

**To: Deputy Leader and Members of the Resources Board
Councillors D Wright, Davis, N Dirveiks, Gosling,
Henney, Morson, Moss, Simpson, Symonds and
Waters**

For the information of other Members of the Council

**For general enquiries please contact Emma
Humphreys/Amanda Tonks on 01827 719221 or
via email – emmahumphreys@northwarks.gov.uk
or amandatonks@northwarks.gov.uk.**

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

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requested.**

RESOURCES BOARD AGENDA

12 NOVEMBER 2018

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 12 November 2018 at 7pm.

AGENDA

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

4 **Minutes of the Resources Board held on 4 September 2018** – copy herewith, to be approved as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am two working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact Amanda Tonks or Emma Humphreys on 01827 719221 or email democraticservices@northwarks.gov.uk.

**ITEMS FOR DISCUSSION AND DECISION
(WHITE PAPERS)**

6 **Online Services Update** – Report of the Director of Corporate Services

Summary

This is an annual report which gives an update on those services we deliver online, via the Internet and on the use of the Council's Website and Social Media accounts.

The Contact Officer for this report is Linda Bird (719327).

7 **Capital Programme 2018/19 Period 6 Update** – Report of the Corporate Director – Resources

The report updates Members on the progress of the 2018/19 Capital Programme in terms of expenditure up to the end of September 2018.

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

8 **General Fund Budgetary Control Report 2018/2019 Period Ended 30 September 2018** - Report of the Corporate Director - Resources

Summary

The report covers revenue expenditure and income for the period from 1 April 2018 to 30 September 2018. The 2018/19 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

9 **Housing Revenue Account Budgetary Control Report 2018/2019 Period Ended 30 September 2018 – Report of the Corporate Director - Resources**

The report covers total Housing Revenue Account revenue expenditure and income for the period from 1 April to 30 September 2018.

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

10 **Internal Audit – Half Yearly Report 2018-2019 – Report of the Corporate Director - Resources**

Summary

The report allows the Board to monitor the progress of the Council's Internal Audit function against the agreed plan of work for the year. It also provides the Board with a summary of the work completed by the Council's Counter Fraud Officer.

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

11 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2018 – Report of the Chief Executive**

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2018.

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

12 **Treasury Management Update 2018/19 – Report of the Corporate Director - Resources**

Summary

This report shows the Treasury Management activity for the period up to the end of September 2018.

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

13 Exclusion of the Public and Press

Recommendation:

That under Section 110A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

**EXEMPT INFORMATION
(GOLD PAPERS)**

14 Irrecoverable Local Taxation Debts – Report of the Corporate Director – Community

The Contact Officer for this report is Bob Trahern (719378).

**JERRY HUTCHINSON
Chief Executive**

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

4 September 2018

Present: Councillor D Wright in the Chair

Councillors Bell, Davis, N Dirveiks, Gosling, Henney, Simpson, Symonds and Waters

An apology for absence was received from Councillor Moss (Substitute Councillor Bell).

Councillors Clews, D Humphreys, M Humphreys, Jarvis, Phillips and Smith were also in attendance.

17 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor Henney declared a non-pecuniary interest in Minute 19 – Atherstone Sports Club and Royal Meadow Drive Recreation Ground, left the meeting and took no part in the discussion or voting thereon.

Councillors Davis, Henney and D Wright declared a non-pecuniary interest in Minute 24 – CCTV Partnership and Systems Upgrade, by virtue of being Atherstone Town Councillors.

18 **Minutes of the Resources Board meetings held on 19 March 2018 and 21 May 2018**

The minutes of the meetings of the Board held on 19 March 2018 and 21 May 2018, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

19 **Atherstone Sports Club and Royal Meadow Drive Recreation Ground**

The Director of Leisure and Community Development presented a request from Atherstone Sports Club to enter into a Tenancy at Will in respect of its use of Royal Meadow Drive Recreation Ground, Atherstone.

Resolved:

That, subject to the agreement of the terms by the Chairman and Vice-Chairman of the Resources and Community and Environment Boards, the request from Atherstone Sports Club to enter into a Tenancy at Will in respect of its use of Royal Meadow Drive Recreation Ground be approved.

20 Capital Programme 2018/2019 Period Ended 31 July 2018

The Corporate Director – Resources updated Members on the progress of the 2018/19 Capital Programme in terms of expenditure up to the end of July 2018.

Resolved:

- a That the progress made against the 2018/19 Capital Programme be noted; and**
- b That the proposed revisions to the 2018/2019 HRA Capital Programme, set out in Column C of Appendix A, be approved.**

21 General Fund Budgetary Control Report 2018/19 Period Ended 31 July 2018

The Corporate Director – Resources reported on the revenue expenditure and income for the period from 1 April 2018 to 31 July 2018. The 2018/19 budget and the actual position for the period, compared with the estimate at that date were given, together with an estimate of the out-turn position for services reporting to the Board.

Resolved:

That the report be noted.

22 Housing Revenue Account Budgetary Control Report 2018/19 – Period Ended 31 July 2018

The Corporate Director – Resources reported on the total Housing Revenue Account revenue expenditure and income for the period from 1 April to 31 July 2018.

Resolved:

That the report be noted.

23 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2018

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to June 2018.

Resolved:

That the report be noted.

24 **CCTV Partnership and System Upgrade**

The Director of Housing provided information for the Board about the Council's CCTV service and proposed the purchase of new equipment to provide for an upgrade from an analogue to a digital service.

Resolved:

- a That the contents of the report be noted;**
- b That the appointment of a CCTV technical consultant to provide an options report and technical specification for the replacement of CCTV equipment used by the Borough Council and Atherstone Town Council be approved;**
- c That the request from Coleshill Town Council to become part of the CCTV partnership be supported; and**
- d That, in order for Coleshill Town Council to join the CCTV partnership, the technical requirements be included in the specialist options appraisal.**

25 **Exclusion of the Public and Press**

Resolved:

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

26 **Irrecoverable Local Taxation Debts**

The Corporate Director – Community detailed the amounts recommended for write-offs in accordance with the write-off policy agreed by the Resources Board on 23 May 2016.

Resolved:

- a That the write off of a balance over £5,750 totalling £9,503.76 in respect of one debtor as part of an insolvency action as outlined in Appendix A, be approved; and**

- b That the total amount of write-offs in the year to date and over the last 6 years which include those written off by the Corporate Director – Community under delegated powers, summarised in Appendix B, be noted.**

27 Request to Purchase Land

The Director of Housing informed the Board about a request to purchase land in the Council's ownership in Old Arley.

Resolved:

That the request to purchase the piece of land in Old Arley shown at Appendix B to the report of the Director of Housing be declined.

28 Condition of Council Flats – Long Street and Coleshill Road, Atherstone

The Director of Housing provided the Board with information about the condition of Council owned flats at Long Street and Coleshill Road, Atherstone and set out options for addressing the repair issues reported.

Resolved:

- a That an Architect to provide plans for the sites be appointed;**
- b That individual occupants and neighbouring residents be consulted about the proposals; and**
- c That the flats identified in the report be demolished and replaced with new build developments which are a good design and enhance the local area and that the Chair of the Board be consulted before the final designs are submitted for planning approval.**

29 Long Term Empty Home – Coleshill

The Director of Housing made the Board aware of a property which had been empty for several years and its deteriorating condition was causing concern for neighbours and subsequent detriment to other properties within the block.

Resolved:

That if the leaseholder does not carry out the required repairs, the Council acts to undertake the repairs in default, putting a charge against the property , and seeking to enforce its sale or a Compulsory Purchase Order.

30 Land Issues – Update

The Director of Streetscape updated Members on issues relating to land ownership at Sheepy Road, Atherstone and the outcome of discussions with the owner and developer of the neighbouring sites. The report also set out details of a land swap agreement which had been reached with the developer and Members were asked to endorse the proposal in order to bring matters to a conclusion.

Resolved:

- a That the contents of this report be noted;**
- b That the parcels of land identified in the report be declared surplus to requirements of the Council;**
- c That the proposed land exchange and rights of access outlined in the report of the Director of Streetscape be agreed;**
- d That, in consultation with the Chair and Vice Chair of the Board, the Director of Streetscape be authorised to finalise the details of the agreement so long as they are in line with the proposals set out in the report; and**
- e That, should the agreement not reach a satisfactory conclusion, the Board would revert to the action previously agreed and take possession of the land to the rear of Mancetter Manor (known as the deer field).**

D Wright
Chairman

Agenda Item No 6

Resources Board

12 November 2018

Report of the Director of Corporate Services

Online Services Update

1 Summary

- 1.1 This is an annual report which gives an update on those services we deliver online, via the Internet and on the use of the Council's Website and Social Media accounts.

Recommendation to the Board

That the report is noted.

2 Report

- 2.1 This report provides the annual update on the development and use of online services such as those provided via the Council's website and directly through "self-service" over the Internet. Progress made since the 2017/18 update report is included within this report.

3 Background

- 3.1 As stated last year online and social is no longer an optional extra or a 'nice to have' but an expectation. Our customers and citizens expect to be able to easily find, access and use Council services online.
- 3.2 There is an assumption that we will use 'social' as an information and service channel. There is also an expectation that the Council will support and collaborate with others in ways that will be of help or interest to people or organisations that 'like' or 'follow' the Council. Customers now take it for granted that they can use social media to ask questions, comment and complain and that they'll get a speedy response; and, if relevant, it will follow through to a service being delivered.
- 3.3 It is recognised that the internet is not, and may never be, the best way to deliver some very complex or personalised services. There are people who have never used, have no intention of using, or are unable to use the internet. We need to be wary of excluding people, particularly those most disadvantaged in society, from services due to their lack of access to or skills to use the Internet. We need to encourage, help and if feasible incentivise people to learn about, use and benefit from online services.

3.4 However, there's now a large and growing percentage of the population with resources and skills to use online services and younger age groups live in an 'always on', mobile, connected and social world; in August 2018¹:-

- 90% of households in Great Britain had internet access (57% in 2006).
- 86% of adults used the internet every day.
- Households of one adult over 65 had the lowest proportion of internet access 59% but had the biggest increase; up 23% since 2012.
- 77% of adults used the internet "on the go" via a mobile phone or smartphone (a 3% increase on 2016).
- Over 97% of adults under 34 use of the internet "on the go".
- 78% of adults have bought goods or services online, with the largest rise being in the 65 and over age group.

3.5 The most up-to-date data we have on local peoples internet use comes from the 2017 'Residents Survey' in which 77% of people said they used the internet. This is lower than national figure, but higher than we may have expected given known problems with the availability of broadband and the age profile of residents. However, access has improved and with continued investment in broadband, new technologies and the changing demographic of the borough it will continue to increase.

3.6 The internet continues to develop and new applications and uses are emerging and maturing such as automation and artificial intelligence. Many people, regardless of age, take part in activities that are considered part of the "sharing economy" for example booking accommodation or transport using Airbnb, SpareRoom or Uber etc. The impact of and opportunity to apply this sort of thinking to public services will be explored in the ICT Strategy and Customer Access Strategy, both of which are being updated.

3.7 Another area of development that will impact on future online services is 5G connectivity. It will eventually give reliable access at speeds up to 1GB, although it isn't being implemented yet and handsets capable of 5G are unlikely to become common until 2021; it will enable many of the 'internet of things' ideas to become an affordable reality.

3.8 We must continue to plan online services and channels around our changing customer base and increasingly for those using services 'on the go' using mobile devices and phones. Our aim is for online and the website to be the channel of choice and the first point for council information and services.

4 **Update 2017/18**

4.1 **Update on the Council's Website and Online Service Forms.**

4.1.1 The Council's website is designed to work on different sized screens including mobile devices. People using the site can rate and comment on pages by clicking on a 'thumbs up' or 'thumbs down' icon. The feedback is mainly

¹ ONS – Internet Access – Households and Individuals: 2018, release date: 7 August 2018.

