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
<p>In recent years only very limited cyclical stock condition surveys to assess the physical condition of the external building structure and fabric / roofs of its General Fund CP portfolio have been undertaken. Thus, oversight to help determine the useful economic lifespan and planned preventative maintenance of the majority of the Council's CP portfolio is essentially lacking. This is primarily put down to disruption from the Covid-19 pandemic over recent years, as well as capacity issues as to who is ultimately responsible for this activity and how it is resourced</p>	<p>That ideally, consideration be given undertaking cyclical stock condition surveys of the Council's General Fund and HRA commercial property [CP] assets, ensuring that responsibility for this is clearly defined and that this important role is adequately resourced.</p> <p>Findings from cyclical stock condition surveys should be used to determine priorities for:</p> <ul style="list-style-type: none"> bidding for capital funding from the Capital Programme for essential planned preventative maintenance and repairs to the Council's commercial properties portfolio assessing the useful economic lifespans of the CP buildings informing the Council's overall Property Investment Strategy (as is referred to in s2.2 of the main body audit report above, (as part of an overall Corporate Asset Management Plan / Strategy). 	<p>Agreed – as per the audit recommendation - Cyclical Stock condition surveys of the General Fund commercial properties to be undertaken as part of a rolling programme, to give priority to the higher value properties first and then cascade down to the lower value properties. The surveys will be used to inform the Council's Capital Programme and Property Investment Strategy.</p> <p>The Director of Housing has agreed to stock condition surveys to be undertaken in 2023 for the HRA shops.</p>	<p>Cyclical Stock condition surveys of the General Fund commercial properties - "a more detailed understanding of a properties repair condition is required, to inform the decision on how to proceed. In this instance, it may be necessary to instruct a condition survey of a property:</p> <ul style="list-style-type: none"> It is proposed that for each property that the Council has repair concerns about, it be, in the first instance, inspected by our Facilities Management team to identify areas of concern. If it is clear, a letter identifying the works required to remedy the repairing breach be sent to the tenant. Then to be followed up by actions required to see the breach remedied. If, however, after initial inspection, condition surveys are required to inform the remedial action, it will be ordered. The intention is to systematically work through the commercial property portfolio, prioritising the worse cases and working towards the better cases last until all properties have been assessed." <p>Work-In-Progress - To Re-assess progress as of 31st December 2024.</p> <p>Awaiting outcome of the re-assessment.</p>

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Job Name	Commercial Properties & Industrial Units	Original Action Date	31/03/2024
Risk Rating	Moderate Risk	Revised Action Date	31/12/2024
Recommendation Number	7	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
<p>Potential for uncertainty and confusion as to legal responsibilities for important aspects of Health & Safety at the Council's leasehold commercial property buildings i.e., which aspects rest with the Council as the landlord, and which aspects rests with the leaseholder (tenant).</p>	<p>That consideration be given to discussion between the Facilities Manager, Head of Legal Services and the Council's Management Team with regards to determining legal responsibilities for important aspects of Health & Safety at the Council's leasehold commercial property buildings and for communicating to all leaseholders / tenants, those aspects which the Council (as the landlord and knowledgeable owner') is legally responsible for and those which the leaseholders / tenants of the CPs are responsible for themselves.</p> <p>Also refer to s2.8 of the main body audit report.</p>	<p>Agreed – First stage is for the Corporate Asset Management Group to review the lease templates to ensure that going forward they are 'fit for purpose' for all lease renewals and new leases.</p> <p>Furthermore, consideration will be given to providing written clarity to current leaseholders with regards to responsibility for health & safety matters, i.e. which aspects the Council (as the landlord) is responsible for and which aspects the leaseholders are responsible for themselves.</p>	<p>Legal responsibilities for important aspects of Health & Safety at the Council's leasehold commercial property buildings</p> <ul style="list-style-type: none"> - "Initial considerations suggest that the Council is mainly acting in line with their statutory obligations in this regard. - However, this information is not currently summarised centrally, nor stored centrally. Our intention is to summarise and store centrally this information. <p>Work-In-Progress- To Re-assess progress as of 31st December 2024.</p> <p>Awaiting outcome of the re-assessment.</p>

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Job Name	Health & Safety - Waste & Transport Audit	Original Action Date	30/06/2024
Risk Rating	Moderate Risk	Revised Action Date	31/03/2026
Recommendation Number	8	Recommendation Status	Delayed Future Action
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
<p>The Assistant Manager – Transport currently uses a yearly paper wallchart, held in the Council's Vehicle Workshop (Garage) to keep a schedule of six weekly periodic planned safety inspection for the Waste Services HGV / LGV vehicles. This is not a secure method of storing information as there is a risk that the paper wall-planner could be easily damaged/destroyed, and all the information lost.</p>	<p>To consider introducing an electronic spreadsheet to record the schedule for planned preventative maintenance / periodic safety inspections of the Council's Waste Services - HGVs / LGVs and other fleet vehicles to complement or replace the manual wall-planner currently used by the Assistant Manager Transport in the Vehicle Workshop. The spreadsheet could then be saved either onto TRIM, or other 'electronic document storage and retrieval system', introduced through the assistance of the [Head of Corporate Services. In this way, it will be possible to maintain a permanent management / audit trail of scheduled planned periodic safety inspections of the Waste Services vehicles, including a field on the spreadsheet to record:</p> <ul style="list-style-type: none"> the date each vehicle has been safety inspected / serviced, notes of any Vehicle Workshop observations about any vehicle / safety-critical equipment faults identified and remedial action taken to resolve these. <p>This should serve to electronically preserve the vehicle maintenance record-keeping of Waste Services vehicles, necessary to ensure compliance with Operator 'O' Licence requirements and also DVSA requirements.</p> <p>Ideally, the 'electronic document storage and retrieval system' should also be linked to the Council's routine systems back-up arrangements / servers to help protect against human error, hardware failure, virus attacks and power failure and to preserve the permanent management / audit trail of such records. (The advice of the Head of Corporate Services should be sought in this regard).</p>	<p>As per the audit recommendation.</p> <p>The new Interim Head of Streetscape will aim to replace the manual wall-planner currently used by the Assistant Manager Transport in the Vehicle Workshop with an electronic spreadsheet, if it transpires that introducing a 'Transport Compliance – Vehicle Management System' is not feasible.</p> <p>The advice of the Head of Corporate Services as to adequate back-up arrangements for any electronic system / solution introduced will be sought as part of any implementation.</p>	<p>There was insufficient resources available to scan fleet vehicle maintenance documents. So, a request was put forward as part of the Streetscape Services Plan 2024/25 for a new Transport System' with an incorporated fleet vehicle 'maintenance module'. Implementation was subject to funding for a new Transport system being made available.</p> <p>UPDATE AS AT 9/01/25: The Interim Head of Streetscape [IHofS] has informed Internal Audit that the timeframe for a 'new Transport System' with an incorporated vehicle maintenance module, has had to be pushed back to 2025/26, as part of Streetscape Service Plan for 2025/26, working in conjunction with the Council's Transformation Team. Thus, any introduction of a new Transport system is likely to be implemented towards the end of 2025/26. In the meantime, the IHofS provided verbal assurances that he has implemented a compensatory control with the Vehicle Workshop, so that there is an 'electronic' management/audit trail of vehicle servicing /inspections.</p>

North Warwickshire Borough Council – Internal Audit Progress Report

Job Name	Income Collection – Leisure Centres	Original Action Date	30/09/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	1	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
There was a lack of separation of duties with only one officer undertaking the cash handling duties of counting and storing the cash at Atherstone Leisure Centre.	We recommend that at Atherstone Leisure Centre, two officers are involved in the cash handling duties, with one officer undertaking the cash count and another officer checking the count to the till readings. This should be recorded with both officers signing to indicate they were involved in the process and to confirm that the totals are correct.	<p>This should already be in place. It is agreed to</p> <ul style="list-style-type: none"> Review and re-roll out and train this process with Duty Officers and Front of House Staff. Be able to show evidence of staff sign off and understanding. Review to give assurance this is covered upon induction. Add this roll out / spot audit to a bi-annual schedule 	Awaiting update from Management.

Job Name	Income Collection – Leisure Centres	Original Action Date	30/11/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	3	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
The number of safe keys and the location of safe keys with some left overnight at the Atherstone Leisure Centre was not declared to the Council's Insurer, and there were no policies detailing the security of safe keys or record of total number of keys.	We recommend that a record of the total number of keys issued to the Atherstone Leisure Centre staff is developed and maintained so an overview of all safe keys was available. Procedures should also be developed regarding the security and number of safe keys that should be issued at any one time. Lastly this should be declared to the Insurer to ensure the Council is still covered in the event of theft.	<p>We agree to:</p> <ul style="list-style-type: none"> Review the process to have x2 safe keys. One key on site, with a sign in, hand over, and out, using a lock box on site. The other key kept in the Council House safe. For the change in pass code for the lock box to be updated to an agreed schedule. To update within procedures before rolling out. 	Awaiting update from Management.

Job Name	Income Collection – Leisure Centres	Original Action Date	30/09/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	6	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Regular reports were not obtained or examined regarding paid and unpaid invoices for Atherstone Leisure Centre.	We recommend that reports are sent by the Finance team to the staff at Atherstone Leisure Centre on a regular basis. The report should then be examined and used to confirm invoices have been paid before activities are undertaken and unpaid invoices are chased in a timely manner.	Due to a change in systems (Total Leisure to Unit 4), a new procedure will need to be agreed and implemented between Leisure and Finance to account for this action.	Awaiting update from Management.

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Job Name	Income Collection – Leisure Centres	Original Action Date	30/09/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	9	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Cash takings, and their verification against actual takings, were confirmed using initials on a spreadsheet, as opposed to a signature at Coleshill Leisure Centre.	We recommend that the Daily Returns Sheet is either printed and signed by officers after being completed, or a process for digitally signing the document is introduced at Coleshill Leisure Centre.	Electronic signatures are used however we will introduce both a Duty Officer and the Receptionist physical signature to be packing sheet confirming the amount of cash reconciled per day.	Awaiting update from Management.

Job Name	Income Collection – Leisure Centres	Original Action Date	30/11/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	12	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
The status of invoices had to be manually checked with Finance and services were occasionally provided without evidence of the associated invoice being paid at Coleshill Leisure Centre.	We recommend that the status of paid invoices is provided to Coleshill Leisure Centre by finance as and when they are updated. Services should not be provided without the associated invoice first being paid.	Due to a change in systems (Total Leisure to Unit 4), a new procedure will need to be agreed and implemented between Leisure and Finance to account for this action.	Awaiting update from Management.

Job Name	Income Collection – Leisure Centres	Original Action Date	30/11/2024
Risk Rating	Moderate Risk	Revised Action Date	
Recommendation Number	16	Recommendation Status	Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Polesworth Leisure Centre - There was no formal procedure or process guide for processing invoices. Also, it was apparent that process for raising invoices was undertaken by a single officer, representing a single point of failure risk.	We recommend procedure or process guide for processing invoices is created with a version control table detailing officer responsibility and frequency of review. We also recommend that additional officers are trained on how to process invoices.	Due to a change in systems (Total Leisure to Unit 4), a new procedure will need to be agreed and implemented between Leisure and Finance to account for this action. Raising of invoices could include a 2-point check system within workflow. To be explored and implemented if possible.	Awaiting update from Management.

North Warwickshire Borough Council – Internal Audit Progress Report

Job Name	IT Health Check	Original Action Date	31/08/2024
Risk Rating	Moderate Risk	Revised Action Date	30/09/2024
Recommendation Number	4	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Employees were inappropriately saving highly personal and sensitive data files on the all-user accessible G:\Shared_Files directory, exposing the Council to serious data breaches. Other confidential data was also vulnerable to all user access on other G:\ drive directories, including the G:\ContactCentre folder.	We recommend that management works with the data owners to identify a more suitable confidential location for the files and reminds departments of their responsibilities to protect sensitive information properly.	G:\Shared_Files directory will be removed from users. This will be a secured area to IT only so documents won't be deleted initially. An email to all staff advising on 'how to share documents' using OneDrive will be sent.	Awaiting update from Management.

Low Risk Recommendations Over 6 Months Passed Their Original Action Date

There are currently 16 low risk recommendations that are overdue for implementation. At the time of writing this report, only one recommendation/action was more than 6 months passed its original action date. This is the low risk recommendation made as part of the Commercial Properties and Industrial Units audit that was due to be implemented by 31st March 2024, but was subsequently given a revised date of 31st December 2024. This has now passed. The details are provided below:

Job Name	Commercial Properties & Industrial Units	Original Action Date	31/03/2024
Risk Rating	Low Risk	Revised Action Date	31/12/2024
Recommendation Number	3	Recommendation Status	Delayed Action Due
Summary of Weakness	Recommendation	Management Response/Action Details	Status Update Comments
Lack of proper reconciliation of commercial property tenancy details and annual rents (£) between Legal Services, Financial Services and Facilities Management leading to concern over the completeness and accuracy of billing leaseholders for annual rent.	To strengthen control, consideration be given to: <ul style="list-style-type: none"> once this spreadsheet is placed on TRIM, for sharing with Financial Services, it be kept up to date by the Principal Legal Assistant to reflect any changes to leases, turnover of tenancy of the CPs and any uplifts / changes to their annual rents (£) values on a at least an annual basis, the Legal Services spreadsheet being reconciled by Financial Services to their General Fund Commercial Premises Income Spreadsheet (TRIM Record 2022/FS/026998) and HRA Shop Rentals Actuals' 	Agreed, as per the audit recommendation – Interim Corporate Director (Streetscape) to discuss with the Head of Legal Services and the Financial Services Manager.	The Principal Legal Assistant and Facilities Management are creating a centralised spreadsheet to capture details of all Council's commercial leases, the tenants occupying each of the Council's CPs and their applicable annual rent (£). The intention is that this spreadsheet will be locked by IT, so that only the PLA can amend it.

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	<p>Spreadsheet TRIM Record 2022/FS/027588), to ensure the completeness and accuracy for billing tenants of CPs for annual rents and any other applicable charges.</p>		<ul style="list-style-type: none">- The spreadsheet will then be saved on Content Manager (TRIM) by the PLA.- The PLA will be responsible for updating the spreadsheet thereafter.- Any material changes to the commercial portfolio (rent/lease renewal/new tenant etc) will be circulated by Legal Services to relevant Council officers for information, to include the Commercial Director, Interim Property Officer, Finance, Facilities Management, Ratings etc. <p>This is still very much a Work-In-Progress and will need to be re-assessed by 31st December 2024.</p> <p>Awaiting outcome of the re-assessment.</p>
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Agenda Item No 7

Resources Board

27 January 2025

**Report of the Interim Corporate Director
Resources (Section 151 Officer)**

**General Fund and Housing
Revenue Account Capital
Programmes 2025/26 to 2027/28**

1 Summary

- 1.1 This report identifies proposals for Resources Board capital schemes to be included within the Council's General Fund Capital programme over the next three years. Along with the Housing Revenue Account (HRA) capital programme for the same period.

Recommendations to the Board

- a That the Board approves the schemes detailed in Appendix A as the Resources Board Services Three-year General Fund capital programme.**
- b To approve the HRA Capital Programme as detailed in Appendix B for the period 2025/26 to 2027/28.**

2 Introduction

- 2.1 The Capital programmes presented in **Appendix A and B** are mainly existing schemes carried forward where they will not be delivered in the current year, as well as the regular ongoing schemes. The Council has a shortfall of capital resources when compared against potential capital schemes, as a result borrowing will be required to ensure the schemes can be funded. The Resources Board bids make up part of the overall General Fund capital programme.

To minimise borrowing only essential new schemes have been included in the three-year capital programme for 2025/26 to 2027/28. Borrowing has revenue implications for the cost of borrowing in terms of interest and repayment of the loan that will need to be factored into the revenue budget. The funding of the capital programme will be presented as part of the full programme in the Executive Board report in February.

3 General Fund Schemes Included in the Capital Programme

- 3.1 Provision for Car parking in Coleshill (1m) and the structural maintenance programme for car parks has been moved into 2025/26.

3.2 The fire door replacement programme in council buildings is entering its third year, with a view that all doors will be up to date and compliant by the end of 2025/26.

3.3 Within Information Services, the General budgets for the concurrent replacements of PC's and software used to deliver council services and the Upkeep and upgrades for the payment management system has been continued along with the mobile devices budget which is double in election years so that new members can be provided with equipment. Allocations for the replacement Scanner/Plotter has been included in 2027/28. Whilst work on the telephone system has been moved forward into 2025/26.

3.4 A summary of these schemes can be found in **Appendix A**.

4 **HRA Schemes Included in the Capital Programme**

4.1 The HRA Capital Programme continues to be under pressure with the costs for all contracts generally increasing by 15 to 20 percent. The council needs to meet regulatory requirements for Electric, Gas, and safety.

4.2 All years of the HRA capital programme see a consistent budget as the schemes are necessary to be included year after year in order to meet the necessary regulatory requirements as well as to provide a consistent service to our constituents.

4.3 There is a view to deliver 2 Kitchens per week in 2025/26, rewire 70 properties, and oversee the continued replacement of fire doors and windows.

4.4 There is provision of £1,358,530 in year 1, £1,385,700 in year 2, and £1,413,410 in year 3 for the purchase and/or construction of new build properties for council housing.

4.5 There are 2 schemes included within the programme that are only included for 2025/26. £750,000 for Insulation, which is match funding for ECO4 external wall and loft insulation for 100 properties which has been moved back from 2024/25. £150,000 is also included for the demolition of some of the council owned garage blocks where it is needed.

4.6 A new fleet of 15 Electric Vehicles for the HRA will be ordered in 2027/28 as part of the ongoing vehicle replacement programme. They should have useful life's of 7 years.

4.7 A summary of these schemes can be found in **Appendix B**.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 In terms of the overall General Fund capital programme, the bids for schemes included in **Appendix A** of this report will be collated into an overall programme which will be submitted to the Executive Board for final approval in February.

5.1.2 The programme will need to be funded and this could include borrowing, this will be presented in the report to the Executive Board in February.

5.2 Environment and Sustainability Implications

5.2.1 Capital investment is required if the Council is to maintain and enhance both its assets and the quality and consistency of its services to the community.

