



The Arc  
High Street  
Clowne  
S43 4JY

To: Chair & Members of the Audit &  
Corporate Overview Scrutiny Committee

Contact: Alison Bluff  
Telephone: 01246 242528  
Email: [alison.bluff@bolsover.gov.uk](mailto:alison.bluff@bolsover.gov.uk)

Friday, 3rd September 2021

Dear Councillor

**AUDIT & CORPORATE OVERVIEW SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Audit & Corporate Overview Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Tuesday, 14th September, 2021 at 14:00 hours.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised from page 2 onwards.

Yours faithfully



Solicitor to the Council & Monitoring Officer

**Bolsover**  
District Council

**We speak your language**  
Polish **Mówimy Twoim językiem**  
Slovak **Rozprávame Vaším jazykom**  
Chinese **我们会说你的语言**

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**AUDIT & CORPORATE OVERVIEW SCRUTINY COMMITTEE  
AGENDA**

**Tuesday, 14th September, 2021 at 14:00 hours to be held in the Council Chamber, The  
Arc, Clowne**

<b>Item No.</b>		<b>Page No.(s)</b>
1.	<b>Apologies For Absence</b>	
2.	<b>Urgent Items of Business</b>	
	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972.	
3.	<b>Declarations of Interest</b>	
	Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:	
	a) any business on the agenda	
	b) any urgent additional items to be considered	
	c) any matters arising out of those items	
	and if appropriate, withdraw from the meeting at the relevant time.	
4.	<b>Minutes</b>	
	To consider the minutes of the last meeting held on 27 <sup>th</sup> July 2021	<b>To Follow</b>
5.	<b>Corporate Ambitions Performance Update - April to June 2021 (Q1 - 2021/22)</b>	4 - 29
6.	<b>Report to those charged with Governance - MAZARS Audit Completion report</b>	<b>To Follow</b>
7.	<b>BDC Statement of Accounts 2020/21</b>	30 - 32
	<a href="#">Appendix 1 is available via this link</a>	
8.	<b>Assessment of Going Concern Status</b>	33 - 40
9.	<b>Summary of Progress on the 2021/22 Internal Audit Plan</b>	41 - 47
10.	<b>Review of Internal Audit Charter</b>	48 - 59
11.	<b>Annual Corporate Governance Statement and Local Code of Corporate Governance</b>	60 - 116

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|------------|---|----------------------|
| <b>12.</b> | <b>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</b> | <b>117 - 123</b>     |
| <b>13.</b> | <b>Update from Scrutiny Chairs</b>  | <b>Verbal Report</b> |

## Bolsover District Council

### Audit & Corporate Overview Scrutiny Committee

14<sup>th</sup> September 2021

#### Ambition Plan Targets Performance Update – April to June 2021 (Q1 – 2021/22)

#### Report of the Information, Engagement & Performance Manager

Classification: This report is public

Report By: Kath Drury, Information, Engagement and Performance Manager

Contact Officer: Kath Drury, Information, Engagement and Performance Manager

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#### **PURPOSE / SUMMARY**

To report the Quarter 1 outturns for the Council's Ambition targets 2020-2024

Out of the 31 targets:

- 22 (71%) are on track
- 2 (6%) have been affected by Covid 19
- 2 (6%) achieved including an outturn for 2020/21
- 1 (3%) achieved behind target
- 4 (13%) achieved previously

Out of the 46 service indicators:

- 23 (50%) have a positive outturn
  - 9 (19%) have a negative outturn
  - 11 (24%) are affected by Covid 19
  - 2 (4%) are within target
  - 1 (2%) does not have data available
- 

#### **RECOMMENDATIONS**

1. That quarterly outturns against the Council Ambition 2020-2024 targets and relevant service indicators be noted.

Approved by the Portfolio Holder – Cllr Duncan McGregor

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#### **IMPLICATIONS**

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**Finance and Risk:** Yes  No

Details:

On Behalf of the Section 151 Officer

**Legal (including Data Protection):** Yes  No

Details:

On Behalf of the Solicitor to the Council

**Staffing:** Yes  No

Details:

On behalf of the Head of Paid Service

## DECISION INFORMATION

Decision Information	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input checked="" type="checkbox"/> <b>NEDDC:</b> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	None
<b>Consultation:</b> Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/> SAMT <input checked="" type="checkbox"/> Relevant Service Manager <input type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Cabinet Members/SAMT informed on route via the quarterly performance process  Details: Ward Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

All

## REPORT DETAILS

### 1 **Background**

1.1 The attached appendix contains the performance outturn as of 30th June 2021.

### 2. **Details of Proposal or Information**

2.1 The attached contains the performance outturn as of 30th June 2021 (Information compiled on 20<sup>th</sup> August 2021).

2.1.1 A summary by Council Ambition aim is provided below:

2.3 **Our Environment – protecting the quality of life for residents and businesses, meeting environmental challenges and enhancing biodiversity**

- 11 targets in total
- 8 targets are on track
- 3 targets achieved previously

2.4 **Our Economy – by driving growth, promoting the District and being business and visitor friendly**

- 10 targets in total
- 6 targets are on track
- 1 target outturn for 2020/21 confirmed and achieved:
  - **ECO.05** - *Annually review housing delivery in the district and facilitate delivery to meet the annual target of 272 new homes, outturn 446 dwellings.*
- 1 target achieved:
  - **ECO.09** - *Deliver service reviews of all service areas by Dec 2022, completed through the service planning process.*
- 1 target achieved behind target:
  - **ECO.01** - *Deliver a Business Growth Strategy by March 2021 that will support enterprise, innovation, jobs and skills and makes the best use of our assets, adopted by Council in April 2021.*
- 1 target achieved previously

2.5 **Our Customers – Providing excellent and accessible services**

- 10 targets in total
- 8 targets are on track
- 2 target have been affected by Covid19 (CUS 08, CUS 07)

2.7 A summary of supporting indicators by Council Ambition aim is provided below:

2.8 Our Environment

Out of the 10 service indicators:

- 4 (40%) have a positive outturn
- 3 (30%) have a negative outturn
- 2 (20%) have been affected by Covid 19
- 1 (10%) indicator is within target

2.9 Our Economy

Out of the 8 Service indicators:

- 3 (37%) have a positive outturn
- 1 (13%) has a negative outturn
- 4 (50%) have been affected by Covid 19

2.10 Our Customers

Out of the 28 service indicators:

- 16 (57%) have a positive outturn
- 4 (14%) have a negative outturn
- 6 (21%) have been affected by Covid
- 1 (3%) indicator is within target
- 1 (3%) indicator does not have data available

2.11 Details have been provided in the appendix for those at exception including those affected by Covid19.

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**3 Reasons for Recommendation**

3.1 Out of the 31 Council plan targets, 22 are on track (71%), 2 have been affected by Covid 19 (6%), 7 have been achieved (23%) (2 this quarter including an outturn for 2020/21, 1 behind target and 4 previously)

3.2 Out of the 46 service indicators, 23 have a positive outturn (50%), 9 have a negative outturn (19%), 11 have been affected by Covid 19 (24%), 2 are within target (4%) and data is not available for 1 (2%).

3.3 This is an information report to keep Members informed of progress against the Council Ambition targets and supporting indicators noting achievements and any areas of concern.

#### 4 Alternative Options and Reasons for Rejection

- 4.1 Not applicable to this report as providing an overview of performance against agreed targets

#### DOCUMENT INFORMATION

Appendix No	Title
1	Council Ambition Performance Update – Q1 April to June 2021
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
All details on the PERFORM system	



**Bolsover District Council**  
**Council Ambition Performance Update – Q1 – April to June 2021**

<b>Target Status</b>	Usage
<span style="background-color: yellow;"> </span> On Track	The target is progressing well against the intended outcomes and intended date
<span style="background-color: green;"> </span> Achieved	The target has been successfully completed within the target date
<span style="background-color: purple;"> </span> Covid Affected	The target has been affected by the Covid 19 Pandemic

**Aim: Our Customers – providing excellent and accessible services**

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder	Q1 2021/22 Progress Update	
CUS.01 - Measure customer satisfaction in all front facing service areas at least every two years on a rolling programme	Corporate Resources  <i>Cllr McGregor/ Cllr Downes</i>	<b>On track</b>	<p>Satisfaction with Refuse Collection Services are being asked in the June Citizen Panel Survey and will be noted here for reference at Q2. The full report will be published on Ask Derbyshire. Housing will be running the STAR (survey of tenants and residents) survey later in the year and that will provide plentiful quantitative and qualitative information.</p> <p>Contact Centres and Leisure Centres have arrangements in place to measure customer satisfaction formally every two years and have or are developing quick and easy systems for capturing customer feedback e.g. comment cards. Streetscene uses the Citizen Panel every two years to measure satisfaction with its suite of front line services. The Performance team is currently undertaking an audit to establish gaps in customer satisfaction measurement and that information to inform a rolling programme.</p>

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
CUS.02 - Improve the overall performance and usability of the website by achieving a maximum score of 4 on 'Better Connect website report' by Dec 2022.	Corporate Resources  <i>Councillor Downes</i>	On track	The latest figures from Silktide show the following: Content - 89 (great); Accessibility - 84 (great); User Experience - 96 (excellent); Marketing - 91 (excellent).
CUS.03 - Ensure that at least 50% of transactions are made through digital channels by Dec 2024	Corporate Resources  <i>Cllr Downes</i>	On track	Data from Customer Services for Q1: Online Transactions - 22,467  Tel and all other non-digital contact - 41,669  Total contact transactions – 64,136 = 35.03% transactions via digital method
CUS.04 - Work with partners to deliver the Sustainable Communities Strategy and publish an evaluation report annually	Corporate Resources  <i>Cllr Dooley</i>	On track	Development of the priorities and understanding gaps in provision continue. The new themes are: - Increasing Prosperity - Strengthen Resilience for individuals and communities - Promoting inclusion and/ increasing connectivity - Vulnerable Groups - Young People
CUS.05 - Monitor performance against the corporate equality objectives and publish information annually	Corporate Resources  <i>Cllr McGregor</i>	On track	A significant staff refresh on equalities for office based staff has been completed. Materials will be produced for operatives and delivered via the toolbox talks. The Council is supporting the Hidden Disabilities scheme making sunflower lanyards available at the Arc together with promotion and training for Contact Centre staff. Support has been given on a number of hate incident reports received. A light touch review of the Access for all Statement, equality monitoring form and guidance is underway.

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
CUS.06 - Prevent homelessness for more than 50% of people who are facing homelessness each year	Environment <i>Cllr Peake</i>	On track	April - Jun 2021 39 approaches from people facing homelessness. 38 cases prevented from becoming homeless (this includes 18 cases still open) Equates to 97% prevented
CUS.07 - Reduce average relet times for standard voids (council properties) to 20 calendar days by March 2021 and maintain thereafter	Development <i>Cllr Peake</i>	Covid Affected	The current average for Minor (Standard voids) is 100 days. In the last quarter we have met a number of times to look at the end to end process and identify where improvements can be made through closer working. The delay on the lifting of restrictions has meant that we are now looking at the 1st of September to begin undertaking pre-termination inspections. We are also looking at how advertising properties earlier in the void process can deliver additional improvements. We have also undertaken a number of void visits with Members and are keen to continue this with other members who may be interested in learning more about the process and reasoning behind void inspections.
CUS.08 - Maintain high levels of tenant satisfaction with council housing and associated services	Development <i>Cllr Peake</i>	Covid Affected	The new open housing reporting tool is still not working and also awaiting end of final covid restrictions to remind all operatives to resume asking tenants to complete the questionnaire (satisfaction with repairs)
CUS.09 - Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.	Corporate Resources <i>Councillor Downes</i>	On Track	The Go Active facility reopened on 12th April 2021 under covid restrictions, the outreach work continued. For the first quarter we attracted 46,372 users to our sessions
CUS.10 - Deliver a health intervention programme which provides 500 adults per	Corporate Resources	On Track	The health referral programme recommenced in May 2021 and for the first quarter we have seen 78 health referral clients.

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder	Q1 2021/22 Progress Update
year with a personal exercise plan via the exercise referral scheme	<i>Councillor Downes</i>	<div style="background-color: yellow; width: 20px; height: 20px; display: inline-block; vertical-align: middle;"></div> Q1 – target 125 Q1 – actual 78

**Aim: Our Environment – protecting the quality of life for residents and businesses, meeting environmental challenges and enhancing biodiversity**

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Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder	Q1 2021/22 Progress Update
ENV.01 - Develop an externally facing climate change communication strategy targeting communities and stakeholders by October 2020 and deliver an annual action plan	Corporate Resources  <i>Cllr Dooley</i>	<div style="background-color: yellow; width: 20px; height: 20px; display: inline-block; vertical-align: middle;"></div> <p>May 2021 - Litter picking group in Tibshelf, Bolsover's EV charge points were featured on Bolsover TV, news and social media.            June 2021 - Great British Spring Clean, Shirebrook allotments were featured on Bolsover TV and social media.            July 2021 - Bolsover in Bloom on Bolsover TV and news. EV charge points (Bolsover) featured in In Touch.</p> <p>New Environment e-newsletter set to be launched in July. To contain news on work we are doing to reduce carbon footprint and advice on how to reduce, reuse and recycle, reduce personal carbon footprints, eat greener etc, promote environmental days e.g. Earth Day, Great British Spring Clean.</p> <p>Ongoing publicity and support of 'green' initiatives in the District e.g. voluntary planting groups, litter pickers in line with the Climate Change Communications Strategy. Regular social media, website and e-newsletter coverage continues.</p>

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
ENV.02 - Reduce the District Council's carbon emissions - 125 tonnes CO2 in 21/22	Corporate Resources Cllr Dooley	On track	Through a number of projects such as LED lighting improvements, variable speed drive installation, agile/home working (50% of the time), pool cover, EWI installation and renewable electricity tariff, the forecast carbon reduction is in excess of 850 tonnes per year, achieving the combined 20/21, 21/22, 22/23 target. We are now in the process of reviewing the data and policies to inform a revision to the carbon reduction strategy.
ENV.03 - Achieve a combined recycling and composting rate of 50% by March 2023.	Environment Cllr Watson	On track	Q1 (2021\22) performance is <u>estimated</u> based on Q1 2020\21 Waste Data Flow figures at 4,268tonnes of recyclable\ compostable materials collected, equating to a combined recycling and composting rate of 46%. This will be updated when the actual figures become available from WDF at the end of September.  Q4 (2020\21) <u>Actual</u> recyclable\compostable material collected within this period was 2,701tonnes as reported by way of Waste Data Flow, equating to a combined recycling rate of 36.0% at ending March 2021. This represents a reduction in overall combined performance when compared to Q4 (2019\20) due to impact of Covid-19.
ENV.04 - Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	Environment Cllr Watson	On track	LEQS's established 2% of streets and relevant land surveyed fell below grade B cleanliness standards representing 98% fell within the 96% target standard set.
ENV.05 - Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable	Environment Cllr Watson	On track	LEQS's established 0% of streets and relevant land surveyed fell below grade B cleanliness standards and within the 98% target standard set.

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
level as assessed by Local Environment Quality Surveys (LEQS).			
ENV.06 - Increase the number of fixed penalty notices issued for litter and dog fouling offences by 20% per year.	Environment Cllr Watson	On track	Face to face enforcement patrols have resumed following easing of covid restrictions and the team is now fully staffed to ensure these patrols are delivered and enforcement carried out
ENV.08 - Bring 5 empty properties back into use per year through assistance and enforcement measures.	Development Cllr Peake	On track	<p>The Council has worked with the Freedom Project to enable them to lease a property in Bolsover that has been problematic and empty for a number of years. They are also in the final stages of agreeing to a lease with a property in Langwith, which has been empty for over 5 years.</p> <p>Action Housing are progressing the lease of a property in Whitwell that has been empty for 30 years - this will be rented out as affordable rented housing.</p> <p>3 properties on West Lea have recently been sold at auction due to pressure from the Council regarding poor landlord behaviour. It is anticipated that these properties will be brought back into use within the next 6 months.</p>
ENV.11 - Resolve successfully 60% of cases following the issuing of a Community Protection Warning by 2024	Environment Cllr Peake	On track	<p>In Quarter One there has been a further CPW served.</p> <p>Of the 24 CPWs served so far this year 18 (75%) have been a success, 3 have failed (13%), 1 was cancelled because the tenancy was terminated (4%) and 2 (8%) are within their monitoring period.</p> <p>The cases are continually monitored for the duration of the case (usually 12 months) and are only deemed to be failed if the case progresses to a Community Protection Notice (CPN).</p>

Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
			Combining those within their monitoring period (and the cancelled one) and the successful CPW the outturn is 87%.

**Aim: Our Economy – by driving growth, promoting the District and being business and visitor friendly**

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Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
ECO.01 - Deliver a Business Growth Strategy by March 2021 that will support enterprise, innovation, jobs and skills and makes the best use of our assets.	Development <i>Cllr Smyth</i>	Achieved behind target	Business Growth Strategy adopted by full Council in April 2021
ECO.02 - Optimise business growth (as measured by gross Business Rates) by £2m by March 2023.	Corporate Resources <i>Cllr Moesby</i>	On track	Outturn Q1 21/22 = £65,138,706, Baseline (Outturn 20/21) £65,350,671 = difference -£211,965, -0.32%
ECO.03 - Working with partners to bring forward employment and development opportunities at Coalite and Clowne Garden Village strategic sites by 2023.	Development <i>Cllr Smyth</i>	On track	Clowne Garden Village - developer resumed active discussions with Derbyshire County Council re: highway improvements at the Treble Bob roundabout  Coalite - highway improvements in progress, anticipated buildings on site October 2021.



Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder		Q1 2021/22 Progress Update
ECO.05 - Annually review housing delivery in the district and facilitate delivery to meet the annual target of 272 new homes	Environment <i>Cllr Peake</i>	Achieved 2020/21	The annual survey has identified that the net number of new dwellings completed for the period 1st April 2020 to 31st March 2021 was 446 dwellings.
ECO.06 - Work with partners to deliver an average of 20 units of affordable homes each year.	Development <i>Cllr Peake</i>	On track	3 affordable homes have been completed so far this year, a further 191 are being completed/planned on various sites across the District.
ECO.07 - Deliver 150 new homes through the Bolsover Homes Programme by March 2024	Development <i>Cllr Peake</i>	On track	Properties have been completed on two of the sites in Whitwell with the remaining two sites handing over by the end of July. Work has begun on the Sandy Lane and Thorpe Ave development with the old properties demolished and groundworks being undertaken as well as preliminary works to an extension to Ashbourne Court in Shirebrook which will deliver an additional 14 properties. Detailed design has been agreed on schemes in Langwith with Planning permission being submitted last month for The Woodlands (19) with later submissions by the end of July for West St which will deliver a further 5 homes. Market close Shirebrook is due for planning submission by the end of July delivering a further 27 homes across 2 sites.
ECO.08 - Deliver identified transformation projects and initiatives which forecast to deliver £1m of revenue efficiencies or additional income by 2023. Note This covers transformation programme 2 which started in 2018	Corporate Resources <i>Cllr Moesby</i>	On track	£880k (88% of target) of the target achieved or forecast to achieve, up to Oct 2020 when the approach was changed. Financial efficiencies are now identified through Finance led, annual 'line-by-line' budget reviews and the Transformation outcomes are delivered by 7 strategic projects.
ECO.09 - Deliver service reviews of all service areas by Dec 2022	Corporate Resources	Achieved	The Service Review process was incorporated into the Service Planning process and now complete.



