

Medium Term Financial Strategy

Recurring Developments

Appendix 4(iii)

Description	Narrative	2017/18	£	2017/18		2018/19	£	2019/20	£	2020/21	2021/22	2022/23	Portfolio	Category
				Latest	£									
Above inflation growth	to allow for staff increments		40,000		-40,000				50,000	50,000	50,000		Corporate	annual growth additional
Fees and Charges			-139,458				-139,458						Corporate	income additional
Fees and Charges	September 2017 Executive						-75,642						Corporate	income Unavoidable
Business Rates	Base Budget Setting process		21,300										Corporate	pressure annual
inflation provision	reflection of volatility of the economy		50,000		-50,000		50,000						Corporate	growth annual
Salaries	Pay Award		144,400				264,600						Corporate	growth Unavoidable
National Employment Savings Trust (NEST)			63,750				63,750						Corporate	pressure Saving-
FFF26 Terms and Conditions changes			-45,000										Corporate	planned Saving-
FFF26 Terms and Conditions changes	Revised forecast October 2016		2,250										Corporate	planned Saving-
FFF27 Riverside House Relocation											-300,000		Corporate	planned Unavoidable
New Living Wage									50,000				Corporate	pressure
Support service Review	Appendix I Items 2 to 18		-50,000										Corporate	Saving-planner
Change Energy supply process	Appendix I Items 2 to 18		-207,000										Corporate	Saving-planner
Apprenticeship Levy			42,372										Corporate	Unavoidable p
Increase in Electricity costs arising from new contract			113,400				15,000						Corporate	Unavoidable p
FFF16 Other Corporate employee savings from Leisure Centre operation outsourcing - Other	FFF Programme - June 16 Exec						-152,000						Corporate	Saving-planner
FFF16 Other Corporate employee savings from Leisure Centre operation outsourcing - Other	FFF Programme - June 16 Exec						152,000						Corporate	Saving-planner
FFF20 Senior Management Review	FFF Programme - June 16 Exec											-200,000	Corporate	Saving-planner
FFF23 Reduction in Council Discretionary spend	FFF Programme - June 16 Exec		-25,000				-25,000		-25,000	-25,000			Corporate	Saving-planner
Pension fund Increases 2017-18	updated May 2017 Dec 2016 Updated May 2017		103,000										Corporate	Unavoidable p
Pension Fund Increases			-17,970				58,415		84,000	84,000	84,000	84,000	Corporate	Unavoidable p
Fees and charges 2017-18	28/09/16 Exec		-89,500										Corporate	additional incc
Crematorium salaries			1,200										Corporate	cost
Apprenticeship Levy	Per revised calculation		-2,661										Corporate	Unavoidable p
Minor Budget Changes			28,954		2,800		-1,200						Corporate	cost