5.3 Risk Management Implications

5.3.1 The risks associated with the failure to undertake the proposed schemes are considered in assessing whether the schemes are essential or non-essential.

5.4 Equality Implications

5.4.1 Public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Under the general duties public authorities, in the exercise of their functions, must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations within the protected characteristics. In the case of the capital programme the Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the Equality Act. Failure to do so 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.

5.5 Legal Implications

5.5.1 The Council is under a statutory duty to obtain 'best value' under s 3(1) of the Local Government Act 1999 in making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

5.6 Links to Council's Priorities

5.6.1 The capital projects proposed for inclusion will contribute to providing easier access to Council services, particularly through the internet and improvements to our assets.

The Contact Officer for this report is Nicolas Harris (719320).

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

Draft Capital Programme - Resources Board

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2025/26	2026/27	2027/28	3 Year Programme
Decent Homes Grants and Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	20,000	20,000	20,000	60,000
Computer hardware and software, purchase and replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft Software licenses.	35,000	35,000	35,000	105,000
Replacement of Scanner/Plotter	For the replacement of the Scanner/Plotter at the end of its 5 year useful life.	-	-	10,000	10,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Council's aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	60,000
Network Infrastructure	Replacement of the existing network infrastructure.	20,000	20,000	20,000	60,000
Telephone System	Replacement of the existing telephone system. With the possibility of moving to Teams Calling.	50,000	-	-	50,000
Server Virtualisation	Replacement of the existing virtual server.	50,000	-	-	50,000
Mobile Devices	Due to Covid the Council has greatly increased the use of mobile devices over and above the use of PC's and laptops. 100 devices will have to be replaced on a 4 year cycle. This will also be used to replace the Housing direct works equipment.	5,000	10,000	5,000	20,000
Uninterruptable Power Supply		-	-	10,000	10,000
Payment Management System	Potential Upgrades to the Payment management System	7,500	7,500	7,500	22,500
Refurbishment of Council Owned Buildings	To carry out necessary improvements to all council owned property.	-	-	50,000	50,000
Car Parking in Coleshill		1,000,000	-	-	1,000,000
Council Firedoors	The Replacement of Firedoors in council buildings.	175,400	-	-	175,400
Capital Salaries - Management	General Fund staffing.	17,600	18,090	18,590	54,280
TOTAL		1,400,500	130,590	196,090	1,727,180

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2025/26	2026/27	2027/28	3 Year Programme
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	346,000	352,920	359,980	1,058,900
Windows	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	300,000	306,000	312,120	918,120
Fire Doors	A programme of inspection and replacement to ensure fire doors are effective	600,000	612,000	624,240	1,836,240
Kitchens & Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	650,000	663,000	676,260	1,989,260
Insulation	External Wall Insulation and Loft Insulation programmes to ensure properties meet the necessary levels for energy usage.	750,000	-	-	750,000
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	600,000	612,000	624,240	1,836,240
Heating	To replace heating systems which are at the end of their component life time, can't be repaired or to provide for controllable systems to meet the Decent Homes Standard.	515,000	525,300	535,810	1,576,110
Electrics	A scheduled programme to replace consumer units and to bring wiring in Council properties up to date.	500,000	510,000	520,200	1,530,200
Flats Remedial works	In 2019 we started a rolling priority programme of remedial works to blocks of flats. The works will deal with blocks of flats that require extensive structural repairs.	600,000	612,000	624,240	1,836,240
Garages	The Demolition of Council owned garages.	150,000	-	-	150,000
Multi Trade	To cover a range of capital works including remedial work following fire risk assessments and schemes for garages and sheltered scheme communal rooms as well as external works and structural works.	410,500	418,710	427,080	1,256,290
New Build		1,358,530	1,385,700	1,413,410	4,157,640
Staffing		358,570	368,890	379,510	1,106,970
Housing Vehicles	Replacement as per the vehicle replacement schedule.	-	-	477,000	477,000
TOTAL		7,138,600	6,366,520	6,974,090	20,479,210

**Report of the Interim Corporate
Director Resources (Section 151 Officer)**

**Housing Revenue Account-
2024/25 Forecast and 2025/26
Estimates, 30 Year Business, Rent
Review and Fees and Charges**

1 Summary

- 1.1 This report covers the forecast budget for 2024/25 and an estimated budget for 2025/26, together with the 30 years business plan detailed in Appendix G.
- 1.2 This report also details the recommended rent increase of 2.7% in line with the Governments social rent policy and increases for service charges and fees and charges all from 1 April 2025.

Recommendations to the Board

- a To approve the revised forecast for 2024/25;**
- b To approve the 2025/26 estimates for revenue as presented in this report, with detailed figures in Appendix A;**
- c To approve the 30 year business plan detailed in Appendix G;**
- d To approve increasing rent by 2.7% in 2025/26 in line with the social rent policy set by the government;**
- e To approve the proposed fees and charges for 2025/26 as set out in Appendix C;**
- f To approve the service charges for cleaning, as detailed in Appendix D, from April 2025; and**
- g To approve the service charges for window cleaning, as detailed in Appendix E, from April 2025.**

2 Introduction

- 2.1 In consultation with the budget officers and Director of Housing this report presents the Housing Revenue Account (HRA) estimates for 2025/26 along with the revised forecast for 2024/25, the detailed figures are in **Appendix A**. This report also includes the 30-year business plan in **Appendix G**. The detailed HRA capital budgets are contained within the capital report elsewhere on this agenda.

3 Comments on the 2024/25 Revised Forecast

3.1 The revised budget for 2024/25 as detailed in **Appendix A** shows an expected Surplus of £33,960 which is £342,930 lower than the approved budget surplus of £376,890. The main variations are.

3.2 Repairs Fund

3.2.1 The contribution to the Repairs Fund has increased by £487,490 to cover the ongoing increases in costs of labour and materials associated with the building trade which is continuing to add pressure to the repairs budget. The change ensures that the team can continue to meet compliance duties and provide a timely repairs service. This level of expenditure needs to be addressed as its not sustainable long term.

3.3 Management Services

3.3.1 The costs within general Management Services have increased by £38,280 due to a number of cost pressures. There has been an increase in the Council Tax due on void properties and increases in the maintenance costs of IT systems.

3.3.2 The new build properties budget has increased due to back dated electricity invoices relating to the new build scheme completed in 2021 at Hatter Close Warton, as we are liable for street lighting utility costs. This increase is a one off as it relates to a 3-year period.

3.4 Revenue Funding of Capital Expenditure

3.4.1 Additional revenue funding of £636,020 is required to support the capital programme for the HRA, as some large projects are needed on blocks of flats and all costs are being inflated due to the current economic climate.

3.4.2 The Revenue Account cannot afford to fund all capital expenditure, so additional borrowing of £1.0m above the original budget of £1.5m will be needed to enable the capital programme to be funded. The cost of borrowing will increase by £30,870 due to the interest charges on the assumed additional borrowing.

3.5 Gross Rents Provision for Bad Debts

3.5.1 A decrease in rental income of £11,840 has been applied due to a higher level of void properties.

3.6 Garage Rents

3.6.1 A decrease in rental income of £28,350 in part due to the condition of some of the garage sites. A review of garage sites has started and will continue through 2025 to address the issues.

3.7 Interest on Balances

3.7.1 The higher level of balances in conjunction with higher interest rates has increased investment income by £124,160 for the balances held by the HRA.

4 Rent Setting

4.1 The Welfare Reform and Work Act 2016 enables the Government to set rent policy. In October 2017 the Government announced a new long-term policy on social rents to allow authorities to increase rents by CPI + 1% for a period of at least 5 years. This policy came into effect on 1 April 2020. The policy has not been sustained and rents have both decreased and held. The policy is currently under review and out to consultation.

4.2 CPI at September 2024 was 1.7% (the appropriate month of the previous year, identified in the policy), which with the additional 1%, would equate to a rent increase from 1 April 2025 of 2.7%.

4.3 The effect on this authority's rent figures for 2025/26 is that the average rent increase will be £2.84 per week (2.7%), although individual rent changes will vary from increases of £2.30 to £5.22 per week.

4.4 The impact of the new rent policy had been built into the 30-year Business Plan detailed in **Appendix G**, but has been amended to reflect the revised position in 2025/26.

5 Comments on the 2025/26 Estimates

5.1 The Housing Revenue Account has been prepared, taking into account the following assumptions:

- A 3% pay award from 1 April 2025;
- Premise costs increasing by 2.5%;
- To adopt the government policy of a maximum 2.7% increase for all rents.

5.2 The estimated balance on the Housing Revenue account at 1 April 2025 is £1,348,941, which is higher than the £491,030 balance at the start of 2024/25. Looking in greater detail at the coming year, the budget for 2024/25 shows an expected surplus of £11,810.

5.3 Repairs Fund

5.3.1 The contribution to the Repairs Fund has increased by £126,260 which has been calculated with an inflationary increase of 3%, adjusted for the assumed sale of 10 council houses and an assumed 2 new build properties. In addition, there are increases in departmental and central support relating to pay awards, and some increased premises costs relating to the use of the depot.

5.4 Management Services

5.4.1 The increase of £62,990 relates largely to pay awards, increments and inflation.

5.5 Revenue Funding of Capital Expenditure

5.5.1 Direct revenue funding of capital has increased by £1,060,680 reflecting the needs of the capital programme which can be found in more detail elsewhere on the agenda. There will be an increase in new borrowing taken out up to £3,450,000.

5.6 Interest on Balances

5.6.1 The interest earned has reduced by £83,760 due to the expected use of balances and reduction in interest rates available.

5.7 Gross Rents

5.7.1 There is an increase in council house rental income to reflect the rent increase of 2.7% £448,420. In addition there is an increase of £30,220 relating to the move of Void property rents to target rent when relet. This has been partially offset by the expected sale of 10 Council houses.

6 Housing Repairs Fund

6.1 The HRA makes an annual contribution to the Repairs Fund. Part of the contribution is set aside for the day-to-day maintenance, with the remainder used for planned maintenance work. The fund covers payments to both Housing Direct Works and outside contractors. (see **Appendix B**).

...

6.2 A balance is usually maintained on the Housing Repairs Fund, which is used to meet fluctuations in the timing of repair work.

7 Fees and Charges

7.1 There are no planned increases in the proposed fees and charges as use of facilities needs to be encouraged to try and increase income through usage. The detailed list of fees and charges is attached as **Appendix C** to the report.

...

8 Service Charges

8.1 There is a requirement for service charges to be paid by those tenants who actually receive specific services. NWBC makes specific charges for window cleaning and cleaning costs of communal areas in blocks of flats. The current and proposed charges are attached in **Appendices D and E**. There is a small increase of £0.22 per week proposed for the cleaning of communal areas, to reflect the increase in expenditure anticipated. There are no increases proposed in the Window Cleaning contract costs.

...

8.2 The above service charges and service charges incurred by the authority relating to grounds maintenance costs from external suppliers to some of our

later new build schemes at Polesworth, Grendon and Warton are planned to be reviewed during 2025/26.

- 8.3 The Council also makes a service charge to the lease holders of flats that have been sold under the Right to Buy legislation. This reflects the actual costs of management and maintenance.
- 8.4 A review of service charges will be undertaken during 2025/26 to ensure that all costs are covered for services that do not benefit all tenants.

9 Growth Items

- 9.1 There are no growth items as part of this report however the Board will recall from previous reports about the Maintenance Service that now the new structure is in place consideration will be given to the salaries paid to tradesman due to recruitment pressures and specifically for out of hours payments which have not been reviewed for several years. The review may conclude that additional funding is required and a bid for additional funding will need to be made at this stage.

10 Four Year HRA Forecast – 2025/26 to 2028/29

- 10.1 A detailed four year estimate has been developed, to cover the medium term position of the HRA. This is summarised in the table below, with some additional detail given in **Appendix G**.

	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Management and Maintenance	7,231	7,436	7,647	7,863
Interest on borrowing	1,795	1,884	1,947	2,020
Net Repayment of borrowing	(765)	135	135	(65)
Capital expend funded by revenue	6,738	5,965	6,095	6,504
Total Expenditure	14,999	15,420	15,824	16,322
Income	(14,848)	(15,296)	(15,729)	(16,200)
Interest on Balances	(163)	(140)	(142)	(146)
Total Income	(15,011)	(15,436)	(15,871)	(16,346)
(Surplus)/Deficit on the year	(12)	(16)	(47)	(24)
Balance at 31 March	(1,361)	(1,377)	(1,424)	(1,448)

- 10.2 The figures show an small increase in level of balances at the end of 2028/29, which feeds into the 30-year business plan detailed in section 13 of this report.

11. 30 Year HRA Business Plan

- 11.1 As management of the housing stock is a long-term requirement, a business plan has been put together for 30 years, although expenditure is difficult to predict so far in advance. This has been updated as part of the estimates process and the revised business plan is attached as **Appendix G**.

- 11.2 In updating the business plan, a number of assumptions have been made:
- New build budget will continue to be set each year of the plan;

- Management and maintenance costs increase with inflation through the plan
- The additional receipts that the Council is able to use for new build will continue;
- Right to Buy Sales will continue at 10 dwellings per year of the plan;
- Rents will continue to increase at an assumed 2% (CPI) + 1% in 2026/27 onwards.
- Total temporary borrowing of £41.050m between year 1 (2024/25) through to year 12 (2035/36) will be taken out, which can be repaid in years 13 (2036/37) to 29 (2052/53).

11.3 The expected position on the Housing Revenue Account at the end of the 30 years is a surplus of £10.337 million. This is after funding capital expenditure of £221.615 million, with £34.699 million of that funding set aside for new build schemes or other improvement schemes. Borrowing of £50.930 million will also have been repaid.

11.4 However the expected surplus is less than £10 million until the end of year 29.

12 Risks to the Business Plan

12.1 In addition to the new payments detailed above, the expected surplus on the Business Plan is dependent on adherence to the assumptions used in the forecast. Varying these would impact on the achievement of a surplus. The key risks to the budgetary position of the Housing Revenue Account include:

- The potential ongoing impact of sustaining rent income levels with the changes economic conditions;
- The requirement on the Council to meet statutory housing needs and support tenants to sustain their tenancies;
- A change in interest rates, as funds need to be borrowed externally:
- Any extension of the rent cap which reduces the rent levels assumed in the Business Plan, as this could impact significantly on the expected surpluses;
- Compliance duties and 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;
- The impact of the Social Housing (Regulation) Act 2023 which sets out the Government's intention to change and strengthen the regulatory framework in conjunction with enhancing the roles of the Regulator and Housing Ombudsman alongside the Building Safety Regulator.

12.2 A risk analysis of the likelihood and impact of the risks identified above are included in **Appendix H**.

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12.3 The aim is to maintain a minimum working balance in the region of £750,000. Future years marginally increases the balance held. The Council can continue with services at current levels over the next four years. The service will still need to demonstrate value for money and rent collection rates will

have to remain at the current level to remain sustainable.

13 Report Implications

13.1 Finance and Value for Money Implications

13.1.1 As above.

13.2 Environment and Sustainability Implications

13.2.1 Operating in line with the Business Plan will ensure the long-term sustainability of the Housing Revenue Account.

13.3 Equality Implications

13.3.1 The impact of cost-of-living crisis and Universal Credit on Council tenants and income collections has previously been reported to Resources Board. Work being undertaken will help to inform the Council's understanding of the impacts from the rent restructuring changes and the increases being applied. Monitoring of the impacts will be carried out as any changes are implemented.

13.4 Risk Management Implications

13.4.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

13.5 Legal Implications

13.5.1 The Council may not budget for a deficit in the housing revenue account.

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

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

HOUSING REVENUE ACCOUNT

Actual 2023/24 £	DESCRIPTION	APPROVED BUDGET 2024/25 £	REVISED BUDGET 2024/25 £	ORIGINAL BUDGET 2025/256 £
	EXPENDITURE			
32,960	Provision for Bad Debts (1%)	138,660	138,540	143,330
	Repairs Fund			
390,660	Departmental Support Services	421,100	421,100	433,730
222,770	Central Support Services	215,810	215,810	222,280
2,981,540	Contribution to Fund	3,084,500	3,571,990	3,679,150
	Management			
725,822	General Administration	780,380	780,860	793,450
354,673	Housing Registration & Lettings	322,140	322,540	332,110
463,095	Tenancy & Estates Management	449,740	459,640	472,820
474,276	Rent Collection & Arrears	500,860	528,360	541,820
57,442	Tenant Participation	51,790	51,790	53,030
19,915	New-build properties	21,070	30,650	24,530
434,332	Flats & Communal Centres	474,320	462,510	478,380
19,533	Laundries	23,840	24,400	26,990
22,143	Cesspools and Management of Shops	27,450	28,330	28,940
	Debt Management			
1,624,629	Interest on Loans (as per Business Plan) (External)	1,284,170	1,576,190	1,509,870
-	Interest on new Loans	296,080	380	137,520
-	Interest on Loans (as per Business Plan) (Internal)	166,380	200,930	148,050
2,350,000	Revenue set aside (as per Business Plan) (External)	2,350,000	2,350,000	2,450,000
-	Revenue set aside (as per Business Plan) (Repay Internal)	-	235,000	235,000
(6,600,000)	New External Borrowing	(1,500,000)	(2,500,000)	(3,450,000)
	Capital			
8,432,446	Revenue funding of capital spending on existing stock	3,709,270	4,345,290	5,379,330
-	Revenue funding of capital spending on existing stock - Additional spend	-	-	-
1,305,770	Revenue funding of capital spending on new build (2%)	1,331,890	1,331,890	1,358,530
13,312,006	Gross Expenditure	14,149,450	14,576,200	14,998,860
	INCOME			
75,816	Service Charges - Leaseholders	46,470	47,890	47,890
17,588	Service Charges - Window Cleaning	14,820	13,840	14,540
54,138	Service Charges - Cleaning & Caretaking	57,480	56,220	60,990
286,447	Garage Rents	315,650	287,300	287,300
105,737	Shop Rents	103,900	104,570	104,730
318,119	Interest on Balances	122,080	246,240	162,480
-	Pensions reserve	-	-	-
12,902,069	Gross Rents (less voids 1.3%)	13,865,940	13,854,100	14,332,740
13,759,914	Gross Income	14,526,340	14,610,160	15,010,670
(447,908)	(Surplus)/Deficit for Year	(376,890)	(33,960)	(11,810)
(867,073)	Revenue Fund balance at start of year	(491,030)	(1,314,981)	(1,348,941)
(1,314,981)	Revenue Fund balance at end of year	(867,920)	(1,348,941)	(1,360,751)
161	Average no. of properties (New)	164	183	185
2,412	Average no. of properties (other)	2,404	2,397	2,387