Council Plan Target (Target date 31/03/24 unless stated otherwise)	Directorate/ Portfolio Holder	Q1 2021/22 Progress Update	
	<i>Cllr McGregor</i>		
ECO.10 - Working with partners to grow the visitor economy, the number of tourists and the amount of tourism spending in the District by 2023.	Development <i>Cllr Downes</i>	On track	Cabinet member appointed for tourism and leisure, currently working on putting a dedicated tourism officer in place to lead on delivering actions in recently adopted tourism strategy.

## Service indicators supporting the council aims

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Target Status	Usage
Positive outturn	The outturn is above target or positive (for some targets a positive outturn requires the result to be below the target set).
Within target	The outturn is within 10% of the target set.
Negative outturn	The outturn is below target or negative (for some targets a negative outturn requires the result to be above the target set).
Covid Affected	The target has been affected by the Covid 19 Pandemic

## Our Customers – Providing excellent and accessible services

Customer Services	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
CUS 01. % external (incoming) telephone calls answered within 20 seconds	84%	89%	77%	75%	On / Above Target
CUS 02 - % customer enquiries dealt with at first point of contact (Quarterly)		New Indicator	94%	60%	On / Above Target

Leisure	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
LE1 Number of people participating in Council leisure, sport, recreational, health, physical and cultural activity each year	25,503	32,583	0	46,372	88,250	Covid Affected
02. Deliver a health intervention programme which provides 500 adults per year with a personal exercise plan via the exercise referral scheme	0	0	0	78	125	Covid Affected

### Exceptions

Quarter	Value	Target	LE1 Number of people participating in Council leisure, sport, recreational, health, physical and cultural activity each year
Q1	46,372	88,250	The Go Active facility reopened on 12th April 2021 under Covid restrictions, the outreach work continued. For the first quarter we attracted 46,372 users to our sessions
Q4	0	75,000	

Quarter	Value	Target	Deliver a health intervention programme which provides 500 adults per year with a personal exercise plan via the exercise referral scheme
Q1	78	125	The health referral programme recommenced in May 2021 and for the first quarter we have seen 78 health referral clients.
Q4	0	125	

Performance	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status	
CSI 19 % FOI/EIR requests responded to in 20 working days )	99%	97%	100%	<b>100%</b>	95%		On/Above Target

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Governance (corporate customer standards and complaints)	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status	
01. To provide 50% of all committee paperwork in a paperless manner by March 2022, and 85% by March 2023.	N/A	N/A	N/A	<b>25%</b>	50		Below Target
02. To respond to Members' ICT queries within 24 hours and resolve within 2 working days for a priority 1 request, 3 working days for a Priority 2 request and 5 working days for a priority 3 request.	N/A	N/A	N/A		90		Awaiting figure
03. To circulate a working draft of Minutes 3 working days following each meeting (5 working days for Informal Groups).	N/A	N/A	N/A	<b>30%</b>	80%		Below Target
CSP 11 % of Telephone calls answered within 20 seconds (Corporate) (Quarterly)	97%	98%	99%	<b>90%</b>	93%		Below Target
CSP 16 % written complaints responded to in 15 working days ((Quarterly)	98%	95%	98%	<b>96%</b>	97%		Within Target
CSP 20 % written comments acknowledged within 3 working days (Quarterly)	100%	100%	100%	<b>100%</b>	100%		On / Above Target
CSP 21 % Stage 3 complaints responded to in 20 working days (Quarterly)	88%	89%	100%	<b>100</b>	100%		On / Above Target

CSP 23 Number of formal complaints (Stage 2) received per 10,000 population (Quarterly)	5.5	7.6	7.2	<b>3.8</b>	25		On / Above Target
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## Exceptions

<b>Quarter Value Target</b>				<b>01. To provide 50% of all committee paperwork in a paperless manner by March 2022, and 85% by March 2023.</b>
Q1	25%	50%		This is a longer term indicator

<b>Quarter Value Target</b>				<b>03. To circulate a working draft of Minutes 3 working days following each meeting (5 working days for Informal Groups).</b>
Q1	30%	80%		This quarter has been exceptionally challenging for the team requiring for them to work again in a different manner with additional responsibilities. The turnaround time for work reflects those pressures.

<b>Quarter Value Target</b>				<b>11. % of Telephone calls answered within 20 seconds (Corporate) (Quarterly)</b>
Q1	90%	93%		90% of all calls received corporately were answered within 20 seconds. The target was slightly missed as there has been a huge increase in volume of calls, specifically to Revenues and Benefits.
Q4	99%	90%		

Revenues and Benefits	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status	
Rs 06 - % Council Tax arrears collected	11.4%	19.7%	28%	<b>8%</b>	10%		Covid Affected
Rs 07 - % NNDR arrears collected	21%	53.1%	50.6%	<b>-219.4%</b>	20%		Covid Affected
Rs 09 - % Council Tax Collected	93.1%	93.1%	96%	<b>96.17%</b>	97.8%		Covid Affected

Revenues and Benefits	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status	
Rs 10- % Non-domestic Rates Collected	92.7%	92.1%	97.%	<b>73.30%</b>	98.5%		Covid Affected
Rs 11- Benefit overpayments as a % of benefit awarded	2.15%	2.87%	2.64%	<b>2.12%</b>	6%		Below Target (Positive)
Rs 12- % Recovery of overpayments within the benefits system	69.51%	43.92%	59.29%	<b>131.24%</b>	17%		On/Above Target
Rs 20 - % Telephone Abandonment: Revenues	6.3%	4.5%	7.8%	<b>4.9%</b>	10%		Below Target (Positive)
Rs 21 - % Calls answered within 20 seconds: Revenues	66.6%	70.2%	68%	<b>77.7%</b>	65%		Above Target
Rs 22 - Telephone Abandonment: Benefits	1.8%	2.2%	4.3%	<b>1.7%</b>	3%		Below Target (Positive)
Rs 23 - % Calls answered within 20 seconds: Benefits	85.8%	87.5%	86.2%	<b>93.5%</b>	78%		On/Above Target
Rs 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	4.2	3.5	3	<b>3.6</b>	10		Below Target (Positive)

### Exceptions

Quarter	Value	Target		06. % Council Tax arrears collected
Q1	8%	10%		Remains affected by COVID and restricted recovery action.
Q4	28%	35%		

Quarter	Value	Target		07. % NNDR arrears collected
Q1	-219.4%	65%		This outcome is due to a rateable value change for a large business in the area going back to April 2017. Increasing arrears by £1.5 million. Collection rates also remain affected by the COVID crisis and businesses ability to pay
Q4	50.6%	65.0%		



Quarter	Value	Target	09. % Council Tax Collected	
Q1	96.17%	97.8%		Collection rates remain affected by COVID crisis and restricted recovery action / delays with court dates being available
Q4	96%	97.8%		

Quarter	Value	Target	10. % Non-domestic Rates Collected	
Q1	73.3%	98.5%		Significant increase in net collectable debit due to the amendments and cancellations of retail relief (actioned in June 21) * £22 million to £27 million. Collection rates also remain affected by COVID, businesses ability to pay and restricted recovery action due to delayed court dates
Q4	97%	98.5%		

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Property Services and Housing Repairs	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
01. % of properties receiving gas appliance servicing within 12 months	81.9%	100%	27.9%	25%	On/Above Target
02. Fit 100 wet rooms a year, cumulative target.	96	136	19	25	Below Target

Quarter	Value	Target	02. Fit 100 wet rooms a year, cumulative target.	
Q1	19	25		19 wet rooms fitted slight delay with start of new financial year and awaiting DCC O/T referrals
Q4	136	100		

Housing Management	Q3 Outturn	Q4 Outturn	Q1	Q1 Target	Status
01. 60% satisfaction with support received for clients experiencing domestic abuse	83%	75%	<b>68%</b>	60%	 On / Above Target
02. 60% satisfaction with support received for clients receiving parenting support	100%	100%	<b>80%</b>	60%	 On / Above Target

## Our Environment – protecting the quality of life for residents and businesses, meeting environmental challenges and enhancing biodiversity

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Environmental Health	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
EH 01 - Percentage of noise complaints responded to within 3 working days.	90%	91%	88%	<b>90%</b>	90%	 On Target
EH02 - Percentage of complaints about licensable activities responded to within 3 working days.	81%	95%	100%	<b>85%</b>	90%	 Below Target
EH03 - Percentage of high risk food interventions undertaken against programme (A, B and C rated premises)	0%	0%	89%	<b>55%</b>	100%	 Below Target
EH04 - Percentage of business enquiries responded to within 3 working days.	87%	78%	89%	<b>88%</b>	90%	 Within Target
EH07 - Percentage of LA-IPPC(A20/LAPPC(Part B) processes inspected in accordance with risk rated inspection programme	0%	100%	100%	<b>25%</b>	100%	 Covid affected
EH09 - Enforcement visits to business premises to check compliance with waste arrangements	0	0	0	<b>0</b>	45	 Covid affected

## Exceptions

Quarter Value Target			EH02 - Percentage of complaints about licensable activities responded to within 3 working days.	
Q1	85%	90%		There has been a reduction in response performance over the first quarter due to a vacancies within the team. The team is now to full strength and Q2 outturn should exceed the target.
Q4	96%	90%		

Quarter Value Target			EH03 - Percentage of high risk food interventions undertaken against programme (A, B and C rated premises) (Quarterly)	
Q1	55%	100%		The team is catching up from the restrictions on inspections during the Covid pandemic. Additional resources are being utilised to reduce this significantly by the end of Q2
Q4	89%	100%		

Quarter Value Target			EH07 - Percentage of LA-IPPC(A20/LAPPC(Part B) processes inspected in accordance with risk rated inspection programme	
Q1	25%	100%		Reduced activity due to Covid 19 as well as two vacancies in the service area. 4 inspections were due for completion in quarter 1 and 1 of these were completed.
Q4	100%	100%		

Quarter Value Target			EH09 - Enforcement visits to business premises to check compliance with waste arrangements	
Q1	0	45		Proactive visits resuming Q2 along with resumption to normal inspection duties post pandemic restrictions
Q4	0	45		

Streetscene	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
SS 01 Remove 95% of hazardous Fly Tipping within 24 hours of being reported	100%	100%	50%	100%	95%	On/Above Target



Streetscene	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status
SS 02 Remove 95% of non-hazardous Fly Tipping within 5 working days of being reported	97%	97%	97%	<b>98%</b>	95%	On/Above Target
SS 03 Undertake Local Environmental Quality Surveys Detritus	9%	6%	12%	<b>17%</b>	12%	Above Target (Negative)
SS 04 Undertake Local Environmental Quality Surveys Weeds	6%	5%	8%	<b>2%</b>	14%	Below Target (Positive)

## 25 Exceptions

Quarter	Value	Target	Status	SS 03 Undertake Local Environmental Quality Surveys Detritus
Q1	17%	12%	Red	Q1 (2021/22) LEQS's established 17% of streets and relevant land surveyed fell below grade B cleanliness standards and outside the 12% target standard set. The reason for low standard of sweeping is arising from mechanical sweeper reliability\availability and awaiting delivery of new sweepers and\or repair of current fleet items.
Q4	12%	12%	Green	

## Our Economy – by driving growth, promoting the District and being business and visitor friendly

Housing Management	Q3 Outturn	Q4 Outturn	Q1	Q1 Target	Status
03. Reduce the percentage of current rent arrears by 5% by early intervention	37% (+)	46%(+)	<b>46%(+)</b>	5%	Covid Affected
04. Reduce the level of former tenants arrears by 5% through early intervention, monitoring and enforcement	0.5% (+)	12% (+)	<b>15%(+)</b>	5%	Covid Affected

Housing Management	Q3 Outturn	Q4 Outturn	Q1	Q1 Target	Status
05. Achieve an average turnaround time of 20 working days for minor voids	212	120	<b>100</b>	20	Covid Affected
06. Achieve an average turnaround time of 30 working days for major voids	159	127	<b>123</b>	30	Covid Affected

## Exceptions

Quarter	Value	Target	03. Reduce the percentage of current rent arrears by 5% by early intervention
Q1	+46%	5%	<p>The baseline figure is £672,468.87 this was the arrears figure at 5th April 2020. The figure at the end of quarter 1 is £1,248,477.12 which is an increase of 46% on the baseline figure.</p> <p>The Covid19 pandemic has had a significant impact on our rent arrears and ability to recover arrears. Although tenants are expected to continue to pay their rent and arrears through the pandemic many of them have seen their circumstances change, either by job losses, lower earnings or reduced hours at work and they are now struggling to pay their rent.</p> <p>As we start to recovery from the Covid 19 Pandemic, legislation has been updated with the ban on evictions lifted from 1st June 2021. In addition the formal notice period to recover possession has been reduced from 6 months to 4 months in most circumstances. (Prior to the Pandemic this was 28 days)</p> <p>In April 2021 we wrote to every tenant setting out the rent balance, this generated contact and some arrangements were made. Where a tenant was on over 6 months arrears we actively sought to reach a repayment agreement and this has had positive responses.</p> <p>Where arrangement has not been made we or despite numerous attempts there has been no contact we have started to serve Notices, the first step in legal action.</p> <p>The team have worked hard to work with tenants to signpost to support agencies and offered appropriate assistance. We continue to be supportive yet are now in a position to take enforcement action where it is reasonable and proportionate to do so</p>
Q4	+46%	5%	

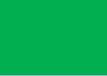

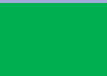

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Quarter Value Target			<b>04. Reduce the level of former tenants arrears by 5% through early intervention, monitoring and enforcement</b>
Q1	15%	5%	<p>The baseline figure is £398,781.11 the figure at the end of quarter 1 2021 is £464,314.06 which is an increase of 15%.</p> <p>Since April 2020 we have collected £70,445.31 in former tenants arrears and we have had to write off £56,877.70 after our efforts to chase the outstanding debt has been unsuccessful, or through the death of the former tenant.</p> <p>In addition the FTA figure is always affected by the amount outstanding after a tenancy is terminated and during this financial year an extra £198,481.04 has been added to the FTA amount. This is higher than we would have expected as a result of not being able to actively enforce rent arrears during the pandemic</p> <p>The Covid19 pandemic has had a significant impact on our rent arrears and ability to recover arrears, including former tenants arrears. Although tenants are expected to continue to pay through the pandemic many of them have seen their circumstances change, either by job losses, lower earnings or reduced hours at work and they are now struggling to pay their rent.</p> <p>In April 2021 we wrote to every tenant setting out the rent balance, this generated contact and some arrangements were made. Where a tenant was on over 6 months arrears we actively sought to reach a repayment agreement and this has had positive responses and during Q1 the FTA officer was assisting with the arrears recovery process as outlined in indicator 03 but for Q2 they will be recommencing recovery of FTAs</p>
Q4	12%	5%	

Quarter Value Target			<b>05. Achieve an average turnaround time of 20 working days for minor voids</b>
Q1	100	20	<p>The current average for Minor (Standard voids) is 100 days. In the last quarter we have met a number of times to look at the end to end process and identify where improvements can be made through closer working. The delay on the lifting of restrictions has meant that we are now looking at the 1st of September to begin undertaking pre-termination inspections. We are also looking at how advertising</p>

				properties earlier in the void process can deliver additional improvements. We have also undertaken a number of void visits with members and are keen to continue this with other members who may be interested in learning more about the process and reasoning behind void inspections.
Q4	120	20		

Quarter Value Target			<b>05. Achieve an average turnaround time of 20 working days for major voids</b>	
Q1	123	20		In the last quarter we have met a number of times to look at the end to end process and identify where improvements can be made through closer working. The delay on the lifting of restrictions has meant that we are now looking at the 1st of September to begin undertaking pre-termination inspections. We are also looking at how advertising properties earlier in the void process can deliver additional improvements. We have also undertaken a number of void visits with members and are keen to continue this with other members who may be interested in learning more about the process and reasoning behind void inspections.
Q4	120	20		

Planning	Q2 Outturn	Q3 Outturn	Q4 Outturn	Q1 Outturn	Q1 Target	Status	
PLA 157A Determining "Major" applications within target deadlines	100%	100%	100%	<b>100%</b>	70%		On / Above Target
PLA 157B Determining "Minor" applications within target deadlines	97%	100%	100%	<b>97.3%</b>	80%		On / Above Target
PLA 157C Determining "Other" applications within target deadlines	100%	100%	98.3%	<b>96.3</b>	80%		On / Above Target
PLA 01. Determining 'Discharge of Condition' applications within national target deadlines and comparison with realtime performance (Exec EoT Agreements)	N/A	52%	80%	<b>70%</b>	80%		Below Target

Quarter	Value	Target	
Q1	70	80	<p><b>PLA 01. Determining 'Discharge of Condition' applications within national target deadlines and comparison with realtime performance (Exec EoT Agreements)</b></p> <p>21 out of 30 DOC applications dealt with within 8 weeks or an agreed EOT. This performance target is linked to our Service Plan target 05 - identify and remove barriers to timely decision making on planning applications.</p> <p>We identified these particular types of applications as a local indicator to allow us to monitor our performance and start to improve our response times on them, as these are essentially the last stage of the planning process before developments commence on site. Nationally they are not monitored, so there is no penalty to the LPA for not determining them within agreed timescales, however we want to try and improve our local performance with these applications to align with our excellent performance on other nationally monitored timescales (majors / minors and others).</p> <p>Over the last 3 quarters we have averaged 67.5% against the target of 80% so whilst the system is showing as 'red' we did set our target high and we are continuing to focus on these application and improve our performance overall.</p>
Q4	80	80	

**Bolsover District Council**

**Audit and Corporate Overview Scrutiny Committee**

**14 September 2021**

**Statement of Accounts 2020/21**

**Report of the Head of Finance and Resources**

**Classification:** This report is public

**Report By:** Theresa Fletcher, Head of Finance and Resources

**Contact Officer:** Theresa Fletcher – 01246 242458  
theresa.fletcher@bolsover.gov.uk

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**PURPOSE / SUMMARY**

The Committee is asked to approve the audited Statement of Accounts for 2020/21, circulated as **Appendix 1**.

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**RECOMMENDATIONS**

- 1 That the Committee approves the Statement of Accounts in respect of 2020/21.
  - 2 That delegated powers are granted to the Chief Financial Officer in consultation with the Chair or Deputy Chair of this Committee to agree any changes agreed with the Council's external auditors Mazars, which may be necessary to ensure the completion of the Statement of Accounts by 30 September 2021.
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**IMPLICATIONS**

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**Finance and Risk:** Yes  No

**Details:** There are no additional financial implications arising from this report.

On Behalf of the Section 151 Officer

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**Legal (including Data Protection):** Yes  No

**Details:** The process has been undertaken in accordance with the requirements of the Accounts and Audit Regulations. It should be noted that the Council is required to complete and approve the audited Statement of Accounts by the end of July under normal circumstances but the deadline has been extended to 30 September for 2020/21 and 2021/22 financial years.

