
TOM SHARDLOW
CHIEF EXECUTIVE
Town Hall, Nuneaton,
Warwickshire, CV11 5AA

Our Ref: KB

Telephone Democratic Services: (024) 7637 6000
Type talk Registered
DX Nuneaton 16458
e-mail: committee@nuneatonandbedworth.gov.uk

Date: 5th June 2024

If calling please ask for: Democratic Services

Dear Sir/Madam,

A meeting of the **Environment and Leisure Overview and Scrutiny Panel** will be held in the Council Chamber, Town Hall, Nuneaton on **Thursday, 13th June 2024 at 6.00 p.m.**

Yours faithfully,

Tom Shardlow

Chief Executive

To: All Members of the Environment and Leisure Overview and Scrutiny Panel

Councillors T. Venson (Chair), M. Walsh (Vice-Chair), E. Amaechi, A. Bull, J. Collett, J. Gutteridge, S. Markham, W. Markham and C. Smith.

AGENDA

PART 1 – PUBLIC BUSINESS

1. ANNOUNCEMENTS AND EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

Please use the stairs and do not use the lifts. Once out of the building, please gather outside Lloyds Bank on the opposite side of the road.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

2. APOLOGIES - To receive apologies for absence from the meeting.

3. MINUTES - To confirm the minutes of the meeting of the Housing, Environment and Health Overview and Scrutiny Panel held on 18th April 2024 (**Page 6**).

4. DECLARATIONS OF INTEREST/PARTY WHIP - To receive declarations of Disclosable Pecuniary and Other interests in accordance with the Members' Code of Conduct and of the Party Whip in accordance with the Overview and Scrutiny Procedure Rules 4E, Paragraph 16(b).

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made for interests that are declared regularly by members to be appended to the agenda (**Page 12**). Any interest noted in the Schedule at the back of the agenda papers will be deemed to have been declared and will be minuted as such by the Committee Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the

commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Audit & Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

5. PUBLIC CONSULTATION - Members of the Public will be given the opportunity to speak on specific agenda items if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the chair, the speaker persists, they will be asked to stop speaking by the chair. The chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. QUESTIONS TO CABINET – In accordance with Overview & Scrutiny Procedure Rule 4.E.8 c) 20 minutes shall be set aside for questions to a member of the Cabinet from the Panel in relation to matters in respect of which the Panel has powers or duties.
7. INTEGRATED PERFORMANCE REPORT – END OF YEAR (FOURTH QUARTER) 2023/24 – a report of the Risk Management and Performance Officer, attached **(Page 14)**.
8. MUSEUM PERFORMANCE 2022-2023 – a report of the Museum and Arts Manager, attached **(Page 121)**.
9. WASTE AND RECYCLING UPDATE a report of the Assistant Director – Environment and Enforcement **(to follow)**.
10. FORWARD PLAN – attached for information **(Page 134)**.
11. WORK PROGRAMME 2024/25 – for approval, attached **(Page 142)**.
12. ANY OTHER ITEMS which in the opinion of the Chair of the meeting should be

considered as a matter of urgency because of special circumstances (which must be specified).

THIS PAGE IS FOR INFORMATION ONLY

Nuneaton and Bedworth Borough Council

Building A Better Borough

Nuneaton and Bedworth 2032: working in partnership, restoring pride in our borough

AIM 1: LIVE

We want to make our borough a place where our residents enjoy living and in which others choose to make their home.

Priority 1: Promote residents' health and wellbeing

Priority 2: Enable appropriate housing development

Priority 3: Sponsor a sustainable green approach

Priority 4: Prioritise community safety and empowerment

AIM 2: WORK

Using our prime location within the national road and rail networks and responding to the needs of private companies, we want to make our borough a place in which businesses choose to locate and where our residents enjoy a range of employment options.

Priority 1: Grow a strong and inclusive economy

Priority 2: Champion education and skills

Priority 3: Embrace new and emerging technology

Priority 4: Support local businesses

AIM 3: VISIT

Taking advantage of our open green spaces, our heritage, and our location within the West Midlands, we want our borough to be a vibrant destination for residents and visitors alike. A place where people and families want to spend time relaxing, socialising and taking part in leisure and cultural activities.

Priority 1: Create vibrant and diverse town centres

Priority 2: Stimulate regeneration

Priority 3: Celebrate and promote our heritage

Priority 4: Improve the physical environment

NUNEATON AND BEDWORTH BOROUGH COUNCIL

**HOUSING, ENVIRONMENT AND HEALTH OVERVIEW
AND SCRUTINY PANEL**

18th April 2024

A meeting of the Housing, Environment and Health Overview and Scrutiny Panel was held on Thursday, 18th April 2024 in the Council Chamber, Town Hall Nuneaton, the meeting was recorded for publication on the Council's website.

Present

Councillor K. Evans (Chair)

Councillors: E. Shiers (Vice-Chair), C. Cape, T. Cooper, K. Kondakor, B. Pandher and J. Singh.

Apologies: Councillor S. Harbison.

PART I – PUBLIC BUSINESS

HEH44 **Minutes**

RESOLVED that the minutes of the meetings held on 1st February 2024 be approved and signed by the Chair.

HEH45 **Declarations of Interest**

RESOLVED that the declarations of interest are as set out in the Schedule attached to these Minutes.

HEH46 **Questions to Cabinet**

The portfolio holder for Health and Environment (Councillor J. Gutteridge) was in attendance to answer questions from the Panel, and the portfolio holder for Housing and Communities (Councillor C. Golby) arrived later in the meeting to answer questions from the Panel.

Councillor Kondakor asked the Portfolio Holder for Health and Environment:

First question I wanted to ask was about the trees, because obviously every year we have a winter tree planting season, and we've lost a lot in Bedworth with the War Memorial Park and the Miners Welfare Park sorry, having the bits taken down for where the Leisure Centre might be. Can we have an update on how good your tree planting was this year, and if we're also looking at the trees on the adopted sites, because obviously we're about to take them over and it's useful to make sure that they are both in good health and we can plant some more on these sites, which will get adopted. Thank you Chair.

The Portfolio Holder for Health and Environment replied:

Thank you Councillor Kondakor, I welcome your question. We'll start with the Physical Activity Hub at Bedworth. Yes we did remove trees, but we are planting over, I think the last count was there'll be 140 trees planted in place of the 30 trees we took down. This year I think we have planted 232 I think, if I was correct. So we planted over 600 trees in the last few years.

Councillor Kondakor followed up with:

To come back on your answer last night about the balancing ponds on the newest estates. I totally understand that the Water Safety Policy doesn't require us to have fencing added around the ponds, but I wasn't quite sure whether it prohibited there being any fencing, so if you could just clarify. You kept waving the document saying 'what policy, what policy'. I get it that it's not a requirement, but is it a

prohibition or is there something we could actually have a look at, doing some planting or something just to ease the resident concerns. Because I'm not expecting a bulletproof fence and laser guard around these ponds, because they are ponds, but I think just on the corner nearest the climbing frame it would be nice if we did allow the residents to have a bit of hedging or kick rail.

The Portfolio Holder for Health and Environment replied:

Councillor Kondakor, do you want me to read my answer to your question last Night? Well I'll read it again. The adoption of public open space on the three developments at the top of Weddington Road are progressing, but are at different stages. The furthest along is the Davidsons Church Field site. The fencing was removed about the SUDS, Sustainable Urban Drainage System feature, as it was not on the approved plans. I repeat it again, not on the approved plans and contrary to Council adopted Water Safety Policy. The Council is currently preparing for the adoption of this site which should be completed later this year. Parks adopt it first and it then goes on to Legal, and it should be noted that the balancing feature is no closer to the play facilities than they are the river Anker itself, and that our water safety policy will be applied in determining the future management arrangements of this site. I believe also you've spoken to Offices about this, and you've put a Member inquiry in, so hopefully you will understand that when we adopt it, we will look at it. It's not ours at the moment. So when we adopt it, we will evaluate it. I hope this puts the question to bed once and for all.

Councillor K. Kondakor asked the Portfolio Holder for Housing and Communities:

I'd like an update please with what is going on different with Eaton House, and why we're so far out of track on our budget thank you.

The Portfolio Holder for Housing and Communities replied:

I will get a written response to you and Panel Members

Councillor K. Kondakor followed up with:

On page 40 it talks about longer times to get the voids back into use and it talks about the holidays etc. but as it's comparison between the same period in two years there was a Christmas this year and there was a Christmas year before. Are we on track to get more staff and get the void time down? Thank you Chair.

The Portfolio Holder for Housing and Communities replied:

We are in the process of reorganising staff. There is a lot of work to be done, obviously keeping on top of everything, so it is what it is. When the new structures bed in properly that will be when we will see an improvement.

HEH47 George Eliot Hospital Update

The Director of Strategy, Service Improvement & Partnerships presented a report which provided Members with an update on the current effect of winter and coronavirus on the hospitals operational position and predicted return to normal operating conditions. An update on the provision of additional hospice beds was also provided.

Public Speaker: Mr P. Smith

The Panel discussed and asked questions on the following:

- The new Community Diagnostics Centre – led to improvements relating to diagnostics and is a real asset with benefits being seen.

- Lack of beds and staff in A&E. Everyone is working hard, and more work may need to be looked at in relation to discharge processes.
- Extra beds are being placed in wards – but safe staffing levels will be maintained.
- Temporary staffing levels which were high and costly have been improved.
- The financial position is challenging, and a lot of work is being done to reduce wait times.
- Frailty requires a multi-disciplinary approach, including home support.
- Feedback is encouraged.
- Town Centre Board/transforming Nuneaton – the possibility of having an outpatients clinic within the Town Centre.

RESOLVED that the presentation and report be noted.

HEH48 **Healthwatch**

A presentation of the Chief Executive & Company Secretary (Healthwatch) provided the Panel with information including the objectives, feedback received and the priorities of Healthwatch.

The Panel discussed and asked questions on the following:

- People contact Healthwatch when they have issues and things are not going well.
- The biggest areas of concern for residents were discussed, which include G.P's and hospitals. Pharmacy and Dentistry are being more of a concern. Communication seems to be an issue.
- The Veterans health care study – until end May.
- The emerging priorities include communication, transport, delays and pharmacy.
- The impact of the cost of living.
- The new NHS app and the use of Artificial Intelligence to try and reduce wait times. Technology can exclude certain members of the population.
- The challenges of getting men to talk.
- People under-medicating as they can't afford prescriptions.
- G.P working hours and access – including recruitment and retention.

RESOLVED that the presentation be noted.

HEH49 **Armed Forces Covenant**

A report of the Strategic Director - Housing and Community Safety gave Members the opportunity to note and feedback on the work being carried out in respect of the Armed Forces Covenant.

The Panel asked a number of questions and discussed a variety of issues including:

- The ways support can be given and the need for partnership/holistic working.
- Ways to engage and encourage – including sessions where veterans know they can get information and advice.
- NBBC and North Warwickshire both rated highly by veterans organisations, especially in relation to housing.
- Veterans contact point received the King Charles award for charity.
- Resources and increasing the profile of support, including encouraging feedback.

- The general feeling is the current system is working well, but needs to be monitored and looking to improve on areas such as engagement and making people feel valued and recognised.

HEH50 **Integrated Performance Report – Third Quarter 2023-24**

A report of the Risk Management and Performance Officer. The Panel were presented with a report which seeks to provide appropriate performance measures, budget information and risk data for service areas within the scope of the Panel. The report has been adapted to reduce the volume of data (as previously reported under the former scrutiny panel arrangements), whilst still providing the Panel with sufficient information to monitor results to address issues arising.

The Panel asked a number of questions and discussed a variety of issues including:

- Having the Housing HRA similar to the general fund to make it easier to scrutinise.
- Increased number of complaints recently down to refuse collection changes,

RESOLVED that the contents of the report be noted.

HEH51 **Forward Plan**

The Forward Plan showing the key decisions that will be made in the four months commencing 1st May 2024, was provided to the Panel for information.

RESOLVED: that the Forward Plan be noted.

HEH52 **Work Programme**

The Panel were presented with the Work Programme for the municipal year 2023-2024.

RESOLVED that the Work Programme be noted

HEH53 **Any Other Items**

The Briefing Update Report relating to 'Addressing Teen Conception in Nuneaton and Bedworth' which was emailed to Panel Members on 11th April 2024 be noted.

Chair

Housing, Environment and Health Overview And Scrutiny Panel - Schedule of Declarations of Interests – 2023/2024

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	B. Beetham	Senior PowerBi Lead at Wye Valley Hospital Trust; Warwickshire County Council – Camp Hill	Member of the following Outside Bodies: <ul style="list-style-type: none"> • Camp Hill Urban Village: Pride in Camp Hill Board • Committee of Management of Hartshill and Nuneaton Recreation Ground 	
	C. Cape	Director of Capability Coaching and Consultancy Ltd.	Member of the following Outside Bodies: <ul style="list-style-type: none"> • Armed Forces Covenant Meeting 	
	T. Cooper	None	Member on the following Outside Bodies: <ul style="list-style-type: none"> • Camp Hill Urban Village: Pride in Camp Hill Board • Committee of Management of Hartshill and Nuneaton Recreation Ground 	
	K. Evans (Chair)	Employed the Local Government Association	Sponsorship: Election Expenses – North Warwickshire Conservative Association Membership of Other Bodies: <ul style="list-style-type: none"> • Substitute Member of the West Midlands Combined Audit, Risk and Assurance Committee 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			Member of the Bedworth Conservative Club Member of the Conservative Party.	
	S. Harbison	Self-employed	Member of Conservative and Unionist Party. Member on the following Outside Bodies: <ul style="list-style-type: none"> • Astley Charity 	
	K.A. Kondakor	Electronic and Embedded Software Design Engineer (self-employed)	Unpaid Director of 100% Renewables UK Ltd Green Party (E&W)	
	B. Pandher		Member of Warwickshire County Council President & Trustee of Nanaksar Gurdwara Gursikh Temple Coventry; Coordinator of Council of Sikh Temples in Coventry; Secretary of Coventry Indian Community; Trustee of Sikh Monument Trust Vice Chair Exhall Multicultural Group Member of the following Outside Bodies: <ul style="list-style-type: none"> • Foleshill Charity Trustee – Proffitt's Charity • Conservative Party 	
	E. Shiers (Vice-Chair)	Employed by and Director of Cannon Enterprise Ltd. Director of The Fresh Dessert Company	The Labour Party Coventry East Credit Union Member of the Pride in Camp Hill Board. Member of the governing board for Camp Hill Primary School. Member of the Board of Trustees of Camp Hill Community Association Volunteer for the Coventry and Warwickshire district RSPCA Director Community Interest Company Chill (alternative education provision for young people)	
	J. Singh	Self-employed at Sedgie's News Agents.		

Environment and Leisure OSP –
Schedule of Declarations of Interests – 2024/2025

Agenda Item 4

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	E. Amaechi	- Employed NHS Wales Shared Services Partnership (NWSSP) - Ricky Global Consultants Ltd - Purple Dove Events Ltd	- Foundation Governor - Our Lady and St. Joseph Academy, Nuneaton. - Member of: - British Computer Society. - Igbo Community Coventry. - Mbaise Community, Coventry.	
	A. Bull	Employed by FedEx	The Labour Party (sponsorship) -CWU Trade Union Member	
	J. Collett	Employed by: - Marcus Jones MP - Consigliere Strategy Ltd	- Nuneaton Conservative Association (sponsorship) - Member of: - Nuneaton Rugby Club - Nuneaton Town Football Club - Nuneaton Cricket Club	
	J. Gutteridge		Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board Member of NABCEL	
	S. Markham	County Councillor – WCC (Portfolio)	Governor at Ash Green School Member of the following	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
		Holder for Children's Services)	Outside Bodies: <ul style="list-style-type: none"> • Nuneaton and Bedworth Sports Forum • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Sherbourne Asset Co Shareholder Committee • Hammersley, Smith and Orton Charities • Trustee of Abbey Theatre 	
	W. Markham		Governor at Ash Green School for SEND Member of Unite Union	
	C. Smith	Software Engineer – Prophet PLC	- U16 Coach – Nuneaton RFC - Safeguarding – Manor Park RFC	
	T. Venson	Employed by Freightliner Heavy Haul	A5IEF Trade Union The Labour Party	
	M. Walsh	(Retired)Employed by MacInnes Tooling Ltd. – UK Sales Manager		

Cover Note - June 2024 Overview and Scrutiny Panel's

- Housing and Communities OSP
- Environment and Leisure OSP
- Business and Regeneration OSP
- Health and Corporate Resources OSP

The purpose of this cover note is to provide Members of each Overview and Scrutiny Panel (OSP) with clarity regarding the performance data report related to quarter 4 of the 2023/2024 financial year.

Members will note quarter 4 data is presented in alignment with the previous OSP arrangements when a total of three panels existed. This data relates to quarter 4 of the 2023/2024 financial year and was prepared prior to Annual Council, meaning it predates Council's decision to implement four (4) OSP's with effect from the 2024/2025 Municipal Year. Members will note Council's decision at Annual Council on the 15th May where a 4th OSP was created and, for some OSP's, a different remit now exists.

Therefore, the quarter 4 data for the 2023/2024 financial year is presented in the original format and Officers will align the performance report for quarter 1 (2024/2025) onwards with the new OSP's at the next meeting of each OSP. This ensures consistency regarding previous reporting data and clarity. It also means quarter 1 data will commence from the start of the new financial year in a new format, ensuring it is aligned with the new remit and OSP setup.

If performance data in the report does not align with the new OSP remits, the panel cannot discuss that performance data. The panel must only discuss and consider performance data within the remit of the new OSP. This will mean elements of the performance report will not be relevant to the new OSP.

MATTHEW WALLBANK

Assistant Director – Democracy and Governance

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: **Environment and Leisure OSP, 13th June 2024**

From: **Risk Management and Performance Officer**

Subject: **INTEGRATED PERFORMANCE REPORT - FOURTH QUARTER 2023-24**

1. Purpose of Report

- 1.1 This integrated report seeks to provide appropriate performance measures, budget information and risk data for service areas within the scope of this Panel.
- 1.2 The report has been adapted to reduce the volume of data (as previously reported under the former scrutiny panel arrangements) whilst still providing the Panel with sufficient information to monitor results to address issues arising.

2. Format of Report

The report consists of three parts:

- 2.1 **Appendix A** shows the results available as at the end of the latest quarter:
- The first page provides a summary of financial / performance / strategic risk register data within the remit of the panel and Freedom of Information / complaints – **SEE IMPORTANT NOTE BELOW.**
 - The following finance table give(s) a breakdown of budgets by service areas and the “key” ones are highlighted in bold text – **SEE IMPORTANT NOTE BELOW.**
 - Subsequent pages provide more detailed information on performance in these key areas. Charts have been introduced for each indicator and “smiley / sad / neutral faces”, as appropriate, to indicate the performance trend.
 - The last page provides an overall conclusion for the key areas and, when applicable, exception reporting of performance information for the other (“non-key”) areas to ensure that Elected Members are made aware of issues / under-performance.

IMPORTANT NOTE: Financial data is NOT available for the fourth quarter as the Statement of Accounts for 2023/24 is still in progress. Financial outturn will be reported to Cabinet in July.

- 2.2 The Strategic Risk Register summary then follows (**Appendix B**). This shows the latest quarter status summary of the full register followed by the summary and current details of those risks **within the remit** of the panel.

2.3 Next is the latest Strategic Performance Report Executive Summary (**Appendix C**).

The Strategic Performance report has been developed to provide an overview of the Council's position using the following categories:

- Finance
- People and Service Delivery
- Processes
- Improvement

The report is reviewed monthly by Management Team.