Original budget Surplus as agreed at the bosrd on 29th 2024
Supplementary Estimate for Insurancve |Premium increases

(399,380)
22,490

Adjusted total

(376,890)

Appendix B

HOUSING REPAIRS FUND

£

Balance at 1 April 2024	434,260
Contribution 2024/25	4,208,900
Expected Use of Fund - Housing Direct Works & Other Contractors	(3,571,990)
Expected Use of Fund - Departmental and Central Support	(636,910)
Balance at 1 April 2025	434,260
Contribution 2025/26	4,335,160
Expected Use of Fund - Housing Direct Works & Other Contractors	(3,679,150)
Expected Use of Fund - Departmental and Central Support	(656,010)
Balance at 1 April 2026	434,260

NORTH WARWICKSHIRE BOROUGH COUNCIL**HOUSING****FEEES AND CHARGES FROM 1 APRIL 2025**

	2024/25	2024/25		2025/26	2025/26	
	NET CHARGE	NET CHARGE	VAT RATING	NET CHARGE	NET CHARGE	VAT RATING
	£	£		£	£	
COMMUNAL CENTRES						
	Voluntary Groups	Private		Voluntary Groups	Private	
Communal Centres						
Use of lounge (per 2 hours)	5.00	10.00	Exempt	5.00	10.00	Exempt
Use of kitchen	1.00	2.00	"	1.00	2.00	"
Purpose Built Community Centres						
Use of lounge (per 2 hours)	7.50	15.00	Exempt	7.50	15.00	Exempt
Use of kitchen	1.50	3.00	"	1.50	3.00	"
Multi-Purpose Centres						
Use of lounge (per 2 hours)	10.00	20.00	Exempt	10.00	20.00	Exempt
Use of kitchen	2.00	4.00	"	2.00	4.00	"
	NET CHARGE	VAT RATING	TOTAL CHARGE	NET CHARGE	VAT RATING	TOTAL CHARGE
	£		20% VAT £	£		20% VAT £
GUEST BEDROOMS						
Per night	1.00	Exempt	1.00	1.00	Exempt	1.00
Per week	7.00	"	7.00	7.00	"	7.00
ALLOTMENT RENT						
Waverton Avenue, Warton	3.50	Exempt	3.50	3.50	Exempt	3.50
GARAGE PLOTS						
Bracebridge Road, Lister Road & St.George's Road, Atherstone						
NWBC council house tenants	26.00	Exempt	26.00	26.00	Exempt	26.00
Others	26.25	Incl. VAT at	31.50	26.25	Incl. VAT at	31.50
COUNCIL OWNED GARAGES						

Proposed Cleaning Service Charges per week**Appendix D**

Name of Scheme	Cost Per Property	Cost per week (48 wks)	Cost Per Property	Cost per week (48 wks)
	2024/25	2024/25	2025/26	2025/26
	£	£	£	£
Alder Court and Heather Atherstone	124.16	2.59	134.72	2.81
Alexandra Court, Atherstone	124.16	2.59	134.72	2.81
St Benedicts Close, Atherstone	124.16	2.59	134.72	2.81
Welcome Street, Atherstone	124.16	2.59	134.72	2.81
Arden Forest Estate, Ridge Lane	124.16	2.59	134.72	2.81
Church Road/Long Street,Dordon	124.16	2.59	134.72	2.81
Chancery Court, Chapel End	124.16	2.59	134.72	2.81
Gramer Court, Mancetter	124.16	2.59	134.72	2.81
Monument View/Sycamore Ave Polesworth	124.16	2.59	134.72	2.81
Abbey Green Court, Polesworth	124.16	2.59	134.72	2.81
Jubilee Court, Kingsbury	124.16	2.59	134.72	2.81
Drayton Court, Hartshill	124.16	2.59	134.72	2.81
Eastlang Road, Fillongley	124.16	2.59	134.72	2.81
Hudson/Wall Avenue, Coleshill	124.16	2.59	134.72	2.81
Digby Road & Clinton Road, Coleshill	124.16	2.59	134.72	2.81
George Road, Water Orton	124.16	2.59	134.72	2.81
Church Hill Coleshill	124.16	2.59	134.72	2.81

d Window Cleaning Charges per Fortnight from April 2024

Appendix E

Name of Scheme	Cost Per Property	Cost per Week (48)	Cost Per Property	Cost per Week (48)
	2024/25	2024/25	2025/26	2025/26
	£	£	£	£
Alder Court and Heather Atherstone	39.38	0.82	39.38	0.82
Alexandra Court, Atherstone	25.20	0.53	25.20	0.53
St Benedicts Close, Atherstone	30.45	0.63	30.45	0.63
Welcome Street, Atherstone	52.50	1.09	52.50	1.09
Arden Forest Estate, Ridge Lane	26.51	0.55	26.51	0.55
Church Road, Dordon	25.57	0.53	25.57	0.53
Long Street, Dordon	26.78	0.56	26.78	0.56
St Leonards Close, Dordon	27.05	0.56	27.05	0.56
Chancery Court, Chapel End	29.56	0.62	29.56	0.62
Gramer Court, Mancetter	26.37	0.55	26.37	0.55
Joseph Cadman Court	25.65	0.53	25.65	0.53
Monument View/Sycamore Ave Polesworth	27.05	0.56	27.05	0.56
Abbey Green Court, Polesworth	26.08	0.54	26.08	0.54
Jubilee Court, Kingsbury	26.35	0.55	26.35	0.55
Oldbury View, Hartshill	28.35	0.59	28.35	0.59
Drayton Court, Hartshill	25.95	0.54	25.95	0.54
Eastlang Road, Fillongley	26.37	0.55	26.37	0.55
Hudson/Wall Avenue, Coleshill	26.37	0.55	26.37	0.55
Stewart Court Arley	15.23	0.32	15.23	0.32
Digby Road, Coleshill	26.95	0.56	26.95	0.56
Clinton Road, Coleshill	28.70	0.60	28.70	0.60
Delves Crescent, Wood End	27.83	0.58	27.83	0.58
George Road, Water Orton	25.90	0.54	25.90	0.54
Church Hill Coleshill	26.33	0.55	26.33	0.55

HOUSING REVENUE ACCOUNT				
DESCRIPTION	ORIGINAL BUDGET 2025/26 £	ORIGINAL BUDGET 2026/27 £	ORIGINAL BUDGET 2027/28 £	ORIGINAL BUDGET 2028/29 £
EXPENDITURE				
Provision for Bad Debts (2%)	143,330	147,530	151,830	156,270
Repairs Fund				
Departmental Support Services	433,730	446,740	460,140	473,940
Central Support Services	222,280	228,950	235,820	242,890
Contribution to Fund	3,679,150	3,777,760	3,878,970	3,982,850
Management				
General Administration	793,450	817,250	841,750	867,000
Housing Register & Lettings	332,110	342,070	352,330	362,890
Tenancy & Estate Management	472,820	487,010	501,630	516,680
Rent Collection & Arrears	541,820	558,060	574,820	592,070
	-			
Tenant Participation	53,030	54,620	56,260	57,950
New-build properties	24,530	25,270	26,030	26,800
Flats & Communal Centres	478,380	492,740	507,520	522,750
Laundries	26,990	27,800	28,640	29,500
Cesspools and Management of Shops	28,940	29,810	30,700	31,610
Debt Management				
Interest on Loans (as per Business Plan) (External)	1,509,870	1,438,250	1,359,800	1,264,370
Interest on new Loans	137,520	326,470	474,500	649,860
Interest on Loans (as per Business Plan) (Internal)	148,050	119,850	112,800	105,750
Revenue set aside (as per Business Plan) (External)	2,450,000	2,600,000	3,100,000	2,900,000
Revenue set aside (as per Business Plan) (Repay Internal)	235,000	235,000	235,000	235,000
New External Borrowing	(3,450,000)	(2,700,000)	(3,200,000)	(3,200,000)
Capital				
Capital Spend (as per Business Plan)	5,379,330	4,579,550	4,681,890	5,062,050
Capital Spend (as per Business Plan) - Additional Spend	-	-	-	-
Capital Spend - New Build and Reserve	1,358,530	1,385,700	1,413,410	1,441,680
Gross Expenditure	14,998,860	15,420,430	15,823,840	16,321,910
INCOME				
Service Charges - Leaseholders	47,890	47,890	47,890	47,890
Service Charges - Window Cleaning	14,540	14,980	15,430	15,890
Service Charges - Cleaning & Caretaking	60,990	62,820	64,700	65,990
Garage Rents	287,300	312,960	312,960	338,620
Shop Rents	104,730	104,730	104,730	104,730
Interest on Balances	162,480	139,700	142,140	145,870
Gross Rents (less voids @ 1%)	14,332,740	14,753,220	15,183,260	15,627,250
Gross Income	15,010,670	15,436,300	15,871,110	16,346,240
(Surplus)/Deficit for Year	(11,810)	(15,870)	(47,270)	(24,330)
Revenue Fund balance at start of year	(1,348,941)	(1,360,751)	(1,376,621)	(1,423,891)
Revenue Fund balance at end of year	(1,360,751)	(1,376,621)	(1,423,891)	(1,448,221)
Average no. of properties (other)	185	187	189	191
Average no. of properties (other)	2,387	2,377	2,367	2,357

HRA 30 Year Business Plan - 2024/25 to 2053/54

30 year total	SELF FINANCING Operating Account	HRA	2024/25 to 2028/29	2029/30 to 2033/34	2034/35 to 2038/39	2039/40 to 2043/44	2044/45 to 2048/49	2049/50 to 2053/54
(661,273)	Gross income		(76,437)	(87,846)	(100,497)	(114,914)	(131,389)	(150,190)
	Expenditure							
119,492	Management (incl DME)		14,203	16,201	18,333	20,740	23,466	26,549
180,576	Maintenance		22,272	25,115	28,035	31,289	34,914	38,951
6,393	Bad debt provision		737	848	971	1,110	1,271	1,456
306,461	Operating expenditure		37,212	42,164	47,339	53,139	59,651	66,956
(354,812)	Net Cost of Services		(39,225)	(45,682)	(53,158)	(61,775)	(71,738)	(83,234)
54,420	Interest payments		9,425	11,312	11,882	10,141	8,256	3,405
(4,672)	Interest received		(837)	(687)	(687)	(657)	(742)	(1,062)
(305,064)	Net operating expenditure		(30,637)	(35,057)	(41,963)	(52,292)	(64,224)	(80,891)
50,930	Revenue set aside (debt repayment)		14,575	18,905	6,275	11,175	0	0
0	New Borrowing and Repayments		(15,050)	(17,800)	600	(550)	15,800	17,000
243,797	Direct revenue financing (RCCO fund cap Prog)		30,979	33,909	35,980	41,230	47,319	54,381
(10,337)	In year (surplus)/deficit		(133)	(43)	892	(437)	(1,105)	(9,510)
	HRA reserve b/fwd (-ve = Surplus)		(1,315)	(1,448)	(1,491)	(600)	(1,036)	(2,142)
	HRA reserve c/fwd (-ve = Surplus)		(1,448)	(1,491)	(600)	(1,036)	(2,142)	(11,652)
	CAPITAL PROGRAMME							
221,615	Expenditure (Cap spend with Inflation)		26,389	28,160	33,009	38,267	44,362	51,428
34,699	New Build		6,931	7,767	5,000	5,000	5,000	5,000
	Financed by...							
0	Allowable debt from receipts		0	0	0	0	0	0
12,516	RTB receipts and other resources		2,341	2,019	2,029	2,037	2,043	2,047
243,797	Direct revenue financing		30,979	33,909	35,980	41,230	47,319	54,381
256,314	Total financing		33,320	35,927	38,009	43,267	49,362	56,428

Risk Analysis

	Likelihood	Potential impact on Budget
Change in interest rates	High	Medium
Reduction in rent levels	Medium	Medium
Increase in capital expenditure	Medium	Medium
An increase in the demand for repairs	Medium	Medium
Reduction in Housing Direct Works performance	Low	Medium
Asbestos removal	Medium	Medium
The impact of the Social Housing White paper	High	Medium

Agenda Item No 9

Resources Board

27 January 2025

**Report of the Interim Corporate Director
Resources (Section 151 Officer)**

**Council Tax and Non-Domestic
Rates Outstanding Debts 2019 -
2024.**

1 Summary

- 1.1 The purpose of this report is to provide details to Members of outstanding debts for Council Tax and Non-Domestic Rates as requested previously by members of the Resources Board.

Recommendation to the Board

To note the content of the report and request further information if required.

2 Background

- 2.1 At the September Resources Board members requested a report detailing outstanding Council Tax and Non-Domestic Rates debts which are over 5 years old.

... 2.2 **Appendix A** provides details of the Council Tax Balance for 2009 – 2024 with a breakdown of the amount outstanding for each year as of December 2024. The figures for our position as of December 2023 and December 2022 are also included for comparison.

... 2.3 **Appendix B** details the recovery stages for the Council Tax accounts with outstanding debts.

... 2.4 **Appendix C** provides details of the Non-Domestic Rates Balance for 2009 – 2024 with a breakdown of the amount outstanding for each year as of December 2024. I have also shown our position as of December 2023 and December 2022 for comparison.

... 2.5 **Appendix D** details the recovery stages for the Non-Domestic Rates accounts with outstanding debts.

3 Current Situation

- 3.1 From March 2020 there have been restrictions on recovery due to the closure of Courts to escalate proceedings and the priority of the Revenues Team at the time was to award the Covid Grants and Energy Rebate payments to help support our residents and businesses. Recovery of outstanding debts did not

recommence until November 2023. As the recovery is now back to full status the team are focusing on bringing customers who owe money to the authority up to date and have already seen improvement in collection.

- 3.2 The Revenues Team continue to make every effort to ensure monies due to the Council are recovered. Debts are subject to the full recovery, collection, and all reasonable legal procedures.
- 3.3 The Revenues team continue to identify, minimise, and recover potential bad debts and write off any debts that cannot be recovered. Before the decision is made, the following is considered.
 - The cost of recovery against the amount owed.
 - The likelihood of success.
 - Were the correct recovery procedures followed.
 - Could procedure and practices be improved.

4.0 **Report Implications**

4.1 **Finance and Value for money Implications**

- 4.1.1 Collecting outstanding debt is important and this Council is back on track with timely and proactive debt recovery which will have a positive financial impact with collection rates improving along with income into the Council. It is also important that when a debt is deemed uncollectable due to statutory reasons or lack of information the debt is written off to give an accurate figure for outstanding debt.

4.2 **Legal Implications**

- 4.2.1 The Council has a statutory duty to recover Council Tax and non-domestic rates and a general fiduciary duty to the inhabitants of its area to safeguard the public funds entrusted to it.

The Contact Officer for this report is Katie Hines (01827 719234)

Council Tax Outstanding Debts**Appendix A**

Year	Dec-24	Dec-23	Dec-22
2009	£29,167.30	£29,119.29	£30,097.29
2010	£13,861.10	£12,971.56	£11,552.02
2011	£18,151.97	£18,376.95	£16,457.87
2012	£26,632.06	£26,761.46	£26,047.96
2013	£50,247.63	£46,706.53	£47,449.88
2014	£62,439.89	£60,466.35	£61,582.14
2015	£69,657.24	£74,340.88	£78,296.50
2016	£106,117.35	£114,164.79	£122,610.13
2017	£145,281.34	£157,387.35	£169,377.18
2018	£222,230.32	£268,831.17	£295,024.22
2019	£373,049.22	£523,171.32	£592,879.18
2020	£645,586.52	£971,200.36	£1,100,432.02
2021	£921,576.09	£1,384,186.07	£1,696,892.64
2022	£1,078,059.87	£1,734,691.79	£11,804,938.78
2023	£1,271,205.54	£12,113,341.96	
2024	£12,393,137.15		
Total	£17,426,400.59	£17,535,717.83	£16,053,637.81

Data as of 01/12/2024
For years 2009 - 2023

Council Tax Stages

Appendix B

Stage	Description	Number of Accounts														Total
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
ABP	DEDUCTIONS FROM IS/JSA(IB) PENDING	0	1	6	5	16	21	33	48	63	70	79	21	73	55	491
AEP	AOE PENDING	0	5	1	0	3	2	4	2	5	4	4	5	6	11	52
AOB	Attachment of Benefits	2	2	6	5	11	12	16	24	43	63	82	38	116	123	543
AOE	AOE	0	0	1	1	1	0	3	2	5	11	24	24	40	47	159
BFL	LIFT APPROVAL GRANTED TO BAILIFF	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
BIL	BILL	6	2	3	1	7	5	6	8	7	30	38	81	98	93	385
BLF	BAILIFF	2	2	3	3	11	20	35	42	55	145	331	448	631	658	2,386
BRC	Insufficient assets	0	0	0	0	0	0	0	0	3	4	6	6	7	6	32
BRI	DEBTOR FORMALLY INSOLVENT	0	0	0	0	0	1	1	1	1	4	2	1	1	1	13
BRT	NO TRACE	2	1	0	0	0	1	1	2	5	17	18	10	12	15	84
BRW	WITHDRAWN AS REQUESTED	1	0	0	0	1	0	0	1	1	5	8	5	8	10	40
CHR	CHARGING ORDER	3	3	5	8	13	7	4	3	5	0	0	0	0	0	51
CMP	COMMITTAL PREPARED	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
CNC	Cancellation No Letter	0	0	0	0	0	0	0	0	0	3	4	11	14	20	52
CPA	Converted Pending Action	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CSW	Converted Submitted Write Off	0	0	0	0	0	1	1	0	0	0	0	0	0	0	2
FN	FINAL NOTICE	0	0	0	1	0	0	0	2	0	17	25	24	27	34	130
LO	LIABILITY ORDER	0	0	1	1	4	5	5	12	24	45	72	104	160	174	607
LON	LO NOTIFICATION	0	0	0	0	1	1	0	0	0	1	0	0	0	0	3
PCN	PRE COMMITTAL NOTICE	5	5	10	15	26	32	42	67	82	66	20	5	11	14	400
RN1	REMINDER 1	2	0	0	0	0	0	0	1	2	4	23	41	51	59	183
RN2	REMINDER 2	3	0	0	0	0	0	0	0	1	2	5	11	31	41	94
SUM	SUMMONS	0	0	0	1	0	0	0	0	0	1	8	13	16	25	64
TRA	Tracing	0	0	0	0	0	0	0	0	4	1	0	0	0	0	5
WCR	Returned by Wilkin Chapman full name mat	2	4	3	4	5	8	7	8	5	3	1	0	0	0	50
Total		28	25	39	45	99	116	158	223	311	497	750	848	1,303	1,387	5,829