On Behalf of the Solicitor to the Council

**Staffing:** Yes  No

**Details:** There are no Human Resource implications arising from this report.

On behalf of the Head of Paid Service

## DECISION INFORMATION

<b>Decision Information</b>	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> <b>NEDDC:</b> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	ALL
<b>Consultation:</b> Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/> SAMT <input type="checkbox"/> Relevant Service Manager <input type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Click here to enter text.  Details: Click here to enter text.
<b>Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.</b>	

## REPORT DETAILS

### 1 Background

- 1.1 The outturn position for the Council has previously been reported to a meeting of this committee and the Council's Executive. The Mazars external audit team has been undertaking work on the Statement of Accounts remotely since July and the conclusions from this work so far are set out in the External Auditor's Report which is another item on this agenda.
- 1.2 **Appendix 1** to this report is the Council's Audited Statement of Accounts for 2020/21. There may be some changes still requested by the external auditor in completing the audit – which will be reported verbally at the committee

meeting. It is anticipated however, that there will be only limited changes between the version at appendix 1 and the final Statement of Accounts for 2020/21.

- 1.3 Given the possibility that issues raised may require the Statement of Accounts to be amended, it is recommended that delegated powers be given to the Chief Financial Officer in consultation with the Chair or Deputy Chair of this Committee to agree any final changes to the Council’s Statement of Accounts 2020/21. It should be noted that the only changes made under these delegated powers will relate to amendments agreed with the Council’s external auditors Mazars.

## **2 Reasons for Recommendation**

- 2.1 The external audit process for 2020/21 has almost concluded and the accounts as amended are expected to be given an unqualified audit opinion. The outcome of the audit so far is summarised in the external auditor’s report to those charged with governance which appears elsewhere on the agenda.

## **3 Alternative Options and Reasons for Rejection**

- 3.1 There are no alternative options for consideration.

### **DOCUMENT INFORMATION**

<b>Appendix No</b>	<b>Title</b>
1	Bolsover District Council – Statement of Accounts 2020/21
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	



**Bolsover District Council**

**Audit and Corporate Overview Scrutiny Committee**

**14 September 2021**

**Assessment of Going Concern Status**

**Report of the Head of Finance and Resources**

**Classification:** This report is public

**Report By:** Theresa Fletcher, Head of Finance and Resources

**Contact Officer:** Theresa Fletcher – 01246 242458  
theresa.fletcher@bolsover.gov.uk

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**PURPOSE / SUMMARY**

To inform the Committee of an assessment of the Council as a going concern for the purposes of producing the Statement of Accounts for 2020/21.

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**RECOMMENDATIONS**

- 1 That the Committee accepts the outcome of the assessment of the Council's going concern status for the purposes of preparing the Statement of Accounts for 2020/21.
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**IMPLICATIONS**

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**Finance and Risk:** Yes  No

**Details:** There are no additional financial implications arising from this report.

On Behalf of the Section 151 Officer

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**Legal (including Data Protection):** Yes  No

**Details:**

On Behalf of the Solicitor to the Council

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**Staffing:** Yes  No

**Details:**

On behalf of the Head of Paid Service

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## DECISION INFORMATION

<b>Decision Information</b>	
<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>BDC:</b>  Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/></p> <p><b>NEDDC:</b>  Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Please indicate which threshold applies</p>	No
<p><b>Is the decision subject to Call-In?</b>  (Only Key Decisions are subject to Call-In)</p>	No
<b>District Wards Significantly Affected</b>	None
<p><b>Consultation:</b>  Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/>  SAMT <input type="checkbox"/> Relevant Service Manager <input type="checkbox"/>  Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/></p>	<p>Click here to enter text.</p> <p>Details:  Click here to enter text.</p>
<p><b>Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.</b></p>	

## REPORT DETAILS

### 1 Background

- 1.1 The concept of a going concern assumes that an authority's functions and services will continue in operational existence for the foreseeable future. The provisions in the Code in respect of going concern reporting requirements reflect the economic and statutory environment in which local authorities operate. These provisions confirm that as authorities cannot be created or dissolved without statutory prescription, they must prepare their financial statements on a going concern basis of accounting.
- 1.2 Local authorities carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising only at the discretion of central government). If an authority were in financial difficulty, the prospects are that alternative arrangements might be made by central government either for the continuation of the services it provides or for assistance with the recovery of a deficit over more than one financial year.

- 1.3 Where the assessment determines the going concern status is not proven, particular care would be needed in the valuation of assets, as inventories and property, plant and equipment may not be realisable at their book values and provisions may be needed for closure costs or redundancies. An inability to apply the going concern concept would potentially have a fundamental impact on the financial statements.
- 1.4 As with all principal local authorities, the Council is required to compile its Statement of Accounts in accordance with the Code which is published by the Chartered Institute of Public Finance and Accountancy (CIPFA), accounts drawn up under the Code therefore assume that a local authority's services will continue to operate for the foreseeable future.
- 1.5 Given the significant reduction in funding for local government in recent years and the potential threat this poses to the ongoing viability of councils as a consequence, external auditors continue to place a greater emphasis on local authorities undertaking an assessment of the going concern basis on which they prepare their financial statements.
- 1.6 Similarly, our current medium term financial plan was revised in December 2020 based on assumptions that reflected what we knew about the economic effects of the Covid-19 pandemic at the time. We have since had further lockdowns and restrictions that continue to reduce our income and we need to be confident that we understand and have taken into account any threats to financial sustainability.
- 1.7 This report sets out the position for Bolsover District Council and provides justification for the 2020/21 financial statements being prepared on a going concern basis.

### **The Assessment**

- 1.8 The provisions in the 2020/21 Code section 3.4 (Presentation of Financial Statements) on the going concern accounting requirements, reflect the economic and statutory environment in which local authorities operate. These provisions confirm that, as authorities cannot be created or dissolved without statutory prescription, it would not therefore be appropriate for their financial statements to be prepared on anything other than a going concern basis.
- 1.9 The requirements to use the going concern basis of accounting mean that authorities do not apply paragraph 25 of IAS 1 Presentation of Financial Statements mandating management to make an assessment of the authority's ability to continue as a going concern. However, this reporting requirement is separate from the need for local authorities to report on the impact of financial pressures in the Narrative Report and, for example, other relevant liquidity reporting requirements such as those under the Code's adoption of IFRS 7 Financial Instruments: Disclosures.
- 1.10 The main factors which underpin this assessment are:
  - The Council's current financial position;

- The Council's projected financial position;
- The Council's balance sheet;
- The Council's cash flow;
- The Council's governance arrangements;
- The regulatory and control environment applicable to the Council as a local authority.

Each of the above is considered in more detail below.

- 1.11 The requirements to use the going concern basis of accounting mean that authorities do not apply paragraph 25 of IAS 1 Presentation of Financial Statements mandating management to make an assessment of the authority's ability to continue as a going concern. However, this reporting requirement is separate from the need for local authorities to report on the impact of financial pressures in the Narrative Report and, for example, other relevant liquidity reporting requirements such as those under the Code's adoption of IFRS 7 Financial Instruments: Disclosures.

## **The Council's Current Financial Position – Revenue Resources**

### General Fund

- 1.12 As reported to Executive in July, the Council under spent on the General Fund revenue budget in 2020/21 by £0.906m. As at 31 March 2021, the Council held a General Fund Balance of £2.182m and held Earmarked Reserves totalling £17.114m. The Council also held a Covid-19 Section 31 grant specific, reserve of £3.679m for the repayment of the Council's share of the collection fund deficit. Excluding the Covid reserve, the Earmarked Reserves balance has increased by £2.937m during the year which is £0.914m higher than originally forecast, reflecting the favourable outturn and is in preparation for future expenditure. The adequacy of reserves and balances and the ongoing requirement for specified earmarked reserves, is reviewed on a regular basis.

### Housing Revenue Account (HRA)

- 1.13 The financial performance in 2020/21 resulted in a net under spend of £0.256m on the HRA revenue budget. As at 31 March 2021 the Council held an HRA Balance of £2.116m which was in line with the revised budget. Earmarked Reserves totalling £15.344m were held and the net reserve movement during 2020/21 was a decrease of £0.006m. The level of adequate reserves and balances and the ongoing requirement specified earmarked reserves, is reviewed on an annual basis. The HRA has a 30 year Business Plan which is showing as affordable with the required estimated resources available to meet the plan. The Central Government imposed rent increase restrictions which the Council had to apply were lifted for 2020/21 onwards and we are now able to increase our rents in line with the guidelines in place, which gives us further financial capacity to support our plan.

- 1.14 The Section 151 Officer is satisfied that the Council's financial outturn for both General Fund and HRA, does not present any material uncertainties regarding the Council's ability to continue as a going concern.

#### Covid – 19

- 1.15 During 2020/21 the Council received from the Government £1.406m in emergency funding to cover the Council's extra costs and pressures. A further £0.720m was received in compensation for the Council's losses of sales and charges income.
- 1.16 As discussed in paragraph 1.6, the assumptions around Covid-19 were updated and the MTFP revised in December 2020. However, further restrictions put in place during 2021/22 were worse than we anticipated, meaning our losses particularly for our leisure centre will have a detrimental impact on our MTFP. Whilst compensation from Government will cover 60% of our losses up to 30 June 2021, the remaining 40% will be an increased cost to our general fund.
- 1.17 The Section 151 Officer is confident that in the short term, losses due to Covid-19 ongoing restrictions will be met by either ongoing Government support, use of the balance of emergency funding carried over from 2020/21 or the Council's own reserves and balances. It is felt that this does not present any material uncertainties regarding the Council's ability to continue as a going concern.

#### **The Council's Projected Financial Position – Revenue Resources**

- 1.18 The financial projection for 2021/22 to 2024/25 was approved by Members in February 2021 in the Medium Term Financial Plan (MTFP). The Council set a balanced budget for 2021/22 with a small deficit of £0.291m to be met by a 2.75% increase in Council Tax, one-off vacancy savings of £0.100m and reductions in identified miscellaneous costs of £0.081m. The requirement to achieve financial savings over the medium term was 2022/23 £0.402m; 2023/24 £0.448m and 2024/25 £2.109m.
- 1.19 To help mitigate losses caused by changes in Government funding the NNDR Growth Protection Reserve was created a number of years ago. Extra income received from all sources of Government funding was transferred into the reserve if the budget for that year had already been in surplus when the extra funding was realised. The balance accumulated means we are able to use the reserve to even out the government funding losses over the first three years of the current MTFP.
- 1.20 A transfer from general fund to the reserve will be made in 2021/22 of £0.550m. Latest estimates for transfers back to general fund are £2.268m 2022/23; £2.776m in 2023/24 and £1.192m for 2024/25.
- 1.21 The Council's Section 151 Officer made a formal statement in February 2021 as part of the approval on the robustness of estimates and the adequacy of reserves, as contained within the MTFP. We have revisited the underlying assumptions and plan in the light of the ongoing challenges presented by Covid-

19 and are satisfied at this stage that the financial plan remains intact. We will continue to review the performance against our 2021/22 budget and ensure our MTFP is updated as part of our 2021/22 budget preparations to reflect any significant changes. At this stage we are satisfied that the Council's forecast financial position does not present any material uncertainties regarding the Council's ability to continue as a going concern.

### **The Council's Balance Sheet as at 31 March 2021**

- 1.22 The Council's net assets amounted to £123.348m and Usable Reserves totalled £50.419m. We are satisfied that there are no material liabilities or underlying issues regarding the strength of the Council's balance sheet which present any material uncertainties regarding the Council's ability to continue as a going concern.

### **The Council's Cash Flow**

- 1.23 The Council maintains short and long term cash flow projections and manages its cash, investments and borrowing in line with the Council approved Treasury Management Strategy. As at the 31 March 2021, the Council has long term borrowing commitments of £93.4m, held £25m in short term investments and had £13.4m in Cash and Cash Equivalents. The Council has adequate financial resources to meet its immediate financial obligations. We are satisfied that there are no significant issues regarding the strength of the Council's underlying cash flow which present any material uncertainties regarding the Council's ability to continue as a going concern.

### **The Council's Governance Arrangements**

- 1.24 The Council has a well-established and robust corporate governance framework. This includes the statutory elements such as Head of Paid Service, the Monitoring Officer and the Section 151 Officer in addition to the current political arrangements. An overview of this governance framework is provided within the Annual Governance Statement.
- 1.25 Whilst it is not possible to provide absolute assurance, the review process as outlined in the Annual Governance Statement does conclude that the existing arrangements remain fit for purpose and help provide reasonable assurance of their effectiveness. There are no plans for the Council to be reorganised or dissolved and we expect to operate under the current framework in the near future. We are satisfied that there are no significant issues regarding the Council's governance framework which present any material uncertainties regarding the Council's ability to continue as a going concern.

### **The External Regulatory and Control Environment**

- 1.26 As a principal local authority the Council has to operate within a highly legislated and controlled environment. An example of this is the requirement for a balanced budget each year combined with the legal requirement for the Council to have regard to consideration of such matters as the robustness of budget

estimates and the adequacy of reserves. In addition to the legal framework and central government control there are other factors such as the role undertaken by the external auditor as well as the statutory requirement in some cases for compliance with best practice and guidance published by CIPFA and other relevant bodies.

- 1.27 The provisions in the Code on the going concern requirements reflect the economic and statutory environment in which local authorities operate. We are satisfied that there are no significant issues regarding the external regulatory and control environment which present any material uncertainties regarding the Council's ability to continue as a going concern.

### Material Uncertainties

- 1.28 The Council is aware that there is a requirement to consider any material uncertainties which would impact on the Council's ability to continue as a going concern.
- 1.29 Economic uncertainty and difficulties in attaching weight to previous market evidence for comparison has impacted on valuers' being able to inform opinions of value at 31 March 2021. In accordance with RICS guidance and in common with other local authorities the property valuations on our land and buildings have been reported by our internal valuer on the basis of 'material valuation uncertainty' as per VPS3 and VPGA 10 of the RICS Red Book Global. These valuations therefore have less certainty and should be viewed with a higher degree of caution than what would normally be the case. This has been disclosed in our 2020/21 accounts for completeness as under the Code these assets are required to be disclosed at valuation. There is a statutory override in place though which means that any valuation movements do not affect the cost to tax payers or our useable reserves. There are no indications from our understanding of the local property market or the properties we hold that this is a significant medium term issue for the Council.
- 1.30 We are satisfied that there are no material uncertainties which, under the Code, represent significant issues regarding the Council's ability to continue as a going concern.

## **2 Reasons for Recommendation**

- 2.1 It is considered that having regard to the Council's arrangements and such factors as highlighted in this report that the Council remains a going concern and the Council's accounts for 2020/21 have appropriately been prepared on this basis. This report gives the assessment by the Council's Section 151 Officer in support of presenting the Accounts for approval and provides assurance to Mazars, the Council's external auditor.

## **3 Alternative Options and Reasons for Rejection**

- 3.1 No alternative options are offered, the going concern status has been determined.

## DOCUMENT INFORMATION

Appendix No	Title
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	



**Bolsover District Council**

**Audit and Corporate Overview Scrutiny Committee**

**14th September 2021**

**Internal Audit Consortium Summary of Progress on the 2021/22 Internal  
Audit Plan**

**Report of the Internal Audit Consortium Manager**

**Classification:** This report is public  
**Report By:** Internal Audit Consortium Manager  
**Contact Officer:** Jenny.Williams@ne-Derbyshire.gov.uk

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**PURPOSE**

To present, for members' information, the final progress report in respect of the 2021/22 Internal Audit Plan.

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**RECOMMENDATIONS**

1. That the report be noted.

Approved by the Portfolio Holder – Councillor Clive Moesby

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**IMPLICATIONS**

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**Finance and Risk:** Yes  No

**Details:**

Internal audit reviews help to ensure that processes and controls are operating effectively thereby contributing to ensuring that value for money is obtained.

On Behalf of the Section 151 Officer

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**Legal (including Data Protection):** Yes  No

**Details:**

The core work of internal audit is derived from the statutory responsibility under the Accounts and Audit Regulations 2015 which requires the Council to “undertake an effective internal audit to evaluate the effectiveness of its risk management, control

and governance processes, taking in to account the Public Sector Internal Audit Standards or guidance”.

On Behalf of the Solicitor to the Council

**Staffing:**    Yes             No   
**Details:**

Click here to enter text.

On behalf of the Head of Paid Service

### DECISION INFORMATION

<b>Decision Information</b>	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input checked="" type="checkbox"/> <b>NEDDC:</b> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	None
<b>Consultation:</b> Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/> SAMT <input type="checkbox"/> Relevant Service Manager <input checked="" type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Yes  Details: Ward Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

Internal audit reviews help to ensure that the Council is delivering high quality, cost effective services.

## REPORT DETAILS

### 1 Background

- 1.1 The Public Sector Internal Audit Standards require that the Internal Audit Consortium Manager reports periodically to the Audit and Corporate Overview Scrutiny Committee in respect of performance against the audit plan. Significant risk and control issues should also be reported.

### 2. Details of Proposal or Information

- 2.1 Appendix 1 is a summary of reports issued between the 10th July 2021 and the 26th August 2021. The Appendix shows for each report the level of assurance given and the number of recommendations made / agreed where a full response has been received. This provides an overall assessment of the system's ability to meet its objectives and manage risk. The definitions of the assurance levels used can be seen in the table below:-

Assurance Level	Definition
<b>Substantial Assurance</b>	There is a sound system of controls in place, designed to achieve the system objectives. Controls are being consistently applied and risks well managed.
<b>Reasonable Assurance</b>	The majority of controls are in place and operating effectively, although some control improvements are required. The system should achieve its objectives. Risks are generally well managed.
<b>Limited Assurance</b>	Certain important controls are either not in place or not operating effectively. There is a risk that the system may not achieve its objectives. Some key risks were not well managed.
<b>Inadequate Assurance</b>	There are fundamental control weaknesses, leaving the system/service open to material errors or abuse and exposes the Council to significant risk. There is little assurance of achieving the desired objectives.

- 2.2 In this period 4 reports have been issued all with substantial assurance.
- 2.3 Reports are issued as Drafts with five working days being allowed for the submission of any factual changes, after which time the report is designated as a Final Report. Fifteen working days are allowed for the return of the Implementation Plan.

2.4 Appendix 2 provides full details of the audits completed and audits in progress in respect of 2021/22. The completion of the 2020/21 internal audit plan ran into 2021/22 so we are slightly behind target in comparison to previous years however we are now concentrating fully on the current years plan.

2.5 In respect of the audits being reported, it is confirmed that no issues arising relating to fraud were identified.

### **3 Reasons for Recommendation**

3.1 To inform Members of progress on the 2021/22 Internal Audit Plan and to provide details of the Audit Reports issued to date.

3.2 To comply with the requirements of the Public Sector Internal Audit Standards.

### **4 Alternative Options and Reasons for Rejection**

4.1 None

## **DOCUMENT INFORMATION**

<b>Appendix No</b>	<b>Title</b>
Appendix 1	Summary of Internal Audit reports issued in respect of the 2021/22 Internal Audit Plan between the 10th July 2021 and the 26th August 2021
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Click here to enter text.	