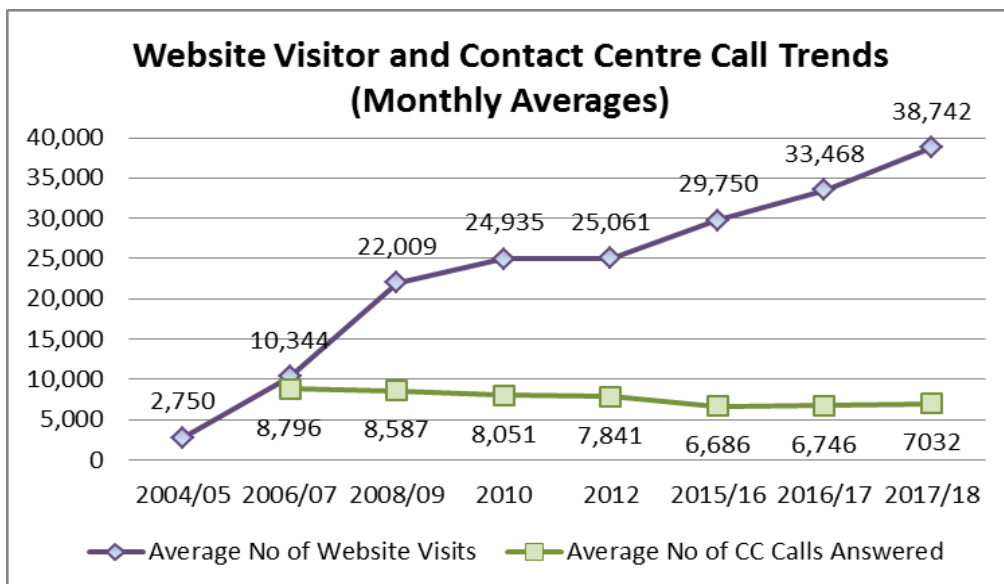
positive and any negative comments are used to improve the website. Socitm² who carry out annual website assessments rated the Council's website as 3 Star (out of 4). The website was also consistently ranked in the top 10, of 408 websites, in an assessment that measures accessibility, functionality and performance.

4.1.2 This year the priority for website development has been to redevelop our online forms in the CRM system because our forms package was going out of support. The redevelopment also means that the same form is used by Contact Centre staff and those customers and citizens using online forms.

4.1.3 In addition to form development and updating the website, to keep it current and relevant, each year we review at least 3 areas of the website to develop and improve the content and structure. This year the focus has been on preparing for Universal Credit and for the Homelessness Reduction Act and moving Housing Maintenance contact services into the Contact Centre.

4.1.4 The average number of visitors per month to the Council's website continues to increase. The average number of webpages visited has gone up from 86,036 per month in 2010 to 695,450 in 2017/18. This is a crude measure as it includes some double counting; but it shows a growing trend.

4.1.5 In general website use reduces the demand for information and services provided in paper format, via the phone or in person. The following graph shows the increasing trend for people to visit the website and a decrease in calls to the Contact Centre. This year there has been a slight increase calls as Housing Repairs calls moved into the Contract Centre in January 2018.



4.1.6 The change in channel (e.g. telephone, website, post) helps deliver savings or free up resource to do other work. The change in customer behaviour away from telephone contact has already enabled significant reductions to the

² Socitm : Society of IT Managers. Produce "Better Connected" an annual website review.

staffing level in our Contact Centre/One Stop Shop and the incorporation of Housing Repairs calls in January 2018 delivered further efficiencies.

4.1.7 The Council has taken decisions to close channels when they are not well used and are disproportionately costly to maintain. The need for and cost of maintaining channels will be reviewed regularly, along with the impact of any proposed change or closure of a channel.

4.1.8 The Customer Relationship Management (CRM) system is used by the Contract Centre (CC) to log request for service via the phone, in the One-Stop-Shop or on social media. Our challenge is to encourage people to move to the website, where possible, for services being fulfilled through the Contact Centre or in the One Stop Shop. Table 1 shows the service forms completed by service area in the Contact Centre, the number of self-service (online) forms completed and the most frequently accessed website pages.

Table 1					
Services Completed in the CRM via Telephone & OSS	CRM Forms	Online Forms completed	Online Forms 17/18	Website (Pages Visited)	Pages 17/18
Housing Services	10966	Housing Enquiry	1176	Atherstone LC - info, timetables etc.	24218
Council tax, NNDR and Recovery	10153	Replacement and New Bins Total	982	Recycling	21217
Benefits	6782	Customer Referral	988	Coleshill Leisure Centre	17306
Housing Repairs	3404	Contact Us	808	Housing (incl application)	16454
Replacement, Repairs and New Bins	3006	Missed Bin	456	ALC - fitness class times and booking	16424
Warwickshire County Council Services	2185	Sports Fixtures	288	Leisure online booking	16424
Rubbish and Recycling Info and Advice	2168	Problem Reporting (litter, fly tipping etc)	286	Planning (incl Appl. Search)	15591
Environmental Health Incl. Pest Control & Dogs	2017	Agency Referral	197	Payments and parking fines	14146
Missed Domestic and Trade Bins	1503	Single Person Discount	125	Council Tax	14003
Bulky Collections	1421	Council Tax Registration	367	Contact Us	12629

4.1.9 This information demonstrates people's willingness to use the website for finding out information about our services for example visits to the recycling page has increased by 43% in 2017/18 and this builds on a 187% increase in 2016/17. Time or situation relevant information is also popular as proven by appearance of the 'Severe weather' page in the top 15 after the recent bad winter.

4.1.10 The move of online forms into the CRM saves staff time as don't have to rekey information from the web forms. The new forms are helping to streamline processes, deliver quicker turnaround times and they give a more complete view of the services used. Customers can register, create a "customer account" and then see and track the services they have used.

4.1.11 Web Chat has proven popular however we have had to find and implement a new solution as our previous provider ceased trading. Web chat is now available again and its use will be monitored.

4.2 Update on the Council's use of Social Media

4.2.1 The use of Twitter and Facebook is well established with staff in Information Services proactively posting and sharing information and Contact Centre staff responding to service questions to the corporate accounts. Use of and engagement with these accounts is still growing and they provide an instant way for customer to raise questions and also air and share their views. In general these channels give the customer a consistent and speedy response and provide the Council with a more complete view of the enquiries it gets.

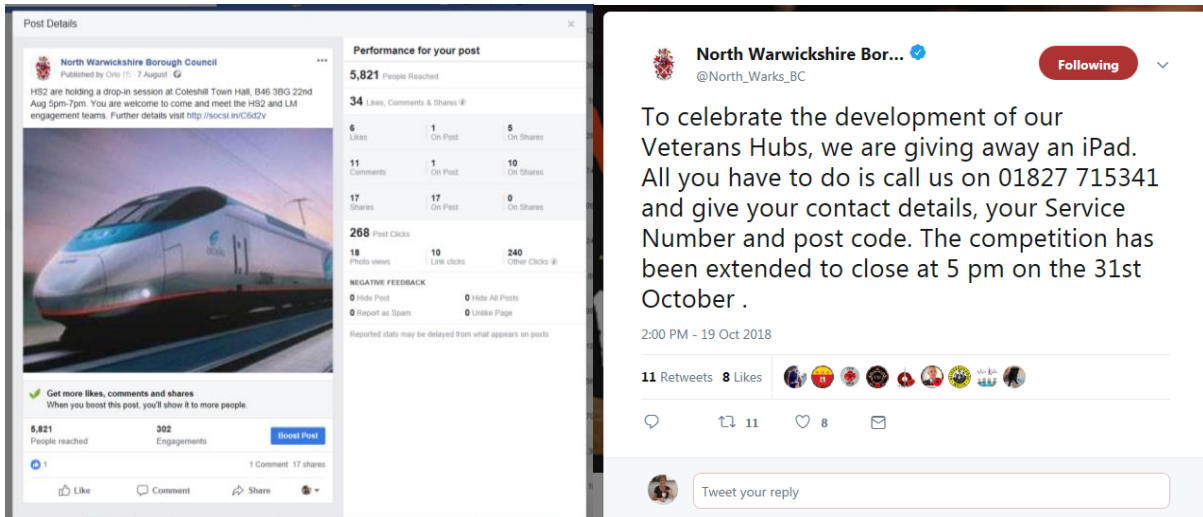
4.2.2 Table 2 shows the number of people signed up to corporate and service social media accounts. Some services have their own Facebook pages and Twitter accounts which enables them to engage with their specific audiences. During 2018 we set up a Corporate LinkedIn Account which now has 72 followers and is used for job adverts and business related information.

Service/Team	Facebook 2017	Facebook 2018	Facebook - Increase 17 - 18	Twitter 2017	Twitter 2018	Twitter - Increase 17 - 18
Corporate Account	1338	1896	42%	5566	6026	8%
Coleshill Leisure Centre	1737	1859	7%	509	525	3%
Arley Leisure Centre	700	838	20%	152	160	5%
Atherstone Leisure Complex	2080	2461	18%	371	387	4%
Polesworth Sports Centre	1268	1388	9%	71	93	31%
Community Development	543	800	47%			0%

4.2.3 We are mindful that other social media applications are used by different demographics and interest groups and we are committed to keep the social media solutions we use under review and relevant.

4.2.4 Social media is particularly important during events, at times of service disruption, in fast changing situations and where information is of interest to particular groups or communities. Two recent posts help demonstrate this; a Facebook post about HS2 reached nearly 6,000 people and a Tweet about the development of veterans hubs reached over 33,000 people and was shared and retweeted.

4.2.5 Our challenge now is to develop the use of social media more strategically and engagingly in support of Council priorities.



4.2.6 In 2017 we arranged more training for staff that actively use or plan to use social media for work. This was funded by the LGA as part of their Communications Health Check support package. We also implemented a social media management solution to plan, schedule, monitor and help improve the quality of posts.

5 Online Services Update

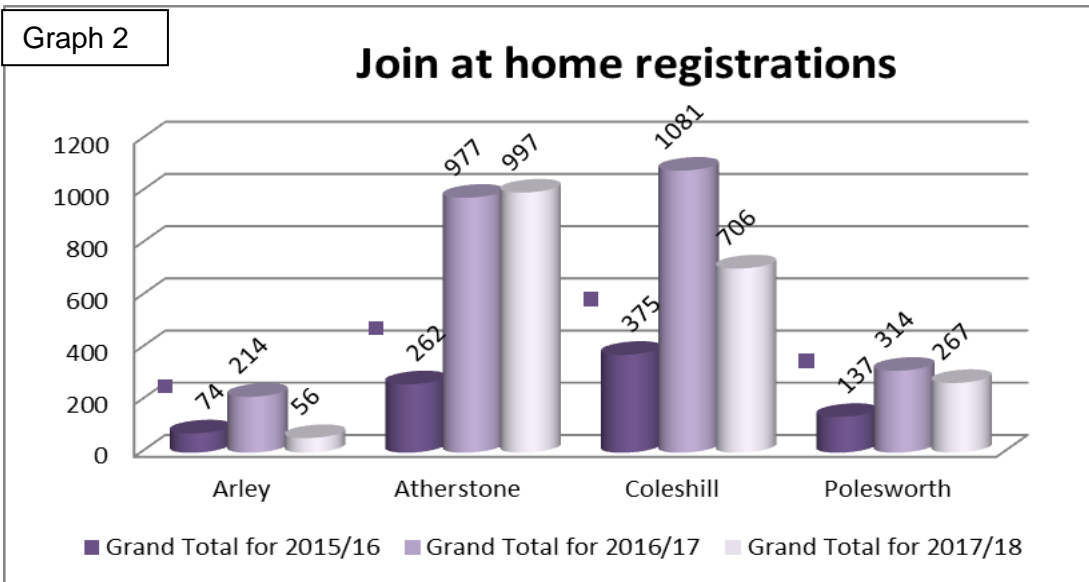
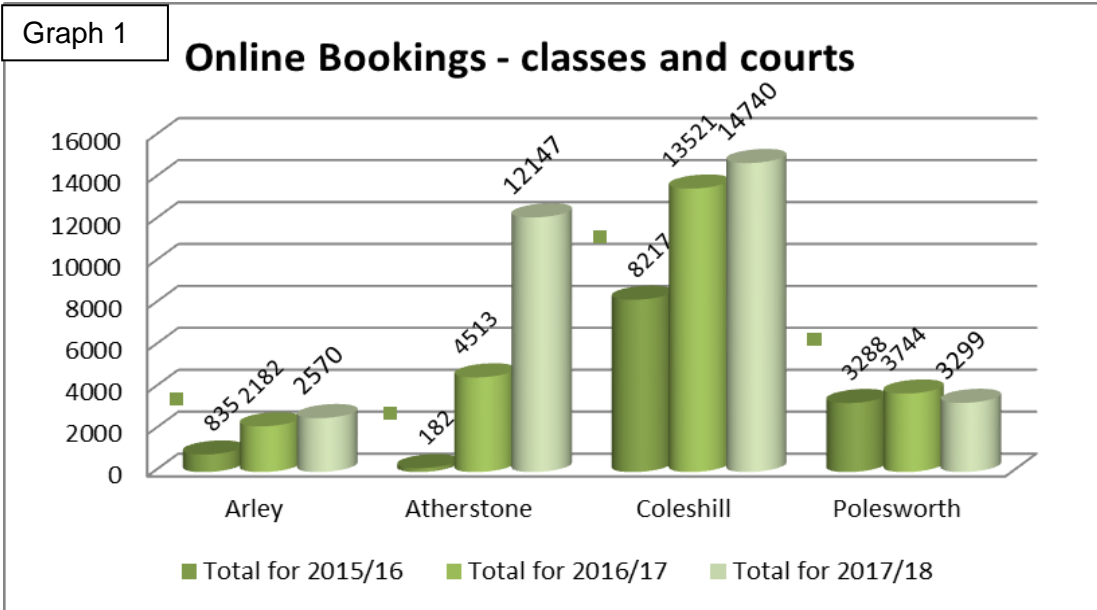
5.1 We now have a number of online systems which are used to enable customers to self-serve. These are integral to the service and their development and improvement is built into Service Plans. Examples are:-

5.1.1 Online Planning:-

- 66% of the 7451 applications submitted in 2017/18 were through the Planning Portal (online), a significant increase on the 16/17 figure of 59%.
- Planning pages are often the most used on the website. Details of listed buildings and planning decision notices are available online.
- Consultees and the public are able to view applications over the Internet and make comments electronically.