2023	TOTAL
86	577
12	64
156	699
62	221
1	3
131	516
778	3,164
6	38
3	16
15	99
9	49
0	51
0	1
36	88
0	0
0	2
49	179
268	875
0	3
10	410
100	283
54	148
30	94
0	5
0	50
1,806	7,635

National Non Domestic Rates Balances**Appendix C**

Year	Dec-24	Dec-23	Dec-22
2009	£3,778.81	£3,778.81	£3,778.81
2010	£7,090.18	£7,090.18	£7,090.18
2011	£0.00	£0.00	£0.00
2012	£2,201.00	£2,201.00	£2,201.00
2013	£3,703.60	£3,703.60	£3,703.60
2014	£3,773.80	£4,104.79	£1,002.90
2015	£0.00	£1,368.00	£1,368.00
2016	£1,377.33	£3,533.55	£3,533.55
2017	£16,342.16	£41,152.50	£39,970.92
2018	£55,865.67	£89,624.17	£93,508.28
2019	£49,131.90	£194,154.31	£208,787.11
2020	£76,844.13	£221,332.11	£354,739.36
2021	£104,846.63	£292,571.76	£669,604.69
2022	£244,357.09	£566,887.02	£11,804,938.78
2023	£341,055.70	£13,641,468.85	
2024	£15,496,554.09		
Total	£16,384,997.37	£15,047,190.72	£13,171,549.14

Data as of 01/12/2024
For years 2009 - 2023

NDR Stages

Appendix D

Stage	Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
BIL	BILL	0	0	0	0	0	0	0	0	0	0	4	6	27	29	66
BLF	BAILIFF	0	0	0	0	0	0	0	0	0	0	1	2	4	9	16
BRC	INSUFFICIENT ASSETS/NO LEGAL ACCESS	0	0	0	0	0	0	0	0	0	0	1	2	1	1	5
BRT	NO TRACE	0	0	0	0	0	0	0	0	1	2	5	3	2	3	16
BRW	WITHDRAWN NOT LIABLE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CNC	Cancellation No Letter	0	0	0	0	0	0	0	0	0	0	0	1	1	1	3
FN	FINAL NOTICE	1	1	0	0	0	0	0	0	2	2	3	3	3	3	18
LO	LIABILITY ORDER	0	0	0	0	0	0	0	0	1	2	5	4	8	9	30
NSW	NDR Submitted for Write Off	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PCN	PRE COMMITTAL NOTICE	0	0	0	1	1	1	0	1	2	1	1	0	0	0	9
REM	Reminder notice one	0	0	0	0	0	0	0	0	1	2	2	1	1	1	8
RN2	Reminder Notice 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUM	SUMMONS	0	0	0	0	0	0	0	0	1	1	1	0	1	2	6
Total		1	1	0	1	1	1	0	1	8	10	23	22	48	58	177

2023	TOTAL
55	121
14	30
1	6
2	18
0	0
4	7
4	22
4	34
0	0
0	9
9	17
0	0
3	9
96	273

Agenda Item No 10

Resources Board

27 January 2025

**Report of the Interim Corporate Director Irrecoverable Debts
Resources (Section 151 Officer)**

1 Summary

- 1.1 The purpose of this report is to provide details to Members of debts which are considered to be irrecoverable.

Recommendation to the Board

That the debts detailed in Appendix A and Appendix B of this report are approved for write off:

- a Total Irrecoverable Non-Domestic Rates Debts totalling £11,199.86; and**
- b Total Irrecoverable Council Tax Debts totalling £25,912.49.**

2 Background

- 2.1 From time to time, it becomes necessary to write off, as irrecoverable, certain items of income, whether the debtor is either untraceable, deceased, where legal procedures for recovery have been exhausted, or because the amount involved does not justify further action.
- 2.2 The Write-Off policy recommends a realistic approach to write offs, based on the principles of reasonableness and value for money and should ensure that the Council's resources are deployed in the most effective way to recover monies due. This is particularly relevant in respect of Council Tax debts where the Council only retains approximately 11.5% of monies collected despite being responsible for 100% of the staffing and administration costs to recover monies due.
- 2.3 Since March 2020 there have been restrictions on recovery due to the closure of Courts to escalate proceedings and also that the priority of the Revenues Team has been to award Covid Grants and Energy Rebate payments to help support our residents and businesses. As the recovery is now back to full status the team are focusing on bringing customers who owe debt to the authority up

to date. We have needed to contact all our customers again with reminders of debt owed and expectation of repayments.

- 2.4 The Revenues Team make every effort to ensure monies due to the Council are recovered in line with the Authority's write off policy. Where this is not possible, individual cases are considered for write-off.
- 2.5 The types of situations mentioned later in this report where enforcement action cannot be taken by any creditors for debts are covered under the following:
- Individual Voluntary Arrangement (IVA), a dividend is paid by the debtor through an insolvency practitioner to cover all, or part of their debt. Creditors may receive a percentage of the amount owed or nothing. Any balance declared in the IVA and not covered by the dividend payment must be written off.
 - Debt Relief Order (DRO) – Once agreed, the debt under the DRO is set aside for a period of 12 months. No recovery action can be taken to recover the debt during this time. If the debtors' financial circumstances do not improve significantly during the 12 months, the debt cannot be recovered and must be written off.
 - Winding up / Insolvency / Liquidation - All recovery is held while assets are realised, usually dealt with by a Court appointed administrator. Once proof of debt is submitted, we may or may not receive any money, any money that is received will be paid off the debt.

3 Business Rates

- 3.1 The Business rate case put forward for consideration in Appendix A relates to on account and the reason for write off is insolvency.

4 Council Tax

- 4.1 The Council Tax cases put forward for consideration in Appendix B relate to three separate accounts two for insolvency and one that cannot be traced.

5 Report Implications

5.1 Finance and Value for money Implications

- 5.1.1 The total amount to be written off for National Non-Domestic Rates is £11,199.86, of which £4620.24 is attributed to prior year debts, equating to 0.33% of the balance brought forward. £6,579.62 is attributed to the current financial year equating to 0.008% of the debt raised in 2024/25. The loss of income will be written back to the individual service.
- 5.1.2 The total amount to be written off for Council Tax is £25,912.49, of which £24,629.45 is attributed to prior year debts equating to 0.40% of the balance brought forward. £1,283.04 is attributed to current financial year equating to 0.002% of debt raised to date in 2024/25. The loss of income will be written back to the individual service.

6.2 Legal Implications

- 6.2.1 The Council has a statutory duty to recover Council Tax and non-domestic rates and a general fiduciary duty to the inhabitants of its area to safeguard the public funds entrusted to it. Notwithstanding these duties where a debtor is subject to statutory processes such as insolvency or an IVA as referred to above, the Council is barred from taking further action and must write off any sums which are not realised through that process. Similarly, where a debtor cannot be traced or where it is not cost effective to recover the debt, the Council may write off the debt provided it is satisfied that the steps taken to do so are reasonable in all the circumstances.

The Contact Officer for this report is Katie Hines (719234)

NDR Write Off**Appendix A**

Rec Yr	Lby Yr	Tran Cd	Amount
	2023	2023 3INSOLV	£4,620.24
	2024	2024 3INSOLV	£6,579.62

Total Number of Authorised Requests : 2

Total Value of Authorised Requests : £11,199.86

Council Tax Write Offs**Appendix B**

Rec Yr	Lby Yr	Tran Cd	Amount
2023	2023	3INSOLV	2119.29
2022	2022	3INSOLV	1,954.80
2021	2021	3INSOLV	2,058.29
2020	2020	3INSOLV	2,289.24
2020	2020	3INSOLV	100.00
2022	2022	3NFA	1,348.10
2021	2021	3NFA	3388.72
2020	2020	3NFA	3,380.97
2019	2019	3NFA	713.14
2024	2024	3INSOLV	1,283.04
2023	2023	3INSOLV	1459.53
2022	2022	3INSOLV	1,254.15
2021	2021	3INSOLV	1361.72
2020	2020	3INSOLV	948.48
2020	2020	3INSOLV	100
2019	2019	3INSOLV	1,271.94
2018	2018	3INSOLV	881.08

Total Number of Authorised Requests : 17

Total Value of Authorised Requests : £25,912.49

Agenda Item No 11

Resources Board

27 January 2025

Report of the
Interim Corporate Director Resources
(Section 151 Officer)

General Fund Revenue Resources
Board Remaining -2024/25
Forecast and 2025/26 Estimates
and Fees & Charges.

1 Summary

- 1.1 This report covers the outturn forecast for 2024/25 and an estimate of expenditure for 2025/26, together with forward commitments for 2026/27, 2027/28 and 2028/29. It also includes a review of the fees and charges for Services recharged across all boards with recommendations for increases.

Recommendation to the Board

- a To approve the forecast outturn for 2024/25;
- b To approve the 2025/26 estimates, as presented in this report for inclusion in the overall Tax Set 2025/26 report for the Executive Board on 10 February 2025;
- c To approve the Fees & Charges as detailed in Appendix C of this report; and
- d To approve for consideration at Council a one year resource bid of £35,820 To fund 50% of CCTV costs if the UKSPF does not continue to fund in 2025/26.

2 Introduction

- 2.1 In consultation with the budget officers and Directors this report presents the estimates for 2025/26 along with the outturn estimates for 2024/25 for the Resources Board remaining services. Supporting figures are in **Appendix A and B**.

- 2.2 At its meeting in November 2024, the Executive Board agreed the Medium-Term Financial Strategy (MTFS) for 2025-2029, which required ongoing savings of £1.5 million to balance the medium-term budget. This required budget savings of £500,000 in 2026/27 with additional savings of £500,000 in 2027/28 and £500,000 in 2028/29. Only limited growth was built into the strategy therefore any additional expenditure will impact on the funding position.

- 2.3 The figures for the outturn 2024/25 and the estimates for 2025/26 are presented in Table 1. The summary figures are presented at CIPFA classification level in Appendix

A and B which provides a more detailed breakdown of the figures. (The detailed cost centre pages are available but are not included as part of this report).

2.4 A subjective analysis of the Board's requirement is shown below:

	Approved Budget 2024/2025 £	Outturn Forecast 2024/2025 £	Original Budget 2025/2026 £
Employee Costs	533,120	624,820	564,030
Premises Related	189,760	171,930	190,280
Supplies and Services	9,678,560	9,767,980	9,778,730
Transport	12,240	12,250	12,550
Earmarked Reserves	(230,190)	14,800	59,590
Gross Expenditure	10,183,490	10,591,780	10,605,180
Income	(9,573,980)	(10,216,190)	(10,199,060)
Net Controllable Expenditure	609,510	375,590	406,120
Central Support	3,281,660	3,281,660	3,568,170
Capital Charges	51,290	51,290	51,290
Net Expenditure	3,942,460	3,708,540	4,025,580

3 Comments on the 2024/25 Outturn Forecast

3.1 The outturn forecast for 2024/25 is estimated to be £3,708,540; a reduction of £233,920 on the approved position. The main variations are given below.

3.2 Council Tax & Benefits

3.2.1 The supplies and services budget is showing a reduction of £61,000 mainly due to the software maintenance budget being re-distributed to central support.

3.3 Commercial Properties

3.3.1 A reduction in premises related expenditure of £14,000 mainly due to repairs and maintenance. Along with an increase in rental income of £12,000 due to actual increases not aligning to the budget.

3.4 Car Parks

3.4.1 Premises related expenditure has reduced by £7,000 due to NDR re-valuation. Supplies and services increase mainly due to £2,000 on consultancy fees for Coleshill parking review.

4 **Comments on the 2025/26 Estimates**

4.1 The 2025/26 estimates have been prepared, considering the following assumptions:

- A 3% pay award from 1 April 2025.
- Inflationary increases of 0% in supplies and services excluding software maintenance; and
- An increase in income to reflect the increases included based on the fees and charges increases in Appendix C.

4.2 The estimated budget for 2025/26 is £4,025,580 an increase of £83,120 on the 2024/25 approved budget, and an increase of £317,040 on the 2024/25 outturn forecast. The main reasons for variations from the revised budget are set out below.

4.3 **Members Allowances**

4.3.1 Supplies & Services have increased by £11,000 mainly due to the annual increase in line with the staff pay award.

4.4 **Commercial Properties**

4.4.1 An increase in premises related to reinstatement of the £14,000 expenditure budget for repairs and maintenance. Along with a further increase in rental income of £12,000.

4.5 **CCTV**

4.5.1 The employee costs have reduced by £35,000 due to the removal of one post on the basis that UKSPF funding finishes 31 March 2025 and Atherstone Town Council funding will only cover one post. If Members wish to support this continuing, they could approve the recommendation for a one year resource bid to fund the second CCTV post if UKSPF is awarded for 2025/26.

5 **Income**

5.1 Changes in the levels of fees and charges for services under the responsibility of this Board are in **Appendix C**. Income from increased fees and charges is expected to contribute to the achievement of income targets.

6 **Risks to Services**

6.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

- Deteriorating condition of assets, and further economic and market pressure affecting the generation of income. The estimate for 2025/26 is largely based on current rental levels and occupancy, increases in vacancies at industrial estates that will impact on the level of rental income the Council receives and the amount of business rates that the Council is liable for.
- Increases in homelessness, which adds to the cost of the service.
- A higher level of maintenance on property assets and car parks, over and above that which is budgeted for. Some of this may be driven by changes in legislation.

- An increase in the level of Local Authority error made in processing benefit payments could lead to a loss of subsidy.
- The effect of planned Government changes in how benefits services are delivered and the structure of benefit payments.
- A fall in the level of recovery of Housing Benefit overpayments would impact on the level of expenditure borne by the Council.
- Above inflation increases to contracts and continued volatility in utility markets.

7 Future Year Forecasts

7.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2025/26. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2026/2027	Forecast Budget 2027/2028	Forecast Budget 2028/2029
	£	£	£
Employee Costs	580,950	598,390	616,330
Premises Related	196,600	201,870	207,930
Supplies and Services	10,072,110	10,374,270	10,685,530
Transport	12,930	13,330	13,870
Earmarked Reserves	62,290	65,070	67,950
Gross Expenditure	10,924,280	11,252,930	11,591,610
Income	(10,500,860)	(10,811,700)	(11,131,850)
Net Controllable Expenditure	423,420	441,230	459,760
Central Support	3,675,220	3,785,470	3,899,010
Capital Charges	51,290	51,290	51,290
Net Expenditure	4,149,930	4,277,990	4,410,060

7.2 The forecasts given above have used several assumptions, which include pay awards of 3% in 2026/27, 2027/28 and 2028/29; increases in premises costs and supplies and services of 2.5%.

7.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However, these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 As detailed in the body of the report.

8.2 Environment and Sustainability Implications

8.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

8.3 Risk Management Implications

8.3.1 There are several risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using experience and knowledge of the past, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Alison Turner (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

Resources (Remaining) Board : Total

Appendix A

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	533,120	624,820	91,700	564,030	(60,790)
Premises-Related Expenditure	189,760	171,930	(17,830)	190,280	18,350
Supplies & Services	9,678,560	9,767,980	89,420	9,778,730	10,750
Transport-Related Expenditure	12,240	12,250	10	12,550	300
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(230,190)	14,800	244,990	59,590	44,790
Gross Expenditure	10,183,490	10,591,780	408,290	10,605,180	13,400
Income	(9,573,980)	(10,216,190)	(642,210)	(10,199,060)	17,130
Net Controllable Expenditure	609,510	375,590	(233,920)	406,120	30,530
Central Support Charges	3,281,660	3,281,660	-	3,568,170	286,510
Depreciation and Capital Charges	51,290	51,290	-	51,290	-
Net Expenditure	3,942,460	3,708,540	(233,920)	4,025,580	317,040

Resources (Remaining) Board : BH Totals

Appendix B

Alison Turner

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	531,550	529,290	(2,260)	538,060	8,770
Premises-Related Expenditure	1,690	670	(1,020)	710	40
Supplies & Services	709,820	682,520	(27,300)	694,010	11,490
Transport-Related Expenditure	12,240	12,210	(30)	12,510	300
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(15,000)	(15,000)	-	(15,000)	-
Gross Expenditure	1,240,300	1,209,690	(30,610)	1,230,290	20,600
Income	(332,540)	(306,540)	26,000	(305,010)	1,530
Net Controllable Expenditure	907,760	903,150	(4,610)	925,280	22,130
Central Support Charges	1,170,260	1,170,260	-	1,275,580	105,320
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	2,078,020	2,073,410	(4,610)	2,200,860	127,450

Steve Maxey

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	1,570	1,570	-	1,570	-
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	144,920	144,920	-	145,400	480
Transport-Related Expenditure	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(13,000)	(13,000)	-	(13,000)	-
Gross Expenditure	133,490	133,490	-	133,970	480
Income	(1,640)	(1,640)	-	(1,690)	(50)
Net Controllable Expenditure	131,850	131,850	-	132,280	430
Central Support Charges	92,650	92,650	-	100,990	8,340
Depreciation and Capital Charges	3,300	3,300	-	3,300	-
Net Expenditure	227,800	227,800	-	236,570	8,770