Description	Narrative	2017/18	2017/18		2018/19	2019/20	£	2020/21	2021/22	2022/23	Portfolio	Category
			£	Latest	£							
IAS 19 changes			37,600	1,412,000	15,100						Corporate	notional
FFF4 Local Lottery	June 2017 Executive Report				-15,000	15,000					Corporate	Saving-planner
Support Services Review Saving not entered in detailed Budgets even though entered in Strategy				-50,000							Corporate	Saving-planner
NNDR increases on General Fund Properties	2017 Revaluation, Transitional relief reducing year on year				41,300	44,700	28,600	19,200	25,400		Corporate	Unavoidable p
NNDR increases on General Fund Properties	2017 Charges			46,100							Corporate	Unavoidable p
Apprenticeship Scheme	november 2017 Executive				100,000	50,000					Corporate	cost
Impact of National Living Wage on Pay scales (scales revised from 2019/20)	Employer Offer December 2017				48,000	150,000					Corporate	Unavoidable p
Catering Contract	July/August Executive		-13,100								Culture	Saving-planned
FFF17 Restructure Arts and Entertainments	Appendix I Items 2 to 18		-40,000								Culture	Saving-planner
FFF16 Leisure Options	Appendix I Items 2 to 18				-250,000	-250,000					Culture	Saving-planner
FFF16 Leisure Options	Appendix I Items 2 to 18				250,000	250,000					Culture	Saving-planner
FFF16 Leisure Options	Contract Starts June 2017					-600,000					Culture	Saving-planner
FFF16 Leisure Options	Contract Starts June 2017					600,000					Culture	Saving-planner
FFF16 Leisure Options	Inflation applied in line with Strategy Inflation Assumptions										Culture	Saving-planner
FFF28 Town Hall Transfer	Appendix I Items 2 to 18								-85,000		Culture	Saving-planner
Town Hall offices vacated by Bromford 30/6/16 - lease income	Culture FFF Programme - June 16		3,200								Culture	cost
FFF16 Leisure Centre Business Support Team Staff Review- Cultural Services	Exec, Incorporated into 2017/18 Base Budgets										Culture	Saving-planner
FFF16c Other Corporate employee savings from Leisure Centre operation outsourcing - Housing & Property Services (Warwick Plant Maintenance included in 2017/18) & Direct Leisure Centre Saving)	FFF Programme - June 16 Exec				66,000						Culture	Saving-planner
FFF16 Other Corporate employee savings from Leisure Centre operation outsourcing - Culture	FFF Programme - June 16 Exec Leisure Centre Business Support Non Pay Costs				-87,000						Culture	Saving-planner
FFF16 Other Corporate employee savings from Leisure Centre operation outsourcing - Other	savings built into 2017/18 Budgets Leisure Centre Business Support Non Pay Costs				72,500						Culture	Saving-planner
FFF16 Other Corporate employee savings from Leisure Centre operation outsourcing - Other	savings built into 2017/18 Budgets, full £87k not taken out				14,500						Culture	Saving-planner

Description	Narrative	2017/18	2017/18		2019/20	£	2020/21	2021/22	2022/23	Portfolio	Category
		£	Latest	£	2018/19	£	£	£	£		
RSC salaries		2,600								Culture	cost
FFF16f Reduced net exp LC budgets		28,600			-271,500					Culture	Saving-planner
Arts Programme Support Officer - transferring from Cultural Services Technical Support Team but virement omitted from Budget report		10,600								Culture	cost
Incorrect NI calculation Client monitoring budgets	Culture Leisure Options	-900								Culture	Saving-fortuitu
Contract Cleaning at Town Hall	March 2017 SMT Report			-4,000						Culture	Saving-fortuitu
Staff Training Budget omitted from new Client Su	Culture			7,000						Culture	cost
Aviary Rental income overstated				7,100						Culture	cost
Occupation Town Hall Room 11 from 23 June 2017				-10,000	-3,000					Culture	Saving-fortuitu
FFF17 Salary savings "The Arts" re-structure 2017				-5,000						Culture	Saving-planner
Pump Rooms and Jephson Gardens Catering Service Charges				-1,300	-900					Culture	Saving-fortuitu
Spa Centre income from ticket sales (WDC) & Commission on Non-WDC ticket sales				-30,500						Culture	Saving-fortuitu
New Tills at Spa Centre (ERR funded) additional on-going Cost					1,900					Culture	cost
Postages budget deleted in error upon Costs Centre changes					500					Culture	cost
Creation of Sports Programme Manager post					28,000	28,000				Culture	cost
Creation of Sports Project officer					20,900	20,800				Culture	cost
Developer Commuted Sums Reserve reducing Development Services Redesign Recurrent costs from 2017/18 (16/17 funded from Contingency Budget)		22,798			5,605					Development	committed expenditure
		33,160								Development	cost
Development Services Technical support team	FFF Programme - June 16 Exec	-15,000			-15,000					Development	Saving-planner
Ordnance Survey Sale		700								Development	cost
Planning - Viability Appraisals		10,000								Development	cost
Changes to Development Services Salaries 2017/2018		57,100								Development	cost
Changes to Building Control Salaries 2017/2018 - Increments/Pay award		-1,400								Development	cost
now included in- Development Services Redesign Recurrent costs from 2017/18 (16/17 funded from Contingency Budget)		-33,160								Development	cost
Heritage Open Days	Previously Funded from Capital Investment Reserve							4,000		Development	cost
Open Space Events		-700								Development	Saving-fortuitu
FFF5 Tourism/ VIC changes cost reduction (NB. Report	June 2017 Executive				-15,000					Development	Saving-planner