5.1.2 Online Leisure Booking:-

- All Leisure Centres are able to take online bookings and payments for classes and facilities. Graph 1 shows that online booking has taken off across the Centres with an increase of 170% at Atherstone Leisure Complex. Leisure staff continue to promote online booking to members.
- People can complete joining information online and manage their membership and bookings using a Member Portal. The number of people signed up to use the “Join at Home” module is shown in graph 2.



- In 2016 we introduce payment by Direct Debit to help spread the cost membership and programmes of activity, such as swimming lessons and gymnastics courses, for customers. In 2017/18 55% of these payments were made by Direct Debit, this has increased from 46% in 2016/17.

5.1.3 Online Council Tax and Business Rates:-

- People can sign up to e-billing for Council Tax and/or Business Rates and receive bills and adjustment notices via email. 1074 people are now signed up to receive e-bills, this is a 10% increase in twelve months.
- We now have 5100 people signed up for online Accounts, which is over 19% of bill payers and is an increase of 17% on last year's figure.
- All Benefits claims now have to be made only and there is no longer the option to submit a paper form. Contact Centre and Benefits staff are trained to help people complete the online process.

5.2 Online Payments

5.2.1 The payments management system, implemented in 2012, has enabled us to improve and increase our online payments and this will continue to be a priority. The plan to implement Contactless Payment has been delayed as staff have had to focus on the move to the Civica system as part of the NBBC Revenues and Benefits shared service.

5.2.2 Table 3 shows the changes by payment type, over the last 10 years, and reflects changes in people's payment habits and the proactive work we have done to enable this transition. Over the period all the figures are going in the direction we want, delivering saving and enabling staff to be more efficient, for example web payments are increasing and payment by cheque decreasing.

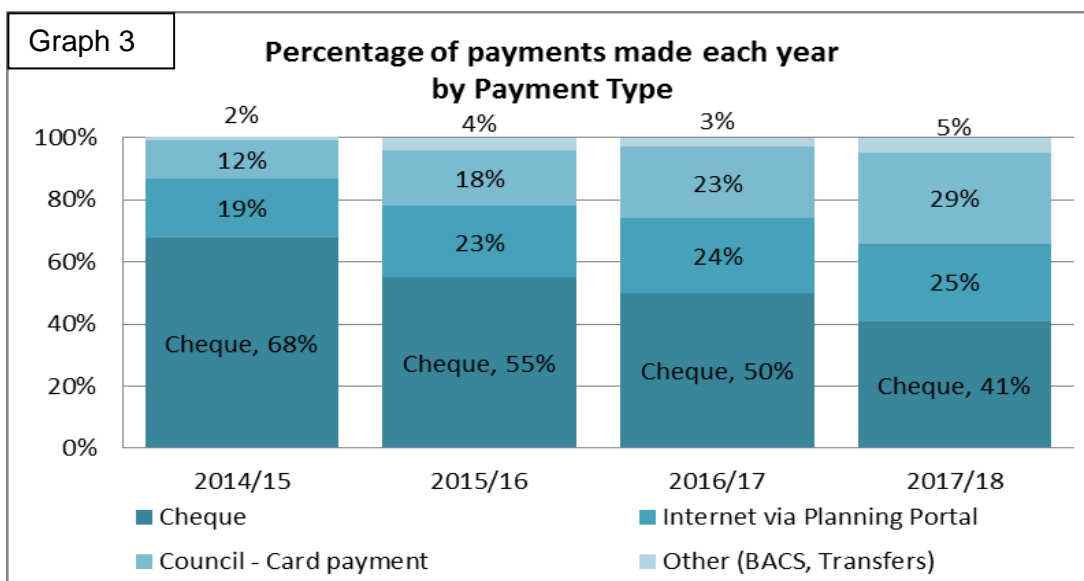
5.2.3 There has been a slight increase in cash payments in the last two years. The planned implementation of contactless payment should help reduce this.

Table 3

Method of payment	Number of transactions									
	2007/08	2008/09	Oct 2012 - Sept 2013	2013/14	2014/15	2015/16	2016/17	2017/18	Increase- Decrease from 16/17 to 17/18	Increase- Decrease in 10 yrs: 07/08 to 17/18
Web Payments	1,800	2,200	5,350	7,775	9,622	14,194	18,709	20,985	12%	1066%
Card Payments by Phone	10,500	11,300	18,400	22,202	23,583	43,045	43,475	44,857	3%	327%
Cash - Face to Face. Excl Leisure.	900	1,200	600	660	569	508	642	707	10%	-21%
BACS	263,000	280,900	247,216	261,135	275,859	285,104	302,207	328,846	9%	25%
Cheque			6,100	6,652	6,041	5,176	4,728	4,264	-10%	
3rd Party (Post Office, Baliff)			48,600	54,723	50,570	42,954	37,059	33,552	-9%	
Bank (Direct Payments)			14,650	17,660	20,734	26,358	27,695	28,792	4%	

5.2.4 The Council has reduced the costs of collection by introducing cheaper methods of payment, for example over 75% of Council Tax and Business Ratepayers choose to pay by Direct Debit. On-going promotion of, and incentivising payment by, this very cost effective method has enabled staff savings to be made in the areas of cash and cheque reconciliation.

5.2.5 Online payment can be used to pay for any "sundry debt". Recent development has added the ability to pay online for a bulky waste collection and for additional green bins. A further example of the work done to encourage people to move from costly payment methods is the significant move from payment by cheque for Planning Applications to card payment online or over the telephone. The trends over the last 4 years are shown in Graph 3.



6 Increasing the use of Online Services

6.1 Online services deliver efficiencies for the Council by moving contact and service provision to less costly channels. Over time these efficiencies become sufficiently significant to enable the Council to achieve cash savings, savings in salary cost by reducing staffing levels or minimise additional costs if demand for services increases or a new service is introduced.

6.2 There is extensive research on how to encourage people to move to different ways of using services. This movement is known as “channel migration”. However, getting citizens and customers to make the change is not always a simple or quick process, as they need to:-

- Be skilled - to use the internet and online services.
- Have access - to use the internet when and where it’s convenient.
- Understand why - convinced that there is a benefit to them.
- Secure – believe our online service are trustworthy, secure and reliable.
- Aware - that our services are available online.

6.3 Over the years the Council has delivered a number of projects (e.g. B.O.B bus, Learn Direct) and provided services (e.g. Community Hubs, Information Points) to help address these issues and remove barriers to being online. They have helped residents engage with the Council and partners services, as easily as possible. To date this approach, which is part of our wider customer access and community partnership priorities, has helped residents to get online, save money and access jobs. The Customer Access Strategy which is being updated will build on this work.

- 6.4 The CRM platform, introduced in 2014, has enabled us to provide a better and more consistent service across the various channels. A self-service form completed on the website appears as part of the customer's history to Contact Centre staff and can go direct to front line staff to deliver the service. It is helping us deliver a more informed and targeted customer experience as residents transact with us. Work this year will provide further online forms and we are investigating redeveloping Licensing forms which we understand may be withdrawn from the government's Gov.uk website.
- 6.5 The Council has always taken information and cyber security management seriously and invested in hardware firewalls, software virus and malware protection, technical training and awareness training in order to protect the council's physical and information assets. The council also works to comply with government and banking security regimes and is one of the few councils to achieve Cyber Essentials Plus certification and retain its Public Services Network (PSN) connection compliance. However, the global threat from cyber-attack is recognised as an increasing risk which the council needs to be aware of and respond to. The LGA has recently commissioned a Cyber security stocktake which all councils have had to complete and all councils are expected to develop plans to respond to their assessment with the aim of improving cyber defence individually and across Local Government.
- 6.6 The Council has worked with the LGA to develop communications capacity to meet existing and new challenges. We need to ensure our use of social media supports Council priorities, service plan projects or promotions and information published on the website. Work to improve and align social media activity will continue.
- 6.7 New data protection regulations (General Data Protection Regulation) came in to full effect in May 2018. A cross divisional working group, reporting to the Corporate Director Environment in his capacity as the Council's Data Protection Officer, oversaw its implementation. Reviews of how the council gathers, stores and uses customers' personal information were completed and compliant processes put in place. Awareness sessions were provided and staff had to complete two different online learning packages. Actions to address the specific impacts of the regulations on online services including the development of a revised privacy notice and the addition of compliance statements on forms, to help customers to understand what we will do with their personal information, have been completed. We also worked with our suppliers, including software suppliers, to get assurances on their management of personal data on behalf of the council. The Council's Data Protection Officer and Policy Support continues to oversee and monitor compliance
- 6.8 Online services are increasingly seen as just part of, and integral to, service development and provision, we have therefore moved away from separate, detailed online plans, such as those developed in the early 2000's in response to the national e-government programme. We now require details of the projects and initiatives to promote and develop online services to be

part of Division's Service Plans, ensuring a link to Council and service priorities. The Council's Customer Access Strategy and the ICT Strategy provide the direction for this work and state more corporate actions and priorities.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 There are no financial implications arising directly from this report. However, it is anticipated that increasing the use of online services will deliver savings and efficiencies that will contribute to corporate financial savings targets.

7.1.2 In order to achieve savings and efficiencies invest to save business cases may need to be developed.

7.2 Risk Management Implications

7.2.1 Whilst there are operational and financial benefits to moving towards our online ambitions, there are reputational and operational risks related to managing and securing our information in an online environment. These risks are predominantly managed by Information Services, but all data users have responsibility for ensuring data transfer, its capture and use is secure and managed appropriately and complies with regulation and legislation.

7.2.2 Many of the security related threats and risks are global or national. We aim to reduce and control them by the Council demonstrating on-going compliance with Public Sector Network (PSN) connectivity compliance, Payment Card Industry Data Security Standard (PCIDSS) compliance and aided by achieving Cyber Essentials certification. Awareness of the impact of cyber-attacks on organisations has reinforced the need to focus on cyber-attack prevention and recovery for business and reputational reasons.

7.2.3 One of the barriers to using online service is people being concerned about online security and not trusting organisations to keep their information safe and secure. Implementation of the GDPR helps reduce risk and hopefully improve people's perception of how trustworthy an organisation is; ideally this translates into an increased willingness to use online services.

7.2.4 There are local issues and reputational risks involved in how we manage the increasing use of online service and social media and the different customer expectations and styles needed to respond appropriately. The Council has a Social Media policy, guidelines on its use and has trained and supported staff to use these channels to ensure reputational risks are managed. Additional social media training, targeted at investigations, is taking place in November.

7.3 Environment and Sustainability Implications

7.3.1 Providing information and services online enables people to access them at their own convenience without having to travel to a Council building or incur

additional costs such as call charges. The work on developing community hubs is an example of technology helping local communities to access services and information which is contributing towards one of the priorities of the North Warwickshire Sustainable Community Strategy 2009 – 2026.

7.4 Equalities Implications

7.4.1 The responsive nature of the website has made it easier for all people to use it on a range of devices. The website contains specific functionality to make it easily readable for people with visual impairments and can be read out to people using reader software readily available on the Internet.

7.4.2 This report recognises the need to help people who don't have access to or the ability to use the internet or access services and recognises that we need to work to ensure people aren't excluded from services, discriminated against or isolated by decisions we make on service channels and delivery.