Resources (Remaining) Board : BH Totals

Appendix B

Katie Hines

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	-	-	-	-	-
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	8,546,820	8,607,350	60,530	8,607,350	-
Transport-Related Expenditure	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(2,640)	(2,640)	-	(2,640)	-
Gross Expenditure	8,544,180	8,604,710	60,530	8,604,710	-
Income	(8,732,840)	(9,004,930)	(272,090)	(9,000,970)	3,960
Net Controllable Expenditure	(188,660)	(400,220)	(211,560)	(396,260)	3,960
Central Support Charges	1,513,860	1,513,860	-	1,650,100	136,240
Depreciation and Capital Charges	27,320	27,320	-	27,320	-
Net Expenditure	1,352,520	1,140,960	(211,560)	1,281,160	140,200

Cath James

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	-	-	-	-	-
Premises-Related Expenditure	150,850	131,650	(19,200)	148,940	17,290
Supplies & Services	93,840	97,360	3,520	96,060	(1,300)
Transport-Related Expenditure	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	244,690	229,010	(15,680)	245,000	15,990
Income	(478,910)	(488,150)	(9,240)	(500,170)	(12,020)
Net Controllable Expenditure	(234,220)	(259,140)	(24,920)	(255,170)	3,970
Central Support Charges	150,940	150,940	-	164,530	13,590
Depreciation and Capital Charges	1,330	1,330	-	1,330	-
Net Expenditure	(81,950)	(106,870)	(24,920)	(89,310)	17,560

Resources (Remaining) Board : BH Totals

Appendix B

Angela Coates

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	-	93,960	93,960	24,400	(69,560)
Premises-Related Expenditure	37,220	39,610	2,390	40,630	1,020
Supplies & Services	172,940	225,610	52,670	225,690	80
Transport-Related Expenditure	-	40	40	40	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(199,550)	45,440	244,990	90,230	44,790
Gross Expenditure	10,610	404,660	394,050	380,990	(23,670)
Income	(11,330)	(398,210)	(386,880)	(374,080)	24,130
Net Controllable Expenditure	(720)	6,450	7,170	6,910	460
Central Support Charges	350,740	350,740	-	373,470	22,730
Depreciation and Capital Charges	19,340	19,340	-	19,340	-
Net Expenditure	369,360	376,530	7,170	399,720	23,190

Trudi Barnsley

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	-	-	-	-	-
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	10,220	10,220	-	10,220	-
Transport-Related Expenditure	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	10,220	10,220	-	10,220	-
Income	(16,720)	(16,720)	-	(17,140)	(420)
Net Controllable Expenditure	(6,500)	(6,500)	-	(6,920)	(420)
Central Support Charges	3,210	3,210	-	3,500	290
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	(3,290)	(3,290)	-	(3,420)	(130)

	2024/25 CHARGE TOTAL CHARGE £	2025/26 CHARGE TOTAL CHARGE £
REGISTER OF ELECTORS (statutory)		
a) Paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage
b) Charge per full register in paper form	260.00 plus postage	260.00 plus postage
c) Data form	20.00+ 1.50 per 1,000 names	20.00+ 1.50 per 1,000 names
d) Charge per full register in data form	95.00	95.00
e) Overseas electors-paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage
COURT COSTS		
Summons Costs (Council Tax and NDR)	100.00	100.00
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX SINGLE PERSON DISCOUNT (Statutory)		
	70.00	70.00
PAY AND DISPLAY PARKING CHARGES		
Monday to Saturday (between 08.00 to 18.00)		
Up to 2 hours	Free	Free
Up to 3 hours	2.20	2.25
Up to 4 hours	2.70	2.75
Over 4 hours	3.20	3.25
Monday to Saturday (between 08.00 to 18.00) - Atherstone Memorial Hall car park only		
Up to 2 hours	Free	Free
Up to 3 hours	1.60	1.65
Up to 4 hours	2.20	2.25
Over 4 hours	2.70	2.75
Monday to Saturday (between 18.00 and 8.00)		
Sunday (All day)	Free	Free
Monday to Saturday (between 08.00 to 18.00)		
Blus badge holders (upto 3 hours)	Free	Free
Blus badge holders (upto 4 hours)	2.70	2.75
Blus badge holders (Over 4 hours)	3.20	3.25
Blue badge holders - Monday to Saturday (between 18.00 and 8.00)		
Blue badge holders - Sunday (All day)	Free	Free
Season Tickets - for a period of 3 months (valid in all Long Stay car parks)		
	160.00	160.00
PARKING PENALTIES (Lower Level)		
If paid within 14 days	25.00	25.00
If paid after 14 days	50.00	50.00
If paid following service of a charge certificate	75.00	75.00
PARKING PENALTIES (Higher Level)		
If paid within 14 days	35.00	35.00
If paid after 14 days	70.00	70.00
If paid following service of a charge certificate	105.00	105.00
STATEMENTS OF ACCOUNT (per copy)		
	14.00	14.40
INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972		
a) Inspection of background papers to a part 1 report per item of business	3.30	3.40
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10
minimum charge	0.50	0.50
PROVISION OF CCTV IMAGES TO THIRD PARTIES		
Requests taking up to 1 hour of officer time	73.00	74.00
Requests taking over 1 hour of officer time	144.00	148.00

Agenda Item No 12

Resources Board

27 January 2025

Report of the
Interim Corporate Director Resources
(Section 151 Officer)

General Fund Revenue Budget
Resources Board Recharged -
2024/25 Forecast and 2025/26
Estimates.

1 Summary

- 1.1 This report covers the outturn forecast for 2024/25 and an estimate of expenditure for 2025/26, together with forward commitments for 2026/27, 2027/28 and 2028/29.

Recommendation to the Board

- a To approve the forecast outturn position for 2024/25;
- b To approve the 2025/26 estimates, as presented in this report for inclusion in the overall Tax Set 2025/26 report for Executive Board on 19 February 2025; and
- c To approve a supplementary estimate of £124,000 to increase the legal costs budget in the current year to fund commitments to date. The budget will reduce to £70,000 in next year. These figures are included in the figures presented.

2 Introduction

- 2.1 In consultation with the budget officers and Directors, this report presents the Resources Board estimates for the services recharges across all boards for 2025/26, along with the outturn forecast for 2024/25. The detailed figures are in **Appendices A and B**.

- 2.2 At its meeting in November 2024, the Executive Board agreed the Medium-Term Financial Strategy (MTFS) for 2025-2029, which required savings of £1.5 million over a three-year period. This required budget savings of £500,000 in 2026/27 with additional savings of £500,000 in 2027/28 and £500,000 in 2028/29. Only limited growth was built into the strategy therefore any additional expenditure will impact on the funding position.

- 2.3 The figures for the outturn 2024/25 and the estimates for 2025/26 are presented in Table 1. The summary figures are presented at subjective level. **Appendix A and B** provide a more detailed breakdown of the figures. (The detailed cost centre pages are available but are not included as part of this report).

Table 1 - A Summary of the Resources Board recharges Services budgets at subjective analysis level.

	Approved Budget 2024/2025 £	Outturn Forecast 2024/2025 £	Original Budget 2025/2026 £
Employee Costs	8,946,760	9,176,240	9,609,810
Premises Related	590,150	590,560	605,470
Supplies and Services	1,060,450	1,282,390	1,319,770
Transport	7,750	7,530	7,420
Earmarked Reserves	(41,500)	0	0
Gross Expenditure	10,563,610	11,056,720	11,542,470
Income	(13,144,040)	(13,339,000)	(14,414,670)
Net Controllable Expenditure	(2,580,430)	(2,282,280)	(2,872,200)
Central Support Charges	2,367,210	2,355,210	2,438,340
Capital Charges	246,850	246,850	246,850
Net Expenditure	33,630	319,780	(187,010)

3 Comments on the 2024/25 Revised Budget

3.1 The outturn forecast shown above to be recharged across all Boards for 2024/25 is estimated to be £319,780; an increase of £286,150 on the approved provision. This increase includes the additional pay award costs but they are not allocated they stay as a net expenditure, but will be recharged out to services as part of the closedown process.

3.2 Resources – Finance and HR

3.2.1 The reduction in employee costs of £140,000 are due to the number of vacancies held, this reduction is partly off set by interim costs to cover duties. are due to vacancies held. The supplies and services increase of £18,000 is due to the one of costs for a valuer required as part of the year end requirements.

3.3 Housing Services

3.3.1 An increase in employee costs of £474,000 of which £168,000 can be netted off as this is funded from external contributions and a reduction of £70,000 in supplies and services. The other increases are due to use of agency staff to cover in Housing Strategy and Private Sector Housing and the implementation of the housing maintenance restructure. The agency cost will be replaced with permanent staff in 2025/26.

3.4 **Streetscape**

- 3.4.1 Employee costs increase of £265,000 mainly due to use of interim staff to cover service management and project roles, these costs are negated in part by vacancies.

3.5 **Planning**

- 3.5.1 An increase in employee costs of £47,000 which is due to revision of the establishment leading to changes in pay grades.

3.6 **Revenues and Benefits**

- 3.6.1 Reduction in employee costs of £128,000 are due to revisions in establishment staffing structure and the effect of vacant posts throughout the year. Increases in supplies and services for software maintenance charges of £87,000 are due to growth in external provider charges and movements from service budgets for shared services software, there is a corresponding reduction in Resources Board remaining budgets. There are also increases in costs of printing and postage, partly offset by a reduction in contract for cash collection.

3.7 **Chief Executive**

- 3.7.1 An increase in employee costs of £24k due to vacancies being covered by agency staff and pay award. The increase in supplies and services of £124,000 is requested as a supplementary estimate and is required in the current year to fund legal costs being incurred by the council. This budget will reduce next year to £70,000.

3.8 **Environment**

- 3.8.1 Reduction in employee costs of £215,000 due to vacancies within the service.

3.9 **Corporate Services**

- 3.9.1 Reduction in employee costs of £58,000 are due to revisions in establishment staffing structure and the effect of vacant posts throughout the year. Increases of £69,000 in supplies and services are due to growth in software maintenance, hardware purchase, network costs, and external contracts for professional fees.

4 **Comments on the 2025/26 Estimates**

- 4.1 The 2025/26 estimates have been prepared, considering the following assumptions:
- A 3% pay award from 1 April 2025;
 - Inflationary increases of 0% in supplies and services (except for software maintenance at 2.5%); and
 - An increase in income to reflect the increases included in the fees and charges.

- 4.2 The original budget to be recharged across all Boards for 2025/26 is estimated at £11,542,470 an increase of £485,750 on the 2024/25 outturn forecast and an increase of £978,860 on the 2024/25 original budget. The main variations from the revised estimate are set out below.
- 4.3 Employee costs have increased by £434,000 relating primarily to the increase included for the 2025/26 pay award, changes in Employers National Insurance contributions, and any required increments within the pay-scales.
- 4.4 Premises costs have increased by £14,000 relating primarily to increases in non-domestic rates, partially offset by savings in utilities on Old Bank House which is not in use. Supplies and services shows an increase of £37,000 mainly due to the increased costs in software licences which are above the inflationary allowance.
- 4.5 There is currently a credit balance of £187,010 this will need to be recharged across the relevant services to present a balanced net expenditure. This will not impact on the overall general fund summary.

5 Risks to Services

- 5.1 The key risks to the budgetary position of the Council from services covered by this report are:
- Higher pay awards than have been included in the budget and ongoing forecasts.
 - Additional increases in pension contribution rates above those already included.
 - Continued volatility in utility markets (electricity, gas and water).
 - Changes in legislation that affect service delivery and/or software requirements.
 - Above inflation increases in vehicle replacements and running costs.
 - Increased insurance costs at the next contract renewal, above those assumed.

6 Future Year Forecasts

- 6.1 In order to assist with medium-term financial planning, Members are provided with budgets for the three years following 2025/26. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2026/2027 £	Forecast Budget 2027/2028 £	Forecast Budget 2028/2029 £
Employee Costs	9,866,840	10,162,860	10,467,740
Premises Related	623,640	642,360	661,640
Supplies and Services	1,359,310	1,399,960	1,441,830
Transport	7,640	7,860	8,090
Gross Expenditure	11,857,430	12,213,040	12,579,300
Income	(14,844,570)	(15,289,930)	(15,748,610)
Net Controllable Expenditure	(2,987,140)	(3,076,890)	(3,169,310)
Central Support Charges	2,511,490	2,586,850	2,664,460
Capital Charges	246,850	246,850	246,850
Net Expenditure	(228,800)	(243,190)	(258,000)

- 6.2 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However, these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.
- 6.3 The credit balances will be recharged out over the relevant services to illustrate a balanced net expenditure, this has no impact on the general fund summary.

7 Report Implications

7.1 Finance and Value for Money Implications.

- 7.1.1 As detailed in the body of the report.

7.2 Environment and Sustainability Implications

- 7.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

7.3 Risk Management Implications

- 7.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the

production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Alison Turner (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

Resources (Recharged) Board: Total

Appendix A

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	8,946,760	9,176,240	229,480	9,609,810	433,570
Premises-Related Expenditure	590,150	590,560	410	605,470	14,910
Supplies & Services	1,060,450	1,282,390	221,940	1,319,770	37,380
Transport-Related Expenditure	7,750	7,530	(220)	7,420	(110)
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(41,500)	-	41,500	-	-
Gross Expenditure	10,563,610	11,056,720	493,110	11,542,470	485,750
Income	(13,144,040)	(13,339,000)	(194,960)	(14,414,670)	(1,075,670)
Net Controllable Expenditure	(2,580,430)	(2,282,280)	298,150	(2,872,200)	(589,920)
Central Support Charges	2,367,210	2,355,210	(12,000)	2,438,340	83,130
Depreciation and Capital Charges	246,850	246,850	-	246,850	-
Net Expenditure	33,630	319,780	286,150	(187,010)	(506,790)

Resources (Recharged) Board: BH Totals

Appendix B

Alison Turner Finance & HR

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	1,635,270	1,494,000	(141,270)	1,580,130	86,130
Premises-Related Expenditure	720	6,260	5,540	6,420	160
Supplies & Services	288,450	306,760	18,310	395,970	89,210
Transport-Related Expenditure	3,300	3,580	280	3,370	(210)
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	1,927,740	1,810,600	(117,140)	1,985,890	175,290
Income	(2,429,830)	(2,429,830)	-	(2,502,720)	(72,890)
Net Controllable Expenditure	(502,090)	(619,230)	(117,140)	(516,830)	102,400
Central Support Charges	475,930	475,930	-	490,220	14,290
Depreciation and Capital Charges	26,160	26,160	-	26,160	-
Net Expenditure	-	(117,140)	(117,140)	(450)	116,690

Angela Coates Housing

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	2,023,110	2,497,500	474,390	2,477,500	(20,000)
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	97,190	27,340	(69,850)	27,500	160
Transport-Related Expenditure	610	610	-	610	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	2,120,910	2,525,450	404,540	2,505,610	(19,840)
Income	(2,545,250)	(2,713,620)	(168,370)	(2,964,570)	(250,950)
Net Controllable Expenditure	(424,340)	(188,170)	236,170	(458,960)	(270,790)
Central Support Charges	424,340	424,340	-	437,080	12,740
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	236,170	236,170	(21,880)	(258,050)

Cath James Streetscape

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	704,490	969,830	265,340	794,930	(174,900)
Premises-Related Expenditure	589,430	584,300	(5,130)	599,050	14,750
Supplies & Services	26,390	34,820	8,430	30,080	(4,740)
Transport-Related Expenditure	80	80	-	80	-

Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	1,320,390	1,589,030	268,640	1,424,140	(164,890)
Income	(1,899,250)	(1,899,250)	-	(2,006,320)	(107,070)
Net Controllable Expenditure	(578,860)	(310,220)	268,640	(582,180)	(271,960)
Central Support Charges	499,290	499,290	-	514,280	14,990
Depreciation and Capital Charges	79,570	79,570	-	79,570	-
Net Expenditure	-	268,640	268,640	11,670	(256,970)

Jeff Brown Planning

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	652,920	699,950	47,030	727,580	27,630
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	13,750	13,750	-	14,140	390
Transport-Related Expenditure	750	750	-	750	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	667,420	714,450	47,030	742,470	28,020
Income	(766,930)	(766,930)	-	(870,470)	(103,540)
Net Controllable Expenditure	(99,510)	(52,480)	47,030	(128,000)	(75,520)
Central Support Charges	99,510	99,510	-	102,500	2,990
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	47,030	47,030	(25,500)	(72,530)

Katie Hines Community

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	1,009,540	880,640	(128,900)	1,009,420	128,780
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	185,230	272,260	87,030	259,040	(13,220)
Transport-Related Expenditure	500	-	(500)	100	100
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	(41,500)	-	41,500	-	-
Gross Expenditure	1,153,770	1,152,900	(870)	1,268,560	115,660
Income	(1,432,720)	(1,432,720)	-	(1,545,770)	(113,050)
Net Controllable Expenditure	(278,950)	(279,820)	(870)	(277,210)	2,610
Central Support Charges	278,950	266,950	(12,000)	274,960	8,010
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	(12,870)	(12,870)	(2,250)	10,620

Cath James Leisure

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	669,440	649,780	(19,660)	672,560	22,780
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	4,750	5,090	340	5,160	70
Transport-Related Expenditure	60	60	-	60	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-

Gross Expenditure	674,250	654,930	(19,320)	677,780	22,850
Income	(812,540)	(812,540)	-	(922,230)	(109,690)
Net Controllable Expenditure	(138,290)	(157,610)	(19,320)	(244,450)	(86,840)
Central Support Charges	138,290	138,290	-	154,880	16,590
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	(19,320)	(19,320)	(89,570)	(70,250)

Steve Maxey Chief Executive

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	851,850	876,840	24,990	908,640	31,800
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	49,780	174,370	124,590	99,520	(74,850)
Transport-Related Expenditure	1,450	1,450	-	1,450	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	903,080	1,052,660	149,580	1,009,610	(43,050)
Income	(1,091,230)	(1,117,820)	(26,590)	(1,272,720)	(154,900)
Net Controllable Expenditure	(188,150)	(65,160)	122,990	(263,110)	(197,950)
Central Support Charges	188,150	188,150	-	193,790	5,640
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	122,990	122,990	(69,320)	(192,310)

Steve Maxey Environment

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	556,810	341,040	(215,770)	564,710	223,670
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	6,640	6,640	-	6,640	-
Transport-Related Expenditure	790	790	-	790	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-
Gross Expenditure	564,240	348,470	(215,770)	572,140	223,670
Income	(663,040)	(663,040)	-	(676,300)	(13,260)
Net Controllable Expenditure	(98,800)	(314,570)	(215,770)	(104,160)	210,410
Central Support Charges	98,800	98,800	-	101,760	2,960
Depreciation and Capital Charges	-	-	-	-	-
Net Expenditure	-	(215,770)	(215,770)	(2,400)	213,370

Trudi Barnsley Corporate

	Approved Budget 2024/2025 £	Forecast Budget 2024/2025 £	Variance Approved to Forecast Budget £	Original Budget 2025/2026 £	Variance Forecast to Original Budget £
Employees	843,330	766,660	(76,670)	874,340	107,680
Premises-Related Expenditure	-	-	-	-	-
Supplies & Services	388,270	441,360	53,090	481,720	40,360
Transport-Related Expenditure	210	210	-	210	-
Miscellaneous	-	-	-	-	-
Balance Sheet and Earmarked Reserves	-	-	-	-	-

Gross Expenditure	1,231,810	1,208,230	(23,580)	1,356,270	148,040
Income	(1,503,250)	(1,503,250)	-	(1,653,570)	(150,320)
Net Controllable Expenditure	(271,440)	(295,020)	(23,580)	(297,300)	(2,280)
Central Support Charges	163,950	163,950	-	168,870	4,920
Depreciation and Capital Charges	141,120	141,120	-	141,120	-
Net Expenditure	33,630	10,050	(23,580)	12,690	2,640

Agenda Item No 13

Resources Board

27 January 2025

**Report of the
Director of Housing**

Tenant Partnership Agreement

1 Summary

- 1.1 This report provides the Board with the revised Tenant Partnership Agreement to consider, amend and approve.