**BOLSOVER DISTRICT COUNCIL****Internal Audit Consortium - Report to Audit Committee****Summary of Internal Audit Reports Issued between the 10<sup>th</sup> July 21 and the 26<sup>th</sup> August 2021**

Report Ref No.	Report Title	Scope and Objectives	Assurance Provided	Date		Number of Recommendations	
				Report Issued	Response Due	Made	Accepted
B001	Land Charges	To review the processes and procedures in place	Substantial	22/6/21	13/7/21	1M	Note 1
B002	Insurance	To ensure that the Council has adequate insurance cover in place and that claims are appropriately managed	Substantial	6/8/21	27/8/21	0	0
B003	Health & Safety	To ensure that the Council's health & safety comply with legislation, to review COVID -19 H & S arrangements	Substantial	25/8/21	15/9/21	2 (1M 1L)	Note 2
B004	Payroll	To review and assess the controls and procedures in place	Substantial	26/8/21	20/9/21	4 (1M 3L)	Note 2

H = High Priority M = Medium Priority L = Low Priority

Note 1 Response not received at time of writing report

Note 2 Response not due at time of writing report

## Bolsover Derbyshire District Council Internal Audit Plan 2021/22

	Audit Completed
	Audit in Progress
	Joint with NEDDC

	<b>2021/22 Days</b>
<b>Main Financial Systems</b>	
Main Accounting / Budgetary Control / MTFP	15
Creditor Payments (key controls)	10
Cash and Banking	18
Debtors	15
Treasury Management	15
NNDR	20
Housing Benefits	18
Housing Rents	20
HRA Business Plan	5
Payroll	15
Business Grants	15
<b>Total Main Financial Systems</b>	<b>166</b>
<b>Other Operational Audits</b>	<b>2021/22</b>
Clowne Leisure - Financial	13
Committee Processes	8
Final Accounts (contracts)	5
Food Hygiene	12
Grounds Maintenance	8
Homelessness	12
Housing Allocations & Lettings	12
Insurance	10
Members Expenses	10
Partnership working arrangements	12
Section 106	12
Stores	12
<b>Total Operational Areas</b>	<b>126</b>

	<b>IT Related</b>	
	Disaster Recovery	6
	IT Transformation Programme / Digital Agenda	8
	<b>Total IT</b>	<b>14</b>
		<b>2021/22</b>
	<b>Corporate / Cross Cutting Issues</b>	
	Business Continuity	8
	Corporate Governance / Assurance Statement	2
	Corporate Targets	10
	Financial Advice / working groups	12
	Safeguarding	8
	Health and Safety	12
	Ethics	10
	Risk Management	7
	Transformation Agenda	10
	<b>Total Corporate/Cross Cutting Issues</b>	<b>79</b>
	<b>Special Investigations / Contingency/ emerging risks</b>	<b>43</b>
	<b>NFI Key Contact</b>	<b>10</b>
	<b>Apprenticeships / training</b>	<b>30</b>
	<b>Audit Committee / Client Liaison</b>	<b>15</b>
	<b>Grand Total</b>	<b>483</b>

### Reserve Areas

Taxi Licences

Sickness absence

Land Charges - June

Sheltered Housing Scheme

IT Disposal of old equipment

**Waste Management – requested by NEDDC Audit Committee – Q4**

**Bolsover District Council**

**Audit and Corporate Overview Scrutiny Committee**

**14th September 2021**

**Review of Internal Audit Charter**

**Report of the Internal Audit Consortium Manager**

**Classification:** This report is public  
**Report By:** Internal Audit Consortium Manager  
**Contact Officer:** Jenny.Williams@ne-Derbyshire.gov.uk

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**PURPOSE**

To report to Members for information and approval the results of a review of the Internal Audit Charter. The Public Sector Internal Audit Standards (PSIAS) state that the Head of Internal Audit must periodically review the Internal Audit Charter and present it to the relevant Committee for approval.

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**RECOMMENDATION**

1. That Members note the outcome of the review of the Internal Audit Charter.
2. That subject to any comments Members may wish to make, that the Internal Audit Charter be agreed.
3. That the agreed Internal Audit Charter be reviewed in a years' time or sooner in the event of any significant changes being made to the Public Sector Internal Audit Standards

Approved by the Portfolio Holder – Councillor Clive Moesby

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**IMPLICATIONS**

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**Finance and Risk:** Yes  No   
**Details:**



The re-adoption of the Internal Audit Charter will help to ensure that the Internal Audit Consortium continues to provide a quality service in line with the PSIAS reviewing risk management, governance and internal control processes.

On Behalf of the Section 151 Officer

**Legal (including Data Protection):**

Yes

No

Details:

On Behalf of the Solicitor to the Council

**Staffing:** Yes

No

Details:

[Click here to enter text.](#)

On behalf of the Head of Paid Service

## DECISION INFORMATION

Decision Information	
<p><b>Is the decision a Key Decision?</b>            A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>BDC:</b>            Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input checked="" type="checkbox"/></p> <p><b>NEDDC:</b>            Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Please indicate which threshold applies</p>	No
<p><b>Is the decision subject to Call-In?</b>            (Only Key Decisions are subject to Call-In)</p>	No
<p><b>District Wards Significantly Affected</b></p>	None
<p><b>Consultation:</b>            Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/>            SAMT <input type="checkbox"/> Relevant Service Manager <input checked="" type="checkbox"/>            Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/></p>	Yes  Details: Ward Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

Clearly defining the purpose, authority and principal responsibilities of internal audit in line with the Public Sector Internal Audit Standards requirements contributes to ensuring that the council's resources and priorities are focused on achieving the Council Ambition.

## **REPORT DETAILS**

### **1 Review of the Internal Audit Charter**

- 1.1 The Public Sector Internal Audit Standards (PSIAS) which took effect from the 1 April 2013 require that the purpose, authority and responsibility of internal audit must be formally defined in an Internal Audit Charter (Appendix 1).
- 1.2 The Internal Audit Charter was last formally approved by this Committee in September 2020. It was agreed that the Charter would be reviewed every year to ensure that it is kept up to date.
- 1.3 There have been no updates to the PSIAS since the last review of the charter.
- 1.4 The current Internal Audit Charter has been reviewed and it is felt that it is still fit for purpose. In places the previous Charter referred to "internal control" or the "control environment", these references have been replaced by the current best practice terminology which is "risk management, governance and internal control processes". The other change is in respect of BDC Audit Committee now being the Audit and Corporate Overview Scrutiny Committee.
- 1.5 The Internal Audit Charter is attached as Appendix 1.

### **3 Reasons for Recommendation**

- 3.1 To comply with the Public Sector Internal Audit Standards and to clearly set out the purpose, authority and principal responsibilities of the Internal Audit Consortium.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 Not Applicable

## DOCUMENT INFORMATION

Appendix No	Title
Appendix 1	Internal Audit Charter
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Click here to enter text.	

## **BOLSOVER, CHESTERFIELD AND NORTH EAST DERBYSHIRE DISTRICT COUNCILS'**

### **INTERNAL AUDIT CHARTER**

#### **INTRODUCTION**

1. The Public Sector Internal Audit Standards (PSIAS) which took effect from 1 April 2013 require the adoption of an Internal Audit Charter. The Internal Audit Charter describes the purpose, authority and principal responsibilities of the Internal Audit Consortium that have been established to provide the internal audit service to the three Councils'.

#### **PSIAS/REGULATORY BASIS OF OPERATION**

2. The adoption of the PSIAS is mandatory and includes a
  - Definition of Internal Auditing
  - Code of ethics
  - International Standards for the Professional Practice of Internal Auditing

3. The Mission of Internal Audit is: -

***To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.***

4. The Internal Audit Consortium adopts the PSIAS and the purpose and definition of Internal Audit as specified by the PSIAS: -

*Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes*

5. The Internal Audit Consortium also adopts and is mindful of the Core Principles for the Professional Practice of Internal Auditing. So, the Internal Audit Consortium: -

- Demonstrates integrity.
- Demonstrates competence and due professional care
- Is objective and free from undue influence (independent)
- Aligns with the strategies, objectives, and risks of the organisation,
- Is appropriately positioned and adequately resourced
- Demonstrates quality and continuous improvement
- Communicates effectively
- Provides risk-based assurance

- Is insightful, proactive, and future-focused.
- Promotes organisational improvement.

The requirement for an internal audit function in local government is specified within the Accounts and Audit (England) Regulations 2015, which state:

*A relevant body must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.*

6. The Consortium agreement details how the Consortium will operate in terms of finance, staffing, reporting and independence.
7. Internal Audit is also governed by policies, procedures, rules and regulations established by the host Council. These include Financial Regulations, Conditions of Service, Codes of Conduct and Anti-Fraud and Corruption strategies.
8. Where key services are to be provided to one of the partner Councils' by other contractors or through a partnership, in order for internal audit to form an opinion on the risk management, governance and internal controls in place, a right of access to relevant information and documents should be included in contracts or agreements concerned.

## **DEFINITIONS**

9. The PSIAS require that the Charter must define the terms "Board" and "Senior Management" for the purposes of internal audit activity.
10. The PSIAS glossary defines the board as:
 

*The highest level of governing body charged with the responsibility to direct and/or oversee the activities and management of the organisation. Typically this includes an independent group of directors (e.g. a board of directors, a supervisory board or a board of governors or trustees). If such a group does not exist, the "board" may refer to the head of the organisation, "Board" may refer to an audit committee to which the governing body has delegated certain functions.*
11. At Chesterfield Borough Council the "Board" will be the Standards and Audit Committee.  
At Bolsover District Council the "Board" will be the Audit and Corporate Overview Scrutiny Committee  
At North East Derbyshire District Council the "Board" will be the Audit and Corporate Governance Scrutiny Committee.
12. In addition to this the Joint Board will approve and monitor the annual business plan and financial position of the Consortium.

13. "Senior Management" – those responsible for the leadership and direction of the Council. This will be each Council's Senior Management Team.
14. The PSIAS adopt the term "Chief Audit Executive", this role is met by the Internal Audit Consortium Manager.

### **SCOPE AND OBJECTIVES OF INTERNAL AUDIT**

15. The scope of the Internal Audit Consortium encompasses the examination and evaluation of the adequacy and effectiveness of each organisation's governance, risk management and internal control processes in relation to each organisation's defined goals and objectives.
16. The Audit Consortium's remit covers all functions and services for which the Council's are responsible and this extends to the entire risk management, governance and internal control processes of the organisations and not just financial controls.
17. The Consortium will objectively examine, evaluate and report on the adequacy of the risk management, governance and internal controls in place as a contribution to the proper, economic, efficient and effective use of resources.
18. The internal audit service will be delivered on the basis of a risk assessment of auditable areas at each of the partner authorities. A predominantly systems based approach to most audits will be adopted.
19. The risk management, governance and internal control processes comprises the whole network of systems established within each partner authority to provide reasonable assurance that corporate objectives will be achieved, with particular reference to:
  - Consistency of operations with established objectives and goals,
  - The reliability and integrity of financial and operational information,
  - The effectiveness and efficiency of operations and programmes,
  - Safeguarding of assets and interests from losses of all kinds, including those arising from fraud, irregularity and corruption,
  - Compliance with laws, regulations, policies, procedures and contracts,
  - The economic and efficient use of resources (value for money) and effective monitoring systems and optimum use of performance management information.
20. With the introduction of the PSIAS, internal audit may also provide "consultancy" services. This work could take any form, provided that the independence of the service is not compromised, but will typically include special reviews or assignments where requested by management, which fall outside the approved plan and for which a contingency is included in the audit plan. There will be no significant consultancy work undertaken without the approval of the relevant Audit Committee.

## **RESPONSIBILITIES AND REPORTING**

21. The PSIAS requires that the Internal Audit Charter should establish the responsibilities and reporting arrangements of internal audit.
22. The Internal Audit Consortium Manager reports directly to each Council's Audit Committee and to each Chief Financial Officer / Director. The Internal Audit Consortium Manager also has direct access to each Council's Chief Executive / Directors , Monitoring Officer and where necessary elected Members.
23. The Internal Audit Consortium Manager will manage the provision of the Internal Audit service to each Council by: -
  - Preparing each year in advance a risk- based audit plan for discussion and agreement by each council's Client Officer and approval by the Audit Committee. Any in-year significant changes to the audit plan shall be agreed by the respective Client Officers and Audit Committees,
  - Preparing the internal audit budget and resource plan for approval by the Joint Board,
  - Presenting an annual report to each Council's Audit Committee that meets the requirements of the PSIAS and includes: -
    - An overall opinion on the adequacy and effectiveness of the organisation's risk management, governance and internal control processes (including any qualifications to that opinion),
    - Presents a summary of the audit work from which the opinion is derived, including reliance placed on the work by other assurance bodies,
    - Draws attention to any issues the Internal Audit Consortium Manager judges particularly relevant to the preparation of the Annual Governance Statement,
    - Compares work actually undertaken with work that was planned and to report relevant performance measures and targets.
  - Presenting periodic reports to each Audit Committee summarising all internal audit reports issued and if considered necessary providing copies of the reports,
  - Formally report the findings and recommendations of audit work to senior management and the respective Audit Committee throughout the year. Audit reports will: -
    - Include an audit opinion on the reliability of the risk management, governance and internal control processes in the system or area audited,
    - Identify inadequately addressed risks and non-effective control processes,
    - Detail management's response and timescale for corrective action,
    - Identify issues of good practice.
  - Ensuring audit work is supervised, reviewed, recorded and reported,
  - Implementing a follow up process for ensuring the effective implementation of audit recommendations or ensuring senior management are aware of the consequences of not implementing a recommendation and are prepared to accept the risk,

- Liaising as needed with the External Auditor for each Council and with other regulators,
  - Maintaining and managing a risk assessment in relation to the functions of the Consortium,
  - Ensuring that there is an up to date Audit Manual in place setting out expected standards for the service, and monitoring compliance with these standards, including in relation to the planning, conduct, quality assurance and reporting of audit assignments.
24. Senior managers should assist audit to discharge their duties by:
- The prompt provision of information and explanations,
  - Providing input to the audit plan to ensure attention is focused on areas of greatest risk,
  - Informing the Audit Consortium of any plans for change, including new systems,
  - Responding to the draft internal audit report, including provision of management responses to recommendations, within the timescale requested by the audit team,
  - Implementing agreed management actions in accordance with agreed timescales,
25. The respective Audit Committees must:
- Approve the Internal Audit Charter,
  - Approve the risk based internal audit plan,
  - Receive progress reports and an annual report from the Internal Audit Consortium Manager in respect of the audit plan,
  - Approve any large variances or consulting services not already included in the audit plan.
26. The Joint Board will:
- Approve the internal audit budget and outturn.

## **AUDIT RESOURCES**

27. The Chief Financial Officer at each Council will ensure that the Audit Consortium has the necessary resource to enable the Internal Audit Consortium Manager to be able to give an annual evidence-based opinion.
28. The staffing and budget of the Internal Audit Consortium will be kept under review by the Internal Audit Consortium Manager, bearing in mind the resource requirements identified in the audit plan process. Where resources available do not match the resource requirements identified by the annual audit plans, the Internal Audit Consortium Manager will report to the Joint Board.
29. The Internal Audit Consortium Manager will be professionally qualified (CMIIA, CCAB or equivalent) and have wide internal audit and management experience. The Internal Audit Consortium Manager will



ensure that the internal audit service is appropriately skilled in terms of qualifications, knowledge and experience.

### **QUALITY AND ASSURANCE PROGRAMME**

30. The PSIAS state that a quality assurance and improvement programme must include both internal and external assessments. Internal assessments should be ongoing and periodical and external assessments must be undertaken at least once every 5 years.
31. All internal audits are subject to a management quality review. Policies and procedures to guide staff in performing their duties have been established within the audit manual.
32. The internal self- assessment of internal audit will be undertaken annually by completing the checklist for assessing conformance with the PSIAS included within the PSIAS Application Note.
33. External assessment can be satisfied by either arranging a full external assessment or by undertaking a self assessment with independent validation. External assessments must be by a qualified, independent assessor from outside the organisations. The Internal Audit Consortium Manager must discuss the format of the external assessments and the qualifications and independence of the assessor with the Audit Committee.
34. An external assessment of the internal audit function will take place at least once every 5 years and the results reported back to the Audit Committee of each Council.
35. The results of the quality and assurance programme and progress against any improvement plans must be reported in the annual report.

### **INDEPENDENCE, AUTHORITY AND ETHICS**

36. In order to achieve its objectives effectively, Internal Audit must be seen to be independent. Internal auditors must maintain an unbiased attitude that allows them to perform their engagements in such a manner that no quality compromises are made.
37. The scope of internal audit allows for unrestricted access at each partner authority to all records, personnel, premises and assets deemed necessary to obtain information and explanations as it considers necessary to fulfil its responsibilities in the course of the audit. Such access shall be granted on demand and not subject to prior notice.
38. This right of access is included in the agreement signed by the three authorities establishing the Internal Audit Consortium and in each authority's Financial Regulations. In addition, where necessary, the Internal Audit Consortium Manager will have unrestricted access at each authority to:

- The Chief Executive / Relevant Director
  - The Chief Financial Officer
  - Members
  - The Monitoring Officer
  - The Chair and Members of the Audit Committee
  - Individual Directors / Heads of Service
  - All Other Employees
  - The External Auditor
39. The Internal Audit Consortium Manager will confirm to the Audit Committees' at least annually, the organisational independence of the internal audit activity.
40. Independence is further achieved by:
- Reporting to the Audit Committee and senior management at each authority,
  - Not being part of system and procedures being audited,
  - Rotating responsibility for audit assignments within the audit team,
  - Completing declaration of interest forms on an annual basis,
  - Internal Audit staff not undertaking an audit in an area where they have had operational roles for at least two years.
41. If any member of the Internal Audit Consortium considers there is or could be a conflict of interest, this must be declared to the Internal Audit Consortium Manager who will direct alternative and independent resources to the audit.
42. Where internal audit staff are required to undertake non-audit duties, the Internal Audit Consortium Manager will make it clear that those audit staff are not fulfilling those duties as internal auditors. The Internal Audit Consortium Manager will ensure that within the service there remains sufficient impartiality to enable the actions and activities of those internal audit staff to be subject to audit by those independent from the activity.
43. Internal auditors must conform to the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Ethics in addition to those of other professional bodies of which they hold membership.
44. The Code of Ethics promotes an ethical, professional culture to ensure fairness, objectivity and freedom from conflicts of interest. The key principles are;
- Integrity – to establish trust thus providing reliance on their judgement;
  - Objectivity – in gathering, evaluating and communicating information about the activity or process being examined in order to make a balanced assessment of all relevant circumstances without influence;
  - Confidentiality – to respect the value and ownership of information received which should not be disclosed without appropriate authority or a legal or professional obligation to do so, nor be used for personal gain; and

- Competence – to apply knowledge, skills and experience appropriately.

## **FRAUD AND CORRUPTION**

45. Managing the risk of fraud and corruption is the responsibility of management. Each Council has an Anti Fraud and Corruption strategy and a zero tolerance towards fraud.
46. The Internal Audit Consortium Manager should be notified of all suspected or detected fraud, corruption or impropriety in accordance with each Council's Financial Regulations and Anti Fraud and Corruption strategies, in order to inform their opinion of the risk management, governance and internal control arrangements in place.
47. Subject to availability of resources with the internal audit plan, internal audit may assist management in the investigation of suspected fraud and corruption.
48. The Internal Audit Consortium Manager will report any instances of fraud detected as a result of audits undertaken to the Audit Committee.

## **REVIEW OF THE INTERNAL AUDIT CHARTER**

49. The Internal Audit Charter will be reviewed every year by the Internal Audit Consortium Manager and will be reported to each Council's Audit Committee for approval.