It provides concise information on positive performance, areas of improvement and where performance is on or around target - comparing to best practice, and/or target and/or previous year, as appropriate.

2.4 Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints

Members have requested summaries of the (anonymised) details of FOI / EIR requests and Complaints outside of their relevant response timescales - these are shown at **Appendix D** and **Appendix E**, respectively. Please note that EIR provides a statutory right of access to environmental information held by UK public authorities.

2.5 Finally, on this occasion only, details of Member Enquiry Forms and fly tipping /grounds maintenance enquiries for 2023/24 are included in the report at **Appendix F** – as requested during the last round of scrutiny panel meetings.

3. **Regulation of Investigatory Powers Act (RIPA) 2000 (covert surveillance)**

An inspection report by the Office of Surveillance Commissioners highlighted the following recommendation:

“The importance of keeping the elected Councillors aware of any activity [or non-activity] under RIPA was appreciated and it was accepted that a minimal observation would be incorporated at regular intervals into officer's reports”

Consequently, Elected Members should be aware that, as at the end of this quarter, there have been no surveillance operations.

4. **Recommendation**

The panel is asked to scrutinise the performance information contained in this report and make any recommendations to the relevant Cabinet portfolio holder.

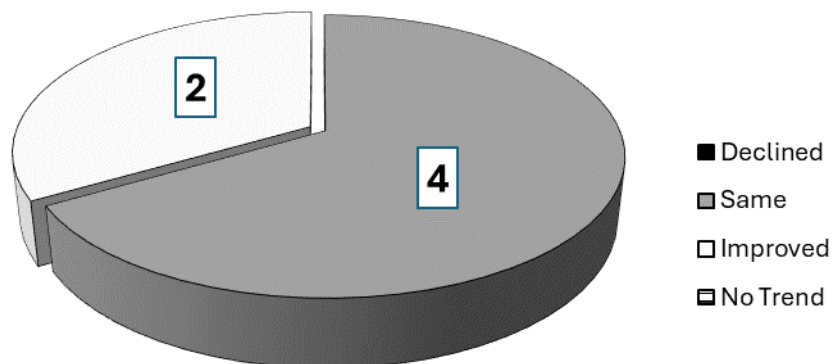
STEVE GORE

No financial data is available for the fourth quarter

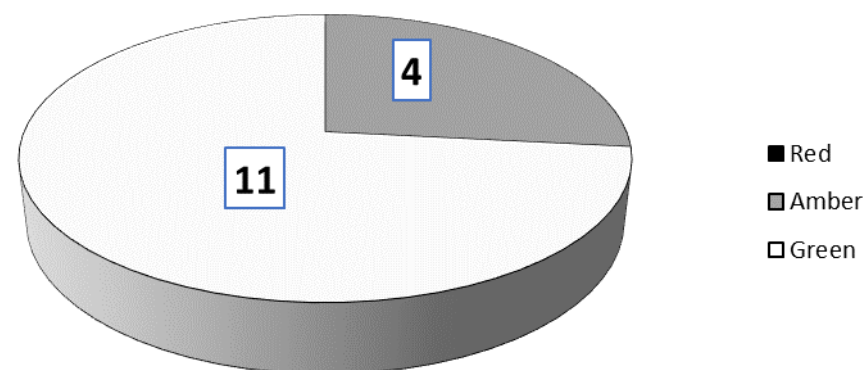
Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summary

	Number Received 2023/24 (2022/23)	Completed 2023/24 (2022/23)	Late 2023/24 (2022/23)	Outstanding 2023/24 (2022/23)
FOI / EIR Requests - 20-day target	744 (761)	739 (755)	150 (143)	5 (6)
Complaints -10-day target	1,584 (1,102)	1,581 (1,092)	173 (262)	3 (10)

Performance Indicators / Measures Summary



Strategic Risk Register Summary - Finance and Public Service OSP



No financial data is available for the fourth quarter

FINANCE AND PUBLIC SERVICE OSP FINANCIAL SUMMARY (GENERAL FUND)

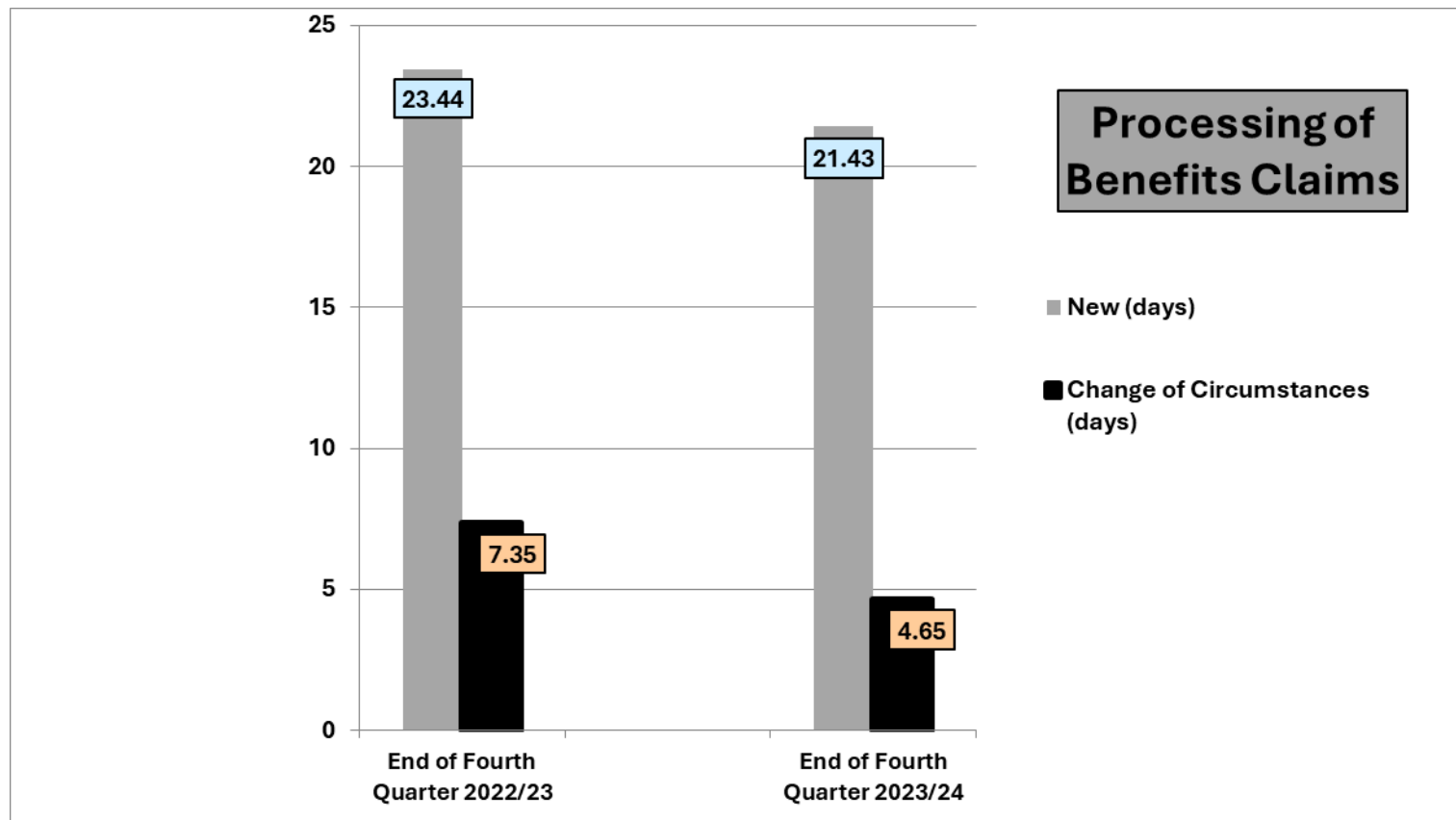
	2022/23 Outturn £	2023/24 Current Budget £	2023/24 Current Forecast £	2023/24 Forecast Variance £
<u>FINANCE & CORPORATE</u>				
RENT ALLOWANCES				
RENT REBATES				
ELECTORAL REGISTRATION				
ELECTION EXPENSES				
EQUAL OPPORTUNITIES				
EMERGENCY PLANNING				
DEMOCRATIC REPRESENTATION AND MANAGEMENT				
REVENUES				
COUNCIL TAX BENEFITS				
CORPORATE MANAGEMENT				
MAYORALTY				
<hr/>				
<u>PUBLIC SERVICES</u>				
REFUSE & CLEANSING				
RECYCLING				
COMMUNITY RECREATION				
SPORTS DEVELOPMENT				
CIVIC HALL				
MUSEUM				
ARTS DEVELOPMENT				
LICENCES				
COMMUNITY CENTRES				

	2022/23 Outturn £	2023/24 Current Budget £	2023/24 Current Forecast £	2023/24 Forecast Variance £
<u>BUSINESS & REGENERATION TOTAL</u>				
<u>HEALTH & ENVIRONMENT TOTAL</u>				
<u>HOUSING & COMMUNITIES TOTAL</u>				
<u>PLANNING & REGULATION TOTAL</u>				
CENTRAL SUPPORT SERVICES PORTFOLIOS				
CENTRAL PROVISIONS				
DEPRECIATION & IMPAIRMENT				
TREASURY MANAGEMENT				
CAPITAL FINANCING				
CONTRIBUTIONS TO/ (FROM) EARMARKED RESERVES				
COUNCIL NET EXPENDITURE				
FUNDING				
COUNCIL TAX				
NEW HOMES BONUS				
BUSINESS RATES RETENTION				
OTHER GRANTS				
(SURPLUS)/DEFICIT FROM COLLECTION FUND				
TOTAL FUNDING				
(SURPLUS)/ DEFICIT				

Rent allowances and Rent rebates – (Finance & Public Services OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measures of performance: **Processing of Benefits Claims**

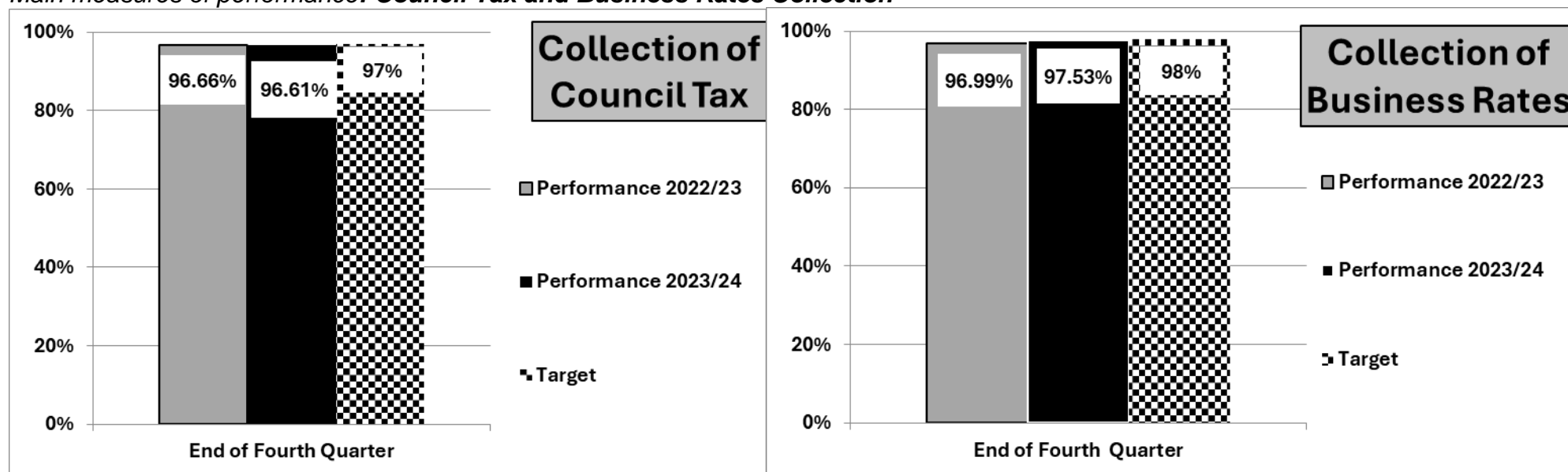


Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend
New Claims	21.43 days (23.44 days)	Low is good performance. 22 days and below is the current benchmark for good performance.	😊
Change of Circumstances Claims	4.65 days (7.35 days)	Low is good performance. 9 days and below is the current benchmark for good performance.	😊

Revenues – (Finance & Public Services OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measures of performance: Council Tax and Business Rates Collection

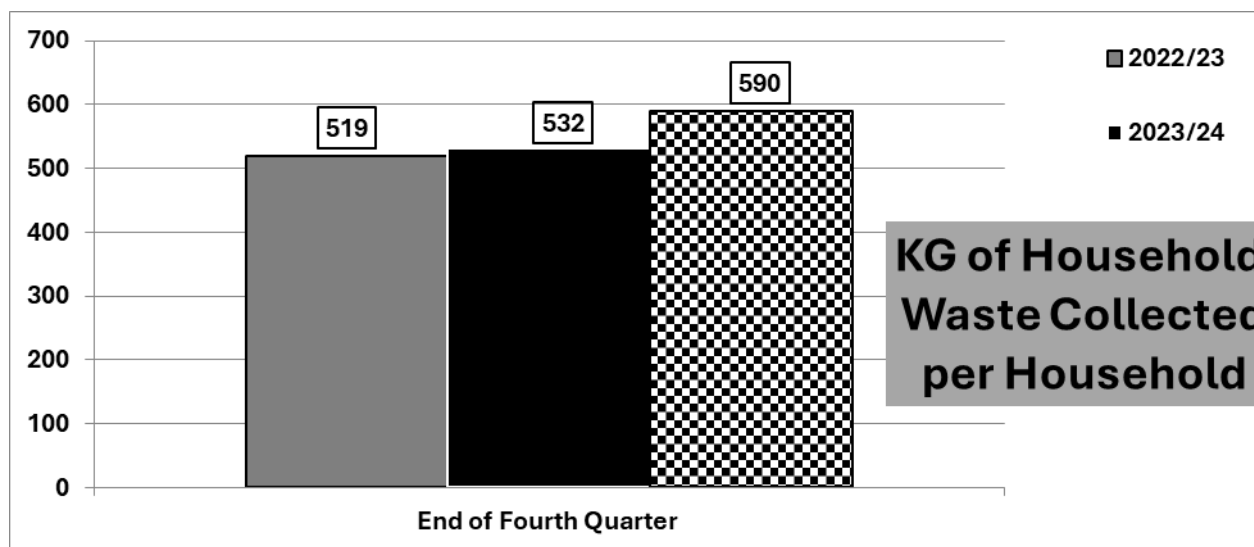


Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend
Council Tax Collection	96.61% (96.66%)	The target for the end of the fourth quarter 2023/24 is 97%.The trend indicator reflects within tolerance (2.50%) of 2022/23 performance.	☹️
Business Rates Collection	97.53% (96.99%)	The target for the end of the fourth quarter 2023/24 is 98%.The trend indicator reflects within tolerance (2.50%) of 2022/23 performance.	☹️

Refuse & Street Cleansing – (Finance & Public Services OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measure of performance: Kg of Household Waste Collected per Household

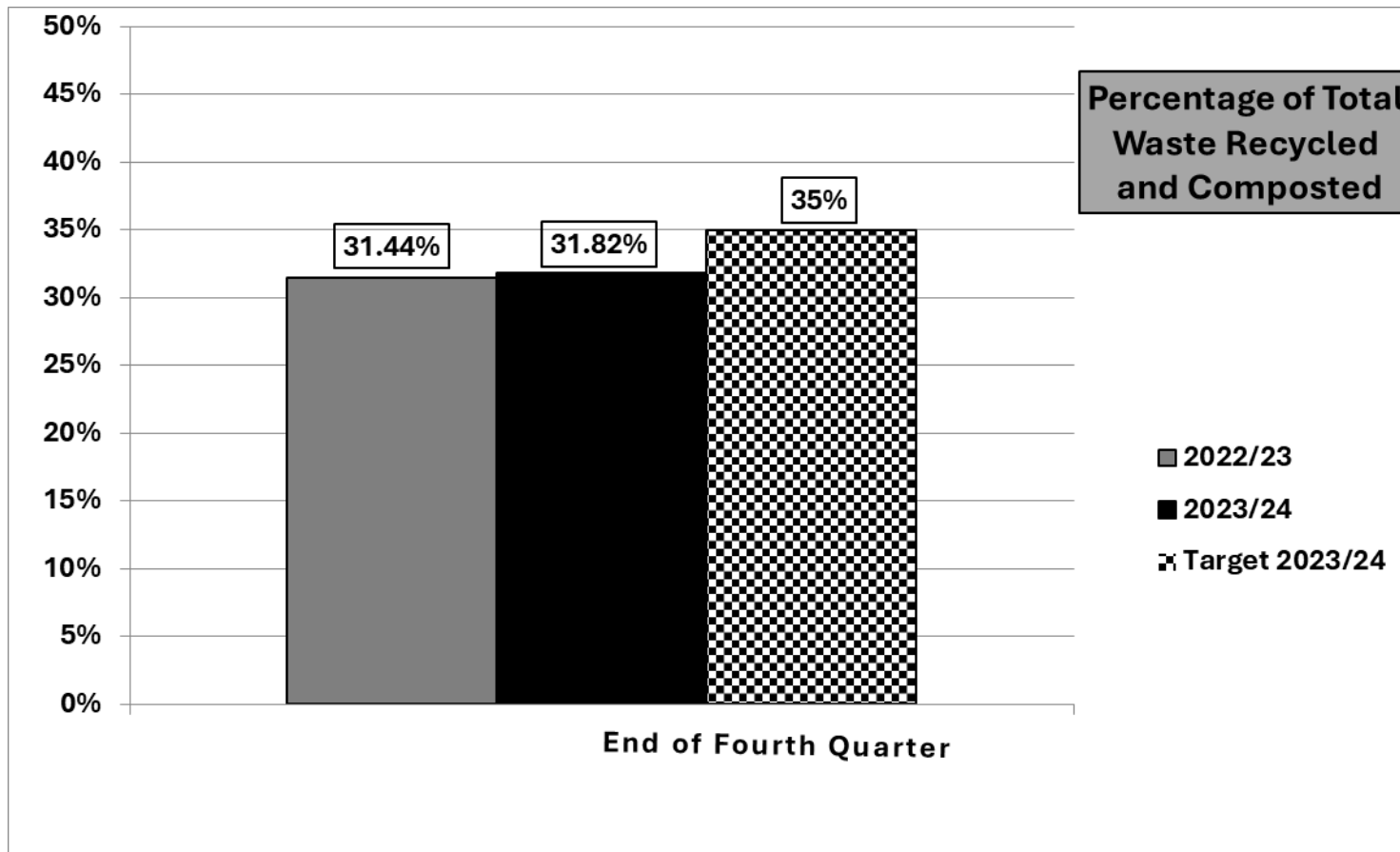


Measure details	End of Fourth Quarter Performance	Comments	Trend
2022/23	519Kg	Low is good performance. The target range for 2023/24 is 543 - 590Kg. Normally reported one month in arrears of other performance data, but the end of the fourth quarter data is available in time for this report. The target status reflects within tolerance (2.50%) of 2022/23 performance.	☺
2023/24	532Kg		

Recycling – (Finance & Public Services OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

*Main measure of performance: **Percentage of Total Waste Recycled and Composted***



Measure details	End of Fourth Quarter Performance	Comments	Trend
2022/23	31.44%	The target for the end of the fourth quarter is 36 – 45%. Normally reported one month in arrears of other performance data, but the end of the fourth quarter data is available in time for this report.	☺
2023/24	31.82%		

Summary / Exception Reporting:

Financial data – No financial data is available for the fourth quarter.

