

# Finance and Audit Scrutiny Committee

Tuesday 6 February 2018

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A meeting of the Finance and Audit Scrutiny Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 6 February 2018 at 6.00pm.

Membership:

	Councillor Barrott (Chair)
Councillor Cain	Councillor Illingworth
Councillor Davies	Councillor Margrave
Councillor Gallagher	Councillor Noone
Councillor Gifford	Councillor Quinney
Councillor Howe	Councillor Wright

## Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

## Agenda

### Part A – General Items

#### 1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

#### 2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting held on 3 January 2018

**Part B Audit Items**

4. **Cultural Services Risk Register**

To consider a report from Cultural Services

**Part C – Scrutiny Items**

5. **Comments from the Executive**

To consider a report from Democratic Services

6. **Review of the Work Programme and Forward Plan**

To consider a report from Democratic Services

7. **Executive Agenda (Non Confidential Items and Reports) – Wednesday 7 February 2018**

To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**You are requested to bring your copy of that agenda to this meeting.  
(Circulated separately)**

8. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

9. **Executive Agenda (Confidential Items and Reports) – Wednesday 7 February 2018**

To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**You are requested to bring your copy of that agenda to this meeting.  
(Circulated separately)**

10. **Appendix A to Item 5 - Comments from the Executive**

To consider the appendix from Democratic Services

Agenda published Monday 29 January 2018

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)


For enquiries about specific reports, please contact the officers named in the reports

You can e-mail the members of the Committee at [f&a@warwickdc.gov.uk](mailto:f&a@warwickdc.gov.uk)

Details of all the Council's committees, Councillors and agenda papers are available via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

 <b>FINANCE AND AUDIT SCRUTINY – 6</b> <b>Feb 2018</b>		<b>Agenda Item No.</b> <b>4</b>
<b>Title</b>	Cultural Services Risk Register (Feb 2018)	
<b>For further information about this report please contact</b>	Rose Winship Tel: 01926 456223 email: <a href="mailto:rose.winship@warwickdc.gov.uk">rose.winship@warwickdc.gov.uk</a>  Richard Barr Tel: 01926 456815 email: <a href="mailto:richard.barr@warwickdc.gov.uk">richard.barr@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	April 2017 – Finance and Audit Scrutiny	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No (N/A - no direct service provision)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	3 <sup>rd</sup> Jan 2018	Andrew Jones
Head of Service	3 <sup>rd</sup> Jan 2018	Rose Winship
CMT	3 <sup>rd</sup> Jan 2018	Andrew Jones
Section 151 Officer	3 <sup>rd</sup> Jan 2018	Mike Snow
Monitoring Officer	3 <sup>rd</sup> Jan 2018	Andrew Jones
Finance	3 <sup>rd</sup> Jan 2018	Richard Barr; Christine O'Rourke
Portfolio Holder(s)	4 <sup>th</sup> Jan 2018	Cllr Coker
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 This report sets out the process for the review by Finance & Audit Scrutiny Committee of the Cultural Services Risk Register.

## 2. **Recommendation**

- 2.1 That Finance & Audit Scrutiny Committee should review the Cultural Services Risk Register attached at Appendix 1a and make observations on it as appropriate.

## 3. **Reasons for the Recommendation**

- 3.1 To enable members to fulfil their role in managing risk (see section 8, below).

## 4 **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities.	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB.	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels.
<b>Impacts of Proposal</b>		
The Cultural Services Risk Register is based on the Council's corporate priorities and key strategic projects that are reflected in Fit for the Future. The Fit for the Future programme is also based on an agreed set of values amongst which are the ones of openness and honesty. This is integral to the consideration of risk in an organisation; risk issues needs to be discussed and debated and mitigation put in place, in order to prevent them materialising. It does not mean, however, that all risks recorded are immediately impending or are likely to happen. Paradoxically, to not debate risks can mean that they become more likely to materialise.		
<b>Internal</b>		

<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours.	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services.	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money.
<b>Impacts of Proposal</b>		
Although there are no direct policy implications, risk management is an essential part of corporate governance and will be a major factor in helping to achieve the above outcomes.		

## 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies but description of these is not relevant for the purposes of this report.

## 4.3 **Changes to Existing Policies**

This section is not applicable.

## 4.4 **Impact Assessments**

This section is not applicable.

## 5 **Budgetary Framework**

5.1 Although there are no direct budgetary implications arising from this report, risk management performs a key role in corporate governance including that of the Budgetary Framework. An effective control framework ensures that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.

5.2 The risk register sets out when the realisation of risks might have financial consequences. One of the criteria for severity is based on the financial impact.

## 6 **Risks**

6.1 The whole report is about risks and the risk environment. Clearly there are governance-related risks associated with a weak risk management process.

## 7 **Alternative Options Considered**

7.1 This report is not concerned with recommending a particular option in preference to others so this section is not applicable.

## 8. Background

- 8.1 In its management paper "Worth the risk: improving risk management in local government", the Audit Commission sets out clearly the responsibilities of members and officers:

"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:

- decide on the structure through which risk management will be led and monitored;
- consider appointing a particular group or committee, such as an audit committee, to oversee risk management and to provide a focus for the process;
- agree an implementation strategy;
- approve the council's policy on risk (including the degree to which the council is willing to accept risk);
- agree the list of most significant risks
- receive reports on risk management and internal control – officers should report at least annually, with possibly interim reporting on a quarterly basis;
- commission and review an annual assessment of effectiveness; and
- approve the public disclosure of the outcome of this annual assessment, including publishing it in an appropriate manner.

The role of senior officers is to implement the risk management policy agreed by members. It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the Chief Executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility."

- 8.2 Executive agreed on 11th January 2012 that:
- a) Portfolio Holders should review their respective Service Risk Registers quarterly with their service area managers.
  - b) Portfolio Holder Statements should include each service's top three risks.
  - c) Executive should note the process for the review by Finance & Audit Scrutiny Committee of service risk registers.
  - d) The relevant Portfolio Holders should attend the Finance & Audit Scrutiny Committee meetings at which their respective service risk registers are reviewed.
- 8.3 The full framework endorsed by Executive at that meeting is set out as Appendix 3.
- 8.4 Risk registers are in place for all significant risks facing service areas in the provision of their services. In addition to service risk registers for all service areas there is the Significant Business Risk Register that contains the organisation's corporate and strategic risks (the latest version of this being presented to the January Executive meeting).