## Bolsover District Council

### Audit and Corporate Overview Scrutiny Committee

14 September 2021

<b>Annual Governance Statement 2020/21</b>
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#### Report of the Head of Corporate Governance and Monitoring Officer

Classification: This report is public

Report By: Sarah Sternberg, Head of Corporate Governance and Monitoring Officer

Contact Officer: as above

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#### PURPOSE/SUMMARY

- To seek the agreement of the Audit and Corporate Overview Scrutiny Committee to the conclusions and content of the Annual Governance Statement which it is proposed to incorporate within the Council's Statement of Accounts for 2020/21.
- To review the Local Code of Corporate Governance.
- To increase awareness of Governance issues amongst Members and Employees of the Council and more generally amongst all stakeholders.

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#### RECOMMENDATIONS

1. That the Audit and Corporate Overview Scrutiny Committee consider the draft Annual Governance Statement as set out in **Appendix 1** and make any observations or recommendations which they consider to be appropriate prior to the final version being incorporated within the Council's Statement of Accounts.
2. That the Audit and Corporate Overview Scrutiny Committee approve the local Code of Corporate Governance as set out in **Appendix 2**.
3. That the Audit and Corporate Overview Scrutiny Committee having reviewed the effectiveness of the Governance Framework are satisfied that the Council's governance and internal control arrangements are fit for purpose.
4. That delegated powers are granted to the Chief Financial Officer in consultation with the Chair or Deputy Chair of the Audit and Corporate Overview Scrutiny Committee to agree any changes which may be necessary in order to ensure the finalisation of the external audit currently being concluded by the Council's external auditors Mazars to ensure completion of the Statement of Accounts by the statutory deadline of 30 September 2021.

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## **IMPLICATIONS**

**Finance and Risk:**            Yes             No

There are no additional financial implications arising from this report.

### **Risk**

Effective governance arrangements for local authorities are crucial if authorities are to meet the standards of accountability, integrity, consumer focus, democratic engagement and organisational effectiveness that are expected of them. The preparation of the Annual Governance Statement is one of the mechanisms that helps ensure that effective governance arrangements are in place. The gross impact of not having effective Governance arrangements in place would be significant with the CIPFA / SOLACE guidance taking the view that effective governance lies at the heart of a Council's managerial, performance and financial arrangements. The Governance Statement and supporting documentation do, however, demonstrate that the Council has in place a range of processes and procedures which taken together amount to a culture of effective governance. While there remain a limited number of significant individual issues that need to be addressed and resolved to improve the Council's Governance arrangements the overall framework is sound and provides an appropriate base from which to address the individual issues identified within this report.

On Behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

The requirement to include an Annual Governance Statement within the Council's Statement of Accounts is set out within the Accounts and Audit Regulations 2015 and associated best practice. The processes outlined in the report should be sufficient to ensure that the Council's Governance Statement together with the Local Code of Corporate Governance meets the requirements of both the relevant legislation and associated good practice.

On Behalf of the Solicitor to the Council

**Staffing:**            Yes             No

There are no staffing issues arising directly from this report.

On Behalf of the Head of Paid Service

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## **DECISION INFORMATION**

<b>Decision Information</b>	
<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>BDC:</b>  Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/></p> <p><b>NEDDC:</b>  Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/></p> <p><input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b>  (Only Key Decisions are subject to Call-In)</p>	No
<b>District Wards Significantly Affected</b>	ALL
<p><b>Consultation:</b>  Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/>  SAMT <input type="checkbox"/> Relevant Service Manager <input type="checkbox"/>  Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/></p>	<p>Click here to enter text.</p> <p>Details:  Click here to enter text.</p>
<p><b>Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.</b></p>	

## REPORT DETAILS

### 1 Annual Governance Statement and Code of Corporate Governance

1.1 As part of its Statement of Accounts the Council is required to include an Annual Governance Statement. Preparation of the Statement needs to be undertaken in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives and Senior Managers (SOLACE) framework which sets out the fundamental principle of corporate governance that need to be addressed. The CIPFA / SOLACE Framework sets out the following core principles which Authorities should follow:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- Ensuring openness and comprehensive stakeholder agreement.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the entity's capacity including the capability of its leadership and the individuals within it.

- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

One of the main purposes of the Annual Governance Statement is to assess the extent to which the above key principles are in place within an authority and are adhered to in practice. In short it is an annual assessment process for the Council's Governance arrangements. As part of this process the Audit and Corporate Overview Scrutiny Committee will also be requested to give consideration to the Council's updated Code of Corporate Governance.

1.2 A key principle for CIPFA/SOLACE is that the Annual Governance Statement together with the Code of Corporate Governance are corporate documents, which must be owned by the whole organisation. Some key principles which are set out in the Code are as follows:

- The key focus of the governance structures should be the attainment of sustainable economic, societal and environmental outcomes.
- Local authorities must focus on the long term having responsibilities to more than their current electors as they must take into account the impact of current decisions and actions on future generations.
- Local Authorities should assess their Governance structures and partnerships on at least an annual basis reporting publicly on compliance.

1.3 The Draft Annual Governance Statement for consideration and approval by this Committee is attached as **Appendix 1**. While it is anticipated that the version considered by the Audit and Corporate Overview Scrutiny Committee will effectively be the final version of the Annual Governance Statement there may be a requirement to make some final changes before the Statement of Accounts is authorised for issue by the Chief Financial Officer. It is therefore recommended that delegated powers be given to the Chief Financial Officer in consultation with the Chair or Deputy Chair of this Committee to agree any final changes. It should be noted that the only changes that will be made under these delegated powers will relate to amendments agreed with the Council's external auditors Mazars.

1.4 The preparation of the draft Annual Governance Statement takes place at the same time as the review of the Council's Local Code of Corporate Governance. The Code of Corporate Governance is attached at **Appendix 2** to this report for consideration by the Audit and Corporate Overview Scrutiny Committee. Included as an Appendix within the Code of Corporate Governance is an assessment of the arrangements which were operational within the Council during the 2020/21 financial year. That Appendix is extracted from the CIPFA / SOLACE framework and provides a benchmark against which to assess the policies, procedures and behaviours which are in place at the Council. That review supports the assessment that the Council is operating in line with good practice and that the areas where improvement is required are those identified by the work of Internal Audit and SMT. Officers are of the view that this work serves to satisfy the requirement that a comprehensive assessment of the Council's governance arrangements be undertaken and ensure compliance with the requirement to undertake an annual review of the system of internal control.

1.5 While the evidence from the structured assessment that has been undertaken demonstrates that appropriate procedures and processes are in place, it should be noted that there remain a small number of issues of corporate governance where further work is necessary if we are to continue to comply with the good governance requirement. The issues that have been identified as a result of the work of external review (including external audit), internal audit, and the routine work of the Council's own officers will be addressed throughout the year through the performance management framework and reported to this Committee.

## **2 Reasons for Recommendation**

2.1 To enable the Audit and Corporate Overview Scrutiny Committee to assess the appropriateness of the draft Annual Governance Statement and to make recommendations concerning any amendments which they consider appropriate.

## **3 Alternative Options and Reasons for Rejection**

3.1 There are no alternative options for consideration.

## **DOCUMENT INFORMATION**

<b>Appendix No</b>	<b>Title</b>
1	Annual Governance Statement 2020/21
2	Updated Code of Governance
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
<b>Report Author</b>	<b>Contact Number</b>
Sarah Sternberg – Head of Corporate Governance & Monitoring Officer	(01246) 242414
Theresa Fletcher – Head of Finance & Resources and Chief Financial Officer	(01246) 242458



# Annual Governance Statement

for year ended 31 March 2021



## Foreword

*“To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.”*

**This is the Council’s Ambition for 2020-2024 and it has been developed as an alternative to a Council Plan and is a series of ambitions.**

The Ambition is flexible and adaptable. It has the scope for new projects to be delivered whilst having the preparedness to address uncertainties such as reductions in funding and income we receive, changes in legislation that affect our services or influences that affect our local communities and their way of life.

Bolsover District Council is a publicly funded bureaucracy and the projects we implement to help us achieve this ambition must and will be subject to revision, scrutiny and audit as we continue to respond to the changing needs of our District.

This Annual Governance Statement assesses the corporate governance arrangements we had in place during 2020-21 and the changes we had to make to those arrangements in response to the Covid-19 pandemic. Also included is our assessment of how our financial management arrangements comply with the new CIPFA financial management code.



Lee Hickin  
**Director of Corporate Resources  
(Head of Paid Service)**

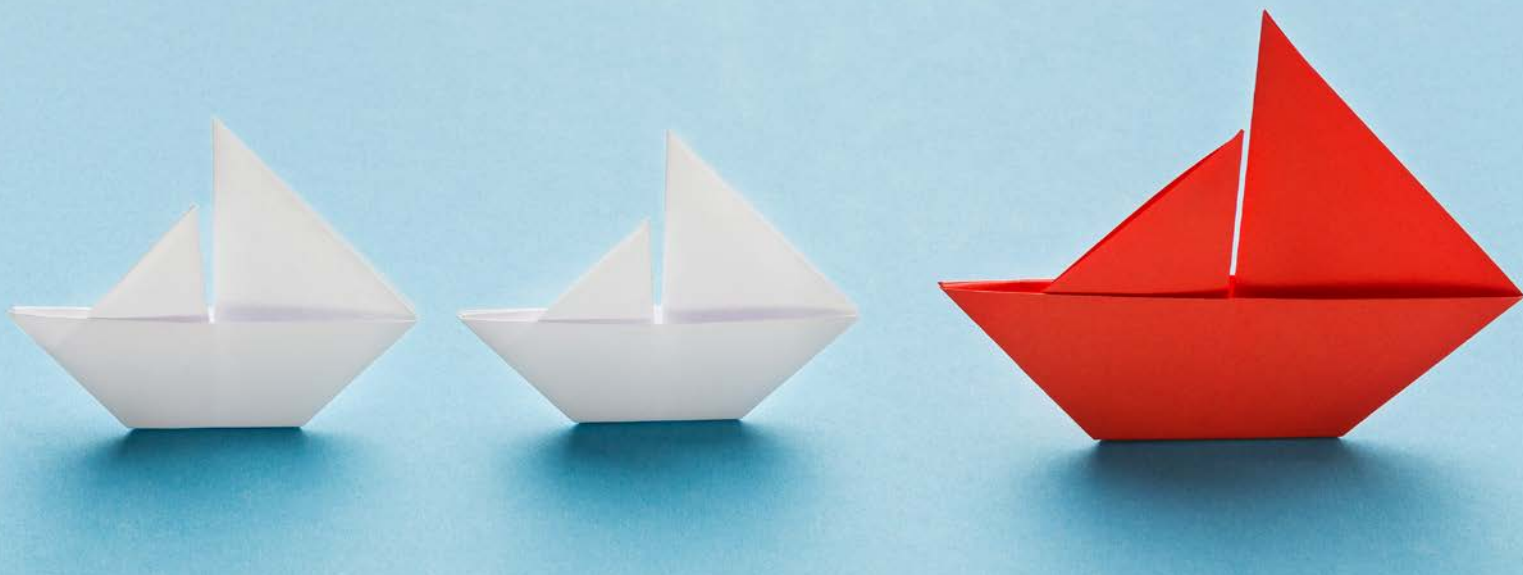


Steve Fritchley  
**Leader**

## What is Corporate Governance?

Corporate governance is the combination of rules, practices and processes by which organisations are directed, regulated and controlled. It is also about culture, values and ethics. It is the way that councillors and employees act.

The Council's corporate governance arrangements aim to ensure that it does the right things in the right way for the right people in a way that is timely, inclusive, open, honest and accountable.



## The Annual Governance Statement

Bolsover District Council has approved and adopted a code of corporate governance which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) - the 'Delivering Good Governance in Local Government Framework' 2016 edition.

This statement explains how the Council has complied with the code for the year ended 31 March 2021 and also how it meets the requirements of the Accounts and Audit (England) Regulations 2015.



## 1. The Council's Governance Responsibilities

Bolsover District Council is responsible for ensuring that its business is conducted in accordance with the law and to proper standards, that public money is safeguarded and properly accounted for and is used economically, efficiently and effectively.

The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper

arrangements for the governance of its affairs and for facilitating the effective exercise of its functions. This includes arrangements for the management of risk.

The Council's Governance Code, which was renewed in accordance with the new governance guidance produced by CIPFA and SOLACE, states the importance to the Council of good corporate governance and sets out its commitment to the principles involved. The Code can be obtained from the Monitoring Officer.

## Governance and Partnerships

In addition to giving appropriate consideration to the Council's internal governance arrangements, it needs to be recognised that the Council is working in a number of partnership arrangements.

Since April 2011, the Council has operated a Strategic Alliance with North East Derbyshire District Council, a neighbouring authority.

The two Councils share some of the senior management posts. Wherever possible the Strategic Management Team meets together to discuss issues affecting both Councils and separately where an issue affects only one Council. There is a substantial amount of joint working across the services including Environmental Health which

is a fully shared service hosted by North East Derbyshire District Council.

In addition, we have joint arrangements with Chesterfield Borough Council, Derbyshire Dales District Council and Gedling Borough Council.

We have a Local Strategic Partnership which engages with a range of local partners including NHS bodies. We also actively participate in the D2N2 Local Enterprise Partnership.

Where the Council has entered into partnership arrangements it seeks to ensure that they are subject to appropriate governance management arrangements.

## 2. The Purpose of the Governance Framework

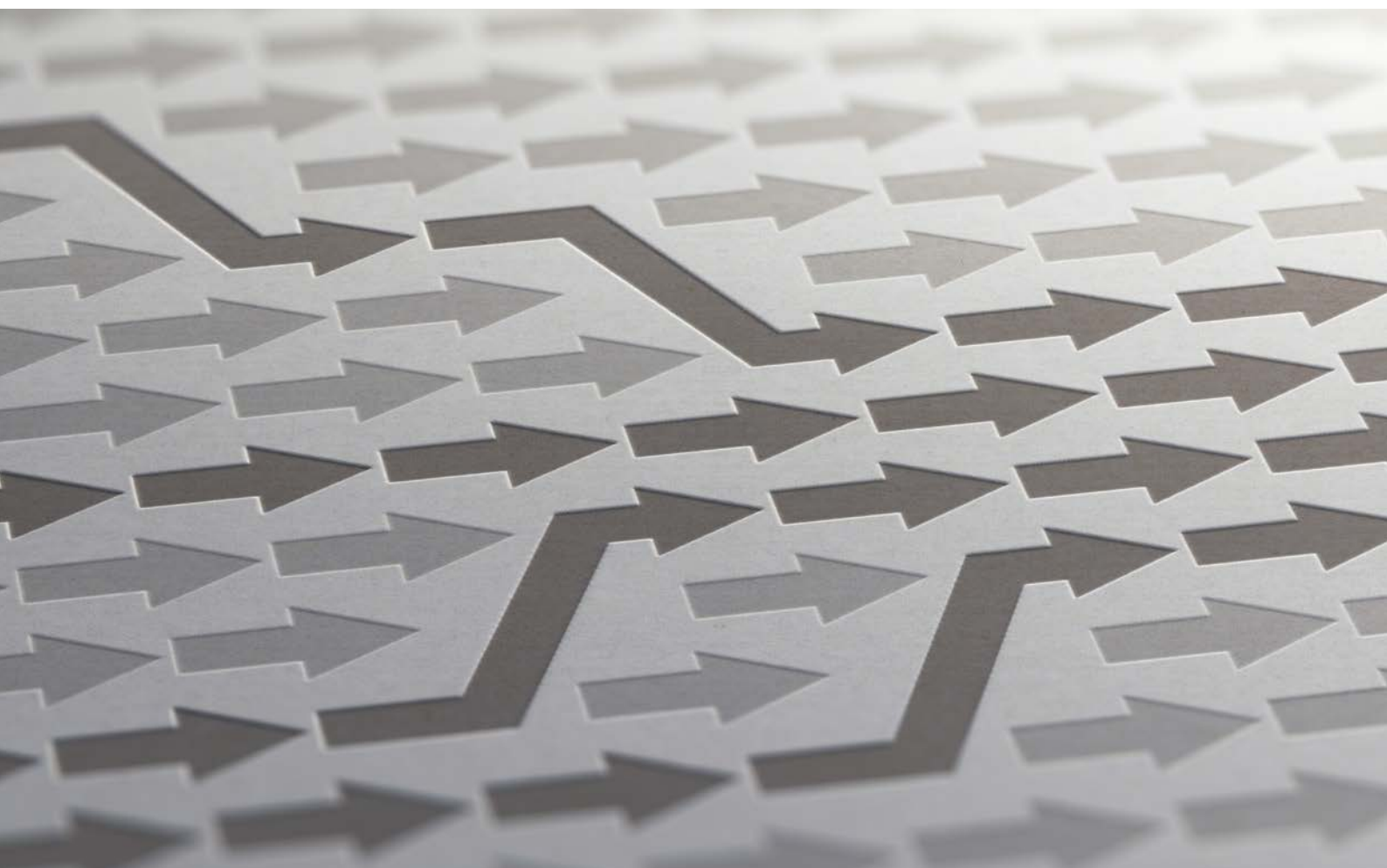
The governance framework comprises the systems and processes, culture and values, by which the Council is directed and controlled, together with those activities through which it accounts to, engages with and leads the local community.

It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate cost effective services.

In order to review the effectiveness of the governance framework, assurances are provided to, and challenged by, the Audit Committee, Scrutiny Committees, Executive or Council as appropriate.

Some of the key elements of the governance framework are highlighted on the next pages.

The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.



**Purpose: To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.**

**Governance Code**

**Assurance Required on:**

- Delivery of Corporate Plan/Council Ambition
- Communication of performance
- Financial management
- Service quality and best use of resources
- Any failures in service delivery addressed effectively
- Councillors and officers working together effectively
- Compliance with laws and regulations, policies and procedures
- High standards of conduct and behaviour
- Informed and transparent decision making
- Management of risk and effective internal controls
- Developing the capacity and capability of members and employees
- Democratic engagement and robust public accountability

**Sources of Assurance:**

- Community Strategy
- Planning principles for services
- Constitution
- Strategic Leadership and Senior Management structures
- Medium Term Financial Plan
- Financial Procedure Rules
- Contract Procedure Rules
- Procurement Strategy
- Consultation and Engagement Strategy
- Single Equality Scheme
- Organisational Development and Workforce Strategy
- Information Management Strategy
- ICT & Digital Strategy
- Health and Safety Policy
- Risk Management Strategy
- Partnership Working
- Internal & External Audit and inspection
- Counter Fraud Strategy and Policy & Procedures
- Audit and Standards committees
- Codes of Conduct (Employees and Members)

### Sources of Assurance (continued)

- Whistleblowing Policy
- Performance Review and Development
- Complaints system
- Member Development Programme

### Assurances Received:

- Statement of Accounts
- External Audit and Inspection reporting
- Internal Audit reporting
- Risk and Control Registers and Risk Management Reporting
- Chief Officers' Internal Control Assurances
- Counter Fraud Annual Report
- Scrutiny Reviews
- Reviews commissioned by management
- Annual review of the Constitution
- Peer Reviews
- Ombudsman Reports
- Ongoing review of Corporate Governance and of gaps in assurance
- Quarterly performance reports to Executive

### Opportunities for Improvement:

- Address the impact of Covid-19 upon the Council, local economy and community.
- Manage the increased risk of a cyber-security attack in light of new working arrangements including agile working.
- Regular monitoring of the new 'in-house' recycling collections service.
- Ensuring The Council is prepared and informed about the much delayed outcome of the Government's reviews on Local Government Financing.