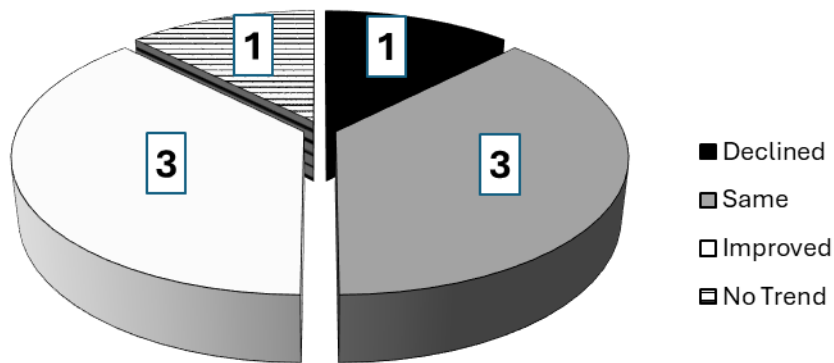
The performance indicator trend data shows that 2 of the 6 key indicators have improved and 4 stayed the same.

No financial data is available for the fourth quarter

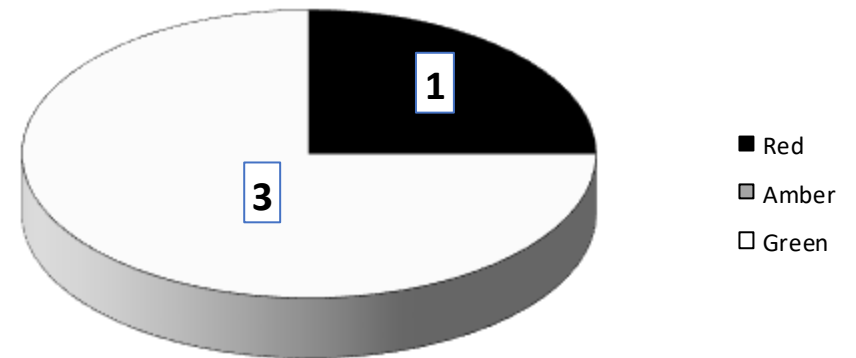
Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summary

	Number Received 2023/24 (2022/23)	Completed 2023/24 (2022/23)	Late 2023/24 (2022/23)	Outstanding 2023/24 (2022/23)
FOI / EIR Requests - 20-day target	744 (761)	739 (755)	150 (143)	5 (6)
Complaints -10-day target	1,584 (1,102)	1,581 (1,092)	173 (262)	3 (10)

Performance Indicators / Measures Summary



Strategic Risk Register Summary - Housing, Environment and Health OSP



No financial data is available for the fourth quarter

HOUSING, ENVIRONMENT & HEALTH OSP FINANCIAL SUMMARY (GENERAL FUND)

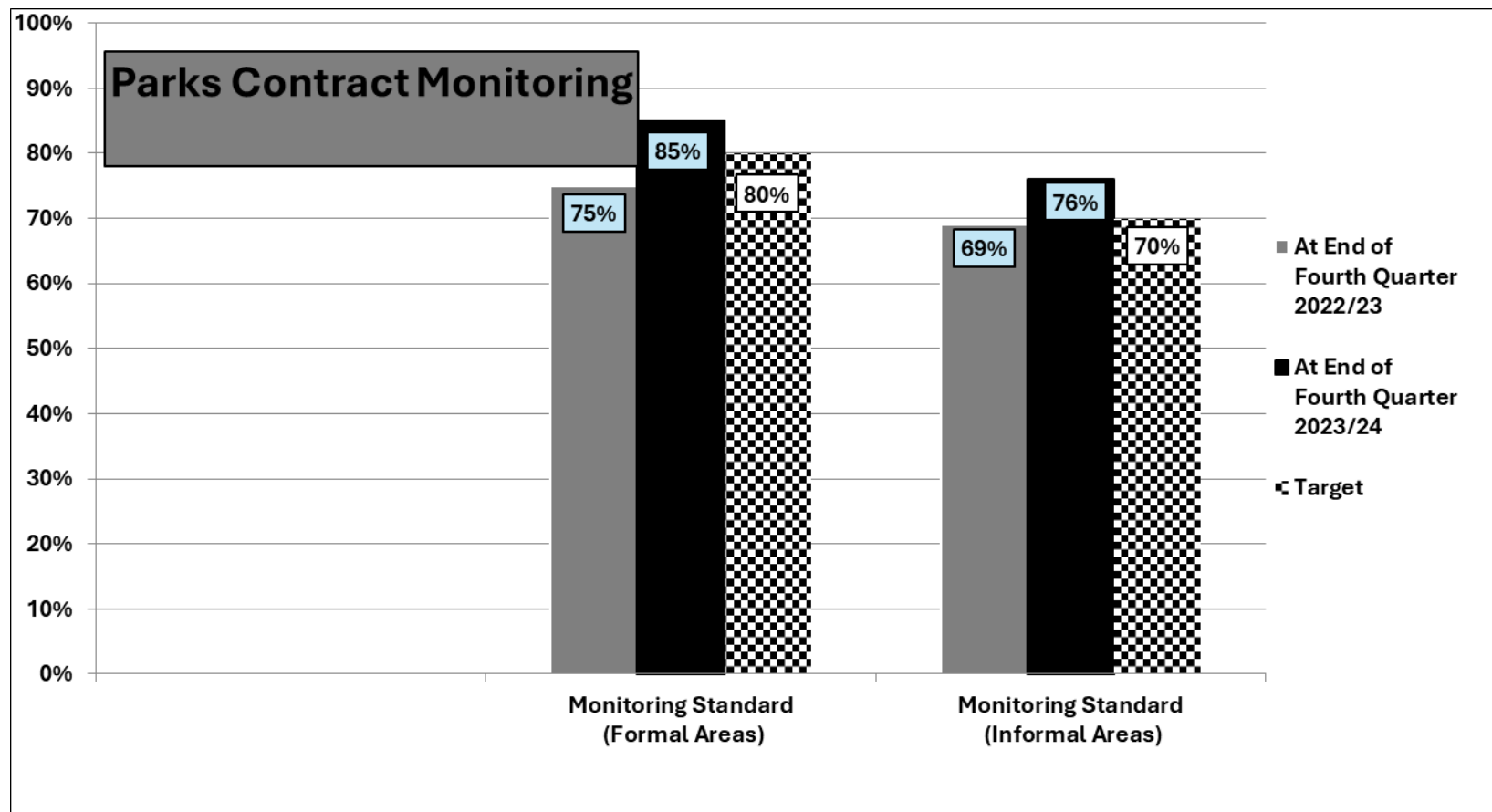
	2022/23 Outturn £	2023/24 Current Budget £	2023/24 Current Forecast £	2023/24 Forecast Variance £
<u>HEALTH & ENVIRONMENT</u>				
ENVIRONMENTAL PROTECTION				
FOOD & OCCUPATIONAL SAFETY				
HEALTH PROMOTION & INEQUALITIES				
FOOTPATH LIGHTING				
ENVIRONMENTAL PROJECTS				
CEMETERIES				
ALLOTMENTS				
PARKS				
ENVIRONMENTAL SUSTAINABILITY				
<u>HOUSING & COMMUNITIES</u>				
HOUSING ADVICE CENTRE				
PRIVATE SECTOR GRANTS				
HOUSING STRATEGY				
PRIVATE SECTOR HOUSING STANDARDS				
MOBILE HOME SITES				
COMMUNITY DEVELOPMENT				
VOLUNTARY BODIES				
COMMUNITY SAFETY				
<u>BUSINESS & REGENERATION TOTAL</u>				
<u>FINANCE & CORPORATE TOTAL</u>				
<u>PLANNING & REGULATION TOTAL</u>				
<u>PUBLIC SERVICES TOTAL</u>				

	2022/23 Outturn £	2023/24 Current Budget £	2023/24 Current Forecast £	2023/24 Forecast Variance £
CENTRAL SUPPORT SERVICES PORTFOLIOS				
CENTRAL PROVISIONS				
DEPRECIATION & IMPAIRMENT				
TREASURY MANAGEMENT				
CAPITAL FINANCING				
CONTRIBUTIONS TO/ (FROM) EARMARKED RESERVES				
COUNCIL NET EXPENDITURE				
FUNDING				
COUNCIL TAX				
NEW HOMES BONUS				
BUSINESS RATES RETENTION				
OTHER GRANTS				
(SURPLUS)/DEFICIT FROM COLLECTION FUND				
TOTAL FUNDING				
(SURPLUS)/ DEFICIT				

Parks - (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measures of performance: **Contract Monitoring**

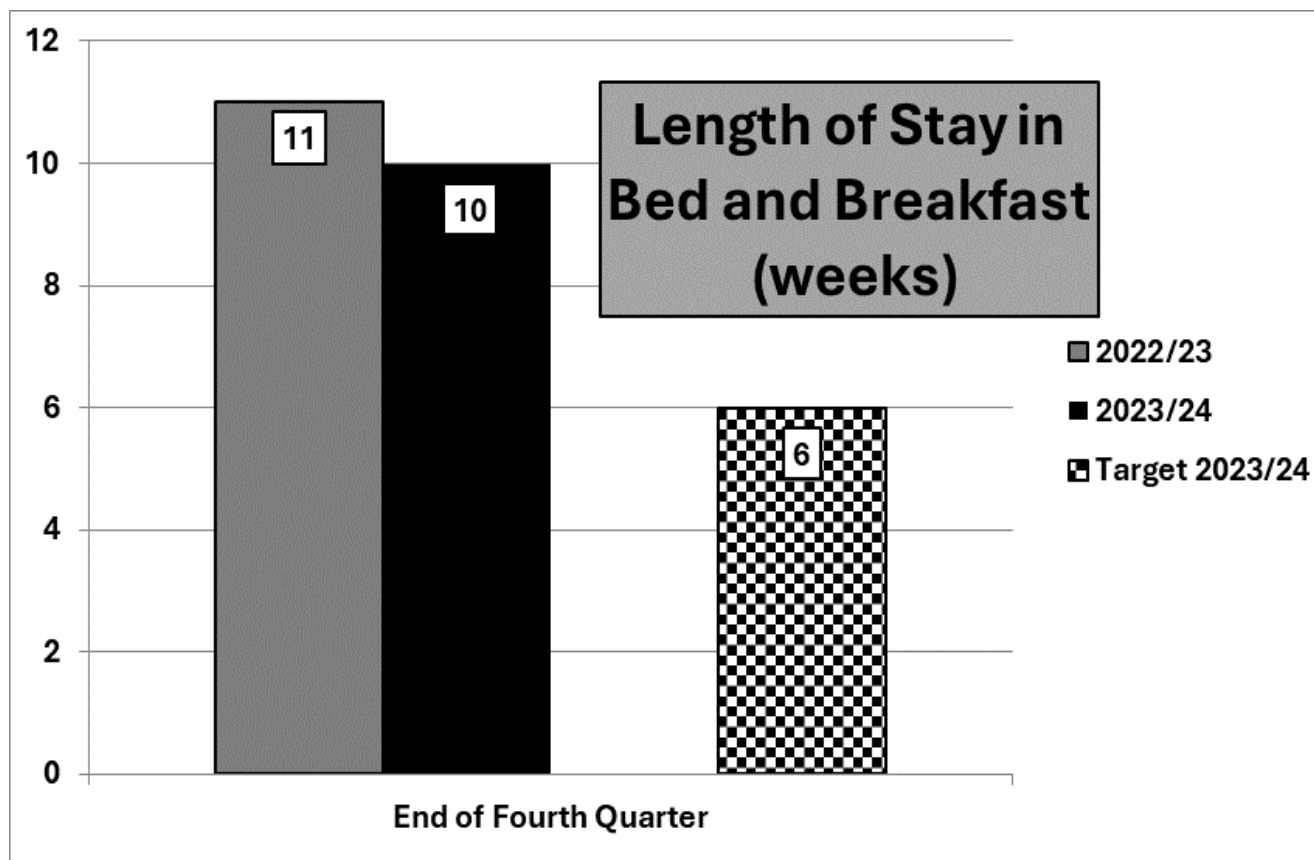


Measure details	End of Fourth Quarter Performance (Formal Areas, target 80%)	End of Fourth Quarter Performance (Informal Areas, target 70%)	Comments	Trend indicator
2022/23	75%	69%	A marked improvement in both monitoring measures compared to the fourth quarter 2022/23.	😊
2023/24	85%	76%		😊

Housing Advice Centre – (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measure of performance: **Length of Stay in Bed and Breakfast**

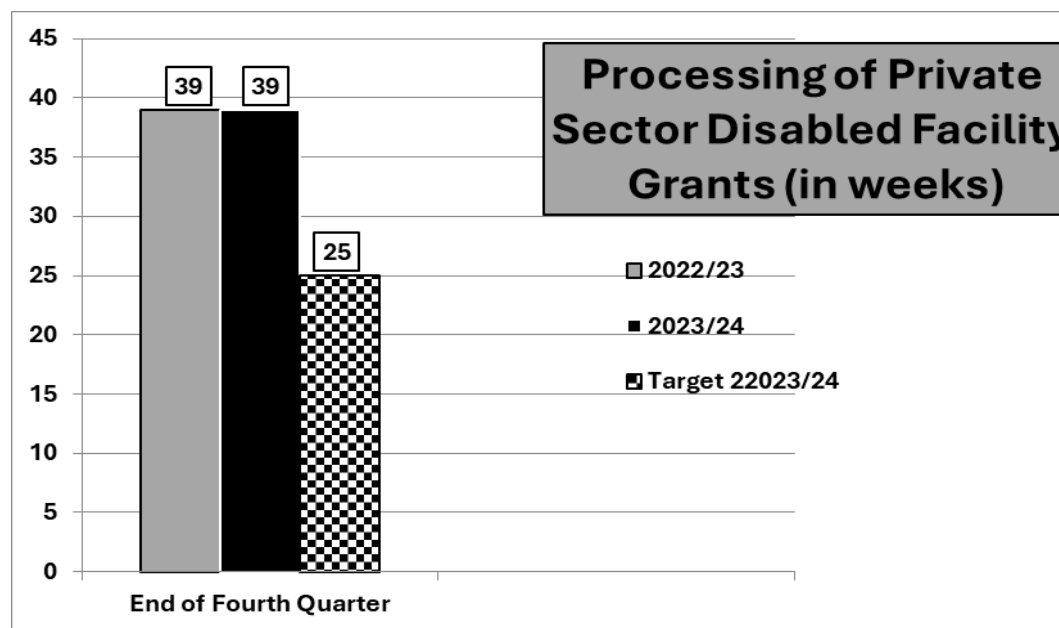


Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend
<p>Length of Stay in Bed and Breakfast Accommodation</p>	<p>10 weeks (11 weeks)</p>	<p>The NBBC target of 6 weeks, is based on the Government’s requirement that families with children are not left in B&Bs any longer than 6 weeks. It should be noted however, that not all of our residents in B&Bs are families with children. Where we do need to place a family with children into a Hotel or B&B, we prioritise moving them into alternative available self-contained temporary accommodation at the earliest opportunity.</p> <p>The Council continues to experience high numbers of Homeless presentations requiring temporary accommodation. At the end of April 2024, we had 114 households in temporary accommodation, only 7 of which were in Hotels, 3 of which were families with children.</p> <p>In addition to the lack of social housing available, we also have a situation in the private rented sector that means that our clients are unable to secure private rentals - every property currently being advertised has in the region of 70 applicants, and due to private rent levels, they are largely unaffordable.</p> <p>To mitigate the situation, we continue to direct match 50% of available council housing voids to households in Temporary Accommodation.</p>	<p>☹️</p>

Private Sector Grants & Other Housing Services – (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measure of performance: **Processing Private Sector Disabled Facility Grants**

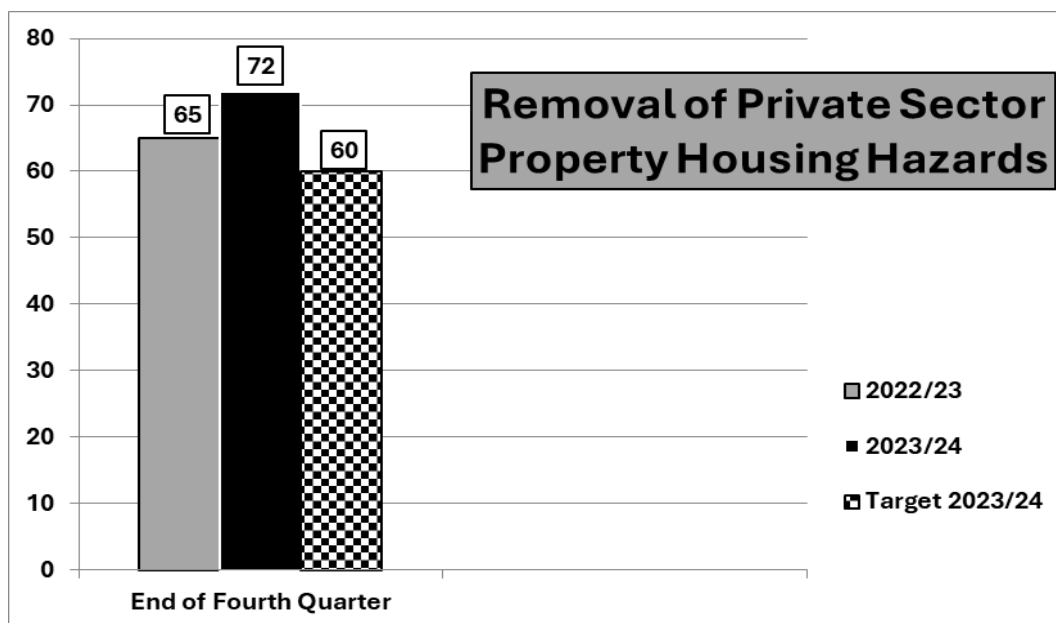


Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend
Processing Private Sector Disabled Facility Grants	39 weeks (39 weeks)	The target for 2023/24 is 25 weeks. Demand is currently in excess of the ability to deliver planned services. A project is being developed that will seek to address the waiting list.	☹️

Private Sector Housing Standards – (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measure of performance: **Removal of Private Sector Property Housing Hazards**



Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend
Removal of Private Sector Property Housing Hazards	72 (65)	There are hazards that may occur within housing that the Council has a duty to remove should they be rated as likely to cause injury or ill health using the national rating system. Examples of hazards include slips, trips, and falls, electrical, damp and mould, excess cold, food safety, personal hygiene, sanitation and drainage and entry by intruders. The target for 2023/24 is 60.	😊