Description	Narrative	2017/18		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£	£	£	£	£		
	June 2017 Executive												
FFF9 Restructure-Development Management Te Report						16,000						Development	cost
Reduction in Land Charges Income					10,000							Development	cost
Reduced income from market rents under new contract with CJ's Events					6,000							Development	cost
Salary Budget Changes Development Services - 2018/19					3,800							Development	Saving-fortuitu
Recurring Increase in Planning Income following approval of the Local Plan						-498,000						Development	Saving-fortuitu
Projects Officer (Office Relocation)						57,300						Development	cost
Projects Officer	To Assess Commercial and Strategic Opportunities					45,400						Development	cost
Reduction in HB/CTB Admin Subsidy									226			Finance	pressure
FFF14 Review of Concurrent Services and Parish support	FFF Programme - June 16 Exec		-58,300			-58,300		-31,600				Finance	Saving-planner
FFF16a Other Corporate employee savings from Leisure Centre operation outsourcing - Finance	FFF Programme - June 16 Exec					-28,000						Finance	Saving-planner
FFF16bOther Corporate employee savings from Leisure Centre operation outsourcing - Finance	FFF Programme - June 16 Exec					-8,500						Finance	Saving-planner
Payments processing transaction charges and loss of credit card surcharge income			20,000									Finance	Unavoidable p
Increased Insurance Premium Tax	Autumn Statement 2016		5,500									Finance	Unavoidable p
Additional CIVICA costs on Benefits	E Forms and Risk Based Officer & Maintenance support		46,000		-26,000							Finance	Unavoidable p
Revenues additional resources			32,000									Finance	cost
£15k shortfall on Local Council Tax Support Grant					15,000							Finance	Unavoidable p
HB Admin Subsidy Grant Shortfall					25,000							Finance	Unavoidable p
Provision for National Living Wage not drawn on in previous years	2016/17 Final Accounts				-19,100							Finance	Saving-fortuitu
Change in Benefits Expenditure based on 2017/18 Mid-Year Claim Estimate						-2,909,100						Finance	Saving-fortuitu
Change in Benefits Subsidy Based on 2017/18 Mid-Year Claim Estimate						2,859,400						Finance	Saving-fortuitu
Salary Budget Changes Finance - 2018/19					-29,700							Finance	Saving-fortuitu
Pensions Provision not needed					-15,300							Finance	Saving-fortuitu
Procurement Partnership with WCC						20,000						Finance	cost
Restoration of Principal Accountant Post to Full						11,200						Finance	cost
Housing benefit and Council Tax Support Subsidy shortfall						40,700						Finance	cost
Reduction in Revenues Court Fees Received based on fees received to date and number of courts remaining this year					20,000							Finance	
CCTV Revenue Savings from new tender	lower annual maintenance, no inflation							-1,160	-1,160	-1,160	-1,160	Health & Community Protection	Saving-fortuitus

Description	Narrative	2017/18		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£	2019/20	£	2020/21	£	2021/22	£
Community Forums and Community	2014-15, & slippage 2019/20 2014-15					9,217		30,783				Community	expenditure
			163									Community Health & Community	cost
FFF2 CCTV Staff Overlap Period Review	FFF Programme - June 16 Exec											Community Protection Health & Community	Saving-planner
FFF24 Review of Community Partnership arrangements	FFF Programme - June 16 Exec					-36,750		-12,250				Community Protection Health & Community	Saving-planner
Public Places and Project Team Leader regraded			5,400									Community Protection Health & Community	cost
CCTV Salaries (scale increment)			1,300									Community Protection Health & Community	cost
Environment salaries			200									Community Protection Health & Community	cost
EH Food and Occupational Safety (FOSH) salaries - (Reduce hours and new starter at bottom of grade)			-7,100									Health & Community Protection Health & Community	Saving-fortuitu
Licensing Salaries (increment)			800									Community Protection Health & Community	cost
Occupation of 2nd Floor Offices Riverside House from 11/4/16 CWS			-700									Community Protection Health & Community	Saving-fortuitu
Community safety salaries - (Regrade)					1,400							Community Protection	cost
NNDR - Riverside House - increase due to Mazar Split					14,200							Health & Community Health & Community	cost
Health and Community Protection Restructure					30,000	11,400						Community Protection Health & Community	cost
Health and Community Protection Restructure Priority Funding scheme remove time limited budget					-117,400	45,600						Community Protection	Saving-planner
Reduction in applications for Taxi Drivers - CRB checks						-15,000						Health & Community	Saving-fortuitu
Reductions in applications for new driver knowledge test					3,500							Health & Community	cost
Review of Provision of Temporary Accomodation for Homeless Households						2,000						Health & Community	cost
HEART project - increase in funding requirements	FFF Programme - June 16 Exec											Housing	Saving-planner
	June 2017 Executive Report		48,500		83,400							Housing	Unavoidable p
FFF8 Reduce B&B placements						-60,000						Housing	Saving-planner
Private Sector Housing-Joint Post Contribution Ceased December 2015					-17,400							Housing	Saving-fortuitu
Rent Rebates Crash Pad actual income below budget	2016/17 Final Accounts				6,100							Housing	cost