**Annual  
Governance  
Statement**

**Governance Framework**

## The Council Ambition

A new Council Ambition 2020-2024 was developed in early 2020. The Ambition replaced the Corporate Plan and it outlined the key areas that the Council would focus on over the following four years.

The Council's overall Ambition is 'to become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.'

The Ambition sets out three strategic themes - Customers, Economy and Environment. Beneath each of these are a number of priorities which will be considered in the delivery of services.

A suite of performance indicators support the Ambition.

In preparation for the next four years the Leader of the Council invited the Local Government Association to undertake a Peer Review during November 2019.

The feedback from the review was considered when developing the new Council Ambition.

## Performance Management

Performance monitoring will be undertaken by the Scrutiny Committees. In addition, Portfolio Holders will meet regularly with officers, Heads of Service and Strategic Directors to ensure effective performance management across the suite of agreed performance indicators supporting the Ambition. Executive and Council will receive an Annual report which identifies key achievements and challenges, celebrates successes and identifies areas of work which require focus over the forthcoming year.

### Social Media

Join the conversation on all aspects of Bolsover District Council services and activities.

The Council provides its customers access to our services and information in the most appropriate Social Media channels.



## OUR PRIORITIES

### Customers:

- Increasing customer satisfaction with our services
- Improving customer contact and removing barriers to accessing information
- Actively engaging with partners to benefit our customers
- Promoting equality, diversity and supporting vulnerable and disadvantaged people
- Providing good quality council housing where people choose to live
- Improving health, wellbeing and increasing participation in sport and leisure activities



### Economy:

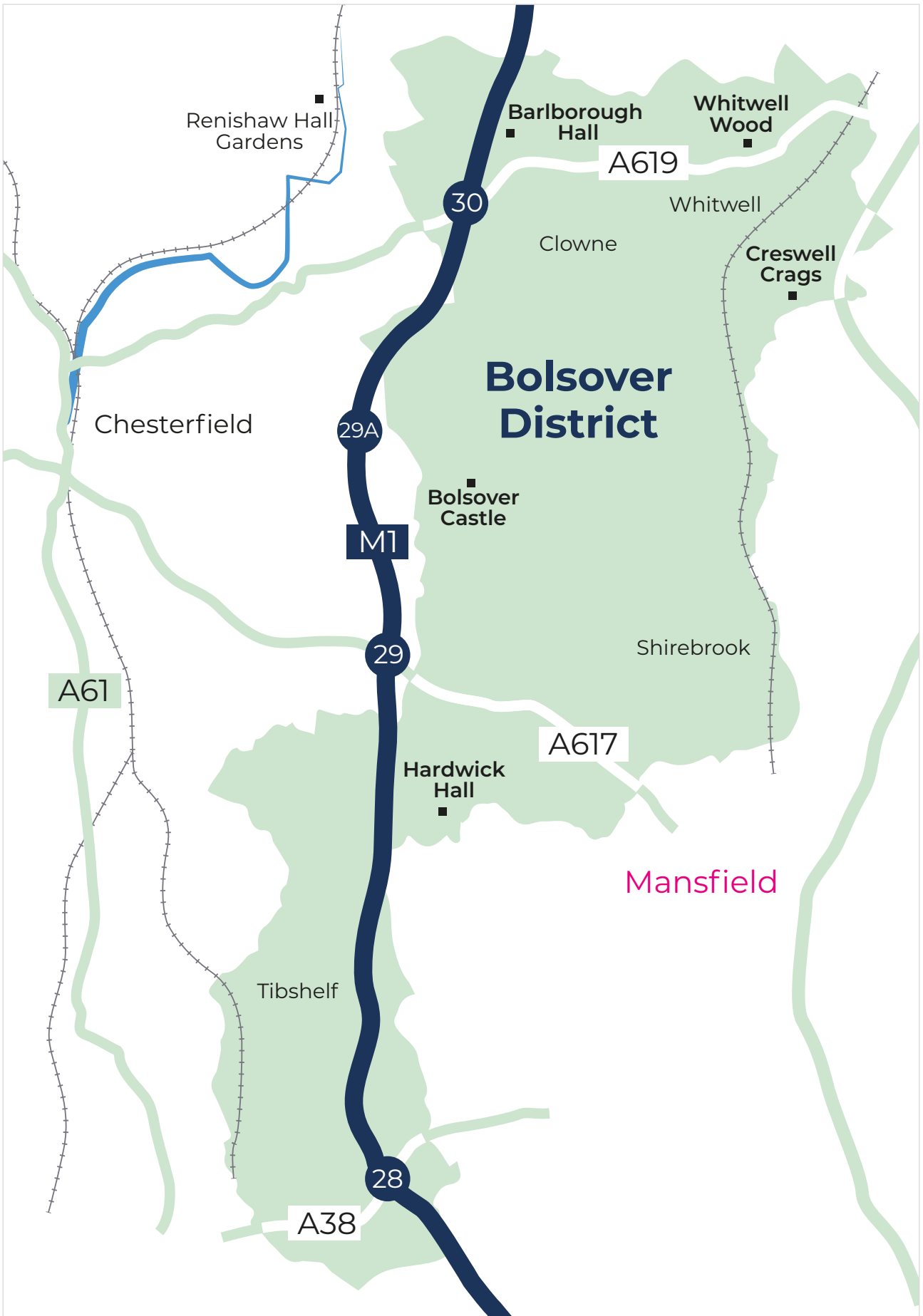
- Working with partners to support enterprise, innovation, jobs and skills
- Unlocking Development Potential: unlocking the capacity of major employment sites
- Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth
- Making the best use of our assets
- Ensuring financial sustainability and increasing revenue streams
- Promoting the District and working with partners to increase tourism



### Environment:

- Reducing our carbon footprint whilst supporting and encouraging residents and businesses to do the same
- Increasing recycling
- Ensuring a high standard of environmental cleanliness, undertaking appropriate enforcement activity where required
- Enhancing biodiversity and developing attractive neighbourhoods that residents feel proud of and take responsibility for
- Working with partners to reduce crime and anti-social behaviour
- Actively engaging with partners to benefit our communities





## Managing Risk and Opportunities

The Council has a Risk Management Strategy and associated framework in place which has been comprehensively reviewed during 2020-21.

The Council has embedded risk management by the establishment of a Risk Management Group, elected member led and attended by senior officers, internal audit and health and safety.

The group will review at least quarterly all risk registers, offering challenge to the assessment process. The group will lead on the development and review of all risk related policies, plans and strategies across the Council.

The Risk Management framework includes a quarterly reporting process to Audit Committee.

The longer term sustainability of both our service delivery and the Council's financial position are protected by Corporate, Service and Financial Plans which cover a four year period. These are supported by a Risk Management Strategy and associated framework which identifies and mitigates the Strategic and Operational risks which could hinder or prevent our plans being achieved.

Our organisation is risk aware rather than risk averse as the decision whether to accept risk has to be taken in light of the potential benefits of a proposed course of action. The extent to which the Council is risk averse, will undoubtedly impact on its potential to progress available opportunities to secure benefits for local residents.

The Risk Management approach, both in the identification of risks and the

action taken to address the risks, is flexible and has the ability to respond to change. National policies, service delivery arrangements, national and local circumstances, together with Council priorities have and will continue to change and evolve over time. The Council's Risk Management focus and arrangements are able to adjust in order to ensure that current threats and opportunities are effectively addressed and not stifled by inappropriate risk management arrangements.

Although the Council can do much to manage the risks it faces, it does need to be recognised that some of the major Strategic Risks are only partially within its direct influence. Key risks included in the Strategic Risk Register at present are:

### STR1

Government Legislation / Parliamentary uncertainty / impact of Brexit / adverse external economic climate has an accelerating impact on Council (poor financial settlement), or upon the local economy, to which Council is unable to adopt an appropriate change of Strategic direction.

### STR2

Failure to deliver a balanced budget in line with the MTFP, at a time when the Council's reserves are limited to 'adequate' levels.

### STR3

The Council is affected by an operational service failure which has a major impact upon the local community, this impact being reflected in the Council's sustainability

and reputation. Failure could arise from services – incl. Data Protection – failing to adhere to best practice. Resulting in a potential impact upon the Council's ability to secure its corporate objectives. Given the efficiency measures that have been introduced to date this is considered to be an increasing issue for the Council.

#### **STR4**

It becomes increasingly difficult to recruit to key posts or to replace key staff who leave (for example Environmental Health Officers). Staff morale is adversely affected as a result of pace of change, tightening financial circumstances or external circumstances.

#### **STR5**

Delivery of the Council's Agenda is dependent upon effective delivery of both a number of major initiatives / projects and implementing a range of new government reforms whilst maintaining service quality, which may overstretch our reduced organisational capacity.

#### **STR6**

Emergency Planning and Business Continuity arrangements fail to meet required standards when tested by flu pandemic, natural disaster (flood), etc.

The Council is exposed to cyber-crime with a loss of data / systems resulting in a potential inability to provide core services and incurring reputational damage.

#### **STR7**

Lack of strategic direction from Members / Corporate Management, external partners change Strategic direction.

#### **STR8**

Governance Arrangements including Performance, Finance and Risk Management need to be maintained in order to continue to operate effectively in a rapidly changing environment.

#### **STR9**

HS2 - Without considerable environmental mitigation measures, HS2 will have a significant impact on the visual amenity of the district, disruption to businesses, home owners and communities.

#### **STR10**

Failure to have in place robust, comprehensive and up to date policies and procedures for safeguarding children and vulnerable adults.

#### **STR11**

Failure to address the impact of COVID-19 upon the organisation, local economy and community.

#### **STR12**

Cyber security attack which severely impacts ICT systems and data. E.g. Ransomware attack rendering access to ICT unavailable for some time.



## Decision Making and Responsibilities

The Council consists of 37 elected members, with an Executive of lead members who are supported and held to account by three scrutiny committees.

The Council has a formal Constitution in place which sets out how the Council operates, how decisions are made and the procedures for ensuring that the Council is efficient, transparent and accountable to local people. It contains the basic rules governing the Council's business, and a section on responsibility for functions, which includes a list of functions which may be exercised by officers. It also contains the rules, protocols and codes of practice under which the Council, its members and officers operate. The Constitution is usually reviewed annually and a new version issued. As the Annual Meeting was cancelled, no new version of the Constitution was issued in 2020. The review continued and will be reflected in the 2021 version.

In March 2020 the Council approved a report implementing a new management structure. This provided for the disestablishment of the Chief Executive Office post and for a review of future Senior Management arrangements after 6 months. This review was partially carried out and it was confirmed that the Council should continue without a Chief Executive Officer.

### Open Decision-making

All Council meetings since May 2019 can be viewed on [www.bolsover.tv](http://www.bolsover.tv)

Also, meetings of the Council, Executive and the main Committees are open to the public except where exempt or confidential matters are being discussed, and all reports considered and the minutes of decisions taken are, unless confidential, made available on the Council's website.

The Council's Forward Plan contains information about matters that are likely to be the subject of a decision taken by Executive during the forthcoming four months.

The rest of the review into the Senior Management Structure has been delayed by the Covid 19 Pandemic and the need to assist the community in these difficult times and to deal with other emergency planning issues related to the Pandemic. The Senior Management Review is now nearing a conclusion in 2021/22.

The Constitution is available on the Council's website and is reviewed annually through Standards Committee and Annual Council.



The Constitution sets out the functions of key governance officers, including the statutory posts of 'Head of Paid Service' (Director of Corporate Resources) , 'Monitoring Officer' (Head of Corporate Governance) and 'Section 151 Officer' (Head of Finance and Resources) and explains the role of these officers in ensuring that processes are in place for enabling the Council to meet its statutory obligations and also for providing advice to members, officers and committees on staff management, financial, legal and ethical governance issues.

As a result of the Pandemic and temporary Regulations temporarily allowing this, Member meetings were held virtually for most of the year. This worked well and ensured that all meetings could still be viewed by the public. This included a Scrutiny Call In of an Executive item. In addition, temporary emergency delegations were put in place to ensure that the Council's business could be continued.





## Equality

The Council is committed to delivering equality and improving the quality of life for the people of Bolsover District Council. Our Single Equality Scheme and Equality Policy for service delivery clearly sets out that no person should be treated unfairly and commits the Council to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Any new Council policy, proposal or service, or any change to these that affects people must be the subject of an Equality Impact Assessment to ensure that equality issues have been consciously considered throughout the decision making processes.

## Financial Management

The Chief Financial Officer is responsible for the proper administration of the Council's financial affairs, as required by Section 151 of the Local Government Act 1972, and our financial management arrangements are compliant with the governance requirements set out in the Chartered Institute of Public Finance and Accountancy's 'Statement on the Role of the Chief Financial Officer in Local Government' (2016). The Council's Chief Financial Officer is a full member of the Strategic Management Team and is supported by appropriately qualified and experienced staff.

Internal financial control is based on a framework of management information that includes the Financial Regulations, Contract and Procurement Procedure Rules, our accounting procedures and key financial systems. These include established budget planning procedures and quarterly budget reports to Scrutiny Committee and Executive.

The Medium Term Financial Plan sets out the Council's strategic approach to the management of its finances and outlines some of the financial issues that we will face over the next four years.

Despite our established success in delivering savings, the Council faces the challenge of designing a sustainable budget for the future in the face of continuing changes to our income from Government funding. We have developed a Transformation

Programme to improve efficiency and reshape our services whilst maintaining our commitment to the most vulnerable. This involves taking a fundamental look at all areas of the Council's work considering different ways of delivering services and working more effectively with other organisations.

The Council's Transformation Programme has, to date, delivered year on year revenue improvements in the region of £0.800m. That's 80% of the £1m target by 2022. Further revenue improvements have also been identified through seven strategic projects. In addition, each service area has been subject to a comprehensive service review process identifying, amongst other things, mitigating action should budget reduction be required in future. This allows the Senior Management Team and elected members to consider the impact and actions required in order to obtain further budget reductions from across the organisation, should it be required.

### The Financial Management Code

In December 2019, Chartered Institute of Public Finance and Accountancy (CIPFA), published its financial management code (FM code) to provide guidance for good and sustainable financial management in local authorities.

Local Authorities were originally required to apply the requirements of the FM code with effect from 1 April 2020, all be it a shadow year with the first full year of compliance being 2021/22.



Pressures caused by the Covid-19 pandemic have meant CIPFA has concluded that while the first full year of compliance can remain as 2021/22, it can do so within a more flexible framework where a proportionate approach is encouraged.

During September 2020, the Council's Internal Audit Consortium carried out an audit to ascertain the levels

of compliance within the Council and identify any gaps to enable full implementation.

The audit concluded that the Council complied with the majority of the FM code requirements already. Three recommendations were raised which are being implemented during 2021/22.

## Procurement of Goods and Services

Strategic procurement is a series of activities and processes that sits at the heart of the Council, providing the framework by which the Council obtains value for money in all of the goods and services that it procures.

The Council's Procurement Strategy is in the approval process as it has been updated recently.

The strategy outlines how the procurement of goods and services is achieved and describes the Council's Contract Procurement Rules which

form part of the Council's Financial Regulations.



## Managing Information

Information is central to the Council and its decision making processes and it therefore needs to be accurate and accessible to those who need it at the time and place that is required. The Council also recognises that it has a responsibility to safeguard the information it holds and to manage it with care and accountability.

The Council complies with the Transparency Agenda, Freedom of Information obligations and the requirements of the General Data Protection Regulation regarding the collection, use and transfer of personal data with an appropriately qualified

and experienced Data Protection Officer in post.

To support these high standards of openness and probity the Council has in place an effective complaints policy.

### Freedom of Information

Details of how to access information held by the Council and its Freedom of Information policy are available on the Council's website at [www.bolsover.gov.uk](http://www.bolsover.gov.uk)

## Assurance from Internal and External Audit

The Council's external auditor is Mazars LLP. In accordance with their statutory requirements, their annual audit includes examining and certifying whether the financial statements are 'true and fair', and assessing our arrangements for securing economy, efficiency and effectiveness in the use of resources. In 2019 the External Auditor gave an unqualified audit opinion on both the financial statements and the use of resources.

The Council's Internal Audit function is provided on a consortium basis and includes two other Councils.

The Internal Audit service is a key means of assurance. It is responsible for reviewing the adequacy of the controls throughout all areas of the Council and is compliant with the Public Sector Internal Audit Standards (PSIAS).

The Audit Committee approve the Internal Audit Charter, which sets out the Internal Audit role and its responsibilities and clarifies its independence, and the planned audit coverage.

Internal Audit is independently managed by the Internal Audit Consortium Manager.

The Internal Audit Consortium Manager's annual opinion as to the effectiveness of the Council's internal control environment for 2020-21 was:

*"In my opinion reasonable assurance can be provided on the overall adequacy and effectiveness of the council's framework for governance, risk management and control for the year ended 2020/21.*

*Although COVID-19 has meant that less internal audit work has been completed than usual during the year, in my opinion, sufficient work has been completed and assurances ascertained to be able to provide an unlimited opinion on the systems of governance, risk management and control in place.*

*Assurance can never be absolute. In this context 'reasonable assurance' means that arrangements are in place to manage key risks and to meet good governance principles, but there are some areas where improvements are required."*

The **Audit Committee** provides independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment. It is a statutory requirement and consists of six Councillors appointed annually on a politically balanced basis by the Council and one co-opted member appointed by the Council.

**Its main functions include:**

- Agreeing the Annual Governance Statement and the Annual Statement of Accounts

- Overseeing Internal Audit's independence, objectivity, performance and professionalism and supporting the effectiveness of Internal Audit
- Considering the effectiveness of Risk Management, including the risks of bribery, fraud and corruption
- Considering the reports of External Auditors and Inspectors.

The Audit Committee's effectiveness is reviewed on an annual basis utilising CIPFA's self-assessment of good practice, specifically aimed at Audit Committees.

## Conduct

Our Codes of Conduct for members and for Employees set out the standards of conduct and behaviour that are required. They are regularly reviewed and updated as necessary and both groups are regularly reminded of the requirements.

The Local Government Association produced a model Code of Conduct following the Committee for Standards in Public Life's review of Local Government ethical framework. This was presented to Standards

Committee and will be turned into a Bolsover District Council draft for a future Standards Committee.

The code of conduct training this year was done as part of a midterm Induction refresh.

These include the need for members to register personal interests and the requirements for employees and members concerning gifts and hospitality, and outside commitments.

## Whistleblowing

People who work for or with the Council are often the first to realise that there may be something wrong within the Council. However, they may feel unable to express their concerns for various reasons, including the fear of victimisation.

The Council has a Whistleblowing Policy that advises staff and others

who work for the Council how to raise concerns about activities in the workplace. The Whistleblowing policy is reviewed annually by the Standards Committee who also consider any entries on the whistleblowing register for the preceding 12 months. Full details are provided on the Council's website at [www.bolsover.gov.uk](http://www.bolsover.gov.uk)

## Anti-Fraud, Bribery and Corruption

We recognise that as well as causing financial loss, fraud and corruption also detrimentally impact service provision and morale, and undermine confidence in the Council's governance and that of public bodies generally.