Recommendation to the Resources Board;

That the contents of the Tenant Partnership Agreement be considered and approved.

2 Consultation

- 2.1 The Housing Task and Finish Group and Borough Wide Tenants Forum have considered the Agreement recommend it to the Resources Board for approval.

3 Background

- 3.1 The Council has had a Partnership Agreement with its tenants since 2009. It is reviewed annually.
- 3.2 The Agreement sets out how tenants can participate to influence how the Council manages its landlord services.
- 3.3 Active participation is centred around the Borough Wide Tenants Forum however the Partnership Agreement indicates how tenants can get involved in a manner that is suitable for them.
- 3.4 The Regulator for Social Housing's requirements for landlords for tenant involvement and engagement are set out in their Consumer Standards for Transparency, Influence and Accountability. The 'Engagement with Tenants' Standard states that "Providers must take tenants' views into account in their decision making about how the landlord services are delivered." and also that:
1. Providers must give a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to their neighbourhood.

2. Providers must assist tenants who wish to implement tenant led activities to influence strategies, policies and services.
3. Providers must provide accessible support.
4. Providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions where appropriate.
5. Providers must consider ways of tailoring their approach to deliver their services – including engagement.
6. If a change of landlord or significant change to management arrangements is considered the Provider must consult affected tenants.

4 **Tenant Partnership Agreement**

... 4.1 The revised Partnership Agreement is attached at **Appendix 1** for consideration.

4.2 It is proposed that the full Agreement is refreshed annually and reviewed every 3 years. A shorter version is also proposed, that provides an overview of achievements and includes a work plan for the Borough Wide Tenants Forum, which is reviewed annually. Both promote the benefits of tenant involvement. Both documents will be produced in a user-friendly leaflet and published on our website.

... 4.3 The shorter version of the Agreement for 2025/2026 is shared at **Appendix 2**. A leaflet will also be produced to promote involvement and engagement.

6 **Report Implications**

6.1 **Finance and Value for Money**

6.1.1 Satisfaction with the Council's landlord services is an indicator of value for money. Understanding how tenants what their services to be delivered and acting on that information should promote tenant satisfaction.

6.2 **Legal, Data Protection and Human Rights Implications**

6.2.1 The Council has a duty to act in accordance with the Housing Regulator's Consumer Standards.

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

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
Housing Ombudsman Code of Practice	Housing Ombudsman Service	Code of Practice	

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SECTION 1 INTRODUCTION

The North Warwickshire Tenant Partnership Agreement (also referred to in this document as “the Agreement”), sets out how Council tenants can participate in housing issues that affect them. It outlines how tenants, and the Council will work together in a spirit of equal partnership, co-operation, and mutual respect to enable tenants to influence decisions about their homes and the services they receive.

The Agreement sets out how tenants can participate by offering a range of ways for tenants to:

- Get more involved in decision making
- Tell us about their priorities
- Give feedback and tell us where services need improving as well as letting us know when we get things right
- Influence decisions about their homes and the services they receive
- Scrutinise the housing service

The Regulator of Social Housing introduced four consumer standards which came into force from 1st April 2024. These are:

- *Safety and Quality Standard*
- *Transparency, Influence and Accountability Standard*
- *Neighbourhood and Community Standard*
- *Tenancy Standard*

Tenants are at the forefront of each standard, but engagement and involvement with tenants is specifically covered in the Transparency, Influence and Accountability Standard.

The outcomes that Landlords must deliver are about being open with tenants and treating them with fairness and respect so that tenants can access services, raise complaints, influence decision making and hold their landlord to account.

The standard further states the following requirements, that Registered Providers must:

- *Treat tenants and prospective tenants with fairness and respect*
- *Take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants*
- *Take tenants’ views in their decision making about how landlord services are delivered and communicate how tenants’ views have been considered*
- *Communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account*
- *Collect and provide information to support effective scrutiny by tenants of their landlord’s performance and delivering landlord services*
- *Ensure that complaints are addressed fairly, effectively, and promptly*

The Government has introduced Tenant Satisfaction Measures (TSM’s) which all Registered Providers including North Warwickshire Borough Council are required to report upon to demonstrate that they are meeting the consumer standards. This Agreement sets out how the Council will work with its tenants to meet these requirements.

Although every attempt has been made to use plain English throughout this document, it is sometimes necessary to use specialist terms or jargon. A jargon buster to explain can be found on pages X.

ABOUT US

North Warwickshire is a rural Borough with the largest centres of population in the market towns of Atherstone, Coleshill and Polesworth.

North Warwickshire Borough Council is responsible for the management of 2598 general needs properties (31st March 2024). It manages 124 blocks of medium rise flats and 134 leased flats. The stock includes 23 Communal rooms that are used by older tenants living in ground floor flats and bungalows.

The Housing Services Division aims to provide a customer focused service and is committed to working in partnership with the Borough Wide Tenants Forum to achieve our aims and objectives. It delivers services such as:

- Responsive repairs
- Planned improvements
- *Managing tenancies*
- Rent Collection
- Neighbourhood Services
- Letting properties
- Tenant Participation

Our Vision

“To give every tenant the opportunity to have a say about how and what services are provided for them in a way that suits them, to listen and use their feedback to make improvements”

Shared Principles

The Agreement is based on the following that the partners will:

Commit to meaningful tenant involvement and see it as a fundamental part of *our performance framework and how we deliver our housing services.*

Support and encourage tenant involvement at a level and pace decided by the tenants of the Borough.

Empower tenants so that they take an active role in the management of their homes and communities at a level they are happy with.

Provide and increase varied types and levels of involvement, giving more opportunity for all groups and sections of the community to be involved in the decision-making process.

Ensure that all tenants have equal and fair access to participate, *working to the principle of every tenant matters.*

Recognise that changes will occur that affect the Agreement and that the Agreement will be regularly reviewed.

Agree that changes will not be made to this Agreement without the agreement of each partner.

Value diversity and inclusiveness and be committed to ensuring that all tenants have the opportunity to influence policies, strategies and the delivery of a customer focussed housing service.

Be open and honest and work together to deliver change and improvement.

Equal Opportunities

“North Warwickshire Borough Council will not discriminate on the grounds of nationality, political opinion, race, religious opinion, age, sex, sexuality or disability”

This Agreement is intended to encourage ways that all groups within our community can be involved. It is intended to work with partners and other external bodies to improve the current involvement levels from hard to reach and under-represented groups within our community.

All partners will work to ensure that all tenants are enabled to have their voice heard because every tenant matters.

SECTION 2 ROLES AND RESPONSIBILITIES

Each partner has a role in ensuring the success of the Agreement

Tenants

Individual tenants have a key part to play in the success of the Agreement. Tenants will contribute to the success of the Agreement by:

Attending local meetings to find out more about the services provided by the Housing Division, raise any issues or concerns they have and give feedback about the services they receive.

Provide feedback directly to the Council on services they have received by reporting complaints and compliments and providing suggestions for improvement.

Reading information provided by the Council about housing services and opportunities for involvement – for example, in newsletters, personal letters, on the Council’s website www.northwarks.gov.uk and on *notice boards in sheltered scheme communal rooms*.

Deciding how they want to get involved – being positive in responding to surveys and questionnaires, giving views in consultation exercises, attending local groups, Community Panels and focus groups.

Reading the Tenants’ Handbook and making use of the information contained in it to help resolve problems arising in their neighbourhood or in their homes.

Being a good neighbour – taking a positive approach to the community where they live and abiding by their Tenancy Conditions.

Co-operating with and respecting the Council’s staff and contractors.

Ensuring any group’s terms of reference and standing orders are adhered to.

Community Panel members should ensure that they are familiar with the Community Panel bidding process. They should consult and seek agreement from members of their panel regarding any bids for improvement money from the Council. Requests for any neighbourhood improvements should reflect the views of those tenants living locally.

In addition, every tenant has the right to:

Access relevant papers or background information (excluding those of a confidential nature) to make an informed decision on services provided for them.

Be involved in decision making processes concerning Housing Services, working in partnership with the Council.
Have their views recorded to reflect a true, accurate measure of their needs and to ensure there are no misunderstandings.
Establish a local Tenants Group.
Co-operation and respect from council staff and contractors.

Councillors

Councillors are elected by local people to be responsible and accountable for policy and strategic decisions and ensuring legal requirements are met. Councillors will (either individually or through Council systems):
Consult, communicate and address the needs of tenants when policies are amended and developed.
Be honest, listen and be non-judgemental when approached by tenants for a change of housing strategy or policy.
Provide feedback and information regarding any issue.
Be supportive, strengthening links with tenants to promote close understanding of local community issues and the implementation of the Agreement.
Support staff in their work to broaden involvement opportunities and customer focussed housing services.

Council staff

Staff will work at every level ensuring the success of the Agreement by:
Adopting a customer focus, *listening and responding empathically to tenants concerns* in the delivery of all aspects of the housing service.
Constructively responding to tenants' needs, views, and priorities when they develop and review housing policies and services.
Allowing adequate time to consult tenants when developing or reviewing housing services and policies.
Providing easy to understand, attractive and accurate newsletters, performance information and consultation materials to help tenants get involved in monitoring and developing services.
Listening to and respecting the views of tenants and other service users.
Learning and adapting services based on feedback from tenants and other service users – through meetings, compliments and complaints and customer satisfaction surveys.
Giving feedback to tenants on what has happened because of their views being considered.
Working in a flexible way to meet the needs of tenants, arranging meetings and events at times and in places to suit tenants.
Arranging training events between tenants and the Council to build skills and a shared understanding of effective tenant involvement.

The Borough Wide Tenants Forum

The Borough Wide Tenants Forum is our borough wide tenant representative group. They are tenants who come from all areas of the Borough and want to be involved in the decision-making process and improving services to all tenants. The members may also be involved in Community Panels in their local areas.

They will:

- Review and monitor the Agreement and *Forward Work Plan*.

- Participate in the formation of new policies and service standards.
- *Monitor performance including the Tenant Satisfaction Measures and provide challenge by scrutinising services delivered by the Housing Division.*
- Monitor and oversee tenant scrutiny *and mystery shopping* activities.
- Participate in service and maintenance contract reviews.
- *Promoting tenant involvement and encouraging other Tenants to get involved.*
- *Participate in tenant inspection programmes(delete)*
- *Monitor the Tenant Participation Budget(delete)*

SECTION 3 INVOLVEMENT OPTIONS

Tenants do not have to attend a meeting to be involved or have their voice heard. We understand that many tenants may not be able to commit to attending regular meetings. We want to hear from as many tenants as possible in order to continuously strive to improve the services we offer and ensure we are representing the views of all tenants. We are extending the ways tenants can get involved by offering different medias such as hybrid meetings, social media groups and telephone feedback calls.

There is a wide range of options available to tenants who wish to get involved in the Housing Service. The involvement options set out below are designed to ensure that all tenants can get involved at a level they choose. All tenants can have their say in a way that they are comfortable with and what fits their lifestyle. You may choose to get involved through just one involvement option or in an area that is of particular interest to you, or you may decide to get involved through several options and in several areas. The decision is yours.

All of the options will need some commitment. This ranges from half an hour on an occasional basis, through to several hours a month. To help tenants decide which options might suit them, we have graded them and explained the amount of time commitment required.

Grading our options for involvement

- 1. Low (occasional) – this can just be a one-off commitment, attending a focus group, reading information, completing a tenant survey or questionnaire or coming along to a *local* tenant meeting to discuss neighbourhood issues.**
- 2. Low (regular) – agreeing to give a little of your time occasionally. For example, by suggesting and submitting articles to contribute to the Tenants Newsletter, attending an editorial group or *undertaking mystery shopping to test the quality of the housing service.***
- 3. Medium Level – for example, becoming a member of a local Community Panel Group, which meet regularly during the year.**

4. High Level – for example, becoming a member of the Borough Wide Tenants Forum or Tenant-Led Scrutiny Panel. The Forum meet at least every two months and has an important role in guiding housing policy, strategy, and service development. The Tenant-Led Scrutiny Panel meet on alternate months.

If you would like to get involved in any of the activities, please get in touch with the Neighbourhood and Tenant Involvement *Officer*, email tenantparticipation@northwarks.gov.uk or telephone 01827 715341. Information will be accessible and freely available. Important documents will be provided for all tenants and are available on our website www.northwarks.gov.uk. Key issues will be highlighted in the tenants newsletter, "Tenants Link". Information is available in alternative formats e.g., in large print, on audiotape, in another language or through face to face discussion – please just ask.

(1) Letters, Leaflets and Questionnaires

The Council's Housing Division will write to you throughout the year for a variety of reasons. Some will be confirming repairs you have reported or informing you about your rent account and changes in rent. Others may be informing you of new services and some may be inviting you to special events and meetings. Housing Services may also write to you asking for your views and comments on issues.

An annual tenants survey will be conducted by an independent organisation. This will be to gather satisfaction data and views of tenants on all aspects of the housing and maintenance service. Other surveys will be conducted by different methods to obtain customer feedback on particular aspects of the service. Outcomes from surveys will be reported in the Annual Performance Report, discussed with the Borough Wide Tenants Forum, and be used to inform service improvement plans.

Very little time is needed from you, but very important information can be given in this way. Some letters you receive are purely to keep you up-to-date and inform you. Others may require a response and we will provide Freepost envelopes.

Leaseholder Questionnaire

If you are a leaseholder then you are invited to complete an annual questionnaire, which will give leaseholders the opportunity to raise issues.

An opportunity to highlight leaseholder issues with no fixed commitment. We will provide Freepost envelopes.

(1) Focus Groups

These are small gatherings of between six and twelve residents and are usually one-off sessions designed to gather information on one or more issues. Meetings usually last between one and two hours and residents will be able to attend face to face or remotely using a media platform such as Outlook Teams, Zoom or WhatsApp. Focus Groups form a key part of service improvements and external inspections, which look at improving specific aspects of the housing service.

This is suitable for tenants who want to share their views without giving a regular commitment.

(1) Informal Local Meetings

Where Community Panels do not exist, local tenant meetings will be held at least once a year to keep tenants informed about the service. The Neighbourhood and Tenant Involvement Officer will notify tenants and Councillors in the locality of the meeting details including time, date, and venue. Tenants will be encouraged to raise matters that are important to them, a record of the meeting will be retained, and the Neighbourhoods and Neighbourhood and Tenant Involvement Officer will follow up the agreed action points. **This is a good opportunity for tenants to discuss issues that affect them and their neighbourhoods generally, without a regular commitment.**

(1) Planned Maintenance and Improvement

The Housing Division will arrange consultation events for all future improvement works that are undertaken to tenants and leaseholders' homes. Events will be organised in partnership with the contractor to talk to tenants and leaseholders more directly about future works. **This requires very low commitment but is an excellent opportunity for tenants to discuss any questions about the works or clarify any issues they may have with either Housing staff or the contractor.**

(2) Mystery Shopping

Mystery Shopping exercises may be used as a method of testing the quality of the services. An individual (for example, an existing customer tenant or an independent person) will ask for information or test out the process of reporting a repair or other service request. They may also visit a neighbourhood to examine caretaking standards to see how well services are being delivered.

This is an easy way to get involved in testing the quality of housing services and contribute to service improvements with minimum time commitment. Training will be provided.

(3) Tenant Led Community Panels

This is an opportunity to focus on what is happening in your local neighbourhood and meet with other residents, the Neighbourhood and Tenant Involvement Officer and other key staff. Your neighbourhood issues will be discussed, and you will be able to work together to plan service improvements and community activities. You will receive news and performance information from the Council. Other statutory and voluntary organisations will be encouraged to send representatives to discuss issues of local interest. The Panel meetings are led by tenants and have a constitution. All residents will be invited to attend, and we will promote the meetings by letters, posters and flyers. Community Panels can apply for funding for minor improvements that will help address an issue or improve the local area.

(4) The Borough Wide Tenants Forum

The Forum is an independent body that acts as one voice to represent tenants' views to North Warwickshire Borough Council and the Housing Service. The Forum meets regularly, at least every two months and set their own agenda for the meetings. The meetings are held at the Council House and members can attend in person or remotely. These hybrid meetings will enable members to attend in a way that suits them. Any tenant can request to join The Forum and usually they will already be involved in their local area. Community Panel Chair and Vice Chairs will be encouraged to attend The Forum meetings to represent their local areas and provide an update on what is happening in their local meetings.

The Council's Housing Services Team is committed to listening and responding to the views of the Forum and provides financial and practical support to the group. It will work with the Forum and support them to develop and agree an annual forward work plan which will include the actions to be worked on during the year. Housing Officers will provide information and updates on the areas of work identified in the forward work plan and provide regular updates in the agreed timescales.