## **9. Cultural Services Risk Register**

### **9.1 Introduction**

- 9.1.1 The latest version of the Cultural Services Risk Register is set out as Appendix 1a to this report. The register was last reviewed by Cultural Services Management Team and Portfolio Holder in December 2017.
- 9.1.2 The scoring criteria for the risk register are subjective and are based on an assessment of the likelihood of something occurring, and the impact that might have. Appendix 2 sets out the guidelines that are applied.
- 9.1.3 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour, the former-described set of risks are within the area shaded red, whilst the latter-described set of risks are within the area shaded green; the mid-range are in the area seen as yellow.

### **9.2 Overview of Cultural Services Risk Management**

- 9.2.1 The Cultural Services Risk Register is owned and managed by Cultural Services Management Team (CSMT) and the Portfolio Holder for Culture. The register is reviewed on a regular basis by CSMT and is discussed on a regular basis by Head of Cultural Services and Portfolio Holder at their one-to-one meetings
- 9.2.2 Amendments to existing risks are made to the register as appropriate and when any new risks are identified. Any changes to risks are shown on the matrix attached as Appendix 1b, allowing officers to track the history of the risk and the impact of mitigation.
- 9.2.3 The Cultural Services Risk Register includes the significant business risks across the service; some of these are common across the service and others, given the broad range of services, are very specific to a particular part of the service. Sitting beneath this Risk Register are a series of very detailed risk assessments within each part of the service which identify the day to day risks which exist within the service. In general terms these are health & safety risks relevant to the type of service being provided and include, risks to customers, staff and contractors visiting or working in our venues.
- 9.2.4 Individual officers in Cultural Services have a role to play in managing these risks, and each area of the service has an officer who takes the lead on ensuring that Health & Safety risk assessments are kept up to date and new assessments are carried out when new activities are introduced. These lead officers are supported by the Council Health & Safety Advisor who monitors risk assessments. A number of the Cultural Services team have completed their IOSH Managing Safely Certificate and further training will take place at an appropriate time to offer the opportunity for more staff to gain this very useful qualification and reinforce the culture of "managing safely" across the service area.
- 9.2.5 At the time of writing the report, discussions are ongoing across the Council on the risks associated with the securing of appropriate developer contributions to service infrastructure across the district. Cultural Services are involved in these discussions due to the significant contributions that are required for sports

provision. The Risk Register will be updated once a corporate position is reached on how to reflect these risks in Service Area Risk Registers.

### 9.3 Cultural Services Risks

- 9.3.1 Cultural Services is responsible for the provision of a wide range of diverse services. The risk register (Appendix 1a) includes generic risks at the top of the document, followed by risks specific to the three areas of the service. Arrows on the matrices show the latest movement of any risks.
- 9.3.2 There are 36 risks contained in the Risk Register; 18 are service-specific risks and 19 are generic risks. There are currently 4 risks in the "red zone". Details of these risks are described in 9.3.4. One risk has moved into the red since the last review (Risk 19). This relates to the failure of a major contract and at the previous review had moved from the red to the yellow. The recent developments relating to the golf course operator has resulted in this moving back into the red zone. Allied to this, the catering contract is due to expire in Feb 2019 and as it moves closer to the end of the contract there may be a greater risk of the contract experiencing problems.
- 9.3.3 Risk 13 (Loss of WDC network) has moved from the yellow to the green as a result of the decision to move the box office ticketing system and telephones for the Arts team from the WDC network to the Cloud. Plans are in place to move the booking system used by the Arts team to the Cloud in the future.
- 9.3.4 The following major risks (Red) that have been identified at this point in time:-

#### **Failure of Golf contract (25) and failure of major contract (19)**

The golf course at Newbold Comyn is operated by an external contractor under contractual arrangements which extend to 2060. In line with national trends in participation in golf, the contractor has been experiencing difficult trading conditions for some time and continues in discussions with officers regarding what can be done to address this. In November 2017, the operator notified the Council that they intended to withdraw from the contract at the end of December 2017. At the time of writing the report the Council is seeking legal advice to inform decisions on the future operation of the course.

#### **Flood threat at Royal Pump Rooms (32)**

The riverside location of the Royal Pump Rooms leaves it vulnerable to flooding after periods of heavy rain. Historically the site and buildings have experienced flooding, and have led to well-established procedures to limit the damage caused should this situation occur in future. Flood defences are installed in the building to protect the art store and temporary gallery; early warnings are received from the National Floodline Services, and procedures are in place to alert staff out of hours should this be required. Replacement of flood barriers to Temporary Exhibition Gallery and a new barrier to offer some protection to the plant room were undertaken in March 2017.

#### **Leaks into the Royal Pump Rooms from roof (33)**

Again, at times of heavy rain, water penetrates the flat roof above the gallery. The condition of the roof was identified by the EC Harris Condition Survey, and verified by the Housing and Property Services team. No decision has been made on remedial work or a replacement roof, and this will not be done until the medium/long term future of the Royal Pump Rooms is confirmed. In the meantime, regular roof inspections are carried out to check for any evidence of deterioration of the roof, or blocked drains.

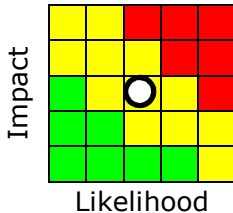
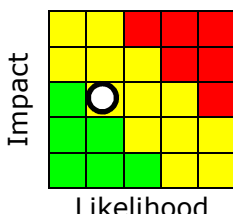
Housing and Property Services are considering options for the future in respect of roof design and relocation of plant currently installed on the roof. Until the time that a decision is made regarding a new roof, this significant risk will remain.

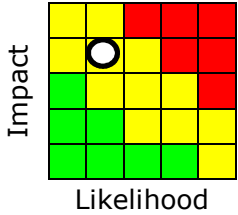
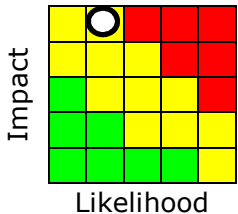
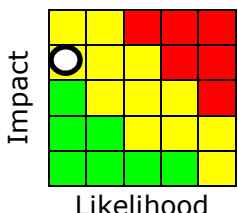
#### **9.4 Review of Risk Register by Members**

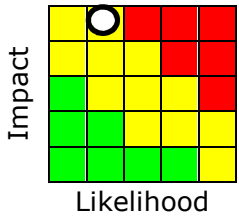
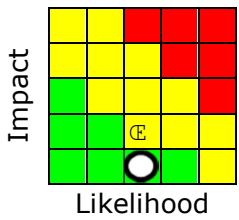
- 9.4.1 It is proposed that Members should review the risk register set out as Appendix 1a, confirming that risks have been appropriately identified and assessed and that appropriate measures are in place to manage the risks effectively. Members may wish to challenge the Portfolio Holder and the Head of Cultural Services on these aspects and assure themselves that their risk register is a robust document for managing the risks facing the service.