7.5 Safer Communities

7.5.1 The Council's website and associated systems supports the work on reducing crime and disorder by providing information on Safer Communities activities and contacts. For example we actively promote cyber security information and information about Policing services is provided and people are able to report incidents of anti-social behaviour and hate crime to the Council via the Contact Centre and website.

7.6 Links to Council's Priorities

7.6.1 The on-going development of online services supports commitments made in the Council's Customer Access Strategy. The provision of services via the web compliments and supports other access channels and the majority of the Council's priorities.

The Contact Officer for this report is Linda Bird (719327).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Resources Board

12 November 2018

Report of the Corporate Director - Resources

Capital Programme 2018/19 Period 6 Update

1 Summary

- 1.1 The report updates Members on the progress of the 2018/19 Capital Programme in terms of expenditure up to the end of September 2018.

Recommendations to the Board

That progress made against the 2018/19 Capital Programme is noted; and

That the proposed revision to the 2018/19 HRA Capital Programme, detailed at paragraph 4.5, be approved.

2 Introduction

- 2.1 The Executive Board approved the Council's Capital Programme of £7,589,280 for 2018/19 in February 2018.
- 2.2 At the Executive Board meeting on 18 June, it was agreed to carry forward £1,347,270 of unspent 2017/18 budget. Additionally, the Executive Board has approved two supplementary increases in the 2018/19 budget.
- 2.3 A supplementary estimate of £120,000 for work at the Depot was approved in June. A supplementary estimate of £30,400 to support landscape works to try and prevent unauthorised access at Arley and Mancetter Recreation Grounds was approved in September.

3 Budget Profiling

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

4 Housing Schemes

- 4.1 The original budget for 2018/19 was £6,515,680 and there was an agreed carry forward of £953,310, which provides a total Housing Capital budget of £7,468,990 (Appendix A).

...

- 4.2 There has been a total of £1,710,797 spent on the housing capital programme during the first six periods of 2018/19; this is compared to a profiled budget of £1,872,460.
- 4.3 Work has now completed on the approved new build schemes at Mancetter, Polesworth and Atherstone, although there are some residual costs still to pay. In September the Resources Board approved the demolition and rebuild of flats located at Long Street and Coleshill Road, Atherstone, for which architects will be appointed in January 2019. The professional fees, which will total no more than £100,000, will be the only further New Build spend in 2018/19. The remaining budgetary provision will need to be moved to match the expected timing of the scheme, when the capital programme is updated in February.
- 4.4 Work has begun on the Kitchens and Bathrooms programme, following a delay earlier in the year. This contract is now back on schedule to be completed in the current financial year. There was a delay to the Roofing programme in August, due to internal resourcing problems on the part of the contractor, which have now been resolved.
- 4.5 The Insulation programme has required unforeseen spend in the summer months. Corrective work was undertaken at Delves Crescent, due to wall cavities having been insulated poorly and in the flats and shops at Long Street, due to damp and mould. It has recently been determined that further external wall insulation work will be required at Stratford Avenue and Welcome Street, which will result in a significant overspend to this scheme. As the Windows and Doors programme is expected to be underspent, it is requested to vire £300,000 from this scheme to fund the extra insulation works.
- 4.6 The replacement heating system programme is now making good progress following the mobilisation of two new contracts – one for gas installations and one for electrical installations. Planned Electrics work has been carried out, but the invoices in respect of this are yet to be received.
- 4.7 The essential works required to the roof of the flats at Alder Court were completed ahead of schedule, whilst the roof works to the flats at Heather Court are nearing completion. External wall insulation works are now in progress at both blocks of flats.
- 4.8 The schemes to cover Disabled Facility Adaptations and Multi Trade Contract work are ongoing and progressing.

5 General Fund Schemes

- 5.1 The original budget for 2018/19 was £1,073,600 and there is an agreed carry forward of £393,960. Additionally, the 2018/19 budget has been increased by £150,400 (referred to in paragraph 2.2 above). This gives a total General Fund Capital budget of £1,617,960 (Appendix A).

- 5.2 There has been a total of £463,548 spent against the general fund capital projects for 2018/19, compared to a profiled budget of £490,255.
- 5.3 The Payment Management System upgrade scheme has been spent as planned to date, with a further £15,000 to be paid early in 2019 following the completion of the Pay360 software upgrade. The remaining £18,000 within this scheme is for the Call Security Solution, for which no viable solution has yet been found. Work on the Operating System upgrade is due to commence in the autumn.
- 5.4 The upgrade to the Oracle system was completed in July at a cost of £7,225, whilst a further £8,448 was also spent on the backing up of solution licences. New PC's are scheduled for purchase in November at a cost of £12,000, with the balance on the Computer Software budget to be spent in the first quarter of 2019 on software, servers and hardware to prepare for Windows 10 and MS Office 365 in 2019/20. The Infrastructure Improvements budget is currently overspent as £10,000 has been spent ahead of schedule on the replacement of servers and core switches.
- 5.5 The implementation of the Revenues and Benefits System replacement is progressing well. £51,928 was paid in July, with the remaining balance of system costs to be paid in January 2019, following appropriate sign off of the system.
- 5.6 The Parks and Playing Fields budget is currently unspent, pending a report to the Community and Environment Board in January 2019 to formally adopt a playing pitch strategy. Various items of Leisure Equipment, totalling £14,954 have been purchased to date. This represents an overspend against the profiled budget, as the birthday party kit that was initially budgeted for spend in January 2019, was ordered ahead of schedule in September. The balance of this budget is expected to be spent in the first quarter of 2019.
- 5.7 The work at Bretts Hall Recreation Ground is now complete, with the remaining payment due to be made in November. There is no variance to the budget. The Landscape Works at Arley and Mancetter Recreation Grounds are expected to commence early in 2019.
- 5.8 The Disability Discrimination Act budget has seen expenditure of £4,805 on a pool hoist at the Atherstone Leisure Complex and £1,850 on access guides. A proposal is currently being prepared for a Toilet Replacement project at Atherstone. The remaining budget is not expected to be spent in 2018/19.
- 5.9 The remaining budget for Refurbishment of Council Owned Buildings will be spent on pumps at Atherstone Leisure Complex and repairs to the floor of the weights room at Coleshill Leisure Centre. The spend to date on this scheme has been on the installation of heating controllers to the Memorial Hall and the pool at the Atherstone Leisure Complex. There has been £5,989 spent to date on essential repairs to the roof at Atherstone Leisure Complex.

- 5.10 Two refuse collection vehicles were replaced in April at a combined cost of £251,742. It is anticipated that all other vehicles scheduled for replacement in 2018/19 will be replaced in March 2019.
- 5.11 The Depot works are scheduled to take place later in the year, with the ground floor refurbishment to commence in November and the demolition works to occur in March 2019. The Decent Homes Standard Assistance scheme is budgeted to be spent early in 2019.

6 Report Implications

6.1 Finance and Value for Money Implications

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

6.2 Environment and Sustainability Implications

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

6.3 Risk Management Implications

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

6.4 Equality Implications

- 6.4.1 The Council is required to ensure it meets the requirements of the Equality Act 2010. The Act brings together all previous equality legislation and includes a public sector duty (the equality duty) replacing separate duties relating to race, disability and gender equality. The capital programme includes some provision for improving accessibility as previously required under the Disability Discrimination Act. The DDA defines discrimination in a number of ways and outlines four specific types of discrimination: direct discrimination, failure to make reasonable adjustments, disability-related discrimination and victimisation.

- 6.4.2 Failure to make reasonable adjustments could result in limiting access to services provided from our buildings and facilities by disabled people and the potential for legal challenges being taken against the Council.

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

Capital Budgetary Control Summary 2018/19 - as at P6

APPENDIX A

Cost Centre Description	(A) Total 2018/19 Approved Budget	(B) Profiled Budget	(C) Total Year To Date	(D) Total v Profiled Budget
Housing Disabled Facility Adaptation CH	210,000	66,000	73,404	7,404
Housing Windows and Doors	637,660	22,000	31,841	9,841
Housing Kitchens and Bathrooms	561,160	88,000	8,278	(79,722)
Housing Insulation	700,000	315,000	368,740	53,740
Housing Roofing	1,217,090	550,000	483,959	(66,041)
Housing Heating	388,270	113,000	87,233	(25,767)
Housing Electrics	606,410	106,000	26,710	(79,290)
New Build Housing Project - Flats at Atherstone	1,000,000	0	0	0
New Build Residual Costs	212,370	128,100	56,388	(71,712)
Multi Trade Contract	600,000	310,000	299,931	(10,069)
Alder & Heather Court Flats - Essential Works	1,187,310	100,000	199,953	99,953
Housing Capital Salaries	148,720	74,360	74,360	0
Total HRA	7,468,990	1,872,460	1,710,797	(161,663)
Disability Discrimination Adaptation	275,050	5,000	6,655	1,655
Refurbishment of Council Owned Buildings	30,000	30,000	11,115	(18,885)
Parks and Playing Fields	150,000	0	0	0
General Leisure Equipment	20,000	11,000	14,954	3,954
Landscape Works, Recreation Grounds	30,400	0	0	0
Bretts Hall Recreation Ground	68,800	68,800	57,824	(10,976)
Atherstone Leisure Complex Roof Replacement	15,000	15,000	5,989	(9,011)
Depot Works	120,000	0	0	0
CCTV System	136,700	0	0	0
Computer Software	54,440	16,000	15,673	(327)
Infrastructure Improvements	22,920	3,000	13,070	10,070
Operating System Upgrade	5,000	0	0	0
Payment Management System Upgrade	50,000	17,000	17,066	66
Revenues and Benefits System	150,120	52,000	51,928	(72)
Life Lines	23,000	12,000	9,077	(2,923)
Transport	392,120	252,000	251,742	(258)
Decent Homes Standard Assistance	57,500	0	0	0
Capital Salaries	16,910	8,455	8,455	0
Total General Fund	1,617,960	490,255	463,548	(26,707)
Total Expenditure	9,086,950	2,362,715	2,174,345	(188,370)

Agenda Item 8

Resources Board

12 November 2018

**Report of the
Corporate Director - Resources**

**General Fund Budgetary Control
Report 2018/19
Period Ended 30 September 2018**

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2018 to 30 September 2018. The 2018/19 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to Resources Board

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

2 Introduction

- 2.1 Resources Board is responsible for monitoring the Council's overall financial position on the General Fund, and this report gives details of the position at 30 September 2018.
- 2.2 The Board is also directly responsible for a number of internal and front line services. Accounting rules require front line services to show the total cost of providing the service, which includes support costs such as finance and IT services, as well as costs and income directly incurred.
- 2.3 Internal service costs are therefore recharged to all the services they support, both those that remain within Resources Board and those which are the responsibility of other Boards. This report provides some detail on both the front line services relating to this Board and the internal service costs that are recharged, at 30 September 2018.
- 2.4 Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures.

3 Services Remaining Within Resources Board

3.1 The total expenditure for those services that remain within Resources as at 30 September 2018 is £1,412,319, compared with a profiled budgetary position of £1,399,843; giving an overspend of £12,476 for the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

3.2 Democratic Process

3.2.1 The current under spend of £7,880 to date, is due to reduced spend on members basic and special responsibility allowance, travel and mayoral transport.

3.3 Rent Allowances and Rent Rebates

3.3.1 The current overspend on rent allowances of £2,920 relates to lower than expected recovery of housing benefit overpayments. This has been off set by the £5,590 underspend on Housing Rent Rebates due to a reduction in the net cost of benefits paid out.

3.4 Borough Care

3.4.1 The current overspend of £29,830 is due to lower income as a result of a reduction in the customer numbers paying for the borough care service.

4 Services Recharged to Other Directorates and Services

4.1 Net expenditure for those services that are recharged to other Directorates and Services, as at 30 September 2018, is (£98,468) compared with a profiled budgetary position of £51,991, giving an under spend of £150,459 for the period. However the Council's budget requirement for 2018/19 assumed that there would be a salary vacancy saving in the year of £210,000 and this was included as a central amount. When the appropriate proportion of this is taken into account, there is an underspend of £45,459.

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

4.3 Directorate Budgets

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

4.3.2 The areas with vacancies are Heritage and Conservation, Planning, Transport, Community Support, Financial Services and Leisure Facilities. The Majority of these remain unfilled. The table below relates to the General Fund only.