The Forum will review quarterly key performance information about the housing management and maintenance service. This will include looking at specific performance targets, satisfaction levels, complaints and compliments and the cost of services. They will review any policy and service improvements proposals with Council Officers and provide input and feedback from a customer perspective. The Forum may identify aspects of the service they wish to scrutinise in more detail. Members of the Forum may establish a task and finish group in order to undertake a scrutiny project.

Regular commitment is required to attend meetings, take part in discussions, reading and commenting on documents, share information with Community Panels, Local Tenant Groups and to local people.

(4) Task and Finish Groups

Task and finish groups will be used for one off pieces of work about a particular aspect of the service. This may involve a specific task that needs completing and has a beginning and an end. Once the task or tasks have been completed the group will not need to meet again unless there are further tasks identified. The group will meet when needed and will report back and provide updates to the Borough Wide Tenants Forum. Any tenant is able to attend a task and finish group as well as nominated members of the Borough Wide Tenants Forum.

(4) Tenant-Led Scrutiny Panel

Where *the Tenant-Led Scrutiny Panel* has identified an aspect of the service it wishes to look at in more detail, a *tenant scrutiny project* will be established. Members of *the Forum* or any *North Warwickshire Council tenant* may nominate themselves to attend the meetings where they have a particular interest in the project that is chosen. The *tenant scrutiny project* will run in a similar way to a task and finish Group and have a beginning and an end. *The Tenant-Led Scrutiny Panel* is a tenant-led independent group that decides projects based on performance and customer feedback information. It reports its findings and recommendations to the *Head of Housing*. The Council will provide support to the *Tenant-Led Scrutiny Panel* by arranging meetings and providing information and resources. The Council will consider the recommendations that are presented and provide feedback and a response that will include any actions to be taken with timescales for completion. *The Chair of the Tenant-Led Scrutiny Panel* will provide updates to the Borough Wide Tenants Forum until the project has ended.

The Council will actively seek the views of all tenants on all key aspects of the housing service and ensure these are considered and acted upon as part of its scrutiny and improvement programme.

The Tenant-Led Scrutiny Panel meet at least every two months to complete scrutiny projects so regular commitment is required. Any tenant can get involved in a scrutiny

project about an area of the service that they have a particular interest in and their involvement may be limited to that particular project. Individual tenants may be contacted by the Tenant Scrutiny Panel to ask for their feedback about the service they have received.

SECTION 4 CORE STANDARDS

Standards for Resources for Tenant Participation

The Council is committed to providing the resources needed to support the Agreement and the involvement activities it describes. There is a full time Neighbourhood and Tenant Involvement Officer, whose role is to actively promote participation and involvement. The whole Housing Division is committed to a customer focused approach in delivering housing services. This means that other officers will support participation and involvement, and work alongside the Neighbourhood and Tenant Involvement Officer.

It is important that the Council achieves good value for money from the resources it puts into initiatives to involve, engage and empower tenants. The Housing Services team will closely monitor the impact of what is spent on involvement activities, discuss the outcomes with tenants and agree what works well and not so well so that this information can be used to inform forward work plans.

We will regularly review the expenditure on tenant participation activities and provide the Borough Wide Tenants Forum with an annual budget report detailing all income and expenditure in relation to tenant participation. We will undertake an Impact Assessment with tenants, which will evaluate the cost and benefits of all involvement activities. These will be ranked using a simple evaluation system, scoring the impact of each involvement activity and a value for money assessment. The outcomes of the impact assessment will be used to inform the following year's Tenant Participation Action Plan.

Financial help

All tenants groups will receive, as a minimum, the following support from the Housing Services:

- Help with invitations, posters etc. for local meetings
- Payment of room hire if necessary
- Payment for specialist services (e.g., signers for British Sign Language)
- Reimbursement of reasonable expenses (e.g., transport, childcare and carers' costs)
- Office facilities, including stationary, photocopying, telephone, laptop or PC
- A small start-up grant, if required, for constituted tenants' groups
- Provision of office accommodation where facilities are available*
- Training costs – training needs will be identified, and an annual plan agreed by the Council. The Council will pay only for those courses agreed within the annual training plan.

*These office facilities will be made available for the use of all tenants living within the local area.

The Neighbourhood and Tenant Involvement Officer will organise transport and technical help for people who need it e.g., interpreters, signing for the deaf etc. All reasonable costs

incurred for the above, along with any carer expenses, will be met by the Council. Any reasonable out of pocket expenses will also be considered for payment by the Council on completion of an expenses form, which is available from the Neighbourhood and Tenant Involvement Officer.

An annual budget will be made available for locally agreed neighbourhood improvements. Financial systems and local consultation will be put in place to make sure that this budget is spent wisely on projects which tenants want.

Advice, Information and Support

The Neighbourhood and Tenant Involvement Officer will:

- Offer and coordinate useful sources of information and advice (including independent advice from organisations like the Tenant Participation Advisory Service (TPAS))
- Work with tenants and colleagues within the Council to develop and encourage support for local tenant networks
- Seek out useful sources of training and good practice from regional and national tenant involvement organisations
- Send a newsletter to all tenants containing a range of useful information, along with contact numbers for sources of further advice. The newsletter will give all tenants an update on issues discussed by the Forum and any changes made as a result of feedback from tenants.

Training and Capacity Building

Resources will be made available to provide training and capacity building for tenant representatives and tenant groups. Grants and other sources of external support will be explored to support the training budget. The quality of training and the benefits it brings will be evaluated as part of the annual Tenant Participation Impact Assessment.

A review of training needs will be undertaken annually. The Tenant Participation Officer will work with the Borough Wide Tenants' Forum, Community Panels and local groups to identify training needs. Where there are training opportunities that would benefit Councillors and staff, arrangements will be made for joint courses. Information about the courses on offer will be given to the Borough Wide Tenants Forum and other tenant groups.

Standards for Meetings

The Borough Wide Tenants Forum and Community Panels will each have a written Constitution that include the Terms of Reference and Code of Conduct that sets out how they will conduct business. Other informal or occasional meetings will elect a person to lead the meeting and will agree the purpose of the meeting at the outset.

For all meetings an attendance sheet will be completed to ensure that a copy of minutes, along with any other information requested, is sent to everyone attending. At the Borough Wide Tenants Forum and Community Panels, the Secretary (or the Neighbourhood and Tenant Involvement Officer) will take minutes of the meeting and distribute these with any other relevant documents to all members within an agreed timescale. The Forum minutes will be distributed within ten days of the meeting taking place. The minutes will contain a clear action plan to deal with matters arising. Target dates for action points will be agreed at each meeting.

Publicising meetings and making them accessible

The Forum and Community Panel members will be responsible for publicising meetings in good time and details will be advertised in prominent locations. Other local and occasional meetings will be well publicised to enable as many tenants as possible to attend. The purpose of meetings will be made clear on posters, invitations, and agendas.

The venue for any meeting should be accessible, so as to not exclude anyone for any reason (e.g., people who are disabled or partially sighted etc.) Facilities such as hearing loops should be made available, whenever possible. We will plan involvement activities at times and in locations that suit tenants and leaseholders, recognising that they are volunteers and give their time freely.

A standing invitation will be extended to all local Councillors to attend meetings in their areas. Councillors will be invited to attend Forum meetings three times a year. Minutes will also be circulated to local Councillors.

Fair and democratic meetings

Meetings must be chaired in line with the agreed Code of Conduct, and it is important that everyone has the opportunity to have their say. Chairs will receive training to enable them to be effective. The Chair will ensure the meeting is run in a democratic way and that everyone's views are given consideration and discussed in a fair manner. Minutes and information will be made available.

Standards for Information

Good quality, comprehensive and easy-to-read information is essential to achieve effective tenant involvement and engagement. Information will be widely and freely available. Tenants and the Council are committed to providing accessible information which is clear and avoids jargon and any form of racist, sexist or other biased language. Information will also be available in large print, on CD, in translation, or through face-to-face discussion.

The Council will provide tenants with any information requested, so long as it is available, and its disclosure does not breach confidentiality. An 'open government' policy will be adopted by the Council in its provision of information to tenants.

Important documents such as the Tenants Handbook and a summary of this Partnership Agreement will be provided for all tenants. A copy of this Partnership Agreement will be available on request from the Council's offices and will be available on the Council's website, there is a specific Tenant Web Page on the website. Meeting dates and minutes of the Borough Wide Tenants Forum will be placed on the website and will be available on request. Housing Services will produce an Induction Pack for the Borough Wide Tenants Forum and Community Panels.

Information will be timely and adequate – this means that enough time will be allowed, and enough information provided for proper consultation and participation to take place. Notices of meetings or other events will be sent out well in advance.

The Council will review the feasibility of using social media for engaging with tenants such as Facebook and Twitter linking into Council-wide initiatives. It will consider new and innovative ways of communicating and interacting with tenants including texts, emails and networking applications.

Standards for Tenants Groups

A written Constitution

The Borough Wide Tenants Forum and the Community Panels have an agreed written Constitution. This helps ensure they exercise their decision-making role effectively. The Constitution sets out the aims, powers, membership, and procedures for meetings. A Code of Conduct is attached to the Constitution.

Diversity and Equality Policies (including race equality policies)

All members of the Borough Wide Tenants Forum, Community Panels and informal Tenant Groups must uphold equal opportunity and respect diversity. Tenant Groups must promote and work towards the elimination of all forms of racism and discrimination and strive towards good relations amongst all members of the community. Training needs will be identified and offered to enable all those involved to keep up to date with the relevant policies and legislation.

Regular Elections

Committee members and Officers of the Forum and Community Panels will be elected at the Annual General Meetings (AGM).

The Forum will hold their AGM at its first meeting after 1st May. Not less than 28 days' notice will be given in writing to all existing members.

Community Panels will usually hold their AGM between 1st March and 30th April each year. Not less than 28 days' notice of the AGM shall be given in writing to Members, Tenants and Leaseholders living within the area.

Open financial records (and annual accounts if appropriate)

A Treasurer will maintain the financial records for the Forum and each Community Panel if necessary. Financial records will be open to audit by a local authority finance officer.

Other tenants meetings

The Council will support informal Tenants Groups as well as the Forum and Community Panels. Officers will work with the tenants involved in these informal groups, agreeing the frequency and topics of meetings, and assisting them in meeting good standards of conduct.

Membership clearly open to all tenants

Membership of all tenants groups will be free and open to all tenants and leaseholders regardless of age, gender, nationality, race, sexual orientation, disability or religious opinions. Non-tenant residents will also be invited to attend certain meetings. However, these residents will not be able to vote on matters regarding housing issues.

Being effective – meeting objectives and acquiring skills to work effectively

Where the Forum and Community Panels agree objectives and Action Plans, these will be reviewed from time to time. Tenants involved in decision-making groups agree to develop their skills and understanding by attending the necessary training arranged by the Council.

Standards for Housing Services

Tenants can play an important role in the delivery and improvement of housing services. Tenants will be consulted on an equal and open basis. Where they get involved in developing standards and improving services, they will be seen as equal partners with the

Council's officers and members. However, it is recognised that the final decision rests with the Elected Members. The Council values the input of tenants in the decision-making processes and will provide feedback where appropriate.

Tenants will be consulted and can be involved in the decision-making process in the following areas:

- Developing the Councils housing policies, Strategy and Asset Management Plan.
- Renovation and maintenance improvement programmes.
- Budget, finance and rent setting.
- Management of housing services (including repairs, tenancy management and the Council's Letting Scheme, tenant involvement, neighbourhood management services and customer services).

The Council's service standards set out the standard of service you can expect to receive from the Council as a landlord. It includes the allocation of our properties as well as their management and maintenance. We will revise our customer promises annually in consultation with tenants. A copy of the standards is available from the Council offices and on our website www.northwarks.gov.uk

Comments, Compliments and Complaints

We encourage *tenants* to complain if we get things wrong so we can put things right as soon as possible and make improvements to prevent them happening again. We also appreciate *tenants* telling us when we get things right so we can continue to provide an excellent service.

The Council's complaints procedure covers all complaints relating to compliance with the Agreement. These may be about the lack of consultation or participation and could include specific comments (for example, the Council changing heating without consultation), or general (for example, the Council is not supporting Community Panels as set out in the Agreement), or a complaint about any Tenants Group. Publicity contained within the Tenants Handbook, the leaflet 'Complaints and Compliments' and the Council's website will ensure tenants are fully aware of this procedure.

Complaints and compliments received will be reported to the Forum as part of performance monitoring and reporting. Compliments will be recorded and reviewed as a way of reinforcing good standards of service across the whole Borough. *We will use every complaint, to ensure we learn lessons so we can improve our services for everyone. We do not want any tenant to sit in silence and therefore will encourage them to tell us if we have got something wrong or think we can improve as we are always looking to continuously improve how we deliver our services to every tenant. We will publish our complaints performance in our Annual Performance Report to Tenants so that it is clear how learning from complaints has made a difference to the services we provide.*

SECTION 5 MONITORING

The Tenant Partnership Agreement

The Agreement sets out the aspirations and targets for tenant involvement and it is important that we monitor, evaluate and measure successes, outcomes and achievements. A Forward Work Plan will be agreed each year with the Borough Wide Tenants Forum and progress will

be monitored and reviewed by the Forum at least quarterly. An impact assessment will also be completed each year which will evaluate the impact of the different ways tenants can get involved and will highlight achievements. This will help to identify what is working well and where we need to focus effort and resources. The Forward Work Plan and the Impact Assessment Outcomes Report will be made available on the Council's Website to inform tenants about what the Forum is working on, what has been achieved and encourage more tenants to get involved.

Housing Services

Key performance information will be reported to and monitored by the Borough Wide Tenants Forum at least quarterly. The Forum may identify aspects of the housing service for further scrutiny and establish *a(delete) task and finish* meetings to undertake *tenant-led* scrutiny projects. The findings and recommendations from the *tenant-led* scrutiny projects will be reported to the Director of Housing for consideration in accordance with the *Tenant-Led Scrutiny Panel* terms of reference and any necessary improvement actions will be agreed. *The Director of Housing will forward the report to the Resources Board for approval.* The agreed action plan will be reported to and discussed with the Forum and information will be provided to monitor progress and ensure all the agreed actions are implemented. A public report will be made available on the Council's website.

Tenant Satisfaction Measures

Surveys will be carried out in accordance with regulations specified within the government guidance. This will include an annual postal survey to a representative sample of tenants and other smaller surveys linked to specific service areas that may be conducted by a variety of methods including telephone, on-line and text and email. The results will be fed back *to tenants(delete)* in the Annual Report *to Tenants* and through our newsletters which will be available on the Council's website. The Council will monitor and report on the Tenant Satisfaction Measures required by the Social Housing Regulator which will include:

- The percentage of tenants satisfied with the overall service provided
- The percentage of tenants satisfied that we listen to their views and act upon them
- The percentage of tenants satisfied that we keep them informed about things that matter to them
- The percentage of tenants satisfied with the opportunities for participation in management and decision making

A full list of the Tenant Satisfaction Measures is appended to the Agreement.

As well as measuring performance using the indicators above, evaluating outcomes and quality of services will be an important part of our performance framework and will include:

- Monitoring and evaluating the outcomes of different approaches to tenant participation and involvement using an impact assessment

- Monitoring and assessing the outcome of consultation and surveys to find out whether or not change has resulted
- Comparing performance with other Housing organisations (this is also known as benchmarking)
- Having a system in place to address dissatisfaction or non-compliance with the Agreement
- Monitoring complaints and compliments relating to the housing service, *identifying both areas for improvement and best practice*
- Monitoring Equal Opportunities to ensure that all tenants are able to be involved in a way that suits them and that there are no barriers to them doing so

SECTION 6 – USEFUL CONTACTS

Please contact us if you have a query about this Agreement, how to get more involved or about any aspect of the housing service. If you have a complaint, please do not sit in silence please contact us so we can look into your issue and take appropriate action. We would also like to hear from you if you have a compliment so that we can learn from good practice.

North Warwickshire Borough Council Housing Staff

Officers in the Housing Division, can be contacted via the Council's Customer Contact Centre by calling 01827 715341.