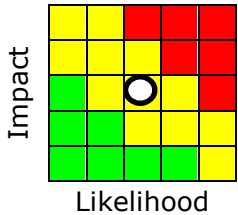
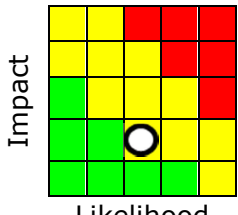
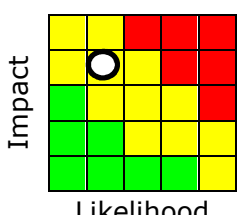
**Cultural Services Risk Register (Jan 2017)**

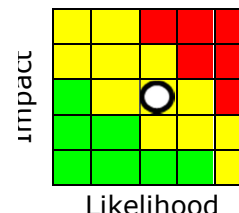
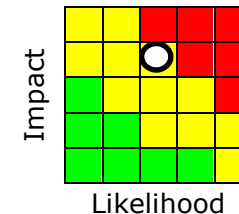
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>Generic Risks</b>						
<b>1.</b> Loss or major damage to operational buildings	Fire Floods and storms Gas explosion Vandalism Civil unrest	Danger to occupants Non-availability of service Additional expenditure/loss of income Loss of customers	Business Continuity plans (CSMT)  Normal operating procedures/ emergency Action Plans (Section Heads & building managers)  Contract management of operators procedures where they are responsible for delivery of services in Council venues.	On-going review of Fire Risk Assessment procedures – corporate project	Corporate Compliance Group	<p>Impact</p> <p>Likelihood</p>
<b>2.</b> Unplanned unavailability of R/H offices	Power failures  Emergencies/ incidents including floods/ fire/terrorism	Minimal disruption to Cultural Services.  Possible loss of data (hard copies).	WDC corporate approach for relocation of services.  CS staff to relocate to Town Hall as temporary office space or home working.  Business Continuity Plan for CS		Head of Cultural Services	<p>Impact</p> <p>Likelihood</p>
<b>3.</b> Plant failure	Mechanical breakdown; structural failure. Equipment nearing end of life. Flooding in plant rooms	Loss or restriction of service  Health & safety risks  Potential for damage to assets and high value items	Building Energy Management system.  PPM - regular service by contractors  Replacement of faulty items as scheduled .  RSC Dimmers and motors were replaced July/Aug 2016.  Maintenance contract in place for boilers at sports pavilions	Implementation of replacement programme based on 2013 Condition Survey (2015/16 onwards)	Asset Manager & Energy Manager with building managers  Asset Manager	<p>Impact</p> <p>Likelihood</p>

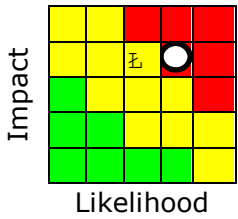
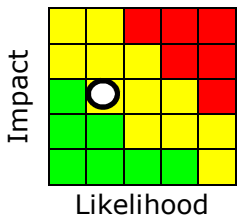
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>4.</b> Loss of power/water	Local or external interruption to supply; power surge; failure of piece of equipment	Loss or restriction of service.	PPM - regular service by contractors (Building Managers & Energy Manager)  Spa Centre dimmers and motors replaced, reducing risk of power overload and potential for loss of power	Implementation of replacement programme based on 2013 Condition Survey(2015/16 onwards)	Asset Manager & building managers	
<b>5.</b> Moved to new risk 44						
<b>6.</b> Failure to comply with Council Policy and/or legislation	Need for ongoing training for staff  Failure to monitor staff  Dishonesty	Staff resources tied up in investigations  Reputational cost  Poor service and complaints  Loss of income Financial Effects	Legal and Financial controls (ICT)  Supervision and monitoring (building managers)  Audit inspections (Finance & building managers)  Managers and Team Leaders on IOSH Managing Safely courses		Head of Cultural Services and Section Heads	
<b>7.</b> Moved to new risk 42						
<b>8.</b> Moved to new risk 43						

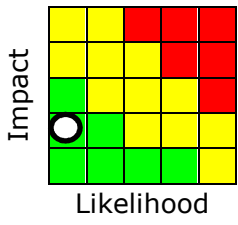
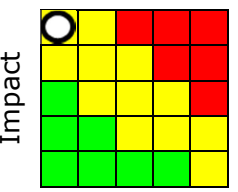
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>9.</b> Unauthorised access to buildings	Failure to check visitors ID Lack of access control Lack of staff awareness	Theft/vandalism Staff and customers at risk Loss of income through non payment	Audit reports Physical barriers to control entry where applicable (Building Managers) Staff training (Building Managers) Key codes/access control methods regularly changed (Building Managers) Normal operating procedures and supervisors guidelines Installation of intruder alarm at Harbury lane pavilion, and extension of alarm at Newbold Comyn pavilion	Ongoing vigilance at all sites	Building Managers	
<b>10.</b> Accidents to staff and customers	Lack of health & safety good practice including contractors working in venues Unpreventable accidents	Injury to individuals Loss of business Liability claims Loss of reputation Loss of staff working time	H&S audits (H&S reps & building managers) Accident reporting (building managers) Staff training (Section heads)		Building Managers and team leaders	
<b>11.</b> Abuse/ attacks on staff	Theft Vandalism Lone working Lack of training and knowing how to deal with situations	Staff injury Loss of staff time at work Stress Loss of confidence	Staff training and awareness, staff following guidelines of Normal Operating Procedures and Risk Assessments (Section Heads & Building Managers). Acceptable Behaviour Policy developed and shared across Cultural Services. Toolbox talks include lone working procedures (Building Managers)		Section Heads and Building Managers	