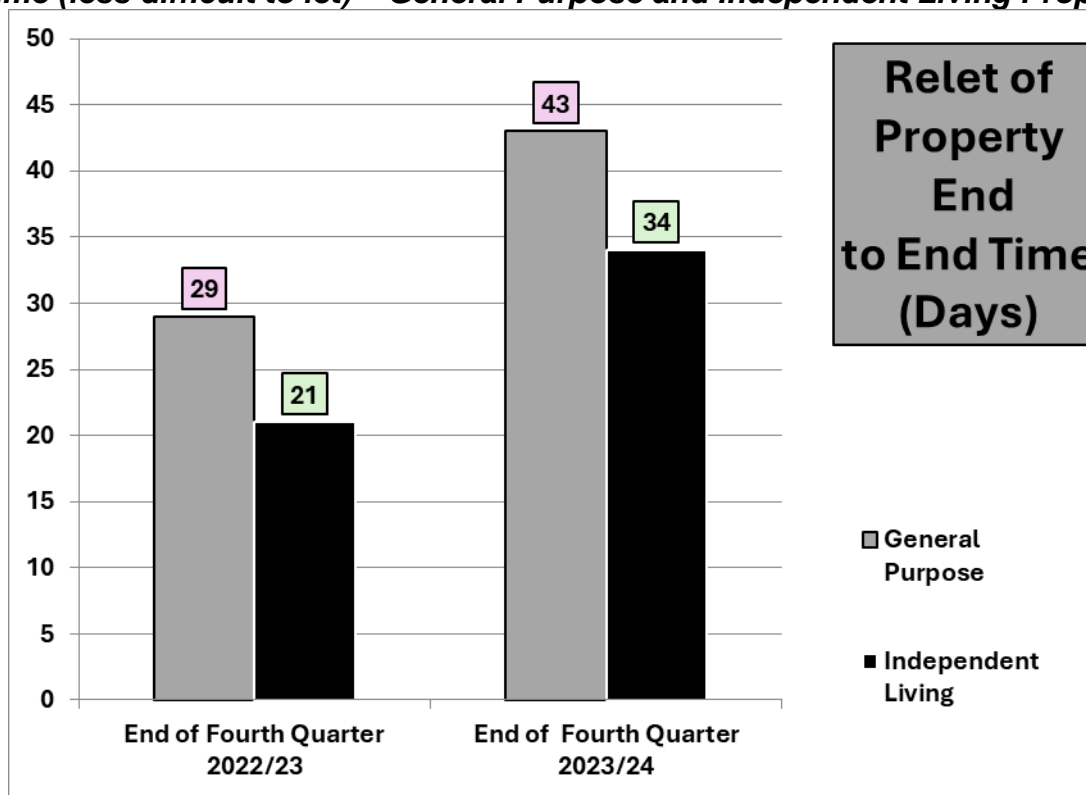
HRA Total – (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

*Main measures of performance: **Rent Collection***

Measure details	End of Fourth Quarter Performance	Comments	Trend indicator
2022/23		Rent Collection data will not be available until the new financial year pending completion of a data quality validation process.	
2023/24			

Relet of Property End to End Time (less difficult to let) – General Purpose and Independent Living Properties

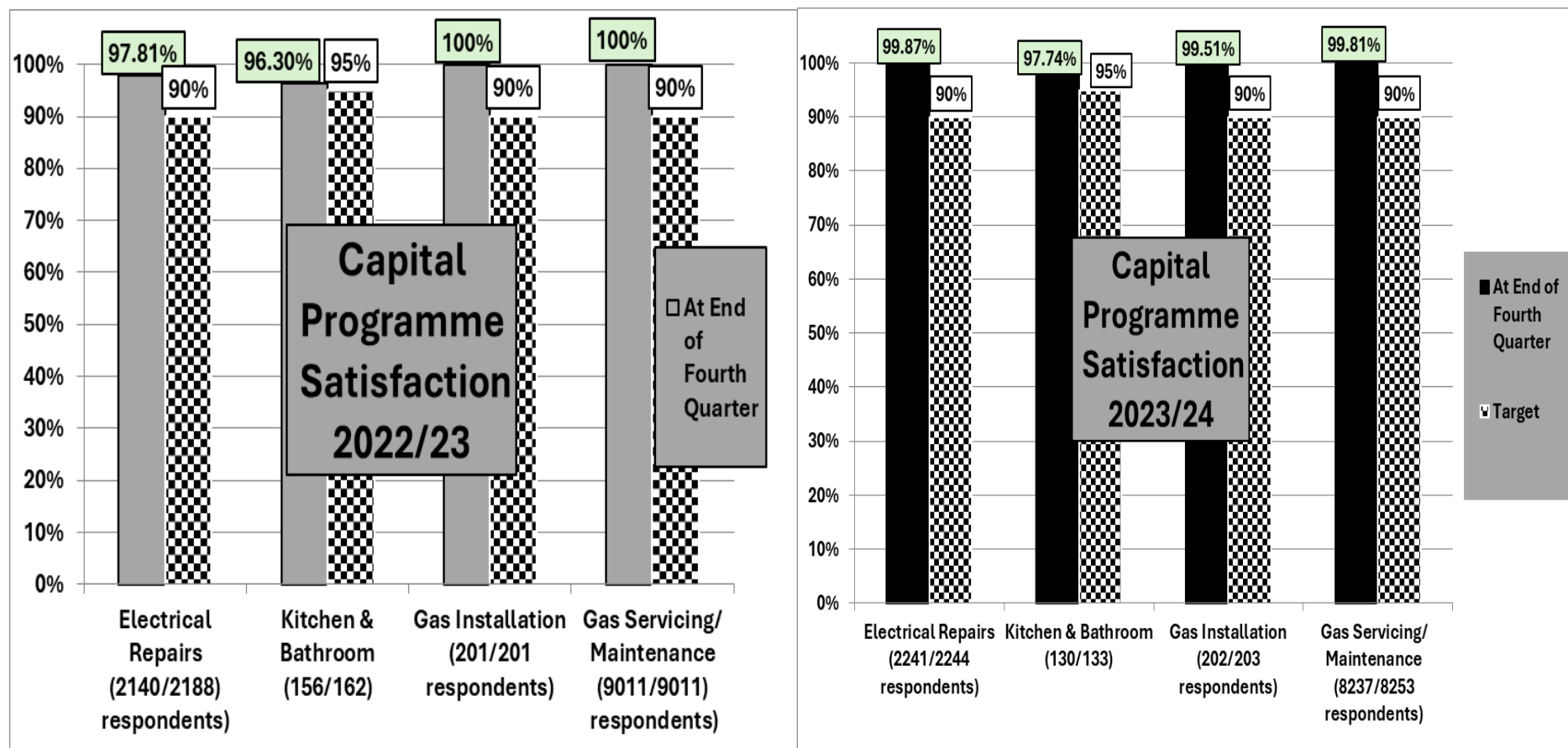



Measure details	End of Fourth Quarter Performance 2023/24 (2022/23)	Comments	Trend indicator
General Purpose	43 days (29 days)	The overall measure for relet property end to end times comprises two measures – one for General Purpose and one for Independent Living properties. No targets are applicable. The figures exclude those properties that are classed as “difficult to let”. During this period, the Choice Based Lettings team had a number of Registered provider (Housing Associations) allocation needs increased in terms of new builds and general allocations, placing a demand on the team to meet our obligation (to give a nomination within 3 working days). There have also been delays due to customers refusing properties, resulting in increased verification checks to allocate the properties - in addition to complex / bereavement cases.	☹️
Independent Living	34 days (21 days)		

HRA CAPITAL – (Housing, Environment & Health OSP)

Budget 2023/24	Fourth Quarter Outturn	Comments	Trend
		No financial data is available for the fourth quarter	

Main measure of performance: **Satisfaction with the Capital Work Programme**



Comments					Trend indicator	
<p>Performance is based on those respondents rating the service as good or better. All data available shows performance above targets. Excellent results in both 2022/23 and 2023/24. The following table provides clarity on the end of fourth quarter satisfaction performance / respondents. Overall response rates are also now included for 2023/24, as requested by the panel:</p>						
Area	2022/23		2023/24			
	Satisfaction Percentage	Satisfaction Respondents	Overall Response Rates	Satisfaction Percentage		Satisfaction Respondents
Electrical Repairs (target 90%)	97.81%	2140 / 2188	2244 / 2412 (93.03%)	99.87%		2241 / 2244
Kitchen and Bathroom (target 95%)	96.30%	156 / 162	133 / 149 (89.26%)	97.74%		130 / 133
Gas Installation (target 90%)	100%	201 / 201	203 / 226 (89.82%)	99.51%		202 / 203
Gas Servicing (target 90%)	100%	9011 / 9011	8253 / 8453 (96.61%)	99.81%	8237 / 8253	

Summary / Exception Reporting:

Financial data – No financial data is available for the fourth quarter.

The performance indicator trend data shows that 3 of the 8 key indicators have improved, 1 has declined, 3 stayed the same and 1 has no trend at end of the fourth quarter 2023/24.

NBBC Strategic Risk Register Summary

Fourth Quarter 2023/24

The total number of 'live' risks is 23.

At the end of the fourth quarter, the breakdown according to net risk is:

"Net red" 2 (9%)
"Net amber" 6 (26%)
"Net green" 15 (65%)

Therefore, 21 (91%) risks are deemed "satisfactorily managed".

Hence, the 'traffic light' reporting position is "Green".

The "net red" risks are:

- R1 - Potential failure to provide adequate accommodation to meet the needs of the borough with consequent impact on the lives of residents
- R4 - Failure to maintain the economic vibrancy of the borough / town centres

Finance and Public Services OSP Risks

There are fifteen strategic risks within the remit of the panel. Four are "net amber" and eleven are "net green". Details of these risks are shown below.



NBBC Strategic Risk Register

Current Version: 21st May 2024

Finance and Public Services OSP Risks

Risk Level Indicator Matrix and Descriptors

Key

	Green (acceptable)
	Amber (tolerable)
	Red (unacceptable)

Likelihood	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		Impact			

Likelihood

- 4: **Very High** – occurrence is most likely or has already happened and will do so again if control measures are not introduced
- 3: **High** – occurrence is anticipated within the next 12 months
- 2: **Significant** – occurrence is probable in the next 3 years
- 1: **Low** – foreseeable, but not probable in the next 3 years

	Level of Impact	Service Delivery	Financial / Legal	Reputation / Community
4	Major	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship to people for a period of 3 to 4 weeks or more or 1 week for anyone that is vulnerable, or failure to meet a nationally mandated deadline • Loss of major stakeholder/partner. • Adverse outcome of a serious regulatory enquiry 	<ul style="list-style-type: none"> • Financial loss over £400,000 • Serious risk of legal challenge 	<ul style="list-style-type: none"> • Sustained adverse TV/radio coverage • Borough wide loss of public confidence • Major damage to local environment, health and economy • Multiple loss of life
3	Serious	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship for a period of 2 to 3 weeks or 3 to 7 calendar days for vulnerable people • Formal regulatory inquiry • Loss of a key partner or other partners 	<ul style="list-style-type: none"> • Financial loss between £200K and £399K • High risk of successful legal challenge 	<ul style="list-style-type: none"> • Significant adverse coverage in national press or equivalent low national TV coverage • Serious damage to local environment, health and economy • Extensive or multiple injuries &/or a fatality
2	Moderate	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship for 1 to 2 weeks or 1 -2 calendar days for vulnerable people • Loss of a significant non-key partner • Legal concerns raised • Loss of employees has moderate effect on service provision 	<ul style="list-style-type: none"> • Financial loss between £50K and £199K • Informal regulatory enquiry 	<ul style="list-style-type: none"> • Significant adverse coverage in local press or regional TV • Large number of customer complaints • Moderate damage to local environment, health and economy • Moderate injuries to an individual
1	Low	<ul style="list-style-type: none"> • Disruption to services for up to 1 week • Minor legal implications • Loss of employees not significantly affecting service provision 	<ul style="list-style-type: none"> • Financial loss up to £49K 	<ul style="list-style-type: none"> • Minor adverse media coverage • Minor environmental, health and economy damage • Minor increase in number of customer complaints • One or more minor injuries to an individual

NET AMBER RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R9	Failure to effectively manage Health, Safety & welfare arrangements to limit the potential for accidents and financial penalties	High / Major (RED)	1. Health and Safety Co-ordinators Group (HASCOG).	1: Assistant Director (Environment and Enforcement)	Significant / Major (AMBER)	1. HASCOG minutes.	Strategic Director (PS) / PH – F&C / FPS OSP
			2. Health & Safety policies & procedures.	2. Head of Safety and Environmental Health		2. HASCOG minutes.	
			3. Risk assessments and safe systems of work.	3: Strategic /Assistant Directors		3. HASCOG minutes and review / audit of NSHARE.	
			4. Mandatory Health & Safety training.	4: Head of Safety and Environmental Health		4.Training Records	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Designated Corporate Health and Safety Officer.	5: Head of Safety and Environmental Health		5. Officer in place.	
			6. Compliance software system (NSHARE).	6: Head of Safety and Environmental Health		6. System in place.	
			7. Regular effective assurance reporting to Management Team.	7: Strategic Director (P&S)		7. Management Team reports and minutes.	
			8. Annual statement for Health and Safety assurance.	8: Assistant Director (Environment and Enforcement) / Head of Safety and Environmental Health		8. Audit and Standards Committee minutes.	
			9. Assistant Directors quarterly Health and Safety strategic meeting.	9: Strategic Director (P&S)		9. Meeting minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10. External risk review of Health and Safety arrangements (January 2023) and formulate revised action plan.	10: Strategic Director (P&S / Head of Safety and Environmental Health		10. Risk consultancy report.	
			Planned:				
			1. Fully implement new compliance software system in 2024/25 (NSHARE).	1: Head of Safety and Environmental Health		1. I.T. system fully implemented.	
			2.A transformation review / report on the requirements for Corporate Health and Safety to Management Team (May 2024)	2: Strategic Director (P&S)		2. Management Team report / minutes.	
			3. Review of HASCOG terms of reference and attendance by operational team members (May 2024).	3: Assistant Director (Environment and Enforcement)		3. HASCOG minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4.Revised Health and Safety policies to be presented to Management Team / HASCOG May 2024).	4: Head of Safety and Environmental Health		4. Individual Cabinet Member decision by portfolio holder.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP	
R16	"Cyber" crime or attack	High/ Major (RED)	1. Anti-virus, managed firewall, security patches and robust back-up procedure updated weekly.	1: ICT Client Manager	Significant / Major (AMBER)	1. PSN certification in place	Strategic Director (E&T) / PH – F&C / FPS OSP	
			2. Awareness training sessions held throughout the year.	2: Strategic Director (E&T)				2. Training programme and attendance records.
			3. Monthly e-communication from Cyber Crime Officer (WCC).	3: Strategic Director (E&T)				3. Monthly e-communication.
			4. Public Services Network (PSN) annual compliance certification.	4: ICT Client Manager				4. PSN certification in place
			5. Post "Azure" migration, LGA cyber security peer review to be undertaken (December 2023).	5: ICT Client Manager				5. Peer review report.

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			6.Phishing e-mail testing of staff to identify and action training requirements (February and March 2024).	6: ICT Client Manager		6.Tests undertaken and training identified.	
			Planned:				
			1. "Cyber Essentials" certification application to be resubmitted pending Cyber security and risk review (2024/25, subject to upgrade of Electoral Registration software).	1: ICT Client Manager		1. Certificate in place.	
			2. Test internal e-mail security (on-going).	2: ICT Client Manager		2. Report to Management Team.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3.Access to Electoral Registration database to be addressed (linked to Central Government elections “cyber” security threat briefing).	3:Head of Elections		3.Review completed with access arrangements in place and monitored at least annually.	
			4.Review of maintenance, access, storage and disposal of shared files containing electoral data.	4:Head of Elections		4:Review completed / records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R20	Pandemic – service, social and economic implications	Very High/ Major (RED)	1. Corporate Business Continuity Plan.	1: Chief Executive	Significant / Major (AMBER)	1. Plan in place.	Management Team / PH - Cabinet / FPS OSP
			2. Business Continuity Plans (BCP).	2: Assistant Directors		2: Plans in place.	
			3. Emergency Plan including regular training.	3: Strategic Director (E&T)		3. Plan in place / training records.	
			4. Risk assessment in place to address and co-ordinate the safe delivery of (revised) services / working arrangements.	4: Head of Health and Safety and Environmental Health		4. Risk assessment in place.	
			5. Pandemic response and recovery: <ul style="list-style-type: none"> Incident Management Team Implement responsibilities linked to Civil Contingencies Act 	5: Chief Executive		5. Terms of reference / meeting minutes:	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			6. Implement directives from Central Government, as required.	6: Chief Executive		6. Regular completion of pro forma returns to Government.	
			7. Effective and timely communication systems (employees, Elected Members, public and media).	7: Chief Executive		7. E-mail and public / media communications / bulletins.	
			8. Encourage employees to take up vaccination offers.	8: Chief Executive		8. Employee newsletters and bulletins.	
			<u>Planned:</u>				
			1. Update Emergency / Business Continuity Plans (September 2024).	1: Management Team		1. Plans in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R25	<p>Noncompliance with regulations relating to :</p> <ul style="list-style-type: none"> Freedom of Information Environmental Information General Data Protection <p>resulting in penalties applied by the Information Commissioner's Office</p>	Very high / major (RED)	<u>Freedom of Information / Environmental Information</u>		Significant / major (AMBER)		Management Team / PH – F&C / FPS OSP
			1.Monthly FOI reports to designated service areas.	1: Customer Experience Officer		1.Reports.	
			2.Dash Customer Service Workflow application used to manage outstanding cases.	2: Strategic Director (E&T)		2.Dash application.	
			3.Email alerts on receipt of new requests.	3: Strategic Director (E&T)		3.Emails.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4.Nominated officers in some service areas to monitor outstanding requests.	4: Chief Executive / Strategic Directors		4.Nominated Officers.	
			5.Workflow process regularly reviewed and updated if necessary	5: Information Management Group (IMG)		5.Request reports.	
			6. Regular targeted training on meeting FOI request deadlines.	6: Information Management Group (IMG)		6.Training records.	
			7. Nominated employees to monitor and manage FOI / EIR requests.	7: Strategic Director (E&T)		7. Officer in place.	
			8. Qualified DPO co-ordinating information in line with the Freedom of Information Act 2000	8: Strategic Director (E&T)		8. Officer in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1.Refresher training for Senior Managers (September 2024).	1: Assistant Director (Central Operations)		1.Senior Management Team minutes / training records.	
			<u>General Data Protection Regulations (GDPR)</u>				
			1. Corporate Information Governance Group (CIGG) / Information Management Group.	1: Audit & Governance Manager		1.Meeting minutes.	
			2. Use of an accredited contractor to dispose of electrical equipment (including IT equipment). The contractor guarantees data destruction & provides certification accordingly.	2: Strategic Director (E&T)		2. Contractor agreement and meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Compliance with Public Services Network Code of Connection (PSN Co-Co).	3: Strategic Director (E&T)		3. Annual PSN Compliance Certification / "Cyber Essentials Scheme" certification.	
			4. Senior Information Risk Owner (SIRO) and Deputy appointed.	4: Strategic Director (E&T)		4. SIRO's Job Description	
			5. Information Governance Framework/ ICT Code of Conduct for Employees/Member Protocol for the Use of IT Resources.	5: Audit and Governance Manager.		5. Individual Cabinet Member Decision	
			6. Appointment of Data Protection Officer (DPO) in line with Data Protection regulations.	6: Audit and Governance Manager.		6. DPO in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			7. Data audit and publication of privacy notices.	7: Audit and Governance Manager.		7. Audit records (records of processing activity)/notices on council website.	
			8. External Audit undertaken (Information Security Advice Limited).	8: Audit and Governance Manager.		8. Report in place.	
			9. Data Protection training available on Delta.	9: DPO and Training Officer		9. Delta training records	
			10. Refresh of Corporate Governance Group (CGG) / Information Management Group (October 2023) – including monitoring of data breach reports.	10: Assistant Director (Democracy and Governance) / DPO		10.Meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			Planned:				
			1. Data Protection policy to be updated (September 2024).	1: DPO		1. Policy approved.	
			2. Data Protection information to be made available to employees via the new Intranet when available (September 2024).	2: DPO		2. Intranet.	
			3. Information Asset Register to be established (timescale to be agreed with Information Management Group).	3: DPO / Information asset owners		3. Register in place.	
			4. Data protection and Freedom of Information Act training for Senior Managers (on-going).	4: DPO		4. Senior Management meeting records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Data Protection training to be reviewed to ensure that it is up to date and appropriate (ongoing).	5: DPO and Training Officer		5. Delta training records.	