There is little evidence that the incidence of fraud is currently a major issue for the Council, but the risk is increasing nationally. The Council's policy on Anti-Fraud, Bribery and Corruption is currently being reviewed and updated. A fraud awareness

training session was provided for all elected members during March 2020.

The Council's policy on Anti-Fraud, Bribery and Corruption is being reviewed and updated but has been delayed due to the Covid-19 pandemic. As a consequence of being low risk, updating the policy has not been prioritised at this time.

Our website tells you how you can report suspected fraud against the Council.



### 3. Significant Governance Issues

The progress made during 2020-21 on the significant issues identified in our 2019-20 Annual Governance Statement is shown below:

Issue identified	Commentary
<p>1. Improvement in performance of our Environmental Health Service</p>	<p>The Council has recruited a new (Joint) Assistant Director for Environmental Health and completed a fundamental review of the entire service. This included reviews of staffing structures, job descriptions, working arrangements and the use of technology. The Service Level Agreement for the service with North East Derbyshire has been developed and both Councils have invested over £80k each in growth funding. An improvement plan was developed with significant progress made against the actions. This has included major improvements to food safety inspections, animal licensing, enforcement and private sector housing services. The Council(s) continue to ensure the improvements to the Environmental Health Service are effective and sustainable.</p>
<p>2. Opening new communication channels with customers</p>	<p>The priority of improving customer contact and removing barriers to accessing information had the target of ensuring that at least 50% of transactions are made through digital channels by December 2024. When comparing total digital transactions to non-digital channels in the contact centre – 35% are digital at the end of 2020/21.</p>
<p>3. Peer review feedback to be analysed</p>	<p>The feedback report was presented to the Strategic Alliance Management Team and elected members. A new management structure resulted from the findings as did the creation of a number of Bolsover only posts. The Environmental Health Service was a significant focus of the peer review and is discussed above. The creation of a formal Medium Term Financial Strategy rather than plan was highlighted and this will be achieved as part of introducing the FM code.</p>
<p>4. Anti-fraud and Corruption Strategy requires updating</p>	<p>Delayed due to Covid-19 pandemic as updating the policy was prioritised as being low risk to the Council.</p>

**Based on our review of the governance framework, the following significant issues will be addressed in 2021-22:**

	<b>Issue identified</b>	<b>Commentary</b>
<b>1.</b>	Address the impact of Covid-19 upon the Council, local economy and community using the Council's recovery action plan.	
<b>2.</b>	To put in place arrangements to manage the increased risk of cyber-security attack which severely impacts ICT systems and data in light of new working arrangements including agile working.	
<b>3.</b>	Regular monitoring of the new 'in-house' recycling collections service.	
<b>4.</b>	Ensuring The Council is prepared and informed about the much delayed outcome of the Government's reviews on Local Government finances including the Fair Funding Review, the future of New Homes Bonus and Business Rates Retention Reform.	

These issues will be supported by a detailed action plan, progress on which will be monitored during 2021-22 and reported to senior management and to the Audit Committee.

No other major changes to the Council's governance framework are planned for 2021-22, but we will continue to review and adapt it so that it continues to support the Council in meeting its challenge and in fulfilling its purpose, and ensure that the framework remains proportionate to the risks that are faced.

## Coronavirus Pandemic

The 2020/21 financial year has been a full year dealing with the issues generated by the ongoing pandemic. Three national lockdowns and ongoing restrictions have meant considerable changes have been necessary in a number of our services.

Our leisure facilities and customer contact centres have been closed for long periods over the last 12 months. Equipment was removed to allow social distancing in the leisure centre and screens have been installed in all areas where contact is unavoidable, such as reception and payment counters.

Council property lettings were suspended and visits to resident's homes for anything other than emergency repairs were suspended at certain times in line with government guidelines, to protect the resident and our workforce.

The Council's environmental health service has been heavily involved in carrying out compliance and enforcement activities related to Covid-19 to protect the public as the country and economy started to re-open.

Debt recovery across the Council was suspended during the national lockdowns and until after the customer contact centres re-opened to ensure every opportunity was given to customers to pay their outstanding commitments, before any reminder letters were issued.

Our revenues and benefits section, economic development team and partnership team were all heavily involved in processing and making

payments under the myriad of government financial support schemes introduced for individuals and businesses. Council Tax and Business Rates relief were also administered by the revenues and benefits section.

The table overleaf shows the main sources of financial support the Council received from the Government to support business, individuals and the Council's own additional cost pressures and losses in income due to the pandemic.



	Amount received in 2020/21	Amount paid at 31/3/21
Business support grant funding from Department for Business, Energy and Industrial Strategy (BEIS)	£23.617m for businesses	£19.632m in grants
Test and trace support payment scheme funding from the Department of Health and Social Care	£0.188m for individuals	£0.092m in payments
Council Tax hardship relief from the Ministry of Housing, Communities and Local Government	£0.780m for individuals	£0.738m for relief against bills
Expanded retail discount from Ministry of Housing, Communities and Local Government	£7.800m for businesses	£7.800m for businesses
Emergency funding to cover the Council's extra costs from Ministry of Housing, Communities and Local Government	£1.406m	Not applicable
Compensation for the Council's losses for Sales, Fees and Charges	£0.720m	Not applicable
Local Tax losses - business rates from Ministry of Housing, Communities and Local Government	£0.177m	Not applicable
Local Tax losses - Council Tax from Ministry of Housing, Communities and Local Government	£0.118m	Not applicable

Throughout the year staff continued to work from home in most office based services and hybrid Council meetings were held. These had a combination of remote and socially distanced attendees and were delivered via Zoom.

In readiness for the May elections, preparations were made to ensure all sites being utilised were Covid-secure for staff, voters and candidates.

The health and wellbeing of the District's communities has and will

be for a long time, affected by this outbreak. Not only physical health conditions but the various other factors which impact on overall health such as education, housing, employment etc. These will all play a part in the recovery process. Businesses and employment are crucial to the dynamics of the local economy and it is imperative that the Council has a clear assessment of the economic impact on businesses and employers and that we develop a strategy with others to maintain



business confidence and channel support to where it is needed beyond the business grants and rates relief already provided. As a Council we will continue to engage fully with the wider community, Parish Councils, voluntary sector and partners at all levels in this restoration/recovery challenge. A recovery action plan is in operation that will deal with the recovery process through three distinct themes: Re-establishment of Council Services; Economic, Financial and Business and thirdly Community, Health and Wellbeing.

## Assessment of the longer term disruption

### Areas to consider:

- The loss of income to the Council through closure of its leisure centre and leisure programme in the community, will be substantial as Government support is forecast to end, after quarter 1.
- The loss of income to the Council from renting workspace to business, may be substantial if businesses cannot survive.
- Backlog on services where staff have been diverted to helping the community during the pandemic.
- Levels of arrears after suspending recovery action. Some areas may take longer to recover, if they do at all.
- Post payment checks to be undertaken on business rates grants may mean delays in ongoing changes to businesses accounts for such as valuation reductions if staff aren't available.
- Changes to benefits because of financial difficulties caused by Coronavirus may mean ordinary changes due to circumstances changing are delayed causing overpayments of benefit to occur.
- High demand for ICT projects/ support over the coming years, resolving a backlog of service requests, while supporting the transition to a more agile workforce and digitally accessible council.

## Plans for recovery

The health and wellbeing of the District's communities has and will be for a long time, affected by this outbreak. Not only physical health conditions but the various other factors which impact on overall health such as education, housing, employment etc. These will all play a part in the recovery process. Businesses and employment are crucial to the dynamics of the local economy and it is imperative that the Council has a clear assessment of the economic impact on businesses and employers and that we develop a strategy with others to maintain business confidence and channel support to where it is needed beyond the business grants and rates relief already provided.

As a Council we will continue to engage fully with the wider community, Parish Councils, voluntary sector and partners at all levels in this restoration/recovery challenge. A recovery action plan has been developed and is continuing to be implemented. This will deal with the recovery process through three distinct themes:

- Re-establishment of Council Services
- Economic, Financial and Business Community
- Health and Wellbeing

## 4. Opinion

The Council is satisfied that appropriate governance arrangements are in place and are fit for purpose.

We propose over the coming year to take steps to address the significant governance issues set out above to ensure that our governance arrangements remain robust.

We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Director of Corporate Resources (Head of Paid Service)**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Leader**



BOLSOVER DISTRICT COUNCIL  
CORPORATE GOVERNANCE CODE

## INTRODUCTION

1. The purpose of this Code is to state the importance to the Council of good corporate governance and to set out the Council's commitment to the principles involved.
2. The Code is based on guidance to all UK local authorities.
3. The Code is included in the Council's Constitution and therefore applies to all Members and employees of the Council and also to any individuals or bodies authorised to act on its behalf.
4. How the effectiveness of the Code is reviewed is set out in Section 4.
5. The Code will be reviewed in its entirety by no later than 31 March 2025, but minor reviews and updates will be made annually as required.

### Approvals

Approved by xxxx on yy zzzz 20xx

Equality Impact Completed: yy zzzz 20xx

Head of Finance and Resources and section 151 Officer  
Head of Corporate Governance and Monitoring Officer

yy zzzz 20xx

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## SECTION 1: THE IMPORTANCE OF GOOD CORPORATE GOVERNANCE

1.1. Corporate Governance refers to the processes by which organisations such as the Council are directed, controlled, led and held to account. It is also about culture and values - the way that Councillors (Members) and employees think and act. In summary, if management is about running the Council, corporate governance is about seeing that it is run properly.

1.2. The Council is a complex organisation which affects all who live and work in Bolsover District Council's area and businesses and organisations that are based here. It is therefore essential that there is confidence in our corporate governance, and the Council must therefore ensure that:

- as a democratic body, we engage with and account to our citizens and stakeholders effectively;
- we conduct our business in accordance with the law and to proper standards;
- public money is properly accounted for and is used economically, efficiently and effectively;
- controls are proportionate to risk so as not to impede performance;
- we continuously improve the way in which we function, in terms of effectiveness, quality, service availability, fairness, sustainability and innovation; and
- we fulfil our purpose and meet our priorities as set out in the Council Ambition.

1.3. The Council is therefore committed to good corporate governance and to doing the right things in the right way for the right people in a way which is timely, inclusive, open, honest and accountable. This Code sets out that commitment and how we evidence it.

1.4. This commitment includes improving governance on a continuing basis across the Council as a whole, through a process of evaluation and review. This is detailed further in Section 4.



## SECTION 2: THE BASIS OF THIS CODE

2.1 This Code is based on guidance provided to all UK local authorities which are centred on seven Core Principles, designed to underpin the governance arrangements of all public sector bodies.

1 Delivering Good Governance in Local Government Framework 2016, issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).

2 From the International Framework: Good Governance in the Public Sector (CIPFA/International Federation of Accountants, 2014)

2.2 These Core Principles are as follows:

**A Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

**B Ensuring openness and comprehensive stakeholder engagement**

**C Defining outcomes in terms of sustainable economic, social, and environmental benefits**

**D Determining the interventions necessary to optimise the achievement of the intended outcomes**

**E Developing the entity's capacity, including the capability of its leadership and the individuals within it**

**F Managing risks and performance through robust internal control and strong public financial management**

**G Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

2.3 Core Principles A and B are fundamental to the application of the other principles. Further good governance requires all of the principles to be met and through a dynamic approach good governance can be achieved.

2.4 This Code sets out our commitment to all seven of the Core Principles shown above and to the various elements of our governance framework the policies, strategies and processes - which help us to ensure that the principles are met (Section 3).

2.6 Since effective Corporate Governance relies on the way that Councillors (Members) and employees think and act, the Code also recognises the importance of the seven "Principles of Public Life" (the Nolan Principles) which are the basis of the ethical standards expected of public office holders (Appendix A). These support the seven Core Principles of this Code which in turn underpin the Council's approach to planning fair, effective and sustainable services and its responsibilities for sustainable development.

## SECTION 3: COMMITMENTS TO GOVERNANCE PRINCIPLES

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

The Council is accountable not only for how much it spends, but also for how we use the resources under our stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes we have achieved. In addition, we have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, we can demonstrate the appropriateness of all our actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

**To support Principle A, the Council is committed to:**

<b>Behaving with integrity</b>	<b>What is in place to support this?</b>
<p>A1. Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the Council</p> <p>A2. Ensuring members take the lead in establishing specific standard operating principles or values for the Council and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)</p> <p>A3. Leading by example and using these standard operating principles or values as a framework for decision making and other actions</p> <p>A4. Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</p>	<ul style="list-style-type: none"> <li>• Agreed Values</li> <li>• Organisation Development and Workforce Strategy</li> <li>• Codes of Conduct for members and employees</li> <li>• Registers of interests, gifts and hospitality</li> <li>• Induction training for members and employees</li> <li>• Members Allowances Scheme</li> <li>• Financial Regulations rules</li> <li>• Contract Procurement rules</li> <li>• Planning Protocol</li> <li>• Standards and Audit Committees</li> <li>• Anti-Fraud Bribery and Corruption Strategy</li> <li>• Anti-Money Laundering Policy</li> <li>• Whistleblowing Policy</li> <li>• Compliments, Comments and Complaints Procedure</li> <li>• Internal Audit Charter</li> <li>• Safeguarding Responsibilities</li> <li>• Health and Safety Policy</li> <li>• Single Equality Plan and review</li> <li>• Transparency around decision making</li> <li>• Member Development Plan</li> </ul>

<p><b>Demonstrating strong commitment to ethical values</b></p> <p>A5. Seeking to establish, monitor and maintain the Council's ethical standards and performance</p> <p>A6. Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the Council's culture and operation</p> <p>A7. Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</p> <p>A8. Ensuring that external providers of services on behalf of the Council are required to act with integrity and in compliance with high ethical standards expected by the Council</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Agreed Values</li> <li>• Organisation Development and Workforce Strategy</li> <li>• Codes of Conduct for members and employees</li> <li>• Registers of interests, gifts and hospitality</li> <li>• Financial Regulations rules</li> <li>• Contract Procurement rules</li> <li>• Planning Protocol</li> <li>• Induction training for members and employees</li> <li>• Regular governance awareness raising for employees</li> <li>• Planning Principles</li> <li>• Commissioning, Procurement &amp; Contract Management Strategy</li> <li>• Partnership &amp; collaborative working arrangements</li> <li>• Bolsover Sustainable Community Strategy</li> </ul>
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<p><b>Respecting the rule of law</b></p> <p>A9. Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</p> <p>A10. Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements</p> <p>A11. Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders</p> <p>A12. Dealing with breaches of legal and regulatory provisions effectively</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Key statutory responsibilities set out in the Council's Constitution</li> <li>• Compliance with CIPFA Statement of the ~Role of the Chief Financial Officer in Local Government)</li> <li>• Protocol on Member/Officer relations (Constitution)</li> <li>• Job Descriptions</li> <li>• Regular governance awareness raising for employees</li> <li>• Standards Committee</li> <li>• Audit Committee</li> <li>• Anti-Fraud Bribery and Corruption Strategy</li> <li>• Anti-Money Laundering Policy</li> <li>• Whistleblowing Procedure</li> <li>• Complaints Procedure</li> </ul>
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A13. Ensuring corruption and misuse of power are dealt with effectively	<ul style="list-style-type: none"><li>• General Data Protection Regulation guidance</li><li>• Governance Codes of Practice</li></ul>
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**Principle B. Ensuring openness and comprehensive stakeholder engagement**

Local government is run for the public good, and organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

**To support Principle B, the Council is committed to:**

<b>Openness</b>	<b>What is in place to support this?</b>
<p>B1. Ensuring an open culture through demonstrating, documenting and communicating our commitment to openness</p> <p>B2. Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided</p> <p>B3. Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear</p> <p>B4. Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action</p>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Commissioning, Procurement &amp; Contract Management Strategy</li> <li>• Contract Procedure Rules</li> <li>• Whistleblowing Procedure.</li> <li>• Council Ambition</li> <li>• External audit and inspection reports</li> <li>• Directory of published information.</li> <li>• Online Council Tax information</li> <li>• Reporting and publishing &amp; distribution timetables</li> <li>• Delegation of Powers Scheme</li> <li>• Meetings open to public</li> <li>• Minutes</li> <li>• Webcasting page</li> <li>• Codes of Conduct for members and employees</li> <li>• Bolsover TV</li> <li>• Bolsover Partnership Executive Board</li> <li>• Public Participation in Council and Planning meetings</li> <li>• Webcasting Meetings and library of Meeting recordings</li> <li>• Publishing of Delegated Decisions</li> </ul>

<p><b>Engaging comprehensively with institutional stakeholders</b></p> <p>B5. Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably</p> <p>B6. Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</p> <p>B7. Ensuring that partnerships are based on trust, a shared commitment to change and a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Consultation and Engagement Strategy</li> <li>• Current consultations</li> <li>• Complaints Procedure</li> <li>• Partnership &amp; collaborative working arrangements via Bolsover Partnership Executive Board and Thematic Action Groups</li> </ul>
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<p><b>Engaging stakeholders effectively, including individual citizens and service users</b></p> <p>B8. A clear policy on the type of issues that the Council will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service provision is contributing towards the achievement of intended outcomes</p> <p>B9. Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</p> <p>B10. Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Consultation and Engagement Strategy</li> <li>• Medium Term Financial Plan</li> <li>• Planning Principles</li> <li>• Complaints Procedure (and compliments)</li> <li>• Employee survey</li> <li>• Children and Young People's Participation Strategy</li> <li>• Bolsover Partnership statutory partners, public, private and the Community and Voluntary sector infrastructure provider</li> </ul>
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<p>B11. Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account</p> <p>B12. Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity</p> <p>B13. Taking account of the interests of future generations of tax payers and service users</p>	
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**Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits**

The long-term nature and impact of many of local government’s responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

**To support Principle C, the Council is committed to:**

<b>Defining outcomes</b>	<b>What is in place to support this?</b>
<p>C1. Having a clear vision which is an agreed formal statement of the Council’s purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the Council’s overall strategy, planning and other decisions</p> <p>C2. Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</p> <p>C3. Delivering defined outcomes on a sustainable basis within the resources that will be available</p> <p>C4. Identifying and managing risks to the achievement of outcomes</p> <p>C5. Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available.</p>	<ul style="list-style-type: none"> <li>• Council Ambition Planning Principles</li> <li>• Local Plan</li> <li>• Consultation and Engagement Strategy</li> <li>• Medium Term Financial Plan</li> <li>• Half-yearly performance reports to the Executive</li> <li>• Risk Management Strategy</li> <li>• Bolsover Sustainable Community Strategy</li> </ul>

<b>Sustainable economic, social and environmental benefits</b>	<b>What is in place to support this?</b>
<p>C6. Considering and balancing the combined economic, social and environmental impact of policies, plans</p>	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan</li> <li>• Budget consultation exercises</li> <li>• Risk Management Strategy</li> </ul>



<p>and decisions when taking decisions about service provision</p> <p>C7. Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the Council's intended outcomes and short-term factors such as the political cycle or financial constraints</p> <p>C8. Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs</p> <p>C9. Ensuring fair access to services</p>	<ul style="list-style-type: none"> <li>• Commissioning, Procurement &amp; Contract Management Strategy</li> <li>• Member workshops</li> <li>• Strategic Equality Plan</li> <li>• Equality Impact Assessments</li> <li>• Customer Focus Strategy</li> <li>• ICT &amp; Digital Strategy</li> <li>• Bolsover Sustainable Community Strategy</li> </ul>
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**Principle D: Determining the interventions necessary to optimise the achievement of intended outcomes**

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised

**To support Principle D, the Council is committed to:**

<p><b>Determining necessary interventions</b></p> <p>D1. Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.</p> <p>D2. Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Council Ambition</li> <li>• Reporting requirements for Full Council and Executive</li> <li>• Decision making Principles (Constitution)</li> <li>• Scrutiny committees and support</li> <li>• Risk Management Strategy</li> <li>• Consultation and Engagement Strategy</li> <li>• Medium Term Financial Plan</li> <li>• Senior Management Structure</li> <li>• Officer Delegation Scheme</li> <li>• Calendar of meetings</li> <li>• Pre-meetings</li> <li>• The Forward Plan</li> </ul>
<p><b>Planning interventions</b></p> <p>D3. Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</p> <p>D4. Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</p> <p>D5. Considering and monitoring risks facing each partner when working collaboratively including shared risks</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Council Ambition</li> <li>• Reporting and publishing &amp; distribution timetables</li> <li>• Consultation and Engagement Strategy</li> <li>• Medium Term Financial Plan</li> <li>• Partnership &amp; collaborative working arrangements</li> <li>• Half-yearly performance reports to the Executive</li> <li>• Budget and Policy Framework</li> <li>• Procedure Rules</li> <li>• Budget Monitoring &amp; Control Procedures</li> </ul>

<p>D6. Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances</p>	<ul style="list-style-type: none"><li>• Council Procedure Rule</li><li>• Financial Regulations</li><li>• Senior Management Structure</li><li>• Regular Portfolio Holder meetings</li></ul>
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**Principle E: Developing the Council’s capacity, including the capability of its leadership and the individuals within it**

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity.