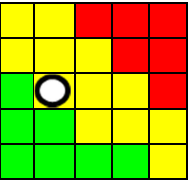
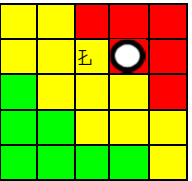
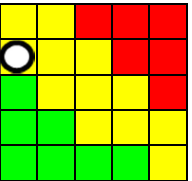
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>12.</b> Legionella in operational buildings	Poor PPM Poor record keeping Lack of procedures or procedures not being followed Design of pipework Poor staff awareness	Serious public health issues/death Litigation and reputational risk Business risk	Legionella policy (Energy Manager & Safety Advisor) Staff training (Building Managers) Operational procedures (Building Managers) Senior officer group Corporate contract for maintenance - Hertel Active H/MIS now visible at all sites. New files created for un- manned buildings to ensure robust records are held for legionella and other building checks	Need to agree a protocol for regular in house testing to replace roles of WPM (Asset Manager)	Corporate Compliance Group Building Managers	
<b>13.</b> Loss of WDC network	Technical failure Floods/Fire Power cuts Viruses/hacking Human error/malicious damage Telecoms failure Lack of knowledge	Loss of access to data and/or loss of data; Loss of access to phones Reduced services; slow communication Potential loss of income	Back up processes (ICT) Business continuity plan (HoCS) Manual processes in place where appropriate (Section Heads) Mobile phones Updated Business Continuity Plan Nov 2017 Box Office ticketing system and telephones within the Arts team moved to the Cloud.	Diary system (Artifax) to move onto the Cloud	Head of Cultural Services ICT and Building Managers	 <p>Impact reduced with the move of the Box Office and therefore fewer services at risk</p>

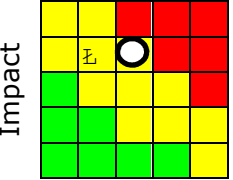
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>14.</b> Loss of key management staff	Market forces; Illness Retirement Career progression	Loss of skills and knowledge Impact on remaining staff Loss of experience Reduced standards of service	Continued staff development to increase internal promotion opportunities (Section Heads) Workforce planning (Section Heads & HoCS) Sharing of information (CSMT)	Workforce planning actions as per the Workforce Steering Group: Training Forward planning Ongoing review	Head of Cultural Services and Section Heads	
<b>15.</b> Unplanned loss of operational staff	Market factors - e.g. low pay Dissatisfaction, low morale Lapse of qualifications Disciplinary or dispute Illness	Restricted service or delay	HR procedures (Section Heads) Notice periods (Section heads & HR) Appraisals and 1:1 meetings (All Managers). Training matrix of qualifications (Section Heads)		Section Heads and Building Managers	
<b>16.</b> Non-compliant procurement	Lack of understanding of procurement policy. Urgency of procurement forces urgent action - without the necessary approval Procurement cards replacing petty cash	Non-compliant contracts awarded or cancelled at last minute. Risk of challenge to WDC. Loss of reputation of WDC Potential financial cost	Budget managers aware of Code of Procurement Practice and their roles within it. Training completed for budget holders (Section Heads) On-going advice from Procurement Officers (Section Heads) Contracts register completed and monitored (Nov 2017) Contributions made to Corporate Procurement Plan 2018/19 Use of Warwickshire Legal Services to advise on complex/high value procurement projects.		Section Heads	

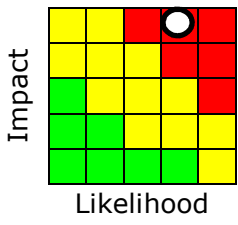
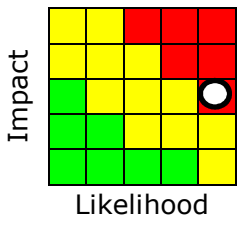
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>17.</b> Failure to manage budgets	Unauthorised spending on codes without sufficient budget.  Poor budget management  Lack of timely accurate budget data from ledger  Lack of compliance with Code of Financial Practice  Incorrect raising and management of annual orders  Reduce Business Support team resources from Jan 2017  Mis-use of procurement cards/not managed effectively	Financial loss to the Council  Disciplinary action	Budget managers attend training by Finance team (Section Heads)  Budget managers and Accountants monthly budget monitoring now well established (Budget Managers)  Dedicated admin resources to support Arts team and Sport team as a result of restructures.	.	Budget Managers	
<b>18.</b> Withdrawal of partners	Change of strategic objectives of partners  Economic pressures	Loss of external funding  Inability to deliver specialist services	Maintain strong relationships with key partners (Section Heads & HoCS)  Forward planning within partnerships (Section Heads & HoCS)		Section Heads	

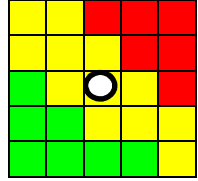
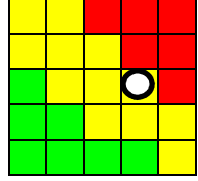
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>19.</b> Failure of a major contract	Financial failure Breach of contract	Loss or suspension of service Loss of income Reputational loss	On-going robust contract monitoring (HoCS & AJ) Strong partnership and relationship (contract managers as appropriate) Advance planning for re-let at end of contracts (HoCS) Extension of catering contract to Feb 2019 ( to allow plans to develop for the future use of the Pump Rooms) New client team established to monitor leisure contract	Options appraisal in light of recent golf contract notice	Head of Cultural Services	 <p>Recent news of golf contract</p>
<b>20.</b> Management of leaseholders/tenants to ensure compliance	Failure to comply with terms of lease or agreement	Reputational damage to Council Possible litigation Loss of income	Detailed contract documents which make responsibility clear and unambiguous regarding responsibilities. Sound management of leaseholders in partnership with Estates Manager (Section Heads) Sound legal advice from Warwickshire Legal Services Contract monitoring of Cultural Services contracts include checking of records on compliance	H&PS to send letters to all leaseholders regarding their responsibilities.	Section Heads Estates Manager	

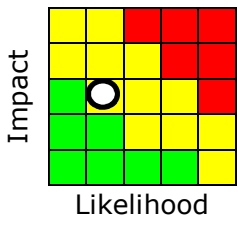
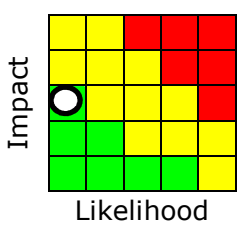
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>21.</b> Loss of crucial suppliers of specialist goods	Various	Impact on service delivery	Consider alternative suppliers that could be used in the event of a supplier failure (Section Heads)  Managers aware of Code of Procurement and the actions that can be taken in the event of unplanned end of contract; approved emergency actions.  Effective contract management by managers so that they are aware of any impending issues with suppliers		Section Heads	
<b>Sports &amp; Leisure Risks</b>						
<b>22.</b> Serious Injury, Heart attack, Loss of Life, – pitches, community sports events	Accidents, Medical Conditions, Cleaning chemicals, Lack of compliance with procedures by staff or contractors	Potential injury to staff \ users, potential loss of life, Insurance Claims, Loss of Reputation, Effects on - income, morale, & staff trauma	Normal Operating Procedures (NOP) Trained and qualified staff  Risk Assessments, Staff training; AED in selected sites Industry Advice (S&L Contract Manager, S&L Contract Officer)		Sports & Leisure Contract Manager and Sports & Leisure Contract Officer	