NET GREEN RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R3	A major NBBC contractor or supplier cannot deliver a service as planned or ceases trading / failure to comply with requirements for procuring goods and services	Significant / Major (AMBER)	1. Legally binding contract documentation.	1: Assistant Director (Democracy and Governance)	Low / Major (GREEN)	1. Tender documents, contract conditions and legal documentation.	Management Team / PH – F&C / FPS OSP
			2. Contract monitoring activities.	2: Assistant Directors		2. Minutes of meetings with contractors.	
			3. Procurement process that is in place and regularly reviewed as defined by contract procedure rules. On-going supplier monitoring including credit check.	3: Assistant Director (Democracy and Governance)		3. Latest version of Contract Procedure Rules.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. On-going financial check (key contracts).	4: Assistant Director (Democracy and Governance)		4. Records of processed invoices.	
			5. In-house Corporate Governance training.	5: Audit & Governance Manager		5. Records of in-house governance training.	
			6. Internal audit.	6: Audit & Governance Manager		6. Internal Audit reports.	
			7. External legal advice.	7: Legal Services Manager		7. Records of legal advice.	
			8. Designated Strategic Procurement Team.	8: Strategic Director (F&G)		8. Team in place / training and contract support records.	
			9. Pay suppliers promptly to aid cash flow.	9: Strategic Director (F&G)		9. Regular payments performance reports.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10. Contractors required to provide Parent Company Guarantee &/or performance bond, as required.	10: Strategic Director (F&G)		10.Tender documents, contract conditions and legal documentation	
			11. Compliance with Cabinet Office Public Procurement Policy Notes (PPNs).	11: Assistant Director (Democracy and Governance)		11. Creditors and Procurement records.	
			12.On-going monitoring of supply market and volatility.	12: Assistant Director (Democracy and Governance)		12. Minutes of Corporate Governance Group.	
			<u>Planned:</u>				
			1.Contract management training (July 2024).	2: Assistant Director (Democracy and Governance)		1. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R7	Breakdown of Council services due to an emergency or significant incident.	Low/Major (AMBER)	1. Corporate Business Continuity Plan.	1: Management Team	Low/ Serious (GREEN)	1. Plan in place.	Chief Executive and Strategic Director (E&T) / PH - Leader & Cabinet / FPS OSP
			2. Emergency Plan including regular training.	2: Management Team		2: Plan in place.	
			3. Shared service Emergency Planning Officer in place.	3: Strategic Director (E&T)		3. Joint Emergency Planning Officer (JEPO) two-year work streams plan.	
			4. Flexibility of working at Town Hall or Gresham Road Depot.	4: Strategic Director (E&T)		4. Availability of locations.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. People Services Manager appointed as strategic lead officer for emergency planning.	5: Strategic Director (E&T)		5. Officer in post.	
			6. Business Continuity Planning policy.	6: Strategic Director (E&T)		6. Policy in place.	
			7. Updated Emergency Plan.	7: Strategic Director (E&T) and Joint Emergency Planning Officer (shared service)		7. Plan in place.	
			8. "Cloud"-based service have replaced server rooms in council buildings.	8: Director (C&CS) and Joint Emergency Planning Officer (shared service)		8. Service in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			9. On-going Strategic and Assistant Directors attending Warwickshire Local resilience Forum (WLRF) training on Civil Contingencies Act responsibilities.	9: Chief Executive		9. Training records held by WLRF.	
			<u>Planned:</u>				
			1. Update Business Continuity Plans (September 2024).	1: Strategic Directors			
			2. On-going engagement with regional representatives to explore options to mitigate national power outages.	2: Strategic Director (E&T)			
			3. Training sessions on new Emergency Plan by end of September 2024.	3: Strategic Director (E&T)			

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R10	Failure to effectively manage the Council's finances	V. High / Serious (RED)	1. Regular monthly monitoring of budgets including Cabinet reporting.	1: Management Team	Low / Moderate (GREEN)	1 & 6. Strategic Performance Management Report to Management Team and Scrutiny panels / Corporate Governance Group minutes.	Chief Executive & Strategic Director (F&G) – Section 151 Officer / PH – F&C / FPS OSP
			2. Adequate level of reserves held to manage fluctuations. Section 151 assurance statement on budget proposals.	2: Management Team		2. Reserves maintained and kept under review / S151 Officer's annual Assurance Statement on reserves.	
			3. Housing Revenue Account Business Plan.	3: Management Team		3. Internal / External audit / annual Cabinet report.	
			4. Updated Medium-Term Financial Plan.	4: Management Team		4. Cabinet / Full Council minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Strategic Risk Register maintenance and review.	5: Management Team		5. Document controlled Strategic Risk Register.	
			6. Financial and HRA risk assessments.	6: Management Team		6. HRA Business Plan and budget reports.	
			7. Effective / robust internal and external audit.	7: Management Team		7. Audit reports.	
			8. Quarterly reporting to Audit and Standards Committee.	8: Management Team		8. Audit and Standards Committee reports.	
			9. Financial and contract procedure rules and associated regular training.	9: Management Team		9. Internal / External audit reports / training records.	
			10. Budget holder training for officers and Elected Members.	10: Management Team		10. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			11. Level of reserves reviewed as part of annual budget setting process.	11: Strategic Director (F&G)		11. Cabinet report.	
			12. Adherence to CIPFA Financial Management Code.	12: Strategic Director (F&G)		12. Self-assessment document.	
			13. Section 151 Officer in post.	13: Chief Executive		13.Member-led appointment process.	
			14. Ensure the Council maintains the latest version of financial software (Agresso)	14: Strategic Director (F&G)		14.Software in place.	
			15. Migration of Revenues & Benefits System using cloud-based technology.	15: Strategic Director (F&G)		15.Migration completed.	
			16. NDR Refunds - Valuation Office Agency provisions in place.	16: Strategic Director (F&G)		16. Refunds applied.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			17.Warwickshire Business Rates Pool	17: Strategic Director (F&G)		17. County Council regular reports.	
			18.Multi-year capital budget and funding monitoring (in February).	18: Strategic Director (F&G)		18.Cabinet / Council reports.	
			<u>Planned:</u>				
			1.Thorough review of HRA Business Plan in 2024/25.	1: Strategic Directors (F&G) & (H&CS)		1.New plan in place / Cabinet report / minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R11	Nuneaton and Bedworth Community Enterprises Ltd. (NABCEL) gives rise to unplanned liabilities	Significant / Serious (AMBER)	1. NABCEL Board.	1:NBBC Strategic Directors / Shareholder Committee	Low / Moderate (GREEN)	1. Board meeting papers & minutes.	Management Team / PH - Leader / FPS OSP
			2. Articles of Association adopted.	2: NBBC Strategic Directors / Shareholder Committee		2.Articles of association	
			3. Each new business activity for NABCEL is supported by a robust business case that must be approved by the NABCEL Board.	3: NBBC Strategic Directors / Shareholder Committee		3.Business cases / Cabinet minutes.	
			4. Appropriate and effective policies and procedures are in place and budgets are monitored regularly.	4: NBBC Strategic Directors / Shareholder Committee		4. Policies located in records management system and budget monitoring.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Appropriate insurance cover in place.	5: NBBC Strategic Directors / Shareholder Committee		5. Insurance certification.	
			6. External accounting support.	6: NBBC Strategic Directors / Shareholder Committee		6. External Account reports.	
			7.NABCEL Internal Audit.	7: NBBC Strategic Directors / Shareholder Committee		7. NABCEL Internal Audit reports.	
			8. Shareholder agreement / committee.	8: NBBC Strategic Directors / Shareholder Committee		8. Shareholder agreement record / minutes of Shareholder Committee meetings.	
			9. Shareholder board member training.	9: NBBC Strategic Directors / Shareholder Committee		9. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10. Effective senior management arrangements in place.	10: NBBC Strategic Directors / Shareholder Committee		10. New structure implemented.	
			11. Three-year Business Strategy.	11: NBBC Strategic Directors / Shareholder Committee		11. Strategy in place. Annual review completed.	
			12. Five-year Business Plan.	12: NBBC Strategic Directors / Shareholder Committee		12. Business Plan in place. Annual review completed.	
			13. Annual review of Business Strategy and Business plan.	13: NBBC Strategic Directors / Shareholder Committee		13. Updated Strategy and Plan in place.	
			14. Regular performance review.	14: NABCEL Board Chair		14. NABCEL Board minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			15. External audit of NABCEL (on-going).	15:NABCEL Board Chair		15. Audit report.	
			<u>Planned:</u>				
			1. Implement appropriate recommendations for NABCEL governance structure (August 2024).	1: Strategic Director (E&T)		1. External report.	
			2. Review growth model and establish a financial strategy (Quarter 2, 2024/25).	2: Strategic Director (F&G)		2. Plan in place.	
			3. Business Case reviewed (on-going)	3: Strategic Director (E&T)		3. Approved Business Case in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R15	Insufficient planning or resourcing of capital investment priorities	Significant / Serious (AMBER)	1. Corporate / Strategic programme management arrangements.	1: Chief Executive	Low / Moderate (GREEN)	1. Minutes of meetings (including Strategic / HRA / ITC / Regeneration / Corporate Asset Management programme boards).	Management Team / PH - Cabinet / FPS OSP
			2. Asset Management Plan & Capital Strategy (5 years).	2: Strategic Director (F&G)		2. Finance Manager and Strategic Director (E&T) / 3, 6 & 10. Cabinet reports.	
			3. Housing Revenue account (HRA) Business Plan	3: Strategic Directors (H&CS) and (F&G)		3. Plan and dedicated Finance Business Partner in place.	
			4. Medium Term Financial Plan including regular review.	4: Strategic Director (F&G)		4. Plan in place.	
			5. Acquisitions and Disposal Programme.	5: Strategic Director (E&T)		5. Programme in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			6. Internal audit programme.	6: Head of Audit and Governance		6. Audit reports.	
			7. Treasury Management Strategy and Prudential Indicators	7: Strategic Director (F&G)		7. Strategy in place / Council minutes.	
			8. Regular reporting on the multi-year Capital programme.	8: Strategic Director (F&G)		8. Reports.	
			9. WMCA funding for land remediation.	9: Strategic Director (E&T)		9. Funding received.	
			10. "Future High Streets" funding agreed.	10: Strategic Director (E&T)		10. Monitoring and evaluation returns and programme board minutes	
			11. "Towns Fund" funding agreed.	11: Strategic Director (E&T)		11. Funding agreement in place. Corporate programme strategic board minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			12. Monthly WMCA engagement meetings.	12: Assistant Director (Regeneration)		12. Meeting minutes / funding applications.	
			13. HRA Governance group to review operational and financial management.	13 Strategic Director (H&CS)		13. Meeting minutes.	
			14. Annual General Fund / HRA budget setting (3 year budget process).	14: Strategic Director (F&G)		14. Cabinet meeting minutes.	
			15. Budget monitoring.	15: Management Team (MT)		15. MT reports / minutes.	
			16. Programme management arrangements.	16: Management Team		16. MT reports / minutes.	
			17. Investment plan agreed with The Department for Levelling Up Housing and Communities (DLUHC) under the "Pathfinder" programme.	17: Strategic Director (P&E)		17. Agreement in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1. Revised HRA Asset Management Plan (September 2024).	1: Assistant Director (Social Housing and Community Safety)		1. Plan in place.	
			2. Review and update Capital Strategy (January 2025).	2: Strategic Director (E&T)		2. Document in place and adopted.	
			3. Review and update of the HRA Business Plan (January 2025).	3: Strategic Directors (F&G) and (H&CS)		3. Revised plan in place.	
			4. Acquisition and Disposal programme to be monitored by Corporate Governance Group (on-going).	4: Assistant Director (E&T)		4. Corporate Governance Group meeting minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R22	Failure to deliver sub-regional recycling facility in partnership with other authorities	Low / Very High (GREEN)	1. "Arm's length" company (Sherbourne Resources Ltd.) in place with Director (PS) on the board.	1: Strategic Director (PS)	Low / Very High (GREEN)	1.Memoranda and articles (Company House).	Strategic Director (PS) / PH – PS / FPS OSP
			2.Experienced consultants as part of project delivery team (Accountant, Solicitor, Civil Servants and Quantity Surveyor).	2: Strategic Director (PS)		2. Project management team in place / project records.	
			3.Detailed Business Case with stress-testing of assumptions (Assessed and approved by partner authority Section 151 officer).	3: Strategic Director (PS)		3.Business Case in place / Council reports.	
			4.Experienced / qualified external project management team in place.	4: Strategic Director (PS)		4. Project records / board meeting minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5.Elected Member Shareholder panel established to oversee project plan.	5: Cabinet member for Public Services		5.Panel reports and minutes.	
			6.Finance and Operational bi-monthly meetings with partners and project team.	6: Strategic Directors (PS) and (F&G)		6.Regular meetings and reports to specific working groups with Sherbourne Resources Ltd.	
			7.Construction of site completed and Sherbourne Resources Ltd. Running the facility.	7: Strategic Director (PS)		7.Regular reports to Sherbourne Resources Ltd. Board.	
			8. Bi-monthly meeting of Sherbourne Resources Ltd. Board.	8; Strategic Director (PS)		8.Minutes of meetings and regularly updated project risk register.	
			9. Annual audit of accounts independently arranged by partners.	9: Strategic Directors (PS) and (F&G)		9.Audit report.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10.Monitoring of supply, construction and market issues.	10: Strategic Directors (PS) and (F&G)		10.Accounts records / Finance meeting minutes. Update to OSP in March 2024.	
			11. On-going site visits by officers to monitor progress.	11: Strategic Directors (PS) and (F&G)		11. OSP reports.	
			12. Finances and a request for an additional loan approved by Cabinet.	12: Strategic Directors (PS) and (F&G)		12: Cabinet meeting minutes.	
			13.NBBC materials now being delivered to Sherbourne Resources Ltd. site.	13: Strategic Director (PS) and Head of Waste and Transport		13. Cabinet meeting minutes.	
			14.Reconfiguration of refuse rounds for mixed recycling completed (September 2023).	14:Strategic Director (PS) and Head of Waste and Transport		14.Cabinet meeting minutes / media press releases.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			Planned:				
			1.Assessment of recycling material from NBBC residents monitoring by Sherbourne Resources Ltd. (April 2024)	1. Assistant Director (Environment and Enforcement) and Head of Waste and Transport		1.Monthly reports from Sherbourne Resources Ltd).	
			2.Sherbourne Resources Ltd. to commence loan repayments to NBBC (September 2024).	2: Strategic Directors (PS) and (F&G)		2.Loan repayment budget monitoring.	
			3. Annual reviews of the recycling facility to Cabinet.	3: Assistant Director (Environment and Enforcement)		3. Cabinet report / minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R23	Communications - disruptive adverse comment or media coverage reflecting extremely badly on the Council, impacting on the reputation of the Council and/or the Borough, resulting from failure to take appropriate communications action	Low / Moderate (GREEN)	1. Communications and marketing strategy, associated protocols and plans.	1: Corporate Comms. and Marketing Manager	Low / Moderate (GREEN)	1. Press releases, training, communications and marketing action plan; media statements; Media monitoring.	Strategic Director (E&T) / PH - Cabinet / FPS OSP
			2. Media training for Directors.	2: Strategic Director (E&T) / Assistant Director (Central Operations)		2. Training records.	
			3. LGA social media training for Elected Members.	3: Chief Executive		3. Training delivered in January 2022	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1. Periodic media training for Elected Members and Senior Managers (ongoing).	1: Corporate Comms. and Marketing Manager		1. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R26	Non-compliance with Department of Work and Pensions (DWP) data use guidelines.	High / Serious (AMBER)	1. On-going system testing linked to DWP plan.	1:Strategic Director (F&G)	Low / Low (GREEN)	1. DWP plan.	Strategic Director (F&G) / PH – F&C / FPS OSP
			<u>Planned:</u>				
			1.On-going audit of DWP Plan.	1: Assistant Director (Finance and Governance)		1.Audit logging records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R29	Human Resources (HR) – failure to effectively manage workforce planning / comply with legislation and policies	Low / Serious (GREEN)	1.Advisory Conciliation and Arbitration Service (ACAS) code of practice and legislation.	1:Assistant Director (Central Operations) / People Services Manager	Low / Serious (GREEN)	1.Approved policies in place.	Chief Executive (Head of Paid Services) / F&C / FPS OSP
			2.Up-to-date HR policies and procedures subject to regular review and developed in consultation with trade unions.	2: Assistant Director (Central Operations) / People Services Manager		2.Regular alerts from designated bodies / Policies in place.	
			3.Appropriate training on HR policies and procedures.	3: Assistant Director (Central Operations) / People Services Manager		3.Training records.	
			4.Change Management Policy	4: Assistant Director (Central Operations) / People Services Manager / service managers.		4.Management Team minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Regular review of employee remuneration levels.	5: People Services Manager		5.Report to Remuneration Panel and Employee Committee.	
			6.Strategic Workforce Planning training (March 2024).	6: People Services Manager / Assistant Directors.		6.Training records	
			<u>Planned:</u>				

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R30	Ombudsman Complaints (Local Government Ombudsman / Housing Ombudsman) – failure to meet customer expectation after completion of our complaints process	High / Low (GREEN)	1. Formal complaints policy and process.	1: Customer Experience Officer	High / Low (GREEN)	1. Policy and procedure in place.	Strategic Director (E&T) / F&C / FPS OSP
			2. Designated Customer Experience Officer.	2: Customer Experience Officer		2. Designated Customer Experience Office. in place	
			3. Review / Final check of service area escalated responses.	3: Customer Experience Officer		3. Review records retained.	
			4. Ombudsman monitoring by Management Team (Strategic Performance Report).	4: Management Team		4. Strategic Performance Report.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Annual Ombudsman report to Scrutiny panel.	5: Customer Experience Officer		5. FPS meeting minutes.	
			<u>Planned:</u>				

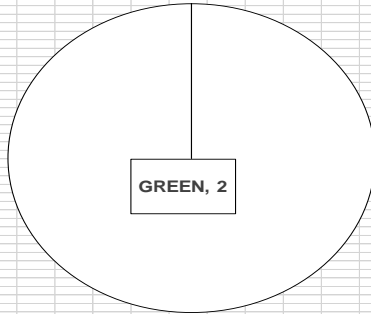
Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R 31	Modern Slavery and Human Trafficking – failure to effectively monitor and comply with legislation	Low /Major (GREEN)	1. Annual modern slavery statement (including policies and training).	1: Assistant Director (G&D) / Head of People and Culture	Low /Major (GREEN)	1. Cabinet minutes / Modern Slavery Statement Register.	Management Team / PH – F&C / FPS OSP
			2. Qualified officers in post (Human Resources & Procurement).	2: Assistant Director (G&D) / Head of People and Culture		2. Officers in post.	
			3. Raising awareness with Elected Members.	3: Strategic Director (F&G) / Assistant Director (G&D)		3. Cabinet minutes / Corporate Governance Training.	
			4. Procurement procedures including Modern Slavery questions as part of the tender process – including contract terms and conditions.	4: Assistant Director (G&D)		4. Contract procedure rules and monitoring and review of tender templates	
			5. Specific Modern Slavery e-learning training module for senior officers.	5: Assistant Director (G&D) / Head of Audit and Governance / Head of People and Culture		5. Training records.	