**To support Principle E, the Council is committed to:**

<p><b>Developing Capacity</b></p> <p>E1. Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.</p> <p>E2. Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness,</p> <p>E3. Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the Council’s resources are allocated so that outcomes are achieved effectively and efficiently,</p> <p>E4. Recognising the benefits</p>	<p>What is in place to support this?</p> <ul style="list-style-type: none"> <li>• Scrutiny committees and support</li> <li>• Senior Management Structure</li> <li>• Reviews commissioned by Senior Management</li> <li>• External audit and inspection reports</li> <li>• Partnership &amp; collaborative working arrangements</li> <li>• Corporate Land and Buildings Strategy</li> <li>• LGA Peer Review</li> <li>• Employee Celebratory Awards</li> </ul>
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<p><b>Developing the capability of the leadership and other individuals</b></p> <p>E5. Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained</p> <p>E6. Publishing a statement that specifies the types of decisions that are delegated</p>	<p>What is in place to support this?</p> <ul style="list-style-type: none"> <li>• Constitution</li> <li>• Protocol on Member/Officer relations (Constitution)</li> <li>• Regular meetings between Strategic Leadership Team and Lead Members</li> <li>• Delegation of Powers Scheme</li> <li>• Financial Regulation</li> <li>• Contract Procurement Rules</li> </ul>
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and those reserved for the collective decision making of the governing body

E7. Ensuring the leader and the senior management team have clearly defined and distinctive leadership roles within a structure, whereby the senior management team leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority

E8. Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the Council to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged, ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis, ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses

E9. Ensuring that there are structures in place to encourage public participation

E10. Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections

E11. Holding staff to account through regular performance reviews which take account of training or development needs

- Learning and Development function
- Member Development Working Group and programme of training
- Performance Review and Development Process
- Consultation and Engagement Strategy
- Organisation Development and Workforce Strategy
- Workforce Policies
- Code of Conduct for employees
- Internal Communication
- Health and Safety Policy
- Corporate Health Standard
- HR Policies
- Appraisals
- Member Inductions and midterm Member Induction refresh
- Employee training

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services.

Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

**To support Principle F, the Council is committed to:**

<p><b>Managing Risk</b></p> <p>F1. Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</p> <p>F2. Implementing robust and integrated risk management arrangements and ensuring they are working effectively</p> <p>F3. Ensuring that responsibilities for managing individual risks are clearly allocated</p>	<p><b>What is in place to support this ?</b></p> <ul style="list-style-type: none"> <li>• Risk management group</li> <li>• Risk Management Strategy, Risk and Control Registers and Internal / External audit coverage of risk management</li> <li>• Audit Committee</li> <li>• Partnership and Collaborative Working arrangements</li> <li>• Reporting requirements for Full Council and Executive</li> <li>• Service Continuity arrangements</li> <li>• Annual review of Constitution</li> </ul>
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<p><b>Managing Performance</b></p> <p>F4. Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review</p> <p>F5. Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the Council’s financial, social and environmental position and outlook</p>	<p><b>What is in place to support this ?</b></p> <ul style="list-style-type: none"> <li>• Council Ambition</li> <li>• Service Plans and service planning guidance</li> <li>• Commissioning, Procurement &amp; Contract Management Strategy</li> <li>• Half-yearly performance reports to the Executive</li> <li>• Forward Work Programmes</li> <li>• Reporting and publishing &amp; distribution timetables</li> </ul>
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<p>F6. Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made, thereby enhancing the Council's performance and that of any organisation for which it is responsible</p> <p>F7. Providing members and senior management with regular reports on progress towards outcome achievement.</p> <p>F8. Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)</p>	<ul style="list-style-type: none"> <li>• Scrutiny committees and support</li> <li>• Scrutiny reviews</li> <li>• Report preparation guidance</li> <li>• Report screening (Full Council and Executive)</li> <li>• Member Development</li> <li>• Financial Regulations</li> <li>• Budget and Policy Framework Procedure Rules</li> <li>• Budget Monitoring &amp; Control Procedures</li> <li>• Budget – Medium Term Financial Plan</li> <li>• Annual Statement of Accounts</li> <li>• Bolsover Sustainable Community Strategy</li> </ul>
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<p><b>Robust Internal Control</b></p> <p>F9. Aligning the risk management strategy and policies on internal control with achieving objectives</p> <p>F10. Evaluating and monitoring risk management and internal control on a regular basis</p> <p>F11. Ensuring effective counter fraud and anti-corruption arrangements are in place</p> <p>F12. Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor</p> <p>F13. Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment and that its recommendations are listened to and acted upon</p>	<p><b>What is in place to support this ?</b></p> <ul style="list-style-type: none"> <li>• Risk Management Strategy</li> <li>• Principal Risk Register</li> <li>• Heads of Departments Internal Control Assurances</li> <li>• Internal Audit Charter (inc Annual Plan)</li> <li>• Audit Committee Terms of Ref (Constitution)</li> <li>• Audit Committee effectiveness surveys and training</li> <li>• Financial Regulations</li> <li>• Contract Procurement Rules</li> <li>• Counter Fraud Policy &amp; Procedures</li> <li>• Anti-Money Laundering Strategy</li> <li>• Annual Governance Statement &amp; Action Plan</li> <li>• Head of Internal Audit's Annual Report</li> <li>• Audit Committee Chair's Annual Report to Executive</li> <li>• Identification of Assurance Gaps</li> </ul>
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<p><b>Managing Data</b></p> <p>F14.Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</p> <p>F15.Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</p> <p>F16.Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</p>	<p><b>What is in place to support this ?</b></p> <ul style="list-style-type: none"> <li>• General Data Protection Regulation guidance</li> <li>• GDPR clauses in contracts</li> <li>• Freedom of Information guidance</li> <li>• Information Management Strategy and Action Plan</li> <li>• Acceptable Use of ICT Facilities</li> <li>• ICT Security Policy and Guidelines</li> <li>• Secure Data Transfer Standards and Procedures</li> <li>• Information Security Policy</li> <li>• Records Management Policy</li> <li>• Corporate Records Retention Scheme</li> <li>• Regular data protection training</li> </ul>
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<p><b>Strong public financial management</b></p> <p>F17.Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance</p> <p>F18.Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls</p>	<p><b>What is in place to support this ?</b></p> <ul style="list-style-type: none"> <li>• Budget monitoring</li> <li>• Annual Governance Statement</li> <li>• External Audit reports</li> </ul>
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**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

**To support Principle G, the Council is committed to:**

<p><b>Implementing good practice in transparency</b></p> <p>G1. Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate</p> <p>G2. Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Report preparation guidance</li> <li>• Report screening (Full Council and Executive)</li> <li>• Website including summary and easy-to-read reports</li> <li>• Compliance with access requirements</li> </ul>
<p><b>Implementing good practice in reporting</b></p> <p>G3. Reporting at least annually on performance, value for money and the stewardship of resources</p> <p>G4. Ensuring owners and senior management own the results</p> <p>G5. Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Quarterly reporting of performance</li> <li>• Annual Governance Statement and Action Plan</li> <li>• Risk Management Strategy</li> <li>• Risk and Control Registers</li> <li>• Annual Statement of Accounts</li> </ul>

G6. Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	
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<p><b>Assurance and effective accountability</b></p> <p>G8. Ensuring that recommendations for corrective action made by external audit are acted upon</p> <p>G9. Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon</p> <p>G10. Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</p> <p>G11. Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</p> <p>G12. Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met</p>	<p><b>What is in place to support this?</b></p> <ul style="list-style-type: none"> <li>• Audit Committee Terms of Reference (Constitution)</li> <li>• Regular reporting of progress on implementing audit recommendations to Audit Committee</li> <li>• External audit and inspection reports</li> <li>• Internal Audit Charter</li> <li>• Head of Internal Audit's Annual Report</li> <li>• Internal Audit self assessment and compliance with Public Sector Internal Audit Standards</li> <li>• Partnership and collaborative working arrangements</li> <li>• Annual review of Constitution</li> </ul>
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#### **SECTION 4: HOW CORPORATE GOVERNANCE IS REVIEWED**

1. The Leader and Senior Management Team are required to ensure that each year, a review is undertaken to measure the extent to which the Council as a whole has met the requirements of this Code.
2. The results of the review are included in the Annual Governance Statement which is published with the Annual Statement of Accounts.
3. Where the review reveals possible gaps or weaknesses, action is agreed to ensure effective governance in future. Agreed action is monitored for implementation.
4. Where necessary, this Code will be amended as a result of the annual review, changes in best practice or statutory changes. Minor amendments to wording, titles and to details of 'what is in place' to support the principles (Section 3 above) may be approved by the Head of Finance but any substantive changes to the Code and the principles will require Executive approval.
5. This code will be renewed no later than 31<sup>st</sup> March 2025

## **APPENDIX A.**

### **THE SEVEN PRINCIPLES OF PUBLIC LIFE (THE NOLAN PRINCIPLES)**

These apply to anyone who works as a public office-holder. This includes people who are elected or appointed to public office, nationally and locally, and all people appointed to work in:

- the civil service
- local government
- the police
- the courts and probation services
- non-departmental public bodies
- health, education, social and care services.

#### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**Bolsover District Council**

**Audit and Corporate Overview Scrutiny Committee**

**14 September 2021**

**Scrutiny Committee Work Programme 2021/22**

**Report of the Scrutiny & Elections Officer**

Classification: This report is public

Report By: Scrutiny & Elections Officer

Contact Officer: Joanne Wilson

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**PURPOSE / SUMMARY**

- To provide members of the Scrutiny Committee with an overview of the meeting programme of the Committee for 2021/22.
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**RECOMMENDATIONS**

1. That Members review this report and the Programme attached at Appendix 1 for approval and amendment as required. All Members are advised to contact the Scrutiny & Elections Officer should they have any queries regarding future meetings.

Approved by the Portfolio Holder – N/A

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**IMPLICATIONS**

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**Finance and Risk:** Yes  No

**Details:**

None from this report.

On Behalf of the Section 151 Officer

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**Legal (including Data Protection):**                      **Yes**                       **No**

**Details:**

In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added to/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.

On Behalf of the Solicitor to the Council

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**Staffing:**      **Yes**                       **No**

**Details:**

None from this report.

On behalf of the Head of Paid Service

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**DECISION INFORMATION**

<b>Decision Information</b>	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> <b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input checked="" type="checkbox"/> <b>NEDDC:</b> <b>Revenue - £100,000</b> <input type="checkbox"/> <b>Capital - £250,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	N/A
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Cabinet / Executive</b> <input type="checkbox"/> <b>SAMT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input type="checkbox"/> <b>Members</b> <input checked="" type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	Yes  Details: Committee Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

All

## **REPORT DETAILS**

### **1 Background *(reasons for bringing the report)***

- 1.1 The main purpose of the report is to inform members of the meeting programme for the year 2021/22 and planned agenda items (Appendix 1).
- 1.2 This programme may be subject to change should additional reports/presentations be required, or if items need to be re-arranged for alternative dates.
- 1.3 Review Scopes submitted will be agreed within Informal Session in advance of the designated meeting for Member approval to ensure that there is sufficient time to gather the information required by Members and to enable forward planning of questions.
- 1.4 Members may raise queries about the programme at the meeting or at any time with the Scrutiny & Elections Officer should they have any queries regarding future meetings.
- 1.5 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.
- 1.6 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.
- 1.7 As part of the scoping of Reviews, consideration is given to any consultation that could support the evidence gathering process.

### **2. Details of Proposal or Information**

- 2.1 Attached at Appendix 1 is the meeting schedule for 2021/22 and the proposed agenda items for approval/amendment.

### **3 Reasons for Recommendation**

- 3.1 This report sets the formal Committee Work Programme for 2021/22 and the issues identified for review.

- 3.2 The Scrutiny Programme enables challenge to service delivery both internally and externally across all the Council Ambitions.
- 3.3 The Scrutiny functions outlined in Part 3.6(1) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.
- 4 Alternative Options and Reasons for Rejection**
- 4.1 There is no option to reject the report as the Scrutiny functions outlined in Part 3.6(1) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.

## DOCUMENT INFORMATION

Appendix No	Title
1.	Work Programme 2021/22
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Previous versions of the Committee Work Programme.	



**Audit & Corporate Overview Scrutiny Committee**

**Work Programme 2021/22**

**Formal Items – Report Key**

Treasury Management	Capital	Borrowing & Investment	Budget Monitoring	Audit/Risk	Performance	Update from Scrutiny Chairs

Date of Meeting	Items for Agenda	Lead Officer
<b>27 July 2021, 2pm</b>	• Budget Monitoring Report – Financial Outturn 2020/21	Head of Finance & Resources/ S151 Officer
	• Annual Corporate Debt Monitoring Performance Report 2020/21	Head of Finance & Resources/ S151 Officer
	• Budget Monitoring Report – Quarter 1 – April to June 2021	Head of Finance & Resources/ S151 Officer
	• Strategic Risk Register and partnership arrangements	Director of Corporate Resources
	• Report of Internal Audit – Summary of progress on the Internal Audit Plan	Internal Audit Consortium Manager
	• Implementation of Internal Audit Recommendations	Internal Audit Consortium Manager
	• Internal Audit Consortium Annual Report 2020/21	Internal Audit Consortium Manager
	• Report of Internal Audit – Internal Audit Plan 2021/22	Internal Audit Consortium Manager
	• Results of the External Review of Internal Audit	Internal Audit Consortium Manager
	• Audit & Corporate Overview Scrutiny Committee Work Programme 2021/22 – Approval of Programme	Scrutiny & Elections Officer
<b>14 September 2021, 2pm</b>	• Corporate Ambitions Performance Update – April to June 2021 (Q1 – 2021/22)	Information, Engagement and Performance Manager
	• Report to those charged with Governance – MAZARS Audit Completion report	MAZARS
	• BDC Statement of Accounts 2020/21	Head of Finance & Resources/ S151 Officer
	• Assessment of Going Concern Status	Head of Finance & Resources/ S151 Officer

Appendix 1

Date of Meeting	Items for Agenda	Lead Officer
	<ul style="list-style-type: none"> <li>Report of Internal Audit – Summary of progress on the Internal Audit Plan</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Review of the Internal Audit Charter</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Annual Corporate Governance Statement and Local Code of Corporate Governance</li> </ul>	Head of Corporate Governance/Monitoring Officer
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
	<ul style="list-style-type: none"> <li>Update from Scrutiny Chairs (Verbal report)</li> </ul>	Scrutiny & Elections Officer
<b>25 November 2021, 10am</b>	<ul style="list-style-type: none"> <li>Annual Audit Letter 2020/21</li> </ul>	MAZARS
<b>25 November 2021, 2pm</b>	<ul style="list-style-type: none"> <li>Budget Monitoring Report – Quarter 2 – July to September 2021</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Revised Budgets 2021/22</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Setting of Council Tax 2022/23</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Report of External Auditor – Annual Audit letter 2020/21</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Committee – Self-assessment for effectiveness</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Strategic Risk Register and partnership arrangements</li> </ul>	Director of Corporate Resources
	<ul style="list-style-type: none"> <li>Corporate Ambitions Performance Update – July to September 2021 (Q2 – 2021/22)</li> </ul>	Information, Engagement and Performance Manager
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
<b>20 January 2022, 2pm</b>	<ul style="list-style-type: none"> <li>Audit Strategy Memorandum 2021/22</li> </ul>	MAZARS
	<ul style="list-style-type: none"> <li>Treasury Management Briefing - TBC</li> </ul>	Head of Finance & Resources/ S151 Officer and Arlingclose
	<ul style="list-style-type: none"> <li>Proposed Budget – Medium Term Financial Plan 2021/22 to 2024/25</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Treasury Management Strategy</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Capital Strategy</li> </ul>	Head of Finance & Resources/ S151 Officer

Date of Meeting	Items for Agenda	Lead Officer
	<ul style="list-style-type: none"> <li>Corporate Investment Strategy</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
<b>15 February 2022, 2pm</b>  123	<ul style="list-style-type: none"> <li>Corporate Ambitions Performance Update – October to December 2021 (Q3 – 2021/22)</li> </ul>	Information, Engagement and Performance Manager
	<ul style="list-style-type: none"> <li>Report of Internal Audit – Summary of progress on the Internal Audit Plan</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Implementation of Internal Audit Recommendations</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Accounting Policies 2021/22</li> </ul>	Head of Finance & Resources/ S151 Officer
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
	<ul style="list-style-type: none"> <li>Update from Scrutiny Chairs (Verbal report)</li> </ul>	Scrutiny & Elections Officer
<b>26 April 2022, 10am</b>	<ul style="list-style-type: none"> <li>Progress report and technical update</li> </ul>	MAZARS
	<ul style="list-style-type: none"> <li>Report of Internal Audit – Internal Audit Plan 2022/23</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
<b>26 May 2022, 10am</b>	<ul style="list-style-type: none"> <li>Corporate Ambitions Performance Update – January to March 2022 (Q4 – 2021/22)</li> </ul>	Information, Engagement and Performance Manager
	<ul style="list-style-type: none"> <li>Report of Internal Audit – Internal Audit Plan 2022/23</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Report of Internal Audit – Summary of progress on the Internal Audit Plan</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>CIPFA Fraud and Corruption Tracker Survey 2021</li> </ul>	Internal Audit Consortium Manager
	<ul style="list-style-type: none"> <li>Audit &amp; Corporate Overview Scrutiny Committee Work Programme 2021/22</li> </ul>	Scrutiny & Elections Officer
	<ul style="list-style-type: none"> <li>Update from Scrutiny Chairs (Verbal report)</li> </ul>	Scrutiny & Elections Officer