	£
Current agency staff variance	148,079
Current salaries underspend	(295,434)
Sub Total	(147,355)
Less Central vacancy factor	105,000
TOTAL	(42,355)

4.3.3 In addition to the salary savings identified above there are underspends on officer travel expenses and equipment budgets.

5 Performance Indicators

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

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

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

5.4 The main reason for the variance in the performance figures for rent rebates is due to a lower number of claimants and lower net cost of benefits paid out, which has resulted in a reduced cost per claimant.

5.5 The main reason for the variance in the performance figures for council tax support is due to a lower number of claimants', therefore resulting in a higher net cost per claimant.

5.6 The higher cost per Borough Care connection is due to the lower number of connections to the service.

6 Overall General Fund Position

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

6.2 The actual level of Board expenditure for the period to 30 September 2018 is £5,590,257 compared with a profiled budgetary position of £5,559,750 an over spend of £30,507.

6.3 Planning income is currently behind the forecasted budget by £95,470 which is due to the lower number and smaller size of applications received to date. Although there are a number of larger applications expected, it is unlikely that some of these will be received this financial year and therefore it is unlikely that the full year income budget will be achieved.

- 6.4 Within the Community and Environment Board, there is increased expenditure and reduced income across the Leisure Centres. This however has been offset by the underspend on transport maintenance and running costs within Streetscape services.
- 6.5 Resources Board variances are as detailed earlier in this report.
- 6.6 As well as expenditure directly attributable to services, and included in the Board totals, there are a number of other amounts that need to be taken into account that provide the total net expenditure for the General Fund. This includes investment income, external interest payments and adjustments to reverse capital charges included within Board expenditure, from out of Council expenditure.
- 6.7 Taking these amounts into account, net expenditure for the Council to the end of September totals £5,026,627 compared with a profiled position of £5,019,909. This decreases the general overspend for the period to £6,719.

7 Risks to Services

7.1 In setting the budget in January 2018, a number of key risks to the overall budgetary position of the Council were highlighted and these are shown below:-

- A pay award of 2% has been assumed in preparing the budgets. The pay settlement which has been agreed is in line with the estimates.
- A vacancy factor of £210,000 has been included within the overall estimates. Should vacancies be less than expected, additional costs will be borne by the Authority.
- There are potential additional costs for the Council in carrying out its planning function. If the Council loses a planning appeal, an award of costs can be made against the Council (the appellant's costs for the appeal). If the Council consistently loses appeals it will become a designated authority, which means that prospective applicants can submit their applications directly to the planning directorate. This would mean the Council would lose the accompanying planning fee.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. The transfer of housing benefit into the universal credit administered nationally will impact on council resources.
- The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR on vacant commercial properties will impact directly on the Council's costs.
- The economic situation could also impact on other Council services such as homelessness, with increased demand leading to additional expenditure.

- The Council is promoting recycling activities across the Borough. Reductions in income for recycling materials could add to the existing costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, un-adopted roads and contaminated land issues.
- Reduction or cessation of grants received for Community Development work could impact on the ability of the Council to meet some corporate priorities.
- Deterioration of the Council's assets could require costly remedial action, and could also impact on the ability of some services to generate income. Income generation could also be affected more widely by the current economic position.

8 Estimated Out-turn for the General Fund

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

Board		£
	Approved Budget 2018/19	8,035,490
Planning	Reduction in Planning Fee Income	100,000
Overall	Additional Investment Income	(65,000)
	Expected Out-turn 2018/19	8,070,490

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 The Council's original budgeted contribution from General Fund balances for the 2018/2019 financial year was £169,440. This is expected to increase by £35,000 as shown above in section 8.1.

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

9.2 Environment and Sustainability Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

SERVICE REMAINING WITHIN RESOURCES BOARD
Budgetary Control Report 2018/19 as at 30 September 2018

Description	Approved Budget 2018/2019	Profiled Budget to Sept 2018	Actual to end Sept 2018	Variance to Date	Comments
Cost of Democratic Process	559,720	284,977	277,097	(7,880)	See 3.2
Election Expenses	22,650	13,935	13,832	(103)	
Registration of Electors	66,310	18,676	19,306	630	
Business Rates	104,250	117,845	118,672	827	
Council Tax Collection	304,710	167,276	164,730	(2,546)	
Miscellaneous Finance	460	(61,171)	(61,942)	(771)	
Compensation and Pension Increases	233,740	95,045	97,957	2,912	
Assisted Car Purchases	(480)	(240)	70	310	
Electricity at Work	23,270	8,855	8,693	(162)	
Finance Unused Land and Assets	1,310	625	594	(31)	
Corporate and Democratic Core	571,880	304,386	302,525	(1,861)	
Unallocated Central Support Services	154,350	15,890	15,910	20	
Coleshill Shops and Flats	(64,220)	(28,375)	(30,003)	(1,628)	
The Pavilions, Holly Lane	(75,960)	(44,520)	(45,939)	(1,419)	
Carlyon Road Industrial Estate	(122,350)	(62,965)	(62,963)	2	
Innage Park Industrial Estate	(35,540)	3,917	2,695	(1,222)	
Polesworth Workspace Units	(3,710)	(2,035)	(2,728)	(693)	
Maya Bar and Restaurant	(9,320)	(5,155)	(5,157)	(2)	
Homeless Persons	93,970	(6,609)	(5,830)	779	
Public Conveniences	63,820	21,090	20,065	(1,024)	
Customer Contact	95,500	38,230	36,487	(1,743)	
Rent Allowances	131,340	43,399	46,321	2,922	See 3.3
Housing Rent Rebates	60,930	24,588	18,994	(5,594)	See 3.3
Council Tax Support	235,880	117,444	118,217	774	
Car Parks	88,840	61,941	62,125	184	
Broadband Delivery UK	48,350	167,141	167,141	-	
Animal Control	54,580	29,305	28,113	(1,192)	
Abandoned Vehicles	9,570	5,630	5,704	74	
Private Sector Housing Assistance	37,080	37,755	37,680	(75)	
CCTV	132,120	68,015	69,165	1,151	
Borough Care	257,250	(49,955)	(20,119)	29,836	See 3.4
North Warwickshire LEADER	30,240	14,906	14,906	-	
TOTALS	3,070,540	1,399,843	1,412,319	12,476	

RECHARGED SERVICES
Budgetary Control Report 2018/19 as at 30 September 2018

Description	Approved Budget 2018/2019	Profiled Budget to Sept 2018	Actual to end Sept 2018	Variance to Date	Comments
Building Maintenance Fund	-	11,995	11,995	-	
Council Offices	30	(25,488)	(27,155)	(1,666)	
Central Telephones	-	1,910	1,593	(317)	
Recruitment	-	3,972	3,177	(794)	
Printing and Stationery	10	(4,284)	(3,873)	410	
Training	-	770	1,034	264	
Depot and Stores	10	13,431	14,409	977	
Postal Services	-	45	-	(45)	
Chief Executive Directorate	-	253	248	(5)	
Corporate Director - Environment	8,510	(15,722)	(35,542)	(19,820)	See 4.3
Corporate Director - Community	4,430	(16,480)	(21,777)	(5,297)	See 4.3
Corporate Director - Resources	22,840	1,185	(62,260)	(63,445)	See 4.3
Director of Housing Services	1,080	(1,675)	(12,585)	(10,910)	See 4.3
Director of Leisure and Community Services	3,400	(38)	(17,812)	(17,774)	See 4.3
Director of Streetscape	350	(4,950)	(35,995)	(31,045)	See 4.3
Director of Corporate Services	41,190	73,648	72,657	(992)	
Transport	870	13,419	13,419	-	
TOTALS	82,720	51,991	(98,468)	(150,459)	
Central Vacancy Factor	(210,000)	(105,000)	-	105,000	
TOTALS	(127,280)	(53,009)	(98,468)	(45,459)	

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

	Budgeted performance	Profiled Budgeted performance	Actual performance to Date
Registration of Electors			
Cost per elector for the Electoral Register	£1.34	£0.38	£0.39
Business Rates			
% of NDR Collection Rate	99.30%	49.65%	57.39%
Cost per NDR Property	£45.13	£51.02	£50.74
Council Tax Collection			
% of Council Tax Collection Tax	98.00%	58.80%	58.94%
Cost per Household	£10.84	£5.95	£5.83
Coleshill Shops and Flats			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Shop	(£10,166)	(£4,389)	(£4,389)
The Pavilions			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Unit	(£10,674)	(£5,946)	(£5,946)
Carlyon Road Industrial Estate			
Occupancy Rate	100.00%	100.00%	100.00%
Annual Income per Unit	(£8,291)	(£4,145)	(£4,145)
Innage Park Industrial Estate			
Occupancy Rate	79.00%	85.00%	85.00%
Annual Income per Unit	(£5,554)	(£3,275)	(£3,154)
Polesworth Workspaces			
Occupancy Rate	75.00%	75.00%	75.00%
Annual Income per Unit	(£1,489)	(£744)	(£744)
Rent Allowances			
Number of Claimants	1,600	1,600	1,444
Rent Allowances per Claimant	£4,857	£2,353	£2,456
Cost of Administration per Claimant	£82.09	£27.12	£32.08
Rent Rebates			
Number of Claimants	1,520	1,520	1,461
Rent Rebates per Claimant	£3,911	£2,318	£2,183
Cost of Administration per Claimant	£40.09	£16.18	£13.00
Council Tax Support			
Number of Claimants	4,360	4,360	4,079
Net Cost of Administration per Claimant	£54.10	£26.94	£28.98
Borough Care			
Number of Connections	4,347	4,347	3,547
Cost per connection	£59.18	-£11.49	-£5.67

CONSOLIDATED GENERAL FUND POSITION
Budgetary Control Report 2018/19 as at 30 September 2018

Board	Approved Budget 2018/2019	Expected position at September 2018	Actual position at September 2018	Variance
Executive	615,630	364,060	364,832	772
Planning and Development	114,810	88,115	174,920	86,805
Licensing Committee	(6,660)	(5,928)	(8,145)	(2,217)
Community and Environment	5,356,990	2,754,028	2,732,158	(21,870)
Resources (including staff vacancies)	2,911,790	1,346,834	1,313,851	(32,983)
Payments to Parish Councils	-	982,376	982,376	-
Other Contingencies	122,610	30,265	30,265	-
Net Board Expenditure	9,115,170	5,559,750	5,590,257	30,507
Investment Income	(180,000)	(90,000)	(117,673)	(27,673)
Revenue Contribution to Capital Spending	119,000	59,500	59,500	-
Use of Balances	(169,440)	(84,720)	(84,720)	-
Financing Adjustment	(849,240)	(424,620)	(420,735)	3,885
Net Expenditure	8,035,490	5,019,909	5,026,627	6,719

Agenda Item No 9

Resources Board

12 November 2018

**Report of the
Corporate Director - Resources**

**Housing Revenue Account
Budgetary Control Report 2018/2019
Period Ended 30 September 2018**

1 Summary

- 1.1 The report covers total Housing Revenue Account revenue expenditure and income for the period from 1 April to 30 September 2018.

Recommendation to the Board

To consider if any further information is required.

2 Introduction

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

3 Overall Position

- 3.1 The Housing Revenue Account (HRA) includes all costs and income relating to the letting and management of the Council's housing stock, and this has to be kept separate from General Fund expenditure. The actual position for the HRA for the period ended 30 September 2018 is a surplus of £843,598, compared with a forecast surplus position for the period of £750,347. Where possible, the forecast position has been profiled to reflect seasonal variations in expenditure and income, in order to give a better comparison with actual figures. The actual position is a favourable variance of £93,251 against the forecast position. Appendix A to this report provides details of the profiled and actual position for expenditure and income incurred by the HRA.

...

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

3.3 Supervision and Management General – There is an under spend on council tax paid on void properties at this point due to a lower level of empty properties. In addition there is a general under spend on supplies and services budgets.

3.4 Rent collection income is higher because there has been a lower level of voids at 0.89% against the budgeted level of 1.5%. In addition we have only sold 11 council houses against an expected level of 15 council houses.

4 **Housing Repairs Fund**

4.1 The Housing Repairs Fund covers expenditure on all repairs and maintenance, both day to day and programmed, whether carried out by Housing Direct Works or external contractors. This includes any surplus or deficit on the operation of Housing Direct Works.

4.2 The balance on the Fund at the start of the year amounted to £542,701. The balance can be used to cover timing issues between years. In 2018/19 the contribution to the fund is £3,157,890. Any over-spend in the repairs fund would impact on the use of Housing Revenue Account balances if it exceeded the balance on the fund and the contribution in the year. The current overspend mainly relates to vacancies and the high sickness levels in Housing Direct Works which has increased the need to use subcontractors to complete outstanding works.