Strategic Performance Report – Executive Summary April 2024

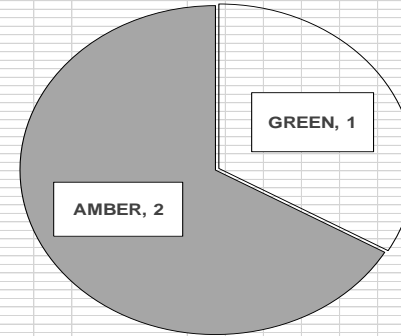
(Data as at the end of March 2024)

Charts Summary

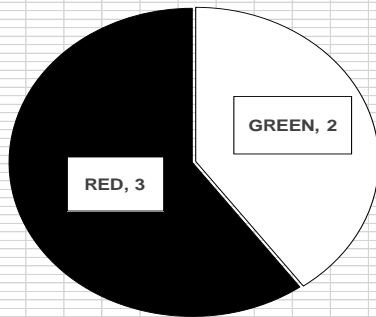
1. FINANCE



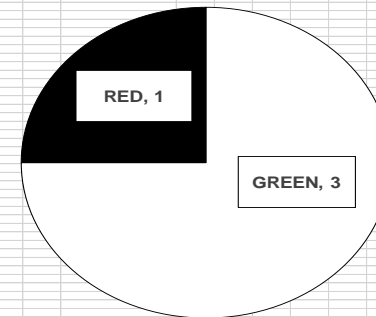
2. PEOPLE AND SERVICE DELIVERY (P&SD)



3. PROCESSES



4. IMPROVEMENT



RED AND AMBER MEASURES BY CATEGORY *		
CATEGORY	RED	AMBER
FINANCE	0	0
P & S D	0	2
PROCESSES	3	0
IMPROVEMENT	1	0

* = see Executive Summary narrative (areas for improvement).

Strategic Performance Report – Executive Summary April 2024

(Data as at the end of March 2024)

Positive Aspects (Chart reference shown in brackets)

- **Processing of new benefits claims** is 21.43 days against the 22 days good performance benchmark (compared to 23.44 days in March 2023)
- **The percentage of invoices paid on time** is 97.46% at the end of March - well within the target range of 95 – 100% and compared to 95.92% in March 2023
- **Agency staff spend** is £779,066 as at the end of March compared to £1,116,259 at the end of March 2023:

General Fund	General Fund	£	548,548
HRA	HRA	£	230,518
Total	Total	£	779,066

This is netted against an estimated (£2,273K) salary underspend, creating a NET underspend of (£1,494k) across the general fund and HRA budgets.

	Underspend	Net Underspend
General Fund	- 1,630K	- 1,082K
HRA	- 643K	- 412K
Total	- 2,273K	- 1,494K

The top three cost areas are:

DEVELOPMENT CONTROL APPLICATIONS	£178,403
DOMESTIC REFUSE	£124,597
REPAIRS & MAINTENANCE - VOIDS	£94,077
TOTAL	£397,077 (51% of total agency spend)

- **Strategic Risk Register monitoring** is 91% against the 80% target at the end of March 2024 (91% last quarter)

Strategic Performance Report – Executive Summary April 2024

(Data as at the end of March 2024)

Areas for Improvement (Chart reference shown in brackets)

- **Percentage of waste recycled and composted** is 33.91% against the profiled target of 35% at the end of February (33.42% in February 2023) - reported one month in arrears of other data
- **Planning permissions for affordable homes** is 24% against the target of 25% at the end of March
- **Working days lost to short term sickness absence** is 4.84 days per full time equivalent (FTE) against the target of 3.50 days/FTE at the end of March
- **Working days lost to long term sickness absence** is 6.94 days per full time equivalent (FTE) against the target of 5.25 days days/FTE at the end of March
- **Short term return to work interview compliance** rolling average is 87.07% within 3 days (88.22% last month). The average time to complete all interviews is 3.23 days (3.77 days last month)

Breakdown of Short Term Return to Work Interview Compliance

DIRECTORATE	COMPLIANCE WITHIN 3 DAYS (ROLLING MONTHS)	DAYS TO COMPLETE ALL INTERVIEWS (ROLLING MONTHS)
Chief Executive	100%	0
Finance and Governance	79.94%	1.83
Economy and Transformation	87.18%	9.27
Housing and Community Safety	93.92%	1.73
Public Services	76.79%	4.16

- **Building a Better Borough (BaBB) monitoring** is 69% against the 80% target at the end March 2024 (68% last quarter)

**Strategic Performance Report – Executive Summary April
2024**

(Data as at the end of March 2024)

NOTES

1. Rent Collection data will not be available until the new financial year pending completion of a data quality validation process.
2. There are 19 performance indicators within the Strategic Performance Report (18 with a target status when excluding rent collection – see 1 above), reported by exception with performance being on or around the target / good performance benchmark unless otherwise stated in this summary.
3. Finance data is not available pending the closure of the final accounts – to be reported to Cabinet in July. The status for each of these four measures is not included in the charts summary.

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI534583813	26/07/2023	20/10/2023	62	Council Property
FI533403553	21/07/2023	09/10/2023	56	Finance
FI574652486	05/01/2024	22/03/2024	55	Finance
FI535967801	01/08/2023	12/10/2023	52	Transport and Infrastructure
FI570620200	19/12/2023	28/02/2024	51	Democracy
FI539026347	13/08/2023	24/10/2023	51	Environmental Protection
FI584346953	06/02/2024	17/04/2024	51	Legal
FI588344275	20/02/2024		49	Finance
FI575438926	08/01/2024	12/03/2024	46	Finance
FI577990997	16/01/2024	19/03/2024	45	Council Property
FI575746945	09/01/2024	12/03/2024	45	Finance
FI577977998	16/01/2024	15/03/2024	43	Democracy

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI543156206	30/08/2023	27/10/2023	42	Environmental Protection
FI560486003	08/11/2023	04/01/2024	41	Housing
FI512974830	04/05/2023	30/06/2023	41	Transport and Infrastructure
FI542568785	28/08/2023	20/10/2023	39	Environmental Protection
FI542568591	28/08/2023	20/10/2023	39	Environmental Protection
FI580193580	24/01/2024	18/03/2024	38	Finance
FI541978836	25/08/2023	18/10/2023	38	Leisure and Culture
FI589064486	22/02/2024	15/04/2024	37	Council Property
FI539536167	15/08/2023	05/10/2023	37	Housing
FI563250279	20/11/2023	10/01/2024	37	Legal
FI509320231	20/04/2023	09/06/2023	36	Consumer Affairs
FI593842054	08/03/2024		36	Council Property

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI547994180	18/09/2023	07/11/2023	36	Economic Development
FI506815714	11/04/2023	31/05/2023	36	Management
FI508975370	19/04/2023	07/06/2023	35	Democracy
FI588337817	20/02/2024	09/04/2024	35	Finance
FI523615547	13/06/2023	01/08/2023	35	Human Resources
FI588825757	21/02/2024	09/04/2024	34	Council Property
FI594913171	12/03/2024		34	Economic Development
FI509092217	19/04/2023	06/06/2023	34	Environmental Protection
FI593494033	07/03/2024	24/04/2024	34	Finance
FI541162855	22/08/2023	09/10/2023	34	Housing
FI569358228	14/12/2023	30/01/2024	33	Economic Development
FI595050612	13/03/2024		33	Economic Development

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI538357810	10/08/2023	26/09/2023	33	Finance
FI523350634	12/06/2023	27/07/2023	33	Legal
FI540082922	17/08/2023	02/10/2023	32	Finance
FI541503487	23/08/2023	06/10/2023	32	Transport and Infrastructure
FI576318921	10/01/2024	22/02/2024	31	Council Property
FI529426068	05/07/2023	17/08/2023	31	Democracy
FI524169975	15/06/2023	28/07/2023	31	Finance
FI538936502	13/08/2023	26/09/2023	31	Finance
FI534599792	26/07/2023	07/09/2023	31	Procurement
FI518739379	24/05/2023	05/07/2023	30	Finance
FI540922374	21/08/2023	02/10/2023	30	Finance
FI597640673	19/03/2024		29	Council Property

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI523986576	14/06/2023	25/07/2023	29	Council Property
FI577095441	13/01/2024	24/02/2024	29	Democracy
FI542790771	29/08/2023	09/10/2023	29	Finance
FI538616827	11/08/2023	21/09/2023	29	Finance
FI578912469	19/01/2024	29/02/2024	29	Finance
FI533186390	20/07/2023	30/08/2023	29	Housing
FI555264294	18/10/2023	28/11/2023	29	Housing
FI506621979	11/04/2023	19/05/2023	28	Consumer Affairs
FI520099966	30/05/2023	07/07/2023	28	Consumer Affairs
FI575519976	08/01/2024	15/02/2024	28	Finance
FI527754368	29/06/2023	08/08/2023	28	Finance
FI531092307	12/07/2023	21/08/2023	28	Finance

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI597619854	19/03/2024	26/04/2024	28	Housing
FI552472164	06/10/2023	15/11/2023	28	Human Resources
FI512620358	03/05/2023	09/06/2023	27	Consumer Affairs
FI546786044	13/09/2023	20/10/2023	27	Consumer Affairs
FI530738222	11/07/2023	17/08/2023	27	Council Property
FI543446778	31/08/2023	09/10/2023	27	Democracy
FI540275184	18/08/2023	26/09/2023	27	Environmental Protection
FI590531594	27/02/2024	04/04/2024	27	Finance
FI510283592	24/04/2023	31/05/2023	27	Finance
FI539590951	15/08/2023	21/09/2023	27	Finance
FI594757760	12/03/2024	18/04/2024	27	Finance
FI578284046	17/01/2024	23/02/2024	27	Housing

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI529963993	07/07/2023	15/08/2023	27	IT and C
FI593548296	07/03/2024	15/04/2024	27	Legal
FI590814727	28/02/2024	05/04/2024	27	Leisure and Culture
FI590283988	26/02/2024	03/04/2024	27	Planning and Building Control
FI585919548	11/02/2024	19/03/2024	26	Council Property
FI597957041	20/03/2024	25/04/2024	26	Democracy
FI516991636	18/05/2023	23/06/2023	26	Finance
FI529731278	06/07/2023	11/08/2023	26	Finance
FI522056685	07/06/2023	13/07/2023	26	Housing
FI532185876	17/07/2023	22/08/2023	26	Housing
FI545679219	08/09/2023	16/10/2023	26	Waste Management
FI567709086	07/12/2023	11/01/2024	25	Community Safety

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI551388944	02/10/2023	06/11/2023	25	Consumer Affairs
FI567373375	06/12/2023	10/01/2024	25	Consumer Affairs
FI556961279	25/10/2023	29/11/2023	25	Crematoria and Cemeteries
FI588338535	20/02/2024	26/03/2024	25	Democracy
FI547410239	15/09/2023	20/10/2023	25	Directors
FI575883389	09/01/2024	13/02/2024	25	Economic Development
FI512627906	03/05/2023	07/06/2023	25	Environmental Protection
FI521001275	02/06/2023	07/07/2023	25	Finance
FI531285697	13/07/2023	17/08/2023	25	Finance
FI510729783	26/04/2023	31/05/2023	25	Finance
FI520904270	02/06/2023	07/07/2023	25	Finance
FI539573997	15/08/2023	19/09/2023	25	Housing

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI594323509	11/03/2024	15/04/2024	25	Legal
FI505090907	04/04/2023	09/05/2023	25	Management
FI575886056	09/01/2024	13/02/2024	25	Management
FI586845117	14/02/2024	20/03/2024	25	Transport and Infrastructure
FI544578469	05/09/2023	09/10/2023	24	Council Property
FI508480242	17/04/2023	19/05/2023	24	Democracy
FI593040167	06/03/2024	09/04/2024	24	Finance
FI598045994	20/03/2024	23/04/2024	24	Legal
FI589422300	23/02/2024	28/03/2024	24	Management
FI578647305	18/01/2024	21/02/2024	24	Procurement
FI511282082	27/04/2023	31/05/2023	24	Transport and Infrastructure
FI539715542	16/08/2023	18/09/2023	23	Community Safety

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI582970759	02/02/2024	06/03/2024	23	Consumer Affairs
FI511031181	27/04/2023	30/05/2023	23	Economic Development
FI572649989	29/12/2023	31/01/2024	23	Finance
FI511399480	28/04/2023	31/05/2023	23	Finance
FI520903668	02/06/2023	05/07/2023	23	Finance
FI540946452	21/08/2023	21/09/2023	23	Finance
FI523902969	14/06/2023	17/07/2023	23	Housing
FI587838082	18/02/2024	21/03/2024	23	Leisure and Culture
FI535966875	01/08/2023	01/09/2023	23	Leisure and Culture
FI549798014	26/09/2023	28/10/2023	23	Leisure and Culture
FI593544436	07/03/2024	09/04/2024	23	Management
FI522839788	09/06/2023	12/07/2023	23	Management

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI562811310	17/11/2023	20/12/2023	23	Planning and Building Control
FI596238957	15/03/2024	16/04/2024	22	Community Safety
FI552466502	06/10/2023	07/11/2023	22	Council Property
FI537504875	07/08/2023	06/09/2023	22	Democracy
FI546428589	12/09/2023	12/10/2023	22	Democracy
FI554003208	12/10/2023	13/11/2023	22	Finance
FI522193351	07/06/2023	07/07/2023	22	Finance
FI557603030	27/10/2023	28/11/2023	22	Housing
FI562042664	14/11/2023	14/12/2023	22	Housing
FI519311395	26/05/2023	27/06/2023	22	Leisure and Culture
FI586297951	13/02/2024	14/03/2024	22	Leisure and Culture
FI590548196	27/02/2024	27/03/2024	21	Community Safety

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI508662322	18/04/2023	17/05/2023	21	Consumer Affairs
FI545674113	08/09/2023	09/10/2023	21	Council Property
FI548832948	21/09/2023	20/10/2023	21	Council Property
FI537858250	08/08/2023	06/09/2023	21	Crematoria and Cemeteries
FI593476714	07/03/2024	05/04/2024	21	Economic Development
FI592696308	05/03/2024	03/04/2024	21	Environmental Protection
FI557484361	27/10/2023	27/11/2023	21	Finance
FI570299143	18/12/2023	16/01/2024	21	Finance
FI532875150	19/07/2023	17/08/2023	21	Housing
FI569595447	15/12/2023	15/01/2024	21	Housing
FI571044907	21/12/2023	19/01/2024	21	Housing
FI522644838	09/06/2023	10/07/2023	21	Housing

Appendix D - FOI / EIR Requests Outside 20 Day Response Timescale: April 2023 – March 2024 (Total of 150)

Reference	Created	Completed	Days to complete / outstanding	Service Area
FI533817409	24/07/2023	22/08/2023	21	Housing
FI535974838	01/08/2023	30/08/2023	21	Housing
FI577661474	15/01/2024	13/02/2024	21	Human Resources
FI521490241	05/06/2023	04/07/2023	21	Leisure and Culture
FI537684735	08/08/2023	06/09/2023	21	Management
FI579724820	23/01/2024	21/02/2024	21	Procurement

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF534477969	26/07/2023	29/01/2024	133	Community Safety
CF548482661	20/09/2023	20/12/2023	65	Community Safety
CF544879244	06/09/2023	05/12/2023	64	Community Safety
CF555544198	19/10/2023	11/01/2024	60	Community Safety
CF512253615	02/05/2023	03/07/2023	44	Community Safety
CF589128765	22/02/2024		40	Community Safety
CF527553670	28/06/2023	17/08/2023	36	Community Safety
CF568733285	12/12/2023	30/01/2024	35	Community Safety
CF591679500	01/03/2024		34	Community Safety
CF558313999	31/10/2023	18/12/2023	34	Community Safety
CF591665126	01/03/2024		34	Community Safety
CF549340397	24/09/2023	08/11/2023	32	Community Safety
CF514225605	09/05/2023	21/06/2023	31	Consumer Affairs Food and Health
CF565082774	27/11/2023	09/01/2024	31	Consumer Affairs Food and Health
CF516912153	18/05/2023	29/06/2023	30	Consumer Affairs Licensing

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF554150013	13/10/2023	23/11/2023	29	Consumer Affairs Licensing
CF506715351	11/04/2023	18/05/2023	27	Council Property
CF526786667	26/06/2023	01/08/2023	26	Council Property
CF534785962	27/07/2023	31/08/2023	25	Council Property
CF523956990	14/06/2023	19/07/2023	25	Council Property
CF520647077	01/06/2023	05/07/2023	24	Crematoria and Cemeteries
CF554624948	16/10/2023	17/11/2023	24	Crematoria and Cemeteries
CF520954318	02/06/2023	06/07/2023	24	Crematoria and Cemeteries
CF569491749	14/12/2023	16/01/2024	23	Crematoria and Cemeteries
CF548505681	20/09/2023	23/10/2023	23	Crematoria and Cemeteries
CF593201466	06/03/2024	08/04/2024	23	Crematoria and Cemeteries
CF548865509	21/09/2023	20/10/2023	21	Crematoria and Cemeteries
CF509101505	19/04/2023	18/05/2023	21	Crematoria and Cemeteries
CF546403493	12/09/2023	11/10/2023	21	Crematoria and Cemeteries
CF517144584	18/05/2023	16/06/2023	21	Crematoria and Cemeteries

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF528904034	04/07/2023	01/08/2023	20	Crematoria and Cemeteries
CF577792507	16/01/2024	13/02/2024	20	Crematoria and Cemeteries
CF536314884	02/08/2023	30/08/2023	20	Crematoria and Cemeteries
CF577638975	15/01/2024	12/02/2024	20	Crematoria and Cemeteries
CF555818328	20/10/2023	16/11/2023	19	Crematoria and Cemeteries
CF530882023	11/07/2023	07/08/2023	19	Crematoria and Cemeteries
CF541235966	22/08/2023	18/09/2023	19	Crematoria and Cemeteries
CF505240454	05/04/2023	02/05/2023	19	Crematoria and Cemeteries
CF508626496	18/04/2023	15/05/2023	19	Crematoria and Cemeteries
CF542642137	29/08/2023	25/09/2023	19	Crematoria and Cemeteries
CF542854529	29/08/2023	25/09/2023	19	Crematoria and Cemeteries
CF543303703	31/08/2023	27/09/2023	19	Crematoria and Cemeteries
CF559955621	06/11/2023	01/12/2023	19	Customer Services
CF520873722	02/06/2023	29/06/2023	19	Customer Services
CF570128606	18/12/2023	11/01/2024	18	Customer Services

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF584342632	06/02/2024	01/03/2024	18	Customer Services
CF540335660	18/08/2023	13/09/2023	18	Customer Services
CF589578225	23/02/2024	20/03/2024	18	Customer Services
CF544596925	05/09/2023	29/09/2023	18	Customer Services
CF521316131	04/06/2023	29/06/2023	18	Customer Services
CF570823154	20/12/2023	15/01/2024	18	Customer Services
CF549629962	25/09/2023	18/10/2023	17	Customer Services
CF509646117	21/04/2023	16/05/2023	17	Customer Services
CF515228929	12/05/2023	06/06/2023	17	Customer Services
CF584919182	07/02/2024	01/03/2024	17	Customer Services
CF505342603	05/04/2023	28/04/2023	17	Customer Services
CF529431406	05/07/2023	28/07/2023	17	Customer Services
CF553564353	11/10/2023	03/11/2023	17	Customer Services
CF553684665	11/10/2023	03/11/2023	17	Customer Services
CF553717083	11/10/2023	03/11/2023	17	Customer Services