Description	Narrative	2017/18		2017/18		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£		£		£		£		
Legal Costs for Waterloo Housing Agreement	Less Budget Required now agreement in place				-13,700									Housing	Saving-fortuitu
Home Choice Lettings	ongoing software support					28,000								Housing	cost
Building surveying salaries					10,900	6,600								Housing	cost
M+E GF Cyclical requirements reviewed			7,900	17,900										Housing	cost
Private Sector Housing salaries 2018/19					3,700									Housing	cost
Major Contract Renewals & Inflation at -1% RPI (August announced September)	GM and Waste Management		32,100			132,882		24,000	4,901	1,700,000				Neighbourhood	Unavoidable pressure
Grounds Maintenance	profiling of additional/expired funding		22,798			5,605								Neighbourhood	committed expenditure
Car Parking	Repairs and Maintenance Budget					10,000		5,000						Neighbourhood	committed expenditure
Waste Management	New Properties		13,000			13,000		13,000	13,000	13,000				Neighbourhood	annual growth
Street Cleaning	New Adopted roads to be cleansed		10,000			10,000		10,000	10,000	10,000				Neighbourhood	annual growth
Waste Management	Growth above original assumptions July 2017				14,075	23,600		27,700	27,500	24,200	18,700			Neighbourhood	annual growth
Street Cleaning	Growth above original assumptions July 2017				11,800	19,500		22,700	22,600	19,900	15,500			Neighbourhood	annual growth
Revenue saving on Lighting at Linen Street Car Park/increased usage	August Executive Updated December 2015		-1,200			-3,600								Neighbourhood	Saving-fortuitus
Digital by Default	Executive(Total less		60,000											Neighbourhood	cost
FFF15 CSC/OSS Review	Appendix I Items 2 to 18		-100,000			-41,700		-8,300						Neighbourhood	Saving-planner
FFF1 Review of One Stop Shop service	FFF Programme - June 16 Exec		-50,000											Neighbourhood	Saving-planner
Review of Ranger Service	FFF Programme - June 16 Exec		-20,000		-30,000									Neighbourhood	Saving-planner
Additional car park income	Neighbourhood		-90,000											Neighbourhood	additional incc
Head of Neighbourhood Services salaries - 2016/17 pay award			2,500											Neighbourhood	cost
Green Space Development salaries (scale increment)			2,000											Neighbourhood	cost
Waste Management salaries			-1,600											Neighbourhood	Saving-fortuitu
Ranger Services salaries (opted out of pension, new starter on bottom of grade)			700											Neighbourhood	cost
recycling credits	from new developments		-10,356			-14,008		-15,562	-15,498	-14,216				Neighbourhood	Saving-fortuitu
FFF21 Crematorium Restructure	Net additional income (March 2017 Executive June 2017 and August				-61,700									Neighbourhood	Saving-planner
FFF10 Restructure – Neighbourhood Services	2017 Executive Reports					45,500								Neighbourhood	cost