... 4.3 The position on the fund at the end of July is shown in Appendix B.

5 **Housing Direct Works**

5.1 There is an under spend on employee costs reflecting the current level of vacancies, which have been covered by the use of sub contractors shown with in the supplies and services line below. There is an increase to date in supplies and services due to the higher use and cost of materials and the use of sub contractors to cover for vacancies identified above. A lower level of work has been undertaken for the General Fund Building Maintenance works and capital. Appendix C to this report provides the profiled and actual expenditure of Housing Direct Works in more detail.

...

6 **Risks to the Budget**

6.1 The key risks to the budgetary position of the Housing Revenue Account in 2018/19 include:

- The potential ongoing impact of sustaining rent income levels with the expected changes arising from Universal Credit;
- The requirement on the Council to meet statutory housing needs and support tenants to sustain their tenancies;
- A change in interest rates, if funds need to be borrowed;

- A reduction in the rent levels assumed in the Business Plan, as this could impact significantly on the expected surpluses. More attractive Right to Buy conditions could encourage higher sales;
- The requirements of an ageing stock and the need to meet the Decent Homes Standard are likely to continue to increase the demand for capital works. Work to keep the Council's asset in good condition will be prioritised and accommodated within existing budgets;
- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure;
- Asbestos removal is an ongoing cost pressure over the next few years until the full picture of the level of asbestos contained in council houses and the cost of removal is assessed;

6.2 Some risks previously identified for 2018/19 are no longer included, following the publication of the Social Housing Green Paper on 14th August 2018. The Government no longer intend to implement the Higher Value Asset Levy and are not proposing to implement mandatory fixed term tenancies at this time.

7 Estimated Out-turn

7.1 The anticipated out-turn for the Housing Revenue Account for 2018/19 is detailed in the table below;

	£
Approved budget (Surplus) 2018-19	(392,910)
Additional Rental income – due to lower void levels and right to buy sales	(65,000)
Lower Council Tax payments due to a reduced level of void properties	(8,000)
Expected Outturn (Surplus) 2018-19	(465,910)

7.2 The estimated out-turn for the Repairs Fund remains the same as that included in the original budget. Measures are in place to prevent the current overspend continuing into the second half of the year. If it does continue, the fund has sufficient capacity to cover the additional costs.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 The Council is currently forecasting a contribution to the Housing Revenue Fund balance for the 2018/19 financial year of £465,910. Income and expenditure will continue to be closely managed and any issues that arise will be reported to this committee for comment.

8.2 Environment and Sustainability Implications

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

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

HOUSING REVENUE ACCOUNT

	Original Budget 2018/2019	Expected Spend to Sept 2018/2019	Actual Spend to Sept 2018/2019	Variance	Comments
EXPENDITURE					
Repairs and Maintenance	3,157,890	1,557,893	1,557,893	-	Comment 3.2
Supervision and Management - General	1,405,740	689,146	664,223	(24,923)	Comment 3.3
Supervision and Management - Special Services	498,780	230,223	226,002	(4,221)	
Provision for Bad Debts	288,310	144,155	144,155	-	
Interest on Loans	1,568,820	784,410	784,410	-	
Revenue Set Aside (debt Repayment)	1,700,000	850,000	850,000	-	
Capital Expenditure - New Build	245,750	122,875	122,875	-	Comment 3.2
Capital Expenditure	2,817,420	1,408,710	1,408,710	-	Comment 3.2
Total Expenditure	11,682,710	5,787,412	5,758,268	(29,144)	
INCOME					
Gross Rent Income from Dwellings	(11,532,360)	(6,246,695)	(6,311,587)	(64,892)	Comment 3.4
Gross Rent Income from Non-Dwellings	(390,610)	(222,827)	(222,079)	748	
Charges for Services and Facilities	(95,450)	(39,637)	(39,600)	37	
Total Income	(12,018,420)	(6,509,159)	(6,573,266)	(64,107)	
NET COST OF SERVICES	(335,710)	(721,747)	(814,998)	(93,251)	
Investment Income- Other	(57,200)	(28,600)	(28,600)	-	
TOTAL (SURPLUS)/DEFICIT FOR THE YEAR	(392,910)	(750,347)	(843,598)	(93,251)	

Appendix B

HOUSING REPAIRS FUND (to end of Sept 2018)

	£
Balance available at 1 April 2018	542,701
Contribution 2018/19 (to Sept 2018)	1,557,893
Expected Use of Fund (to Sept 2018)	(1,577,882)
Surplus on the Fund at 30 September 2018	522,712

APPENDIX C

HOUSING DIRECT WORKS

Budgetary Control Report as at 30 September 2018

	Original Budget 2018/2019	Expected Spend 2018/2019	Actual Spend 2018/2019	Variance
EXPENDITURE				
Employee Costs	711,370	331,808	313,391	(18,417)
Supplies and Services	372,490	178,810	208,892	30,082
Transport	74,370	30,765	30,858	93
Income	(50,640)	(25,320)	(4,385)	20,935
Gross controllable Expenditure	1,107,590	516,063	548,756	32,693
Central Support	269,680	134,840	134,840	-
Housing Direct Works Expenditure	1,377,270	650,903	683,596	32,693

Agenda Item No 10

Resources Board

12 November 2018

Report of the Corporate Director - Resources

Internal Audit Half-Yearly Report 2018-19

1 Summary

- 1.1 The report allows the Board to monitor the progress of the Council's Internal Audit function against the agreed plan of work for the year. It also provides the Board with a summary of the work completed by the Council's Counter Fraud Officer.

Recommendation to the Board

That the report be noted.

2 Progress Against the Internal Audit Plan

- 2.1 The Internal Audit Plan for the current year was approved by the Resources Board in May 2018. A copy of the Plan and the progress to date is attached at Appendix A to this report. Progress has been very good this year and the team are well on target to complete 100% of the Plan, all outstanding work has been allocated to quarters 3 and 4 as shown in the Appendix.

- 2.2 A summary of the work completed and the findings is shown in Appendix B to this report but it should be noted that this is only a snapshot of the position at the time of the audit. Where areas for improvement are identified an action plan is agreed which sets out the changes that will be introduced, the responsible officer and the target date for completion. The team carry out follow-up reviews to ensure that agreed actions have been implemented and, where necessary, they will revise the internal audit opinion to reflect the change in the overall control system. Two follow-up reviews have been completed so far this year and the results of these are shown in Appendix B, all other reviews are in progress.

3 Counter Fraud Activity

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

- Right-to-Buy;
- Tenancy fraud such as sub-letting and abandonment of the property;
- Council Tax and Housing Benefit; and
- Single Persons Discount.

Following a recent restructure the Counter Fraud Officer is now part of the Internal Audit Section and reports to the Head of Internal Audit.

3.2 Since joining the Councils, the Counter Fraud Officer has introduced a much more pro-active approach to the investigation process which has been very successful. So far this year, at NWBC he has identified savings to the Public Purse of approximately £39,000, mainly in relation to Housing Benefit and Council Tax fraud.

4 Report Implications

4.1 Risk Management Implications

4.1.1 Failure to provide an effective Internal Audit Service may adversely affect the level of internal control operating within the Council and will attract criticism from external assessors.

4.1.2 Failure to investigate allegations of fraud could result in poor publicity for the Council and some reputational damage.

4.2 Links to Council's Priorities

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Internal Audit Plan 2018-19

Audit	Current Position
System Reviews <ul style="list-style-type: none"> • Anti Social Behaviour/Crime and Disorder • CCTV • Flexi Time/Home Working/Attendance Management • FOI/EIR/SAR • Gifts and Hospitality • Asbestos Management (exc. Housing) • Houses in Multiple Occupation • Leisure Services • Licensing • Maintenance Trees, Walls and Fences • Pest Control • Petty Cash • Planning • Refuse Collection • Safeguarding • S106 Monies 	<p>To be completed in Q3</p> <p>Completed see Appendix B</p> <p>To be completed in Q4</p> <p>Completed see Appendix B</p> <p>Completed see Appendix B</p> <p>Completed see Appendix B</p> <p>Completed see Appendix B</p> <p>To be completed in Q4</p> <p>In Progress</p> <p>To be completed in Q4</p> <p>To be completed in Q4</p> <p>In Progress</p> <p>To be completed in Q3</p> <p>In Progress</p> <p>To be completed in Q3</p> <p>In Progress</p>
Financial Reviews <ul style="list-style-type: none"> • Debtors • General Ledger 	<p>Completed see Appendix B</p> <p>Completed see Appendix B</p>

Audit	Current Position
<ul style="list-style-type: none">• Treasury Management <p>Annual and Other Reviews</p> <ul style="list-style-type: none">• Procurement <p>IT Audits</p> <ul style="list-style-type: none">• IT Health Check	<p>To be completed in Q3</p> <p>To be completed in Q3</p> <p>To be completed in Q3</p>

Summary of Internal Audit Findings

Reviews Brought Forward from 2017-18 Plan

Housing Benefit

Audit Scope

The purpose of this review was to confirm that Benefits processes comply with the regulations and legislation and the Council's policies and procedures, and that there is adequate documentary evidence to support all transactions.

Audit Findings

A '**Significant Assurance**' level was given as there is a sound system of internal controls in place that are being consistently applied. The only issues arising were that the Memorandum of Agreement needs to be updated to include insurance requirements, notice periods and data protection/information management and the Constitution needs updating to reflect the revised write-off procedures.

Mobile Phones

Only a brief review of the mobile phones was carried out rather than a full review so no audit opinion was given. We concluded that a full review needed to be completed by managers to ensure that the phones issued are to the correct specification required for the job which ensures value for money for the Council.

Contact Centre

Audit Scope

The purpose of this audit was to review the procedures in place to ensure that the Contact Centre and One Stop Shop, is operating efficiently and to review the ability to respond to demands and future developments, such as the General Data Protection Regulations (GDPR).

Audit Findings

A '**Significant Assurance**' level was given as there is a sound system of internal controls in place that are being consistently applied. A few issues were raised which would make the system even more robust, which included a review of the level and type of information being requested to ensure that it is adequate and relevant for the purposes that it will be used for and procedure notes need to be updated to reflect the amendments required by the GDPR.

Purchasing Cards

Audit Scope

The purpose of this review was to look at the use of purchasing cards, currently held by twenty Council officers, to ensure compliance with the Council's Policy and Procedures.

Audit Findings

A '**Limited Assurance**' level was given because we identified a number of instances of non-compliance. For example, cards were being shared by team members rather than being used solely by the cardholder; there are instances where the Council's normal ordering and payment process would have been better suited to the type of spend; instances where there is no evidence that the relevant budget holder approved the purchase and for on-line purchases from merchants such as Amazon, often there is only an order confirmation and no VAT invoice to support the transaction. Also, the transaction monetary limits are in need of review.

These are a cost effective means of purchasing so, since completing this review, training has been provided to all card holders and a detailed follow-up will be completed in quarter four of 2018/19.

2018-19 Audit Plan

CCTV

Audit Scope

To establish the effectiveness of the controls in place to mitigate key risks to the Atherstone CCTV surveillance camera scheme, which runs in partnership between the North Warwickshire Borough Council, Atherstone Town Council and Warwickshire Police.

Audit Findings

A '**Significant Assurance**' level was given because there is a sound system of internal controls that are being consistently applied. A few issues were raised which would make the system even more robust, which included carrying out a risk assessment to assess the use of surveillance cameras on individuals and their privacy and checking signs to ensure that they were clearly visible.

Freedom of Information (FOI), Environmental Information Requests (EIR) and Subject Access Requests (SAR)

Audit Scope

The audit work was structured to establish the effectiveness of the controls in place to mitigate the key risks to the Council arising from the Freedom of Information Act (FoIA) 2000; Environmental Information Regulations (EIR) 2004; and also Subject Access Request (SAR) arrangements. The key risks considered were:-

- failure by the Council to comply with current relevant statutory legislation, i.e. the FoIA 2000 and EIR Regulations 2004;
- failure to undertake proper identity checks in relation to SARs could potentially result in personal / sensitive data being released to a person/s other than the data subject, which may be a breach of DPA principles / a data subject's right to privacy.