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF541232090	22/08/2023	14/09/2023	17	Customer Services
CF560922255	09/11/2023	01/12/2023	16	Democracy Democratic Services
CF570237109	18/12/2023	09/01/2024	16	Democracy Democratic Services
CF581799498	30/01/2024	21/02/2024	16	Democracy Democratic Services
CF519469384	27/05/2023	20/06/2023	16	Democracy Democratic Services
CF523349663	12/06/2023	04/07/2023	16	Democracy Democratic Services
CF569601968	15/12/2023	08/01/2024	16	Democracy Elections
CF585121842	08/02/2024	01/03/2024	16	Directors
CF600329436	27/03/2024	18/04/2024	16	Directors
CF505526015	05/04/2023	27/04/2023	16	Economic Development Economic development
CF533196696	20/07/2023	11/08/2023	16	Economic Development Economic development
CF534005721	24/07/2023	15/08/2023	16	Economic Development Town Centres and Markets
CF536567304	03/08/2023	25/08/2023	16	Economic Development Town Centres and Markets
CF597641321	19/03/2024	10/04/2024	16	Economic Development Town Centres and Markets
CF522136130	07/06/2023	29/06/2023	16	Economic Development Town Centres and Markets

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF595054112	13/03/2024	03/04/2024	15	Economic Development Town Centres and Markets
CF522349049	08/06/2023	29/06/2023	15	Economic Development Town Centres and Markets
CF580872474	26/01/2024	16/02/2024	15	Economic Development Town Centres and Markets
CF592583926	05/03/2024	26/03/2024	15	Economic Development Town Centres and Markets
CF544368963	04/09/2023	25/09/2023	15	Economic Development Town Centres and Markets
CF548828933	21/09/2023	12/10/2023	15	Economic Development Town Centres and Markets
CF576805151	12/01/2024	02/02/2024	15	Economic Development Town Centres and Markets
CF548890540	21/09/2023	12/10/2023	15	Economic Development Town Centres and Markets
CF564169266	23/11/2023	14/12/2023	15	Economic Development Town Centres and Markets
CF553390952	10/10/2023	30/10/2023	14	Economic Development Town Centres and Markets
CF506443195	10/04/2023	28/04/2023	14	Environmental Protection Environmental protection
CF550391346	28/09/2023	18/10/2023	14	Environmental Protection Environmental protection
CF533402663	21/07/2023	10/08/2023	14	Environmental Protection Environmental protection
CF514621691	10/05/2023	30/05/2023	14	Environmental Protection Environmental protection
CF529004652	04/07/2023	24/07/2023	14	Environmental Protection Environmental protection

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF569865756	16/12/2023	05/01/2024	14	Environmental Protection Environmental protection
CF578972031	19/01/2024	08/02/2024	14	Environmental Protection Environmental protection
CF546814931	13/09/2023	03/10/2023	14	Environmental Protection Environmental protection
CF507881879	14/04/2023	04/05/2023	14	Environmental Protection Environmental protection
CF522046138	07/06/2023	27/06/2023	14	Environmental Protection Environmental protection
CF534063299	24/07/2023	11/08/2023	14	Environmental Protection Pest and Animal Control
CF541641574	24/08/2023	13/09/2023	14	Environmental Protection Pest and Animal Control
CF553854394	12/10/2023	01/11/2023	14	Environmental Protection Pest and Animal Control
CF569749666	15/12/2023	04/01/2024	14	Finance Accounts
CF516815991	17/05/2023	06/06/2023	14	Finance Audit
CF511119606	27/04/2023	17/05/2023	14	Finance Benefits
CF564625879	24/11/2023	14/12/2023	14	Finance Benefits
CF572896343	30/12/2023	21/01/2024	14	Finance Benefits
CF597958474	20/03/2024	09/04/2024	14	Finance Benefits
CF573462686	02/01/2024	19/01/2024	13	Finance Benefits

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF508653430	18/04/2023	05/05/2023	13	Finance Revenues
CF558341597	31/10/2023	17/11/2023	13	Finance Revenues
CF594300356	11/03/2024	28/03/2024	13	Finance Revenues
CF570750448	20/12/2023	08/01/2024	13	Finance Revenues
CF540530591	19/08/2023	07/09/2023	13	Finance Revenues
CF551517086	03/10/2023	20/10/2023	13	Finance Revenues
CF558436469	31/10/2023	17/11/2023	13	Finance Revenues
CF559668416	05/11/2023	23/11/2023	13	Finance Revenues
CF571027360	21/12/2023	09/01/2024	13	Finance Revenues
CF600238090	27/03/2024	15/04/2024	13	Finance Revenues
CF586427827	13/02/2024	01/03/2024	13	Finance Revenues
CF522351042	08/06/2023	27/06/2023	13	Finance Revenues
CF544607065	05/09/2023	22/09/2023	13	Finance Revenues
CF520012597	30/05/2023	16/06/2023	13	Finance Revenues
CF550265853	27/09/2023	16/10/2023	13	Finance Revenues

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF572643443	29/12/2023	17/01/2024	13	Finance Revenues
CF531295453	13/07/2023	31/07/2023	12	Finance Revenues
CF518302079	23/05/2023	08/06/2023	12	Finance Revenues
CF516003041	15/05/2023	31/05/2023	12	Finance Revenues
CF561724358	13/11/2023	29/11/2023	12	Finance Revenues
CF566781560	04/12/2023	20/12/2023	12	Finance Revenues
CF574180354	03/01/2024	19/01/2024	12	Finance Revenues
CF522789591	09/06/2023	27/06/2023	12	Finance Revenues
CF522798038	09/06/2023	27/06/2023	12	Finance Revenues
CF567469343	06/12/2023	22/12/2023	12	Finance Revenues
CF575494304	08/01/2024	24/01/2024	12	Finance Revenues
CF577187057	13/01/2024	31/01/2024	12	Finance Revenues
CF520221609	31/05/2023	16/06/2023	12	Finance Revenues
CF543012470	30/08/2023	16/09/2023	12	Finance Revenues
CF554039137	12/10/2023	30/10/2023	12	Finance Revenues

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF562273677	15/11/2023	01/12/2023	12	Finance Revenues
CF527266235	27/06/2023	13/07/2023	12	Finance Revenues
CF564077117	22/11/2023	08/12/2023	12	Finance Revenues
CF564454159	24/11/2023	12/12/2023	12	Finance Revenues
CF539171111	14/08/2023	29/08/2023	11	Finance Revenues
CF539277294	14/08/2023	29/08/2023	11	Finance Revenues
CF544012920	03/09/2023	19/09/2023	11	Finance Revenues
CF567176053	05/12/2023	20/12/2023	11	Finance Revenues
CF567445016	06/12/2023	21/12/2023	11	Finance Revenues
CF598002107	20/03/2024	04/04/2024	11	Finance Revenues
CF536591607	03/08/2023	18/08/2023	11	Finance Revenues
CF527393029	28/06/2023	13/07/2023	11	Finance Revenues
CF546156771	11/09/2023	26/09/2023	11	Finance Revenues
CF567140871	05/12/2023	20/12/2023	11	Finance Revenues
CF542881126	29/08/2023	13/09/2023	11	Finance Revenues

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF511999880	01/05/2023	16/05/2023	11	Finance Revenues
CF564490125	24/11/2023	11/12/2023	11	Finance Revenues
CF564574756	24/11/2023	11/12/2023	11	Finance Revenues
CF576383833	10/01/2024	25/01/2024	11	Finance Revenues
CF597591118	19/03/2024	03/04/2024	11	Finance Revenues
CF597804833	20/03/2024	04/04/2024	11	Finance Revenues
CF507137998	12/04/2023	27/04/2023	11	Finance Revenues
CF510861626	26/04/2023	11/05/2023	11	Finance Revenues
CF511397805	28/04/2023	15/05/2023	11	Finance Revenues
CF511416090	28/04/2023	15/05/2023	11	Finance Revenues
CF520085619	30/05/2023	14/06/2023	11	Finance Revenues
CF522445076	08/06/2023	23/06/2023	11	Finance Revenues
CF523327399	12/06/2023	27/06/2023	11	Finance Revenues
CF541277782	22/08/2023	06/09/2023	11	Finance Revenues
CF547147324	14/09/2023	29/09/2023	11	Finance Revenues

Appendix E - Complaints Outside 10 Day Response Timescale: April 2023 – March 2024 (Total of 173)

Reference	Created	Responded	Days to complete / outstanding	Service Area
CF549493624	25/09/2023	10/10/2023	11	Finance Revenues
CF553276930	10/10/2023	25/10/2023	11	Finance Revenues
CF518592820	24/05/2023	08/06/2023	11	Finance Revenues
CF546436046	12/09/2023	27/09/2023	11	Housing HEART
CF549538238	25/09/2023	10/10/2023	11	Housing HEART
CF554281198	13/10/2023	30/10/2023	11	Housing HEART
CF577162744	13/01/2024	30/01/2024	11	Housing HEART
CF512668929	03/05/2023	18/05/2023	11	Housing HEART

Appendix F - Integrated Performance Report Additional Information – Member Enquiry Forms for Scrutiny Panels

Full Year 2023/24 Summary (timescale 2 working days response)

Service Area	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total
Leisure and Culture	14	11	30	17	17	30	25	10	6	6	16	25	207
Housing	10	9	17	4	4	11	17	12	2	16	11	6	119
Waste Management	5	4	7	5	5	6	4	5	2	6	7	5	61
Planning and Building Control	2	1	5		1	1	2	3	2			4	21
Council Property		1	3			3		2	2	1	1		13
Customer Services	3	1	1	1	3	1	1	1					12
Environmental Protection	2		4		2		1		1				10
Economic Development	1	2				1	1	1	1	1		1	9
Finance	1		2			2	2					1	8
Crematoria and Cemeteries				1			1	1	2	1			6
Democracy	1		3	1									5
Community Safety								1			1		2
Consumer Affairs							1						1
Legal						1							1
Management								1					1
Transport and Infrastructure								1					1
Grand Total	39	29	72	29	32	56	55	38	18	31	36	42	477

- Number of **fly tipping** requests submitted by Elected Members on the designated online form in 2023/24 (10 working days) = **36**
- Number of **grounds maintenance requests** submitted by Elected Members on the designated online form in 2023/24 (10 working days) = **78**

AGENDA ITEM NO.8

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Environment and Leisure Overview & Scrutiny Panel

Date: 13th June 2024

From: Catherine Nisbet – Museum & Arts Manager

Subject: Museum Performance 2022 -3

Portfolio: Leisure Communities and Health (Councillor Tim Jenkins)

Aim 3 - VISIT

Priority 1: Create vibrant and diverse Town Centres

Priority 2: Stimulate regeneration.

Priority 3: Celebrate and promote our heritage.

1.0 OBJECTIVES OF SCRUTINY

To provide the panel with information on the performance of the museum service during the calendar years 2022-3.

2.0 WHAT IS THE PANEL BEING ASKED TO CONSIDER?

The members of the panel are being asked to consider the information in this report.

3.0 WHO CAN THE PANEL INFLUENCE?

The panel can examine the information presented and question performance.

4.0 WHAT INFORMATION WILL BE PRESENTED

A summary of the activities of the museum during 2022-3. Future work which will need to be undertaken will also be outlined.

5. Background to the Museum

5.1 Vision

Nuneaton Museum & Art Gallery uses and develops its collections to strengthen local communities, explore life in the past and present, expand horizons and offer inspiration, learning and enjoyment. In doing this it will help to make Nuneaton

and Bedworth a pleasant environment for those who live, work or visit the borough.

5.2 Key Aims

- To tell the key stories of Nuneaton and Bedworth up to the present day.
- To create opportunities for engagement in the community which celebrate local heritage and instil a sense of pride in the local community.
- To actively provide learning opportunities across all age groups and backgrounds.
- To develop the service as a key asset for the borough in encouraging day visits.
- To offer visitors a fun and enjoyable experience.
- To achieve a high level of custodianship of the collection on behalf of the local community, making it increasingly accessible and relevant.
- To increase awareness of the museum service and its collections amongst the local community and potential visitors within an hour's drive.
- To make best use of resources in delivering the service for local communities.
- To increase the sustainability of the museum service.

5.3 Objectives

- Create and host exhibitions that are enjoyable, inspirational and offer stimulating learning opportunities.
- To use the scratch process with our audiences to understand the stories they want to see told about Nuneaton and Bedworth.
- Continue to utilise a range of methods and approaches to ensure that the interpretation of our collections is appropriate to all learning styles.
- Continue to provide activities which offer opportunities for learning.
- Seek to further develop and diversify our audiences particularly through our outreach activities.
- Utilise a variety of tools to publicise its services.
- Offer a high-quality accessible experience to our visitors and users.
- Continue our dialogue with users and non-users to strengthen our offer.
- Employ high standards of care for our well documented, researched and relevant collection.
- Improve our knowledge of the collections which we care for.
- Identify and apply for grants and other types of support which help the museum achieve its aims.
- Ensure income targets for the museum are reached.
- Develop opportunities for individual giving amongst the museum's supporters.

6 Overview

This report covers the calendar years of 2022 and 2023. These have proved to be transitional years with the service coming out of the challenges of closures and altered opening during Covid as well as there being significant changes to the museum team. The period saw a large community focussed project about Nuneaton Abbey as well as leading on the production of the councils first Cultural strategy.

7 Performance Management

7.1 In Person Visits to the Museum

7.1.1 In previous years it has been relatively easy to provide comparative audience data as opening days and hours have been consistent. However required operational changes to control covid led to reduced opening hours. Subsequently a shift to seasonal opening hours winter 2022 saw hours reduced further. Now a further reduction in Museum Assistant posts means hours will reduce further.

7.1.2 The current recruitment freeze also means that the museum has closed due to staffing shortages on occasions and didn't open all of the Bank Holiday Mondays last year. The recently agreed budget has further reduced money for Museum Assistants and a review of future opening hours is currently being undertaken.

7.1.3 In addition, some variation can be caused as to when school holidays fall, and the opening hours of the tearoom. Since lockdown the operator has struggled to find paid staff. He now closes for his holidays and has ceased trading on a Sunday as of September 2023 this has on occasions impacted footfall.

7.1.4 Reduced marketing will have paid a role in limiting growth of attendances.

To assist in evaluating the visitor attendances the hours of operation are given for each month enabling comparison of data.

	2021		2022		2023	
	Footfall	Hours open	Footfall	Hours Open	Footfall	Hours open
January	0		3520	120	1593	60
February	0		4260	126	2447	83.5
March	0		5191	148	3610	148
April	0		5717	148	4298	133.5
May	855*	66	5070	144.5	4129	151.5
June	1861	108	5751	142	5679	142
July	1540	138	6788	144.5	4687****	144.5
August	3410	132	7399	148	6855****	148

September	2094	132	2546 **	139.5	4428	142
October	1759	132	2797	138.5	4153	132.5
November	2057	126	2164	60	1886	64.75
December	2551	108	1357	60	1086 *****	45 hrs
Total	16,127	810	52,560	1519	44,851	1395.25

In 2021 opening hours were Tuesday to Saturday with only the downstairs open on Thursdays.

- ** Death of Queen Elizabeth II led to closure of the museum and cancellation of some events.
- *** Issue with shutter at tearoom entrance meant this entrance/exit was closed for 2.5 weeks, making the building look shut from that aspect.
- **** no children's activities due to loss of Officer time and difficulties finding cover due to reduction of Museum Assistants in July, reduced to 1 day make and take in August for the same reasons reducing footfall
- ***** Further reduced hours because museum had to close due to the public due to lack of staff.

7.2 Income

7.2.1 After a spike in 2022 we did see a fall in income in 2023. This was down to a number of factors.

7.2.2 We had fewer selling temporary exhibitions. This was because uncertainty about whether the museum would close for redevelopment meant that we did not want to make commitments to artists which we then couldn't honour. As a result a higher number of internally produced history-based and art based shows were programmed. Secondly the shop was not restocked as fully as usual we were preparing to potentially close the museum with the redevelopment and didn't want to be left with stock to dispose of quickly.

The reduction in opening hours and thus footfall undoubtedly hit shop sales and donations.

Calendar year	Year 2021	2022	2023
Shop Sales	£926.24	£2447.00	£1882.21
Commission on art Sales	£1,426.59	£1017.00	£431.90
Donations	£813.22	£1987.00	£1355.00
Room Hire	£132	£470	£408
	£3298.05	£5,921	£4077.11

8 External Assessment.

8.2 Visitor Attraction Quality Assurance Standard (VAQAS)

8.2.1 The museum was once more assessed for the Visitor Quality assurance Standard in January 2024. IT has been difficult to deal with maintenance issues at the museum due to reduced staffing both within the museum and the Corporate Property team so we knew this might affect our assessment going into this year. We actually only dropped from 84% to 82% with a rise in staff scoring offsetting the reduced attraction and toilet score. In terms of the attraction score the lack of imagery on the council website was a factor as was the fact that many external websites are showing the wrong opening hours information. Staff are trying to address this but some are legacy sites which can't be updated. updating.

Extract from the VAQAS Report

8.2.2 Nuneaton Museum and Art Gallery offers a diverse and engaging cultural experience. The exhibits showcase local history and art, providing valuable insights. The museum is well-curated, and the staff are knowledgeable and friendly. A commendable destination for those interested in the region's heritage and artistic expression. Weaker elements of this assessment are: - The website, which undersells the attraction. - Dark areas of the galleries due to light fittings being obsolete. - The accessible toilet facility, which met expectations, was unavailable to visitors with accessible needs due to the lift being repaired. Sam (aged 11) and I enjoyed our first visit to the museum and were impressed by the significant range of hands-on activities available in each room. We also enjoyed learning more about the local area and finishing with a tasty lunch in the tearoom. There is little not to like about the small, but quaint museum, which brings together a rich and varied history of Nuneaton.

Recommendations included in the report.

- Work with the local council to improve signage in the town centre, additional Brown tourism signs would be beneficial. out, this museum is a must-visit in Nuneaton.
- When funding allows clean or replace the stained carpets. –
- It was pleasing to hear that there maybe an opportunity to provide an additional accessible toilet on the ground floor. The museum is also well placed to have a Changing Place facility should funding allow.
- Review signage to direct visitors to the toilet facilities, signs appeared to be a little hidden. - Regularly check that paintwork, pipework, tiles, grouting and mastic seals are all well maintained.
- If funding allows, redecorate the toilet facilities to improve the décor.