Description	Narrative	2017/18		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£		£		£		
Property Growth - more houses to service HRA Grounds Maintenance being paid for by General Fund. Transferred to HRA 3 x Contract Services officer regraded to E1 (scp 27/30) by Hay Panel Fly tipping& other Enviromental Enforcement provided by Rugby Borough Council					40,000							Neighbourhood	Unavoidable p
					-83,200							Neighbourhood	Saving-fortuitu
					9,100							Neighbourhood	cost
						30,000						Neighbourhood	cost
One Stop Shop Salaries					-1,900	15,200						Neighbourhood	cost
Bereavement salaries					800	1,600						Neighbourhood	cost
Maintenance of outdoor paddling pools idverde, Rent of Land Off Saltisford Road, Warwick	No longer carried out by Warwick Plant				43,700							Neighbourhood	cost
					-15,000							Neighbourhood	Saving-fortuitu
New Lease - Suez Recycling & Recovery					-9,000							Neighbourhood	Saving-fortuitu
Grounds Mainternance Costs at Cemetries Water Charges for car parks - insufficient budget Car Parks - Cash Collection Service - insufficient Budget FFF16c Other Corporate employee savings from Leisure Centre operation outsourcing - Housing & Property Services					11,000	200						Neighbourhood	cost
					8,000							Neighbourhood	cost
					5,000							Neighbourhood	cost
	FFF Programme - June 16 Exec					-66,000						Property	Saving-planner
FFF16d Other Corporate employee savings from Leisure Centre operation outsourcing - Housing & Property Services	FFF Programme - June 16 Exec					-24,800						Property	Saving-planner
FFF16d Other Corporate employee savings from Leisure Centre operation outsourcing - Housing & Property Services (Warwick Plant Maintenance included in 2017/18) & Direct Leisure Centre Saving)	FFF Programme - June 16 Exec					24,800						Property	Saving-planner
Jubilee House - Rents Other, Service Charges Reduced as Tenants now pay NNDR directly Land adjacent to Stable Block Transferred to Jockey Club			5,000									Property	cost
	March 2017 Executive June 2017 Executive Report				-3,000							Property	Saving-planner
FFF6 Restructure – Property Estate Management (parking Spaces rear of Jury Street no longer renting)					-6,700							Property	Saving-fortuitu
26 Hamilton Terrace revised income					-15,700							Property	Saving-fortuitu
Asset & Energy Management salaries					6,100	-2,300						Property	cost
Abbey Fields Cafeteria following Leisure Options					7,300	1,300						Property	cost

Description	Narrative	2017/18		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£		£		£		
Estate Management Insurances recharged and Legal Fees	Net											Property	Saving-fortuitu
M+E GF responsive requirements reviewed												Property	cost
Cleaning Contingency not needed												Property	Saving-fortuitu
FFF29 Member Allowances	Appendix I Items 2 to 18											Strategic	
FFF16h Other Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing - HR	FFF Programme - June 16 Exec											Strategic	
FFF16h Other Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing - HR	FFF Programme - June 16 Exec											Strategic	
FFF16eOther Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing -ICT	FFF Programme - June 16 Exec											Strategic	
FFF16h Other Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing - Other	Media & HR over-estimated											Strategic	
FFF16h Other Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing - Other	Media & HR over-estimated											Strategic	
FFF16h Other Corporate employee savings from												Leadership	Saving-planner
Leisure Centre operation outsourcing - Other	Media & HR over reduction											Strategic	
ICT salaries	per salary estimates		3,300									Leadership	cost
ICT salaries Hay regrade			3,200									Strategic	Leaders cost
FFF29 Members Allowances	June 2017 Executive											Strategic	Leaders cost
Democratic Repreesntation councillors	(2017/18 cost from											Strategic	
superannuations costs no longer payable												Leadership	Saving-fortuitu
Equitrac Support after 5 year period of purchase												Strategic	
Strategic Leadership varoius small Budget												Leadership	Saving-fortuitu
Adjustments												Strategic	
media room future years click savings												Leadership	cost
HR- WM jobs recruitment portal												Strategic	Saving-planner
Budget Consultation Process												Leadership	cost
ICT Business Analyst Post deleted												Strategic	Saving-fortuitu
FOI shared legal services												Leadership	cost
Dem rep & man committee teas cost of biscuits												Strategic	cost
Local elections Schofields Law publication												Leadership	cost
insufficient budget												Strategic	
Savings required	February 2018											Leadership	cost

Description	Narrative	2017/18		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		Portfolio	Category
		2017/18	£	Latest	£	2018/19	£	2019/20	£	2020/21	£	2021/22	£	2022/23	£		
Total Recurring Developments			111,294	1,299,975		-123,984		-74,653		724,880		676,125		173,087			