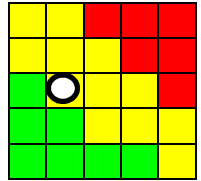
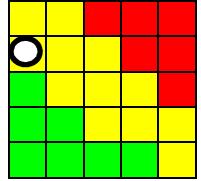
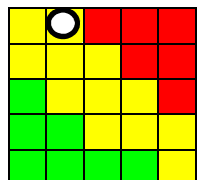
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>23.</b> Plant failure (pavilions only)	Poor maintenance, failure of components, Malfunction of equipment, Water/gas leak. Plant nearing end of life (EC Harris report and Property Service review)	Potential injury to staff/users, potential inability to maintain safe operating environment, Building Closure Revenue/reputation effects	Regular maintenance of equipment (contractors)  Staff manual \procedures NOP	Revise and implement replacement programme based on 2013 Condition Survey, outcome of Options Appraisal report (November 2014),	Asset Manager and Energy Manager with Sports and Leisure Contract Officer	 Likelihood
<b>24.</b> Deleted						
<b>25a.</b> Failure of Golf contract	Failure of the contract at Newbold Comyn Golf Course (under lease to 2060)	Financial impact on WDC due to loss of income from contract.  Impact on operation of golf course and need to re-tender for new operator  Loss of Council reputation	Regular monthly contract meetings with WDC officers responsible for managing contract. Report to Councillors on annual basis or by exception if issues emerge  Ongoing dialogue with contractor to address issues as they emerge.  Legal and procurement advice received in considering Plan B should the contract fail		Sports & Leisure Contract Manager  DCE (AJ) and Head of Cultural Services	 Likelihood  Golf contract developments
<b>25b.</b> Failure of leisure centre management contract	Failure of contract to manage the 6 leisure centres. 10 year contract from June 2017 with option for 5 year extension.	Financial impact on WDC due to loss of income from contract.  Impact on operation of the leisure centres and the need to re-tender for new operator  Loss of Council reputation	Robust procurement of selected operator in 2017  Client team established.  Regular contract management controls in place  Key performance indicators monitored and quarterly reports received		Sports and Leisure Contract Manager  DCE (AJ) and Head of Cultural Services	 Likelihood
<b>26.</b> Deleted						
<b>27.</b> Deleted						

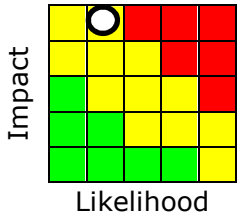
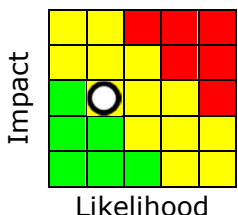
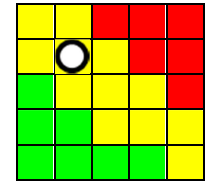
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>28.</b> Deleted						
<b>29.</b> Deleted						
<b>31.</b> Leisure Development Programme unable to hit milestones to deliver the Programme (investment and management strands)  (Details see Programme Risk register)	Some work streams within the programme fail to be completed, resulting in projects not able to progress as per milestones in Programme.	Project costs increase  Risk to commencement of the management contract  Reputational damage and customer dissatisfaction.  Impact on the concession paid by the external management contractor.	Programme Manager and Programme Board in place (to March 2018). Clear roles and responsibilities within Programme team. Interim milestones agreed' critical actions identified.  Separate Risk Register established for Programme for two work streams (investment and management)  Key risks in Programme Risk Register – staff resource from Finance and Housing & Property Services to support the current phase of the Programme. Ongoing monitoring by DCE (AJ) and Programme Board	Ongoing monitoring of Programme Risk Register by Programme Board.  Revised Programme received from Speller Metcalf for Newbold Comyn to reflect ongoing utility issues	Programme Manager and Programme Board	 <p>Ongoing utility issues at Newbold Comyn</p>
<b>Arts (previously Arts &amp; Heritage and Spa Centre and Town Hall)</b>						