9. Audience Research

9.1 Exhibition Comments

- 9.1.1 As usual the museum gathered visitor comments about its temporary exhibition programme. During this period there were 31 temporary exhibitions this number is a reduction on the usual programme due to the reduction in staff at the museum.
- 9.1.2 The exhibitions ranged from Gentleman Jack an exhibition of costumes from the series to an inhouse produced exhibition about Larry Grayson both of which brought visitors from outside of the borough contributing to the local economy. We also worked with new local societies Coventry and Fillongley Photographic Society and North Warwickshire Developing Artists. Exhibitions included fine art, photography, textiles and ceramics. The museum produced an exhibition about its hat collections which proved to be particularly popular with visitors of all ages.
- 9.1.3 Both the Gentleman Jack and Larry Grayson exhibitions brought in visitors to the borough helping to support the Town Centre through bringing in footfall.
- 9.1.4 We received 942 comments about the exhibitions of which over 97% were positive. Just 1.5% were negative, in some cases the exhibition was not to their taste. In a couple of cases people wanted extra information and the exhibition's lighting was also remarked upon. The remaining % was questions which had been written on the comment's sheets.
- 9.1.5 As well as providing opportunities for people to see items from the collection to learn something and to enjoy themselves exhibitions provide valuable opportunities for artists to exhibit their works. This helps to underpin creative industries in the borough. We have featured 638 artists in our exhibitions over the last couple of years.
- 9.1.6 Consultation carried out by Artreach for the Cultural Strategy highlighted the high value the local community places on the museum and its services. The consensus was that it like other venues would benefit from improvement of its site. The strong interest in celebrating local heritage and wish for more participatory activity shows there is considerable scope for the museum to deliver to communities moving forward.

10 Engagement

- 10.1 We began the process of re-introducing our events and activities slowly in 2022. We now offer monthly Saturday make and take activities for children led by our Museum Access Assistants. As I have already mentioned staffing capacity issues meant that we offered fewer children's

activities during school holidays which did reduce footfall to the museum. Over the 2 years we have offered 76 days of activity for 3086 children

- 10.2 We also offer handling sessions led by our Museum Access Assistants, where visitors can get hands on with actual items from the collection on one Saturday of the month. These activities are designed for all ages.
- 10.3 We reintroduced our lunchtime talks part way through 2022, though we did suspend them at the beginning of this year due to the lift being out of commission. These are still well attended and valued by our visitors.
- 10.4 Before lockdown we used to have monthly family events. In 2022 we held an event at Nuneaton Abbey Church. Last year we held 2 events a Tudor one in April and the other in September to celebrate Heritage Open Days. The increasing costs of this type of event means that the number we can offer will remain permanently reduced.
- 10.5 As part of our broader role we toured our very popular “Wiv Luv Larry” exhibition to the Parsonage Project where it received a couple of hundred visits. We also loaned some of our replica hats to the Atherstone Heritage Event for an event they were holding.

11. Marketing and Social Media

- 11.1 Print, the museum produced three What’s On during this period as opposed to four due to uncertainty about the potential for a redevelopment. The number of queries we received during the period without a brochure showed how much people value the publication. We also think it hit attendance to some of our children’s activities. Moving forward we will try and maintain this publication.
- 11.2 Facebook, currently the museum is transferring to a Facebook site which is a sister site to the councils from our own stand-alone site. This will mean that we will see a drop in engagement and so we need to plan carefully when to stop updating the old site and move over to just using the new site.
- 11.3 It has been difficult to support social media partly because the Exhibition Officer used to play a key role in marketing the service. Also, because Hootsuite which we were using to organise our social media output became a paid for service. We now need to identify a similar cost-effective tool. For this reason, we are only using Instagram occasionally now.

- 11.4 Our Museum Access Assistants have continued to write blogs for our museum blog which give people an insight into our collections. We know from comments and queries that these blogs are both read and also used to support people's historical research.
<https://nuneatonmuseum.wordpress.com/>

12. Collections

- 12.1 Like other museums we are still recovering from lockdown which paused work on our Collections Audit and much of our hands on documentation work.
- 12.2 The process of digitising the collections has continued with our volunteer Paul coming onto site a few times to help create stunning images. These can be used in social media as well as in exhibitions and other activities.
- 12.3 Finally within the last year we have been able to welcome back volunteers (other than Paul) and now have 2 people who will work regularly on collections. A third does some collections work alongside supporting some of our children's activities. The impact of this extra help can be seen in the table below.

Type	2022	2023
Objects Audited	383	724
Objects Digitised	560	687
Objects Accessioned	33	129

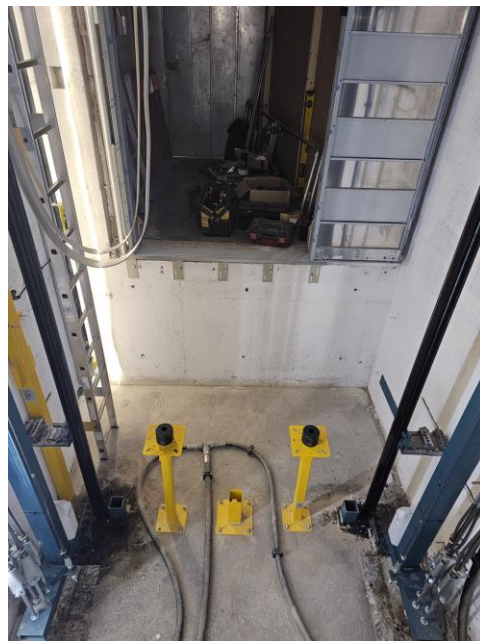
- 12.4 The project to replace the lift resulted in the need to move a significant number of items out of the collection store. This resulted in the fitting out of a space at the Town Hall and considerable work to adequately pack and document the items which required movement.
- 12.5 The museum has been lucky to recently receive three bulk collections of material one related to Larry Grayson, a group of Brian Wood photographs the other the Civic Hall. The collections are being evaluated against our Collecting Policy and the constraints of the storage available to the museum to make decisions about what will and won't be retained.
- 12.6 During 2022 and 2023 objects were 390 were placed on temporary display at the museum in addition to those in our permanent displays.

13. Project Work

- 13.1 Museum staff led on the creation of the council's first Cultural Strategy. Artreach a Leicester based arts agency were contracted to carry out the work. They carried out a range of consultation using different methods

and spread across the borough. The strategy was launched in October 2023.

- 13.2 As part of the UKSPF monies awarded to NBBC, the museum's lift was identified for replacement. Although the lift refurbishment has taken place in 2024 a considerable amount of planning had to be undertaken in 2023 to facilitate the works. The exhibition programme was rejigged. We also had to relocate a significant number of collection items out of harms way. To relocate the objects the Curator worked with Corporate Property to refurbish a room in the Town Hall basement and then commissioned new racking paid for out of museum donations to take the items. Casual Museum Assistants assisted in wrapping the items for relocation.



- 13.3 Along with other departments the museum has had to transfer its webpages to the new museum website. This had to be done quickly due to the other work being carried out by the team. We hope to revisit the pages later in the year to tweak the information further.

13.4 **Abbey Project**

- 13.4.1 Nuneaton Museum & Art Gallery was awarded £23,325 from the Arts Council National Lottery Project Grants in July 2021 to help tell the story of Nuneaton Abbey and its importance in the development of Nuneaton. The Abbey once dominated Nuneaton's skyline and would have been the biggest organisation in the town. Its remnants are now part of St Marys Church and its history remembered in local street names.

- 13.4.2 The Museum worked with its project partner St Mary's Church, to engage

the community living in the Abbey Green area of Nuneaton with the story of Nuneaton Abbey.

13.4.3 The exhibition brought the history of the Abbey to a new audience and new audiences into the museum. The loan of the Nuneaton Book from the Fitzwilliam Museum was an important part of this. The linked exhibition at the Church widened reach and enhanced connections between the sites. 'Beautifully researched and presented. The extended project sounds very exciting and will surely lead to an wider and deeper interests in the local community.'

13.4.4 Interactives created by NWSLC students focused on engaging children with exhibition themes. This provided students with the experience of working to a client brief with an allocated budget and see the results in action.

'The process of working collaboratively is essential for any artist or designer and the Abbey project gave us that opportunity. Being able to guide our learners to produce high quality solutions to the brief the Museum gave us was invaluable. This kind of real-world experience is exactly what we need to allow our learners to develop their understanding of audience, context, appropriateness and a whole host of other skills that only come from live projects. I really hope we can work with the Nuneaton Museum and Art Gallery again in the near future as the boost this gave our students was out of this world. Thank you to everyone involved. "
Tutor.

13.4.5 The volunteer archaeology project brought a new perspective to the interpretation of the collection in the exhibition and introduced a new audience to the insights this collection can offer. 'I will never forget handling a non-descript piece of pottery. I was able to put my thumb in the design – a perfect fit!'



13.4.6 An educational specialist created a new online resource for schools to

explore the history of the Abbey. The specialist worked with two schools to trial resources who gave excellent feedback leading to the development of a fantastic resource available through the museum blogsite.

<https://nuneatonmuseum.wordpress.com/nuneaton-abbey-school-resource/>

Feedback from children: 'It was amazing!' 'I liked the measuring and acting out the roles of the characters best!' 'I think it is so good that the Abbey helped the town grow.'

13.4.7 A storyteller led 2 sessions at the museum exploring stories around the Abbey and local special places. We encountered some difficulties in attracting participants and co-ordinating a performance. This was due to site availability and that of participants. We decided to run additional remote sessions and record stories to create a filmed legacy, please see link in attachments to view. This seems to indicate a smaller adult audience for this type of activity, requiring a commitment to share stories creatively and perform. However those involved felt they gained a great deal from the process.

'Nick is an amazing teacher! Very clear, kind, he helped me a lot to gain confidence and creativity'

'Enjoyed hearing other attendees stories and experiences. Helped me access my own memories and thoughts about the town. Very productive.'

13.4.8 We ran a successful celebration day at St Mary's Abbey Church with activities from Guarderobe, musical duo Archaedium and crafts. The church was open and provided refreshments and stalls. We had lovely feedback and the combination of activities worked very well on the site



- 13.4.9 The project has encouraged the church to explore new ways to engage with the local community through the history of the site. Working with a partner and undertaking activities on a different site has been a useful learning experience for the museum demonstrating the benefits of these community partnerships in engaging new audiences through a range of creative activities. Working with a partner has been one of the key learning experiences within the project. It has demonstrated the benefits of working in this way when focusing on local history in engaging new audiences and exploring new perspectives.
- 13.4.10 It has also demonstrated some of the difficulties of working in this way and in particular developing resources and activities for use on an external site. This has highlighted the importance of establishing clear lines of communication and agreeing roles and responsibilities from the outset.
- 13.4.11 The loan of the Nuneaton Book from the Fitzwilliam Museum was an important addition to the exhibition and increased the profile and interest. This was demonstrated in significant engagement in social media promoting the loan of the book as well as comments at the launch of the display. Experience in facilitating the loan and ways in which to promote this effectively will be useful when exploring future loans for exhibitions and creating partnerships with other museums and galleries.
- 13.4.12 The range of creatives and specialists involved in the project has allowed us to explore new methods and also provide high quality outcomes for the project. This has demonstrated the importance of involving and budgeting for working with creative practitioners in future grant applications.

14. Early 2024

- 14.1 The lift has now been replaced using UKSPF monies. The residue of funds allocated for that project have also enabled the lighting replaced in the Picture Gallery. The flooring has also been replaced in the White Gallery and Yellow Gallery. The Picture Gallery flooring will be replaced in June using the same funds.
- 14.2 The museum has marked the fiftieth anniversary of the formation of Nuneaton and Bedworth Borough Council with a popular exhibition called "Fifty Years of Change"

15 What's Next?

- 15.1 The team have nearly completed working with an educational specialist to put together guides to assist primary schools to make self-directed visits to the museum as our school provision has been effectively paused since lockdown. These trails and supplementary teaching materials will be trialled in early June.
- 15.2 The new trails have meant that changes have had to be made to areas of the local history gallery increasing the number of objects on show.
- 15.3 Following a competitive application process the museum was selected to be part of the Sensational Museum project funded by the Arts and Humanities Research Council. In the project researchers from across England partner with leading heritage organizations to reimagine experiences within museums. The project will mean testing a new toolkit with members of our local communities in order The intention is to work with disabled and non-disabled visitors and the staff, to prototype and test a range of new ways of accessing museum collections. In the case of Nuneaton Museum & Art Gallery we are hoping to work towards a new interactive which will give all visitors increased access to artworks in our Picture Gallery.

Nuneaton and Bedworth Borough Council

FORWARD PLAN SHOWING THE KEY DECISIONS THAT WILL BE MADE IN THE 4 MONTHS BEGINNING 1ST JULY 2024 AND EXEMPT INFORMATION DECISIONS THAT ARE TO BE MADE DURING JULY, 2024.

The table below shows the likely date the listed key decisions will be made and by whom and also lists the subject of decisions to be made under Exempt Information rules. Please contact the officer mentioned in the seventh column if you wish to know:-

- ◆ the groups or organisations whom the decision maker will consult before making the decision;
- ◆ how such consultation will be undertaken;
- ◆ what documents the decision maker will consider in making that decision; or
- ◆ how, and by when, you can make any representations about the proposed decision.

Items highlighted in **yellow** are new or amended items for this publication.

Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
30/09/20	Local Government Devolution	Cabinet	No		June 2024	Tom Shardlow ☎02476 376004	Tom Shardlow ☎02476376004	Business & Regeneration	Business, Regen & Planning
12/02/24	Revised Local Development Scheme	Cabinet	No		June 2024	Chris Kingham ☎02476 376657	Maria Bailey ☎02476376144	Planning & Enforcement	Business, Regen & Planning
28/05/24	Warwickshire, Coventry and Solihull Natural Capital Investment Strategy Project	Cabinet	No		July 2024	Maria Bailey ☎0247637 6144	Maria Bailey ☎02476376144	Planning & Enforcement	Business, Regen & Planning

30/04/24	Newdigate Recreation Ground	Cabinet	No		July 2024	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476376143	Environment & Public Services	Env & Leisure
31/07/23	General Fund Revenue Outturn 2023/24	Cabinet	No		July 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources
31/07/23	HRA Revenue Outturn 2023/24	Cabinet	No		July 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources
31/07/23	Capital Outturn 2023/24	Cabinet	No		July 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources
31/07/23	Collection Fund 2023/24	Cabinet	No		July 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources
31/07/23	Treasury Annual Report 2023/24	Council	No		July 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources

30/04/24	Adoption of Validation checklist for Planning Applications	Council	No		July 2024	Chris Kingham ☎02476 376657	Maria Bailey ☎02476 376144	Planning and Enforcement	Business, Regen & Planning
30/11/23	Safeguarding Policy	Cabinet	No		Sept 2024	Matthew Wallbank ☎02476 376258	Vicki Summerfield ☎02476376002	Resources & Customer Service	Health & Corp Resources
11/10/23	Supported Housing (Regulatory) Act 2023- NBBC Strategy	Cabinet	No		Sept 2024	Jane Grant ☎02476 376483	Dawn Dawson ☎02476376408	Housing	Housing & Communities
31/10/23	Housing Strategy 2024-29	Cabinet	No		September 2024	Jane Grant ☎02476 376483	Dawn Dawson ☎02476376408	Housing	Housing, & Communities
22/08/22	Johnson Road, Bedworth – Housing Development / Community Use proposal	Cabinet	No		September 2024	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476376143	Environment & Public Services	Env & Leisure
31/05/23	Capital Strategy and Asset Management Plan	Cabinet	No		September 2024	Jonathan White ☎02476 376549	Tom Shardlow ☎02476 376004	Business & Regeneration	Business, Regen & Planning

24/05/24	Capital Strategy Document	Cabinet	No		September 2024	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
25/09/23	General Fund Budget Monitoring Q1	Cabinet	No		September 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
25/09/23	HRA Budget Monitoring Q1	Cabinet	No		September 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
25/09/23	Capital Monitoring Q1	Cabinet	No		September 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
30/11/23	General Fund Budget Monitoring Q2	Cabinet	No		November 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
30/11/23	HRA Budget Monitoring Q2	Cabinet	No		November 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources

30/11/23	Capital Monitoring Q2	Cabinet	No		November 2024	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
31/03/23	Parks & Green Spaces Strategy	Cabinet	No		December 2024	David Truslove ☎02476 376569	Kevin Hollis ☎02476 376143	Environment & Public Services	Env & Leisure
29/02/24	General Fund Budget 2024/25	Cabinet/Council	No		February 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
29/02/24	HRA Budget 2024/25	Cabinet/Council	No		February 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
29/02/24	Treasury Strategy 2024/25	Council	No		February 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Public Services	Health & Corp Resources
29/02/24	Capital Budget 2024/25	Cabinet/Council	No		February 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources

29/03/24	General Fund Budget Monitoring Q3	Cabinet	No		March 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Public Services	Health & Corp Resources
29/03/24	HRA Budget Monitoring Q3	Cabinet	No		March 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources
29/03/24	Capital Monitoring Q3	Cabinet	No		March 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476376002	Resources & Public Services	Health & Corp Resources

Cabinet – Exempt Items									
Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP

06/05/22	Regeneration Projects Update	Cabinet	Yes	The report will contain information relating to the financial or business affairs of any particular person (including the Authority holding the information)	July 2024	Jonathan White ☎02476 376549	Tom Shardlow ☎02476 376004	Business & Regeneration	Business, Regeneration & Planning
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Individual Cabinet Member Decisions

Date entered:	Item - Description	Portfolio Holder	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	OSP

Individual Cabinet Member Decisions – Exempt Items

	None							
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Officer Decisions

Date entered:	Item - Description	Directorate	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
	None								
Officer Decisions – Exempt Items									

The Cabinet Members are:

- Housing (Leader) - Councillor C. Watkins
- Environment and Public Services (Deputy Leader) - Councillor J. Sheppard
- Resources & Public Services - Councillor S. Hey
- Leisure, Communities and Health - Councillor T. Jenkins
- Business and Regeneration - Councillor N. King
- Planning and Enforcement - Councillor R. Roze

Observer:

- Leader of the Main Opposition Group - Councillor K. Wilson

Dated: 31st May 2024

Signed: C. Watkins (Leader of the Council)

Environment and Leisure OSP – Work Programme 2024/25

Meeting dates: 13th June 2024, 3rd October 2024, 30th January 2025

Date Added	Lead Officer	Title	Description	Scrutiny/ Overview	Proposed Committee Date	Include in 2025/26 Work Programme	On Agenda 2024/25 or Briefing Note
	Steve Gore	Integrated Performance Report	Quarterly Benchmarking Report		13 th June 2024 3 rd October 2024 30 th January 2025		
	Catherine Nisbet	Museum	Update including outreach work. Arts development funding. Identify the strategy that is in place, what progress is being made, can it link with the outreach work being done by the Museum with the Civic Hall?	Performance monitoring	13 th June 2024		
	Glen McGrandle	Kerbside Recycling and Refuse Collection	Performance update on recycling targets and the recycling and refuse collection service.		13 th June 2024		
	David Truslove	Monitoring the Ground Maintenance Contract	Performance report on the Glendale contract for grounds maintenance.	Performance Monitoring	3 rd October 2024		
	David Truslove	Arboriculture Update	To receive an update on the arboriculture/tree strategy	Briefing Report/Update	3 rd October 2024		
	David Truslove	Allotment Action Plan	As part of the Allotment Strategy the Action Plan will be monitored by the OSP	All member briefing	3 rd October 2024		
	Kevin Hollis Katie Memetovic-Bye	SLM Annual Report	Annual report of SLM to update and provide performance information for Members on how its work is meeting the corporate aims of the Council and its contract. Including Passport to Leisure update		30 th January 2025		

	Kevin Hollis / Alastair Blunkett	Sub-Regional Materials Recycling Facility			30 th January 2025		
	Rachel Fleeson/ Andrew Snowden	Air Quality Management	Monitoring of the 2 current AQMAs and what is being done to mitigate these,		30 th January 2025		
	TBC	Environmental Sustainability Strategy	Environmental Sustainability Strategy Action Plan Progress.	All member briefing	TBC		