Audit Findings

A '**Satisfactory Assurance**' level was given mainly because some of the documents on the Council's web-site and Intranet were out of date and, in some cases, not written in plain English. For example, some members of the public may not be aware of the terminology

'subject access request' but terms such as "accessing your own personal data" or "personal information request" would make it clearer. Also, in relation to SARs, it is imperative that the Council does not share any personal data with the requester until his/her identity has been satisfactorily confirmed, unless the person is already known to the relevant Council department. Thus, it is recommended that this requirement be incorporated into the NWBC staff guidance.

Gifts and Hospitality

Audit Scope

The purpose of this review was to ensure that the Council has appropriate codes of conduct in place to cover the declaration of Gifts and Hospitality, with clear guidance on what is to be declared; that effective procedures are in place for the declaration and recording of Gifts and Hospitality; and sufficient guidance is given to employees and members regarding their responsibilities and the sanctions for non-compliance.

Audit Findings

A '**Satisfactory Assurance**' level was given mainly because the Council's Codes of Conduct and Anti-Fraud, Bribery and Corruption Policy need to be updated; the thresholds for the declaration of gifts need to be reviewed; and the guidance for hospitality for both employees and members in the codes of conduct is not clear or consistent between the two.

Asbestos Management (exc. Housing)

Audit Scope

This audit reviewed asbestos management health and safety in the Council House, Old Bank House, Sheepy Road Depot, the Council's leisure / sports centres and Memorial Hall buildings and also its industrial units (excluding shops). It excludes asbestos management in relation to the Council's housing stock.

Audit Findings

A '**Satisfactory Assurance**' level was given mainly because asbestos awareness briefing sessions are required to ensure that staff are fully conversant with their roles and responsibilities, including when it is safe to carry out minor works, e.g. drilling or nailing into walls to affix items such as notice boards. Clarity is also needed as to who is responsible for carrying out basic visual inspections to look for any signs of damage or deterioration to known Asbestos Containing Materials at Leisure Facility buildings built prior to the year 2000, which is when asbestos materials were banned; visual inspections of the corporate buildings have been undertaken and are up to date. Finally, the standard lease agreement template used to formally agree tenancy terms and conditions in relation to the Council's commercial and industrial units gives no specific mention to tenant responsibilities with regards to asbestos management.

Houses in Multiple Occupation

Audit Scope

The purpose of this audit was to provide assurance that all HMO's are identified, inspected and licenced and that all due income is received

Audit Findings

A '**Significant Assurance**' level was given because there is a sound system of internal controls that are being consistently applied and the only issue arising was the lack of a formal inspection checklist, with officers relying on their experience and knowledge, however, this work has now been transferred to NBBC under a shared service arrangement.

Sundry Debtors

Audit Scope

The purpose of this review was to ensure that all sundry income due to the Council is properly identified, promptly invoiced, recorded and coded; user access rights and privileges are commensurate with staff roles and responsibilities; adequate separation of duties exist; arrears are identified and reviewed and adequate recovery procedures are followed; and debts are only written-off after the recovery process has been exhausted.

Audit Findings

A '**Satisfactory Assurance**' level was given mainly because the User Notes need to be updated, the recovery process could be strengthened by use of an 'Attachment of Benefits' or 'Proof of Debt Letter' being completed and submitted to the Official Receiver or Insolvency Practitioner and there was some aged debts that needed to be reviewed and considered for write-off.

General Ledger

Audit Scope

The purpose of this review was to ensure that control account reconciliations are performed for all the key feeder systems; all closing balances are brought forward correctly; all journals have been posted appropriately, approved and to the correct code; all suspense and holding accounts are monitored on a regular basis and cleared out at year end; and transactions have been coded to the correct account code.

Audit Findings

A '**Significant Assurance**' level was given because there is a sound system of internal controls that are being consistently applied and there were no issues arising.

Follow-up Reviews

Local Land Charges

Three issues were raised in the final report and we are pleased to report that all three have been actioned as agree. The audit opinion therefore remains as '**Significant Assurance**'.

Office Cleaning and Caretaking

Three issues were raised in the final report and we are pleased to report that all three have been actioned as agree. The audit opinion therefore remains as '**Significant Assurance**'.

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

Agenda Item No 11

Resources Board

12 November 2018

Report of the Chief Executive

**Progress Report on Achievement
of Corporate Plan and
Performance Indicator Targets
April - September 2018**

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2018.

Recommendation to the Board

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

2 Consultation

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

3 Background

- 3.1 This report shows the second quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2018/19. This is the second report showing the progress achieved so far during 2018/19.

4 Progress achieved during 2018/19

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April to September 2018/19 for the Resources Board.

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

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

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

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

5 Performance Indicators

- 5.1 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2018/19 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 90% of the Corporate Plan targets and 60% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	19	90%
Amber	2	10%
Red	0	0%
Total	21	100%

Performance Indicators

Status	Number	Percentage
Green	9	60%
Amber	6	40%
Red	0	0%
Total	15	100%

7 Summary

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

8 Report Implications

8.1 Safer Communities Implications

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

8.2 Legal Data Protection and Human Rights Implications

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

8.3 Environment and Sustainability Implications

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

8.4 Risk Management Implications

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

8.5 Equality Implications

8.5.1 There are a number of equality related actions and indicators highlighted in the report including improving broadband access, the borough care review and providing adaptations and preventing homelessness.

8.6 Links to Council's Priorities

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

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

Background Papers

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

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

Resources Board 18/19							
	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
35	To update the ICT Strategy for 2019 – 2023 and to continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2019	Responsible Financial & Resource Management	Linda Bird	The ICT Strategy will be reviewed, consulted on and updated and reported to Board in January 2019.	Meetings to discuss future needs, to feed into the ICT Strategy, have been arranged. Best practice will be reviewed and an updated ICT Strategy will be reported to Board in January 2019.	★ Green	↑
36	To continue to seek opportunities to rationalise the Council's property portfolio including:- a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Responsible Financial & Resource Management	Richard Dobbs	NWBC is currently working with other Warwickshire authorities on the latest round of the One Public Estate programme as well as working on land registration and GIS rationalisation of the Council's various land holdings This work continues on a case-by-case basis with maintenance and improvement works taking place in-line with the capital programme. Works to ALC and Memorial Hall have been completed and improvement works to the depot are programmed to begin later this year.	NWBC now sits on the OPE Board and officers are preparing a bid for round 7 funding in partnership with WCC. Officers are also in discussion with Warwickshire Police about their future office requirements Improvement works to the Council's main leisure buildings are being undertaken and schedule of works to improve and make safe the main depot buildings is nearing completion	★ Green	↑
37	c) identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income To work in partnership with the County Council and other agencies to agree and implement CPE and introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand	Responsible Financial & Resource Management	Richard Dobbs	Again this work continues on a case-by-case basis and will be made easier by the GIS and land registration work being undertaken this year CPE has been delayed by DFT's involvement with Brexit, but officers have again met with County Council colleagues and the DFT has been approached to explore ways in which capacity can be found to support the CPE application process in the near future	This work is being done in conjunction with the land registry and as part of the OPE process and will include a review of the Council's GIS database Following the last meeting with WCC officers, the DFT have been asked to review the Council's joint CPE submission in preparation for implementation but the effects of Brexit on DFT's capacity to pursue CPE are currently unknown and the process may be subject to further delay.	★ Green	↑
38	To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2018	Promoting Sustainable & Vibrant Communities	Richard Dobbs	The CSW Broadband Project Working group meets quarterly to review and monitor progress. The project is on target and to budget. 15074 premises have benefitted from Superfast Broadband due to the project. The Council has provided some match funding into Contract 3 which is due to start at the end of 2018.	The CSW Broadband Project Working group meets quarterly to review and monitor progress. In total 15466 premises have benefitted from Superfast Broadband due to the project and upgrades to cabinets in Polwsworth, Chapel End, Middleton and Coleshill have been completed this quarter. The Council has provided some match funding into Contract 3 which is due to start at the end of 2018.	★ Green	↑
39	The forward work plan for the service will be set out by the HEART Board at its meeting in February 2018. During 2018, the service will seek to increase take-up for the service, monitor outcomes for customers and to procure a new framework for contractors to deliver adaptation works	Promoting Sustainable & Vibrant Communities	Angela Coates	The marketing of the service has increased take up and end to end times for delivery of adaptations remains good. The work to appoint a contractor framework is underway.	The service is working in partnership with colleagues in health to ensure good outcomes for customers. More Grants are being delivered for adaptations and there has been an increase in uptake for the small home safety grants	★ Green	↑
40	To deliver the agreed Asset Management Plan from April 2018 and report to Resources Board on progress annually	Responsible Financial & Resource Management	Angela Coates	The Plan was agreed in March 2018 and action is now being taken to deliver the objectives - including seeking to procure major works to blocks of flats.	The Plan was agreed in March 2018 and action is now being taken to deliver the objectives - including seeking to procure major works to blocks of flats.	★ Green	↑

Action		Reporting Officer	Quarter 1	Quarter 2	Status	Direction
41	To use performance information to monitor the efficiency of the new HDW structure and report on progress to the Resources Board annually	Angela Coates	There is an improving position on backlogs of repairs. The joint work with the Contact Centre is supporting the service. End to end times are improving.	The new structure is now bedding in and systems of work improving. The contracts for gas and electric installations are in place and are productive.	★ Green	↑
42	To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board	Angela Coates	The Tenancy Service Team has been reviewed and the new arrangements will put the Council in a good position to anticipate the challenges of Universal Credit.	Universal Credit is now fully live in the Borough. An increase in team capacity and the introduction of new arrears monitoring software should help to sustain good collection rates.	★ Green	↑
43	To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework	Bob Trahern	Collection Progress despite the difficult financial climate continue to be positive. Data on Council Tax collection rates issued by the Government in June in respect of 2017/18 performance showed the Council were 48th in the country of 327 Councils in respect of in year CT collection and 2nd on MDR. The Council has also been shortlisted for an award reflecting its performance to be announced in October in respect of its excellent collection performance	The Council continues to review its effective collection of debts owing in what is a very challenging environment where mirroring National Trends customers are increasingly struggling to make ends meet. The Council is continuing to collect monies due better than most helped by retaining its Council Tax Support Scheme at 8.5%. However, evidence is clear that with the roll out of Universal Credit and the level of debt faced by an increasing number of customers caused by the economy that the Councils ability to continue to collect high levels of tax due is going to become increasingly harder in the future.	★ Green	↔
44	To report by September 2018 on progress on the delivery of the Customer Access Strategy, including the use of Community Hubs, the BOB bus, increased take-up of online services and the success of driving channel shift	Bob Trahern/Linda Bird	This is likely to be deferred due to other work priorities that will take precedent in September including the roll out of GDPR, Universal Credit, a major system change and to reflect a key member of staff leaving. It is hoped that this will be completed later in the financial year and the effective progress being made in these areas	Most of the outcomes from work undertaken is reported on a quarterly basis to the NW Community Partnership and via the Director for Corporate Services in a report to Tyeh November Resources Board. Due to competing demands on finite resources caused by the implementation of a new Revenues and Benefits system as well as GDPR and key staff changes has meant that the decision whether an updated formal customer access strategy is needed will now be reviewed post May 2019	★ Green	↑
45	To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2018	Bob Trahern	A decision has already been taken to retain the current Council Tax Support scheme in 2019/20 to support those most vulnerable in our community.	A report has been drafted for the Executive Board on 19/11/18 with a recommendation to formally retain the current Council Tax Support scheme in 2019/20 at 8.5% to support those most vulnerable in our community which for the reasons above should help maximise collection and provide vital support.	★ Green	↔
46	To report on changes to Homelessness Legislation and take action to implement new requirements, starting with a report to Resources Board following publication of the statutory consultation	Angela Coates	Reports have been submitted to the Resources Board. This includes the delivery of a new Homelessness Strategy. New arrangements for the team have been implemented. Caseloads have increased by 30%.	New systems of work are bedding in. There continues to be a high demand for the service. The countywide conference to promote collaboration between partners was a success and anticipated the introduction of the duty to refer on statutory partners from 1st October.	★ Green	↑