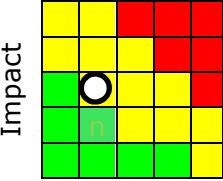
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>32.</b> Flooding of areas of the Royal Pump Rooms	Heavy rainfall causes river flooding	Reduction or loss of service until damage made good  Potential loss or damage to most of the Collection if flooding severe.  Damage to M&E plant in the boiler room and impact on the building. This could impact on staff and customers depending on severity	Early warning from National Flood Watch system ; flood barrier system to protect AG&M art store and temp exhibition gallery; maintain up-to-date Emergency Manual  Additional barrier added to boiler room (as part of works above)  Community Protection liaising with Environment Agency to consider impact of new flood defence approach in Pump Room Gardens and impact on Royal Pump Rooms		Arts Manager; Asset Manager	
<b>33.</b> Leaks into RPR from roof	Heavy rainfall penetrates roof (condition survey by EC Harris identified extent of damaged areas)	Reduction of service until damage made good;  Water damage to collections  Loss of WDC reputation and ability to receive items on loan in future	Maintain roof in good condition; AG&M staff inspect galleries and stores after heavy rainfall; maintain up-to-date catalogue of collections and insurance schedule  Condition survey to assess condition and inform repairs schedule Roof included in replacement programme based on Condition Survey (June 2013)  Regular inspections of roof by contractor to clear debris and ensure drains are operational.	Identify timescale and work programme for roof replacement programme recommended in Condition Survey (June 2013) – Property Services	Arts Manager & Asset Manager	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>34.</b> Theft or damage to exhibits / collections	Criminal activity by public or staff; water leaks from air-conditioning plant in store; failure of air-conditioning system; pest infestation in stores; leaks from pipes in upper floors and stores	Restricted service and / or loss of valuable items	<p>Regular maintenance of intruder alarm system; trained staff invigilating galleries; maintain up-to-date catalogue of collections and insurance schedule; regular inspections of stores and on-going pest-management programme; regular maintenance of air-conditioning plant.</p> <p>Regular checks of storage of collection – safe and secure from damage</p> <p>The floor of the staff area directly above the art store is sealed and emergency shut off valve installed.</p>		Arts Manager, Technical and Facilities Manager Asset Manager	<p>Impact</p>  <p>Likelihood</p>
<b>35.</b> Loss of external grant funding	Change of policy or financial circumstances by grant awarding organisation/s	Reduction in quality and ambition of exhibitions and events programme; reduction in visitor numbers to AG&M	Ensure forward plan includes contingency for lower cost temporary exhibitions and events programme	<p>Ongoing investigation of new sources of external funding.</p> <p>Development of a new strategy from the new Arts team</p>	Arts Manager	<p>Impact</p>  <p>Likelihood</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>36.</b> Failure to achieve budget targets	Depressed economic climate; Deterioration in quality of service offered; Reduction in available product; Additional competition; Reduced attendances; Unforeseen expenditure; loss of key hires	Impact on corporate financial position and Medium Term Financial Strategy	Management systems in place to encourage increased attendances; control expenditure; monitor performance.  New structure in place Feb 2017 with Marketing and Programming team and increased focus on income generation.  New Electronic Point of Sale (EPOS) system procured to be installed in bars in 2018 – better control of stock and monitoring of sales  Relocation of Box Office to Pump Rooms and combined with Tourist Information function – extra sales/income		Arts Manager; Marketing and Programming Manager	
<b>37.</b> Staffing gaps - inability to operate the venues.	Ill health, unexpected absences or leavers	Inability to present performances and events;  Short term increase in staffing expenditure	Alternative staffing provision in place; new staff structure was put in place in Feb 2017; NOP and knowledge now shared widely amongst existing team  Artifax system installed late 2013 – allows resource planning including staffing  Integrated Arts team are more resilient and greater flexibility with the team working across 3 sites (RPR, RSC & TH)		Arts Manager  Customer Services Manager  Technical and Facilities Manager	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>38.</b> Loss of Databox ticketing system	Technical failure Ticket.com ceases trading	Inability to sell tickets; Loss of income	Manual system in place/IT backup.  Box Office system linked with Leamington VIC and upgraded – completed July 2017	Planned move of storage to Cloud (ICT)	Arts Manager	 Likelihood Moved to Cloud
<b>39.</b> Theatre Plant/lighting failure	Various	Loss of service and loss of income	Maintenance programme; New sound and lighting equipment purchased through ERR summer 2013; competent technical team established  New dimmers and motors installed July/Aug 2016  New staff structure implemented from Feb 2017	Implement new Apprentice Technician post	Technical and Facilities Manager	 Likelihood
<b>40.</b> Act of violence / threats against staff / general public	Suspected drug dealers situated nearby; Lone working; Crime	Injury to staff / general public; Legal action, Loss of reputation; Loss of staff; Loss of income;	Lone working procedures and additional security measures in place; Working with Community Protection Officer  Installation of CCTV internally at Spa Centre		Arts Manager	 Likelihood

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>41.</b> Lack of ability to effectively monitor the movement of the public around the Town Hall site may result in property damage, theft or violence against staff, tenants and other users.	Members of the public accessing building on a regular basis to visit tenants or with intent to cause damage/find shelter etc	Property damage or theft may result in financial loss. Injury to staff / general public; Legal action, Loss of reputation; Loss of staff; Loss of income;	Facility staff on the front desk at the Town Hall at all times.  Back up support available during opening hrs from University security staff  CCTV in some parts of the venue  Specific Risk Assessments done on the move of the MP into Room 11 at the Town Hall. Home Office signed off control measures.		Arts Manager	
<b>42.</b> Potential for financial loss through cash handling and banking procedures	Weak procedures  Incomplete staff training  Dishonesty  Inaccurate record keeping  Ongoing issues with OLR2 (online reconciliation of income) processes	Financial loss  Reputational loss  Risks of threats to staff	Double-signing for staff cashing up (Building Managers)  Contracts with G4S for banking and change supply (Section Heads)  Ongoing review of processes re G4S.  Implementation of actions from 2016 audits.  OLR2 withdrawn and revert back to manual processes until Finance can resolve ongoing issues with OLR2		Arts Manager  Head of Finance	
<b>43,</b> Credit card fraud	Dishonesty; lack of robust procedures	Loss of income; complaints re loss of public funds;  Disciplinary action	PCI DSS controls for credit card transactions and review of processes; ICT training; clear nominated users of ICT systems  New systems in place to comply with PCI DSS at all sites.	Ensure any new booking systems in future comply with PCI DSS – ongoing	Section Heads with ICT	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>44.</b> Loss of Electronic Data	Sabotage Malfunctions Inadequate staff training Loss of skilled people	Loss of income Breakdown of Service Loss of Reputation Disruption to forward planning Financial cost of recovery	Back-up processes and software assurance (Arts Manager) Staff training (Arts Manager) IT Support (ICT) Maintenance agreements (Arts Manager) Copy of Licences (Arts Manager)		Arts Manager with ICT	 Impact Likelihood

## Summary of Generic Cultural Services Risks

Generic to WDC		January 2016	April 2016	Feb 2017	July 2017	Dec 2017		
1.	Loss or major damage to operational buildings							
2.	Unplanned unavailability of R/H offices							
3.	Plant failure							
4.	Loss of power/water							
5.	Loss of Data				Moved to 44	Moved to 44		
6.	Failure to comply with Council Policy and/or legislation							
7.	Potential for financial loss through cash handling and banking procedures				Moved to 42	Moved to 42		
8.	Credit card fraud				Moved to 43	Moved to 43		
9.	Unauthorised access to buildings							
10.	Accidents to staff and customers							
11.	Abuse/attacks on staff							
12.	Legionella in operational buildings							
13.	Loss of WDC network							
14.	Loss of key management staff							
15.	Unplanned loss of operational staff							
16.	Non-compliant procurement							
17.	Failure to manage budgets							
18.	Withdrawal of partners							
19.	Failure of a major contract							
20.	Management of leaseholders/tenants to ensure compliance							
21.	Loss of crucial suppliers of specialist goods							
22.	Serious Injury, Heart attack, Loss of Life, - Pools, Gyms & Sports Halls							
23.	Plant failure							
24.	Failure to achieve income targets					Deleted		
25a	Failure of Golf contract							
25b	Failure of leisure centre contract							
26.	Inability to run BACS DD system				Deleted	Deleted		
27.	Loss of Flex (Clarity) system				Deleted	Deleted		
28.	Withdrawal of support for Flex software				Deleted	Deleted		
29.	Failure to manage or appropriately support Events within the District			No longer a Cultural Services risk	Deleted	Deleted		
30.	Drop in morale of operational staff during				Deleted	Deleted		