Tenant Involvement & Tenant-Led Scrutiny

Email: tenantparticipation@northwarks.gov.uk

Complaints & Compliments

Email: complaintsandcompliments@northwarks.gov.uk

Customer Contact Centre

Email: customerservices@northwarks.gov.uk

Housing Services

Email: housingservices@northwarks.gov.uk

Repairs

Email: customerservices@northwarks.gov.uk

Borough Wide Tenants Forum

Chair - Mr Roger Price

Email: tenantparticipation@northwarks.gov.uk

Vice Chair – Mr Percy Rooke

Treasurer – Vacant

Tenant Led Scrutiny

Chair – Mrs Sue Healy

Email: tenantparticipation@northwarks.gov.uk

PART 7 JARGON BUSTER

Action Plan	Summary of action to be taken - should be SMART-specific, measurable, action-orientated, realistic and time-bound
Allocations	Process of allocating empty properties
Board	A Council Board of Borough Councillors that determines policy for the local authority
Borough Wide Tenants Forum (also referred to in this document as The Forum or The Tenants Forum)	Forum made up of tenant representatives of local groups and individual tenants
Community Panel	A local group for tenants and other residents working to improve housing services and other community priorities
<i>Consumer Standards</i>	<i>Standards that the government has set that social landlords in England must deliver for tenants</i>
Customer Involvement Strategy	A strategy setting out the way the Council's Housing Service will meet its objectives to offer customer- focused services and good opportunities for tenant involvement
Decent Homes	A standard set out by the government for homes owned by councils and housing associations – includes standards for the outside of buildings (wind and weatherproof), for warmth and insulation, and for reasonably modern kitchen and bathrooms
Environmental Works	Works carried out to improve the environment or neighbourhood
Housing Ombudsman	Deals with complaints about registered providers of social housing in England, including local authorities about their landlord functions. Independent and impartial, the service is free of charge.
Housing Policy	An agreed method of achieving the objectives of the Council in relation to the provision of its housing service

Hybrid Meetings	A combination of a traditional in-person, face-to-face meeting, and a remote meeting, held over a conference call platform. Hybrid meetings usually occur when some attendees are present and available in a physical space, while others are not.
Impact Assessment	Evaluations of the outcomes from tenant participation activities undertaken
Improvement Programme	Works carried out to council homes to bring them up to

	modern standards (e.g., bathroom or kitchen replacement)
Leaseholder	A person who has purchased the lease of a former council dwelling (usually a flat)
Lettings	See "Allocations"
Local Tenant Group	Informal group of tenants
Mystery Shopping	A method of testing the quality of services whereby an individual (for example, an existing customer, or an independent person) will ask for information, or test out the process of reporting a repair or visit neighbourhoods to examine caretaking standards – to see how well services are being delivered
Neighbourhood Services or Wardens	A service introduced by the Council in 2006/7 to offer a responsive local service around our neighbourhoods
Performance Plan	Document outlining performance standards to be achieved by the Council (published annually)
Registered Provider (RP) of Social Housing	<i>An organisation that does not trade for profit e.g. a local council or housing association and is registered with the Regulator of Social Housing</i>
Regulator of Social Housing (RSH)	<i>A government organisation that checks that social housing landlords are working properly</i>
Scrutiny	A detailed study of an activity or service area undertaken by an independent group of tenants
Sheltered Housing	Housing provided specifically for those with special needs because of age or disability
Social Housing	<i>Housing provided at a lower rent by either a local council, housing association or charity</i>
Stakeholder	Individual or organisation with an interest in a particular service (e.g., tenants, contractors, staff, councillors)
Stock Condition Survey	A survey of the Council's properties undertaken every five years to assess the condition. This informs the Council's capital programme for improvements
Task and Finish Group	A group of tenants and nominated members of the Borough Wide Tenants Forum used for one off pieces of work about a particular aspect of the service
Tenancy Agreement	A legal agreement between a landlord and tenant setting out the obligations of both parties
Tenant Association	A group of tenants who have decided to adopt a formal constitution and form an association
Tenant Champions	Individual tenants selected from the Borough Wide Tenants

	Forum or Community Panels with a particular interest in or knowledge about an aspect of the housing service – they will work with staff and councillors on working groups and represent the interests of tenants on that particular topic
Tenant Partnership Agreement (also referred to in this document as the Agreement)	Agreement between the Council and its tenants describing how tenants will be involved in the decision-making processes affecting the delivery of the housing service
Tenant Partnership Advisory Service	TPAS is a not-for-profit membership organisation that provides information, consultancy, training and conferences on all aspects of involving tenants in their housing management
Tenants Link	Newsletter published by Housing Services together with an Editorial Panel of tenants distributed to all tenants
Tenant Satisfaction Measures (TSM)	The measures form part of a system developed by the Regulator of Social Housing to assess how well social housing landlords are doing at providing good quality homes and services
Void	Empty property awaiting allocation to new tenant

CONTACT US

Email: housingservices@northwarks.gov.uk

Telephone: 01827 715341 (between 8.30am and 5pm, Monday to Friday)

Out of Hours Emergency Repairs Telephone: 01827 715341 (calls will be directed to the lifeline centre which is manned 24 hours a day)

Write to:

Housing Division
North Warwickshire Borough Council,
South Street,
Atherstone,
Warwickshire,
CV9 1DE

Website: www.northwarks.gov.uk

North Warwickshire Borough Council and the Borough Wide Tenants Forum are committed to working in partnership with tenants to ensure that our neighbourhoods are places where people choose to live and can contribute to their community.

If you require a version of this document in large print, audiotape or in another language, please contact us.

TENANT PARTNERSHIP AGREEMENT 2025-26

To All North Warwickshire Borough Council Tenants

The Tenant Partnership Agreement (the Agreement) has been reviewed by the Borough Wide Tenants Forum (the Forum), Officers of the Council and elected members and demonstrates our continued commitment to working more closely together. The aim of the Agreement is to set out how tenants can have a greater say in the way housing services are delivered through a range of opportunities for involvement. The Agreement outlines how you can become more involved, and we hope that more tenants will take up this invitation to influence the housing services delivered by the Council. The Council is committed to listening to our tenants and working to improve the services that we provide. All parties to the Agreement will meet at least twice per year to agree work priorities and monitor progress. A copy of the Tenant Partnership is available on the Council's website (insert link / QR Code).

The Borough Wide Tenants Forum is an independent group of people who meet bi-monthly to represent all Council Tenants in North Warwickshire. The Forum helps to shape policy and decisions that affect all Council tenants. Meetings offer an opportunity for issues that are important to tenants to be raised with Council Officers so that improvements can be made to how the housing service is delivered. Members of the Borough Wide Tenants Forum also undertake independent tenant-led scrutiny projects. During 2024-24 the Tenant-Led Scrutiny Panel has undertaken two scrutiny projects looking at Repairs and Anti-Social Behaviour. You do not need to be a member of the Forum to take part in a scrutiny project, we are looking for more tenants to join the Tenant Scrutiny Panel. If you would like to get involved in a scrutiny project, want to know more about it or have any suggestion on what you think they should be looking at please contact the Neighbourhood Services & Tenant Involvement Officer, 01827 715341, tenantparticipation@northwarks.gov.uk.

The Borough Wide Tenant Forum has welcomed three new members during 2024-25, one from Hartshill, one from Polesworth and another from Baddesley Ensor. The Forum are keen to develop new ways of engaging with tenants so that more tenants can get involved in a way to suit them. New members are always welcome, if you are interested in joining the Forum or finding out more, please contact the Neighbourhood Services & Tenant Involvement Officer, 01827 715341, tenantparticipation@northwarks.gov.uk.

We want to give all our Tenants a voice because every Tenant Matters. We are developing how we are engaging with Tenants offering a range of ways to get more involved. If you prefer, you do not need to attend a meeting in person, we offer hybrid meetings so that you can attend a meeting remotely or you can participate by completing a survey or by letting us know if you have an idea or suggestion for improvement. If you have a complaint or compliment, please do not sit in silence, we want to know about it so that we can learn and make improvements that will benefit all Tenants. Email: complaintsandcompliments@northwarks.gov.uk. More information about our complaints policy can be found on the Council's website (insert link /QR code)

This document sets out the key achievements during 2024-25 and the Forward Work Plan for 2025-26. It explains our vision for involving tenants and how they can get more involved in shaping the delivery of the housing service.

We would like to thank all partners for their assistance in making these achievements. The Borough Wide Tenants Forum and elected members meet twice a year to agree how they can work collaboratively to meet agreed objectives and help improve the services delivered by the Housing Division.

Insert photos:

The Chair of the Housing Task & Finish Group (Counsellor Denise Clews)

The Chair of the Borough Wide Tenants Forum (Roger Price)

The Director of Housing (Angela Coates)

The key achievements made by the Borough Wide Tenant's Forum and partners to the Agreement during 2024/25 were:

- Reviewing the Council Housing Service Standards and Key Performance Indicators to ensure they meet the required regulatory requirements.
- Monitoring the quarterly key performance information and making suggestions for improvement.
- Reviewing the Council's compliance with the Social Housing Regulators Consumer Standards and the Complaints Code of Conduct, noting any areas for improvement and actions to be taken.
- Monitoring the quarterly complaints and compliments performance information and making suggestions for improvement.
- Considering feedback from the Social Housing Regulators recent inspections and Housing Ombudsman conference, identifying actions to strengthen the Council's performance and compliance against the Consumer Standards.
- Completing two tenant-led scrutiny projects focusing on Reporting a Repair and Anti-Social Behaviour, both areas of the service recognised as being important to Tenants. Learning has been used to help inform improvements to both service areas and to develop future scrutiny projects for example, a new template telephone protocol and checklist for writing scrutiny reports. You can see the full report on the Council's website (insert link / QR code).
- Reviewing the Council's Fire Safety Management Policy and the arrangements for fire safety in blocks of flats having regard for the lessons learned from Grenfell Tower enquiry.
- The Borough Wide Tenant's Forum has received regular updates on the review of the Maintenance Service, including bringing the gas heating service back in house.
- Reviewing the Asset Management Plan for Council Housing. The Asset Management Plan provides a framework to enable the Council to manage the housing stock proactively and helps to ensure that resources for maintaining the assets in good condition and investments made are clearly focussed.

- TPAS Silent Voices Workshop – the Council and members of the Borough Wide Tenant’s Forum attended a workshop to help inform how we will reach and engage with all Tenants. The Council is to develop a strategy for improving the data we hold about tenants and how this can be used to better understand our tenants and their needs. An Equality, Diversity and Inclusion Policy was considered by the Forum and approved by the Resources Board in September.
- Assisting with the review of the Homelessness Strategy and Action Plan by attending a workshop and giving a customer experience perspective.
- Reviewing the information provided to tenants regarding the cost of living rises and where they can find help and support.
- Contributing to the Tenants Link Newsletter and promoting the work of the Forum.
- Reviewing and monitoring the actions for housing as stated in the Climate Change Action Plan
- Representing the Borough Wide Tenants Forum at Tenant Participation Advisory Service (TPAS) conference events and other membership events – understanding, learning, and sharing ideas with tenants from other areas.
- Local tenants meetings have been held throughout the year across the Borough. These have enabled individual tenants to find out more about the housing services that are delivered, to report any issues or concerns and feedback their experience of the service. Where possible issues that are reported are acted upon straight away. Key themes have been identified that will help inform improvements to the service or feed into future stock improvement programmes.

Our Vision

“To give every tenant the opportunity to have a say about how and what services are provided for them in a way that suits them, to listen and use their feedback to make improvements.”

To achieve this vision, tenants and the Council will:

- Provide different ways for tenants to get involved
- Be honest, open and transparent
- Be welcoming and accessible to every tenant
- Consult widely and listen to feedback
- Work together to deliver change and improvement

Benefits of getting involved

Gaining views from tenants is vital for Housing Services to obtain an understanding of customer needs and aspirations and to constantly enhance and improve services. We are committed to working in partnership with tenants to ensure they have the opportunity to influence decisions about the management of their homes in the area they live and to ensure the services they receive provide value for money.

Involving tenants at a level they choose results in many benefits for both customer and landlord:

- To empower tenants to have a real say in how the housing service is delivered
- To achieve a more responsive and improved service

- To ensure that services provided reflect tenant's needs
- To enhance accountability by having diverse representation on the various involvement groups
- To achieve continuous improvement in service delivery
- To improve the community and environment and promote sustainability
- To improve communication between the Council and tenants and strengthen awareness of each other's perspectives, organisational and financial limitations
- Informed and knowledgeable tenants who have both the skills and confidence to influence decisions
- Building mutual respect and understanding
- Increased tenant satisfaction with homes and neighbourhoods

Simple changes can often make a significant difference to people's lives. We aim to ensure that during the process of tenant consultation in relation to a particular topic or service, we listen to the information tenants tell us and do something about it. Where this might not be possible, for example, due to resource limitations, we will explain why and work with tenants to look at alternatives.

Transparent Services

We want to ensure our services are transparent and that the Council promote accountability to tenants. We therefore welcome feedback and involvement from all tenants in all aspects of our services whether this is through formal or informal involvement. Tenant contributions help us to improve our services to ensure we are an effective and efficient landlord.

Our Approach

The Council offers a range of ways for tenants to get involved in a way that suits them. However you choose to get involved, we will LISTEN to your feedback and ACT to make improvements to the way in which the housing service is delivered. The heart of our approach is to listen to our Tenants Voice.

Options for getting involved

There is a wide range of options available to tenants who wish to get involved in the Housing Service. The involvement options are detailed in the Tenant Partnership Agreement and our Tenant Involvement leaflet (insert link / QR Code) and are designed to ensure that all tenants can get involved at a level they choose. All tenants can have their say in a way that they are comfortable with and that fits their lifestyle. You may choose to get involved through just one involvement option or in an area that is of particular interest to you, or you may decide to get involved through several options and in several areas.

All of the options will need some level of commitment. This ranges from half an hour on an occasional basis, through to several hours a month. To help tenants decide which options might suit them, we have graded them and explained the amount of time commitment required.

1. Low/Occasional

This can just be a one-off commitment for example,

- Reading letters, leaflets and completing tenant surveys and questionnaires.
- Participating in focus groups, in person or remotely
- Attending informal local meetings
- Attending home improvement liaison meetings

2. Low/Regular

This would be agreeing to give a little of your time occasionally for example,

- Becoming a Mystery Shopper to test how housing services are delivered
- Joining the Editorial Group, submitting articles to contribute to the Tenants Newsletter

3. Medium Level

This would be agreeing to a more regular commitment of your time for example,

- Attending a local Community Panel Group – these are tenant led and focus on what is happening in your local neighbourhood

4. High Level

This would involve a higher level of commitment of your time as meetings will be held regularly. You would be required to take part in discussions, reading and commenting on documents and sharing information with local tenant groups. For example,

- Joining The Borough Wide Tenants Forum which meet at least every two months and has an important role in guiding housing policy, strategy and service development
- Joining the Tenant Scrutiny Panel – this is a tenant-led group that meet regularly at least every two months to scrutinise different aspects of the housing service and make recommendations for improvement. This will require you to contact other tenants to find out about their experience of the service. Any tenant can get involved in a scrutiny project.
- Attending a Task & Finish Group about a particular aspect of the housing service

Forward Work Plan & Monitoring Progress

The Forward Work Plan identifies the work programme for tenant involvement and engagement during 2025-26. The Borough Wide Tenant's Forum have a key role in promoting tenant involvement and encouraging other tenants to get more involved. The Forward Work Plan will be reviewed at least quarterly to ensure progress is being made in accordance with the agreed timescales.

The Council undertakes an impact assessment to evaluate the outcomes of all the tenant involvement activities carried out during each year. The impact assessment measures and evaluates tenant involvement and the difference it makes to the housing services provided by the Council. This enables us to focus on those initiatives that provide the best outcomes. You can find more detail on what's been achieved and the latest impact assessment outcomes report on the Council's website (insert link / QR code).

The Council is required to act in accordance with the Social Housing Regulators Consumer Standards. The four standards are:

- Safety and Quality Standard
- Transparency, Influence and Accountability Standard
- Neighbourhood & Community Standard
- Tenancy Standard

Tenants are at the forefront of each standard, but engagement and involvement with tenants is specifically covered in the Transparency, Influence and Accountability Standard. The outcomes we must deliver are about being open with tenants, treating tenants with fairness and respect so that they can access services, raise complaints, influence decision making and hold their landlord to account.

The Council will monitor and report on the Tenant Satisfaction Measures required by the Social Housing Regulator which will include:

- The percentage of tenants satisfied with the overall service provided
- The percentage of tenants satisfied that we listen to their views and act upon them
- The percentage of tenants satisfied that we keep them informed about things that matter to them
- The percentage of tenants satisfied with the opportunities for participation in management and decision making

Our Annual Report to tenants is available on the Council's website (insert link / QR Code).

Forward Work Plan 2025-26

Action point	Action	Timescale/Completion date
1	Review the Tenant Partnership Agreement ensuring the information is clear and concise.	Commence Dec 2024, Complete by April 2025
2	Review the information about the housing service on the Council's website to ensure it is clear, accurate and up to date. Investigate potential for other social media channels.	On-going
3	Undertake an impact assessment to evaluate the outcome of tenant involvement and scrutiny activities.	Commence Dec 2024, Complete by April 2025

4	Develop a revised format for performance reporting that includes Tenant Satisfaction Measures, Complaints & Compliments and feedback from the Tenant-Led Scrutiny Panel.	By May 2025
5	Consider and monitor quarterly performance reports and make suggestions for improvement.	Performance Reports to be considered every quarter (July, October, January, April)
6	The Tenant-Led Scrutiny Panel to develop a forward work plan. This year's projects include but are not limited to (to be agreed). The Scrutiny Panel will provide update reports to the Borough Wide Tenant's Forum on the progress of projects.	Scrutiny project timescales to be agreed
7	To follow up on actions agreed following the 'silence voices' training. Plan the process for gathering data we hold about tenants and how this can be used and developed to ensure we are addressing individual needs and delivering a fair access to services.	Timescales to be agreed
8	Monitor the Action Plan set out in the Asset Management Plan 2023-2026 and establish task and finish groups where appropriate.	Monitor quarterly. Timescales are determined in the Asset Management Plan
9	The Borough Wide Tenants Forum to consider ways to ensure NWBC tenants are aware of help and support available to them regarding the cost of living crisis.	Work on-going
10	Produce an Annual Report to inform tenants of the performance of Housing Services.	October 2025
11	Produce 2 tenant newsletters focusing on the work of the Borough Wide Tenants Forum and good news stories.	January 2025, July 2025

Useful Contacts

North Warwickshire Borough Council Housing Staff

Officers in the Housing Division, can be contacted via the Council's Customer Contact Centre by calling 01827 715341.

Tenant Involvement & Tenant-Led Scrutiny

Email: tenantparticipation@northwarks.gov.uk

Complaints & Compliments

Email: complaintsandcompliments@northwarks.gov.uk

Customer Contact Centre

Email: customerservices@northwarks.gov.uk

Housing Services

Email: housingservices@northwarks.gov.uk

Repairs

Email: customerservices@northwarks.gov.uk

Write to:

Housing Division
North Warwickshire Borough Council,
South Street,
Atherstone,
Warwickshire,
CV9 1DE

Website: www.northwarks.gov.uk

The Borough Wide Tenants Forum

Chair - Mr Roger Price

Email: tenantparticipation@northwarks.gov.uk

Vice Chair – Mr Percy Rooke

Treasurer – Vacant

Tenant Led Scrutiny

Chair – Mrs Sue Healy

Email: tenantparticipation@northwarks.gov.uk

North Warwickshire Borough Council and the Borough Wide Tenants Forum are committed to working in partnership with tenants to ensure that our neighbourhoods are places where people choose to live and can contribute to their community.

If you require a version of this document in large print, audiotape or in another language, please contact us.

Agenda Item No 14

Resources Board

27 January 2025

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that 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 15

Request to Purchase Land – Report of the Director of Housing.

Paragraph 1 - Information relating to an individual.

Agenda item No 16

Garage Site – 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 17

Confidential Extracts of the minutes of the Resources Board held on 11 November 2024

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

In relation to the items 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 as to why that is the case.

The Contact Officer for this report is Marina Wallace (719226)