	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
47	To undertake a review of the Tenancy Services and Neighbourhood Team, to ensure it is effective and efficient by September 2018.	Responsible Financial & Resource Management	Angela Coates	The new structure for the team is now in place and new systems of work are being implemented. This includes revised procedures to anticipate the roll out of Universal Credit.	Universal Credit is now fully live in the Borough for new claimants. New systems of work are being implemented to enable the team to focus on supporting Universal Credit claimants. In all authorities this welfare benefit has had an impact on rent collection rates.	★ Green	↑
48	To address the audit recommendations from the Telecare Service Authority by September 2018	Creating Safer Communities	Angela Coates	All actions have been addressed. The service will be subject to a further audit in September 2018.	The service has been awarded the TSA accredited status again this year.	★ Green	↑
49	To extend the Borough Care Service into the Nuneaton and Bedworth area by May 2018	Creating Safer Communities	Angela Coates	There has been a delay due to the necessity to have a partner in place to provide an out of hours visiting response. An arrangement has been made with the Fire Service subject to agreeing an SLA. We will provide the service in Nuneaton from 1 October 2018	The Fire Service have revised their implementation proposals and will be seeking County Council authority to proceed with the partnership in the new year.	★ Green	↑
50	During 2018, consider the implications of modernising the lifeline equipment used and anticipate the move to digital compliant equipment	Creating Safer Communities	Angela Coates	This will be subject to a report to the Resources Board later in the year.	This will be subject to a report to the Resources Board later in the year.	★ Green	↑
51	During 2018/2019, we will put procedures and systems in place to deliver the new homelessness legislation. This will include promoting the joint, prevention trailblazer initiative – PHIL (Preventing Homelessness Improving Lives) as part of our housing options offer	Promoting Sustainable & Vibrant Communities	Angela Coates	A recent visit from the MHCLG confirmed that good progress has been made to implement the new legislation. A countywide conference in September will promote partnership working to underpin the activity of the Boroughs and Districts.	New systems of work are bedding in. There continues to be a high demand for the service. The countywide conference to promote collaboration between partners was a success and anticipated the introduction of the duty to refer on statutory partners from 1st October.	★ Green	↑
52	We will deliver a new Homelessness Strategy by April 2018 and progress the action plan during 2018 – 2019	Promoting Sustainable & Vibrant Communities	Angela Coates	Complete	Complete with close partnership work being promoted to ensure the actions are delivered.	★ Green	↑
53	During 2018, we will deliver a new shared service for the private sector housing duties and will review the service after 12 months and report to the Resources Board on performance	Promoting Sustainable & Vibrant Communities	Angela Coates	The first action is complete.	The first action is complete.	★ Green	↑

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Sept Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Management Accountancy	Public Services & Council Tax	98	98.50%	97.07%	Amber	↔	Performance is improving: August was 97.82%, September was 98.63%
NWLPI 57	Percentage of calls answered through the Central Control system within 180 seconds. (TSA national standard 97.5%):	Community Support	Housing	99	99.92%	99.91%	Green	↑	
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	86.00%	85.49%	83.25%	Amber	↑	We are reviewing our materials supply chain and van stock to improve on this performance. However if some jobs need materials that cannot be part of van stock follow on work is required.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	100.00%	99.96%	Amber	↑	Two were outstanding at the end of September. One property was void and subject to probate and the other does now have a current gas certificate.
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	14	6	Green	↔	Given the increased demand on this service this performance remains positive. We avoid using temporary accommodation where we can and keep time in B&B type accommodation to a minimum.
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	2.00%	4.06%	Amber	↔	At Q2 last year we reported that just over 5% of tenants had more than 7 weeks in arrears. Currently our overall collection rate is less than last year however the team are working closely with tenants to ensure the level of arrears does not escalate.
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	30 days	25.73 days	34.83 days	Amber	↔	This includes properties which have extensive work done to them because they are older and need modernising or have structural defects. The indicator is in calendar days for benchmarking purposes. The average time to get a property to a lettings standard is 22 working days.
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.30 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	99.8%	99.96%	Green	↑	
NWLPI 040	The percentage of initial response to helpdesk calls within two hours of a call being placed :	Computer Services	Public Services & Council Tax	95	99%	99.00%	Green	↑	
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	95%	95%	Green	↑	
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	83%	74%	Green	↔	

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Sept Performance	Traffic Light	Direction of Travel	Comments
@NW:NI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	7.5	5.02	6.82	Green		
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	98.6	99.95	57.39	Amber		Lower due to increased ratings but expected to be on target by March.
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	98.61	58.94	Green		
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5	4	4	Green		

Agenda Item No 12

Resources Board

12 November 2018

**Report of the
Corporate Director - Resources**

**Treasury Management Update
2018/19**

1 Summary

- 1.1 This report shows the Treasury Management activity for the period up to the end of September 2018.

Recommendation to the Board

That the Treasury Management Report for the period up to the end of September 2018 be noted.

2 Introduction

- 2.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before maximising investment return.
- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.3 The Council uses the Code of Practice for Treasury Management issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) to ensure best practice is followed. The Code suggests minimum requirements for informing Members of Treasury Management activities, and this report follows the guidance of the Code.

3 Economic Forecast

- 3.1 The 2018/19 financial year to date has continued to see uncertainty, with the prolonged negotiations to leave the European Union. UK GDP grew by 0.4% in quarter 1 of 2018/19, which was broadly in line with expectations, before growing by a further 0.3% in July. Consumer spending, government consumption and business investment were all contributory factors to the growth in the economy in the first quarter, whilst retail sales were boosted significantly in July by the exceptionally warm weather and the World Cup. The Bank of England is anticipating further UK GDP growth of around 0.4% in the coming quarters.
- 3.2 The UK's CPI inflation rate climbed to 2.5% in July, its first rise since the five year high level of November 2017. This was in line with forecasts, however despite this rise wages were still growing at a faster rate than inflation. Due to concern that the lowest unemployment rate since 1975 risked re-igniting wage pressure, the Monetary Policy Committee increased the Bank of England base interest rate from 0.50% to 0.75% on 2nd August 2018. This was the second rate rise in 9 months and lifted the base rate to its highest level for 9 years.
- 3.3 Subsequently, UK CPI inflation fell from a 2018 peak of 2.7% to 2.4% in September, a larger than expected reduction which has reduced the pressure on the Bank of England to raise the base interest rate any further. The UK inflation rate is expected to be 2.1% at the end of the current financial year, before reaching its target of 2% in 2020. The Governor of the Bank of England, Mark Carney has suggested that a limited and gradual series of rate hikes over the next few years will be required to keep inflation in check.
- 3.4 The Council's Treasury Advisor, Link Asset Services, is not anticipating a further interest rate increase within the current financial year.

4 Treasury Management Strategy Statement

4.1 Review of Annual Investment Strategy

- 4.1.1 The Treasury Management Strategy Statement (TMSS) for 2018/19 was approved by Resources Board on 29 January 2018. The Council's Annual Investment Strategy, which is incorporated in the TMSS, outlines the Council's investment priorities as follows:
- Security of Capital
 - Liquidity
 - Yield

- 4.1.2 The Council will aim to achieve the optimum return on investments commensurate with the proper levels of security and liquidity. In the current economic climate it is considered appropriate generally to keep investments short term, and only invest with highly rated financial institutions, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Link Asset Services.
- 4.1.3 The Council's ability to achieve higher earnings on its investments has improved following the increase in the Bank of England base interest rate from 0.50% to 0.75% in early August 2018. Since this rate increase occurred there have been several maturing investments that have subsequently been re-invested at higher rates. This has improved the weighted average level and increased the amount of interest earned.
- 4.1.4 Whilst interest rates are not expected to rise again within the current financial year, it is a difficult prediction to make due to the current political uncertainty surrounding the EU departure negotiations. Taking this into account, the Council will consider the timing of investments, so as to reduce the risk of being locked in at a relatively low rate of return in the event of a further interest rate rise.
- 4.1.5 The average level of funds available for investment purposes during the April to September period was £33.645 million. The level of funds available for investment purposes was mainly dependent on the timing of precept payments, the NDR Appeals provision, the receipt and payments of grants and the timing of both capital and revenue expenditure. Officers can confirm that the approved limits within the Annual Investment Strategy have not been breached.
- 4.1.6 Interest gained on investments up to the end of September 2018 totalled £117,673, compared to the profiled budgetary position of £90,000. The average interest rate on investments for this period was 0.87% compared to the benchmark of the 7 day LIBOR rate of 0.71% (See Appendix A). Going forward we would expect our average interest rate on investments to increase above the current level as eight of our current investments are due to mature in the current financial year, with interest rates having risen recently.

4.2 **Borrowing**

- 4.2.1 The Council's Capital Financing Requirement (CFR) for 2018/19 was estimated at £64.422 million. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.

4.2.2 The table below shows the Council's external borrowings and the utilisation of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate.

	2018/19 Original Estimate £m	2018/19 Estimated Out-turn £m
External borrowing – Housing	50.403	49.889
Internal borrowing – General Fund	14.019	13.624
CFR (year end position)	64.422	63.513

4.2.3 The Council has not needed to borrow any funds on a short term basis during the year to date.

4.3 Prudential Indicators

4.3.1 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's Authorised Borrowing Limit and Operational Boundary Limits for 2018/19 were set at £82.926 million and £64.721 million respectively. Activity has remained within these limits for the months from April to September.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 Up to 30 September 2018, interest earned on investments was £117,673. The Council has not needed to borrow during the first six months of the year, to fund any temporary shortfalls in the day to day cash flow.

5.1.2 Temporary internal borrowing has been possible due to the revenue and capital reserves currently being held. Once these are used, the Council will need to replace internal borrowing with external borrowing. The use of temporary internal borrowing for capital expenditure has reduced the cost of capital in the General Fund in the short term.

5.2 Environment and Sustainability Implications

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

5.3 Risk Management Implications

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

- 5.3.2 Specialist advice was taken from our Treasury Management consultants to ensure that our debt profile for HRA self financing has an appropriate balance between long and short term borrowing.
- 5.3.3 Continuous monitoring of the Council’s treasury position will allow external borrowing to be taken out to cover the loss of internal borrowing, at the appropriate time.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

INVESTMENT OUTSTANDING

30-Sep-18

CURRENT LOANS & INVESTMENTS

Name of Borrowing Authority Investment General Account	Investment or Loan No.	Amount	% Invested:	Type of Investment	Current Interest Rate	Date of Investment	Maturity Date
Lloyds	12780111LS	1,000,000.00	2.76%	Fixed	1.05	07-Sep-18	06-Sep-19
Lloyds	13466868LS	1,000,000.00	2.76%	Fixed	1.05	24-Sep-18	24-Sep-19
Lloyds	12469684LS	1,000,000.00	2.76%	Fixed	1.00	08-Jun-18	07-Jun-19
Lloyds	11909613LS	1,000,000.00	2.76%	Fixed	0.90	08-Dec-17	07-Dec-18
Lloyds	11973422LS	1,000,000.00	2.76%	Fixed	0.85	09-Jan-18	09-Jan-19
Toronto Dominion Bank	Cert of Deposit	1,000,000.00	2.76%	Fixed	0.65	13-Oct-17	12-Oct-18
Toronto Dominion Bank	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.65	29-Nov-17	29-Nov-18
Santander	10668760	1,000,000.00	2.76%	Fixed	0.85	03-Jan-18	03-Jan-19
Santander	10687495	1,000,000.00	2.76%	Fixed	0.85	13-Mar-18	13-Mar-19
Santander	10736980	1,000,000.00	2.76%	Fixed	1.15	12-Sep-18	12-Sep-19
Canadian Imperial Bank of Commerce	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.88	14-May-18	13-May-19
Standard Chartered	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.66	17-Jan-18	17-Jan-19
Standard Chartered	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.86	06-Apr-18	08-Oct-18
Credit Industriel et Commercial	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.84	16-Aug-18	15-Feb-19
Credit Agricole Corporate Investment Bank	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.82	25-Sep-18	25-Mar-19
National Westminster Bank Plc	Cert of Deposit	750,000.00	2.07%	Fixed	0.94	29-Jun-18	28-Jun-19
National Westminster Bank Plc	Cert of Deposit	750,000.00	2.07%	Fixed	1.01	31-Jul-18	29-Jul-19
Rabobank International	Cert of Deposit	1,500,000.00	4.15%	Fixed	0.94	07-Sep-18	06-Sep-19
Federated Cash Plus	0000228LQ	3,000,000.00	8.29%	USDBF	0.93	25-Aug-16	
RLAM Cash Plus	0000057323	3,000,000.00	8.29%	USDBF	0.81	22-Jan-14	
Federated MMF	0000228LQ	5,000,000.00	13.82%	MMF	0.70		
Standard Life Investments MMF	0000554-001	4,187,600.00	11.57%	MMF	0.67		
TOTAL CURRENT GENERAL INVESTMENTS		36,187,600.00			0.87		

Agenda Item No13

Resources Board

12 November 2018

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 14

**Irrecoverable Local Taxation Debts – Report of the Corporate Director -
Community**

Paragraph 1 – by reason of the report containing information relating to an individual