	Leisure Development Programme process							
31.	Leisure Development Programme							
32.	Flooding of Royal Pump Rooms							
33.	Leaks into RPR from roof							
34.	Theft or damage to exhibits/collections							
35.	Loss of external grant funding							
36.	Failure to achieve budget targets							
37.	Staffing gaps – inability to operate							
38.	Loss of Databox ticketing system							
39.	Theatre plant/lighting failure							
40.	Act of violence/threats against RSC staff/general public							
41.	Lack of ability to effectively monitor the movement of the public around the Town Hall site may result in property damage, theft or violence against staff							
42.	Potential for financial loss through cash handling and banking procedures							
43.	Credit card fraud							
44.	Loss of Electronic Data							
	Risk colour totals	31 yellow 4 green 6 red	31 yellow 4 green 6 red	31 Yellow 4 Green 5 Red	32 Yellow 3 Green 2 Red	28 yellow 4 green 4 red		

## Methodology for assessing risk: Criteria for scoring residual risk rating

## Probability of Occurrence

Estimation	Description	Indicators
<b>5: High (Probable)</b>	Likely to occur each year (e.g. considered as more than 50% chance of occurrence in any year).	<ul style="list-style-type: none"> <li>Potential of it occurring several times within the specified period (for example - ten years).</li> <li>Has occurred recently.</li> </ul>
<b>4: Medium to High</b>	Apply judgement	Apply judgement
<b>3: Medium (Possible)</b>	Likely to occur during a 10 year period (considered as between 5% and 25% chance of occurrence in any year).	<ul style="list-style-type: none"> <li>Could occur more than once within the specified period (for example - ten years).</li> <li>Could be difficult to control due to some external influences.</li> <li>There's a history of occurrence</li> </ul>
<b>2: Low to Medium</b>	Apply judgement	Apply judgement
<b>1: Low (Remote)</b>	Not likely to occur in a 10 year period (considered as less than 2% chance of occurrence in any year).	<ul style="list-style-type: none"> <li>Has not occurred.</li> <li>Unlikely to occur.</li> </ul>

## Consequences

Estimation	Description
<b>5: High</b>	<ul style="list-style-type: none"> <li>Financial impact on the organisation is likely to exceed £500K</li> <li>Significant impact on the organisation's strategy or operational activities</li> <li>Significant stakeholder concern</li> </ul>
<b>4: Medium to High</b>	Apply judgement
<b>3: Medium</b>	<ul style="list-style-type: none"> <li>Financial impact on the organisation likely to be between £100K and £250K</li> <li>Moderate impact on the organisation's strategy or operational activities</li> <li>Moderate stakeholder concern</li> </ul>
<b>2: Low to Medium</b>	Apply judgement
<b>1: Low</b>	<ul style="list-style-type: none"> <li>Financial impact on the organisation likely to be less than £10K</li> <li>Low impact on the organisation's strategy or operational activities</li> <li>Low stakeholder concern</li> </ul>

**Risk Management Framework: Engagement of Members**

**Endorsed by Executive 11<sup>th</sup> January 2012**

**Executive**

- § The SBRR to continue to be reviewed on a quarterly basis by Executive (and so by extension Finance & Audit Scrutiny Committee).


**Finance & Audit Scrutiny Committee**

- § In conjunction with this, Finance & Audit Scrutiny Committee will also review each quarter a specific Service Area's Risk Register, focusing on the high risks.

This will necessitate the attendance of the relevant Service Area Manager to present their risk register and answer questions from members of Finance & Audit Scrutiny Committee on it. This approach will mean that over a two year period, the Committee will review all Service Risk Registers (SRR).

**Portfolio Holders**

- § Portfolio Holders to review their respective SRR quarterly with their service area managers.
- § Although not mandatory, Shadow Portfolio Holders are encouraged to review the SRR of their respective Portfolios with service area managers on a quarterly basis also.
- § Portfolio Holder Statements (PHS) are to include the top three risks facing their services.

 <b>Finance &amp; Audit Scrutiny Committee – 6 February 2018</b>		<b>Agenda Item No.</b>  <b>5</b>
<b>Title</b>	<b>Comments from the Executive</b>	
<b>For further information about this report please contact</b>	Amy Barnes Senior Committee Services Officer 01926 456114 <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	n/a	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	n/a	
<b>Background Papers</b>	Executive – 08.02.2017	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive		
Head of Service		
CMT		
Section 151 Officer		
Monitoring Officer	19/10/2017	Andrew Jones
Finance		
Portfolio Holder(s)		
<b>Consultation &amp; Community Engagement</b>		
n/a		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 This report summarises the Executive's response to comments given by the Finance & Audit Scrutiny Committee on reports submitted to the Executive on 3 January 2018.

## 2. **Recommendation**

- 2.1 That the responses made by the Executive be noted, as set out in Appendix 1 to the report.

## 3. **Reasons for the Recommendation**

- 3.1 This report is produced to create a dialogue between the Executive and the Finance & Audit Scrutiny Committee, ensuring that the Scrutiny Committee is formally made aware of the Executive's responses.

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Nil	Nil	Nil
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost

All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Increase the digital provision of services	management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Nil	Nil	Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal are taken into account.

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes. It is important that when the Executive has not accepted a recommendation by the Scrutiny Committee, an explanation is provided.

#### 4.3 **Changes to Existing Policies**

There are no changes to existing policies.

#### 4.4 **Impact Assessments**

There are no new policy changes in respect of equalities.

### 5. **Budgetary Framework**

- 5.1 There is no impact on the budgetary framework. This is for the Committee's information only.

### 6. **Risks**

- 6.1 This Committee contributes to the effective minimisation of risk by fulfilling its duties in a timely manner and scrutinising the work undertaken by the Executive.

### 7. **Alternative Option(s) considered**

- 7.1 The only alternative option is not to undertake this aspect of the overview and scrutiny function.

### 8. **Background**

- 7.1 As part of the scrutiny process, the Committee no longer considers the whole of the Executive agenda.
- 7.2 Councillors are emailed at the time of the publication of the Executive and Scrutiny Committee agendas, asking them to contact Committee Services by 9.00 am on the day of the Scrutiny Committee, to advise which Executive items they wish the Scrutiny Committee to pass comment on and the reasons why.


- 7.3 As a result, at its meeting on 4 April 2017, the Finance & Audit Scrutiny Committee considered the items detailed in the appendices. The responses which the Executive gave are also shown.

**Responses from the meeting of the Executive held on 3 January 2018 to the Finance and Audit Scrutiny Committee's comments**

<b>Item no</b>	5	<b>Title</b>	Procurement Partnership and Staffing
<b>Scrutiny Comment</b>	The Finance & Audit Scrutiny Committee supported the recommendations in the report.		
<b>Executive Response</b>	No response required.		

<b>Item no</b>	6	<b>Title</b>	Homelessness Initiatives and the New Legislation
<b>Scrutiny Comment</b>	<p>The Finance &amp; Audit Scrutiny Committee supported the recommendations with the following amendment to recommendation 2.4:</p> <p>".....the earmarking of <b>an initial</b> £10,000 from the FSHG..."</p>		
<b>Executive Response</b>	<p>An addendum was circulated at the meeting that proposed a revised recommendation 2.4 <i>"that Executive approved the earmarking of an initial £30,000 (£10,000 per annum) from the FHSO for bespoke work to prevent or alleviate homelessness as set out in paragraph 3.16."</i> The addendum also included updated figures as set out within section 5 of the report.</p> <p>The representative of the Finance &amp; Audit Scrutiny Committee accepted that the revisions within the addendum removed the need for the recommendation from Finance &amp; Audit Scrutiny Committee.</p>		

<b>Item no</b>	Urgent	<b>Title</b>	Newbold Comyn Golf Course
<b>Scrutiny Comment</b>	The Finance & Audit Scrutiny Committee supported the recommendations in the report but raised a number of concerns about the lessons that needed to be learnt from this.		
<b>Executive Response</b>	The response to this is provided in a confidential Appendix A.		

 <b>Finance &amp; Audit Scrutiny Committee – 6 February 2018</b>		<b>Agenda Item No.</b>  <b>6</b>
<b>Title</b>	<b>Review of the Work Programme &amp; Forward Plan</b>	
<b>For further information about this report please contact</b>	Amy Barnes Senior Committee Services Officer 01926 456114 <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	n/a	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	n/a	
<b>Background Papers</b>	n/a	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive		
Head of Service		
CMT		
Section 151 Officer	19/10/2017	Andrew Jones
Monitoring Officer		
Finance		
Portfolio Holder(s)		
<b>Consultation &amp; Community Engagement</b>		
n/a		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 This report informs the Committee of its work programme for 2017/18 (Appendix 1) and the current [Forward Plan - February to April 2018](#).

## 2. **Recommendation**

- 2.1 Members consider the work programme and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.

## 3. **Reasons for the Recommendation**

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 3.2 If the Committee has an interest in a future decision to be made by the Executive it is within the Committee's remit to feed into the process.
- 3.3 The Forward Plan is the Executive's future work programme. If any non-Executive Member or Members highlight items which are to be taken by the Executive which they would like to be involved in, those Members can then provide useful background to the Committee when the report is submitted to the Executive and when the Committee passes comment on it.

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels

<b>Impacts of Proposal</b>		
Nil	Nil	Nil
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Nil	Nil	Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal are taken into account.

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes. Members need to be mindful of the objectives above, when deciding what topics to add to the work programme.

The work carried out by the Committee helps the Council to improve in line with its priority to manage services openly, efficiently and effectively.

#### 4.3 **Changes to Existing Policies** - There are no changes to existing policies.

#### 4.3 **Impact Assessments** – There are no new policy changes in respect of equalities.

### 5. **Budgetary Framework**

#### 5.1 All work for the Committee has to be carried out within existing resources. Therefore, there is a limit to the time available that officers will have to assist Members, so the Committee may wish to prioritise areas of investigation.

### 6. **Risks**

#### 6.1 This Committee contributes to the effective minimisation of risk by fulfilling its duties in a timely manner and scrutinising the work undertaken by the Executive.

## **7. Alternative Option(s) considered**

- 7.1 The only alternative option is not to undertake this aspect of the overview and scrutiny function.

## **8. Background**

- 8.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 8.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 8.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 8.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 8.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 8.6 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan. The Committee may wish to give greater consideration to the reports in Section 2 of Appendix 1, to maximise the time available for Members to input into the process.
- 8.7 At the Committee's meeting on 28 November 2017, Members resolved that "the Work Programme be updated to include individual service area budget reviews alongside the Risk Registers and Contract Registers". Therefore, Members may decide to take this opportunity to review the reports due to be submitted over the next few months, update the work programme and advise the relevant officers accordingly.

## **Finance and Audit Scrutiny Committee WORK PROGRAMME 2017/18**

### **6 February 2018**

1	Service Risk Register Review (Cultural Services)	Audit Item	Head of Service
2	Significant Business Risk Register	Audit Item	Richard Barr

### **6 March 2018**

1	Internal Audit Quarter 3 2017/18 Progress Report	Audit Item	Richard Barr
2	Annual Governance Statement Qtr 3 Action Plan Report	Audit Item	Richard Barr
3	External Audit Update (part P&C)	Audit Item	Mike Snow / Grant Thornton

### **4 April 2018**

2	Internal Audit Strategic Plan (2018/19 to 20/20/21 plan)	Audit Item	Richard Barr
3	Procurement Strategy Annual Review	Audit Item	John Roberts
4	2018/19 External Audit Plan	Audit Item	Mike Snow
5	End of Term Report (to include review of 2018/19 work programme)	Scrutiny item	Amy Barnes / Chair
6	Health & Community Protection – Contracts Register	Scrutiny Item	Marianne Rolfe

### **30 May 2018**

1	Annual Governance Statement	Audit Item	Richard Barr
2	Internal Audit Quarter 4 Progress Report	Audit Item	Richard Barr
4	Service Area Review (Finance) – includes Budget, Contract & Risk register review	Scrutiny Item	Mike Snow
1	Significant Business Risk Register	Audit Item	Richard Barr

### **June 2018**

1	Treasury Management Annual report	Audit Item	Karen Allison
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