

Executive

Thursday 2 June 2016

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Thursday 2 June 2016 at 6.00pm.

Membership:

Councillor A Mobbs (Chairman)
Councillor N Butler Councillor P Phillips
Councillor M Coker Councillor D Shilton
Councillor S Cross Councillor P Whiting
Councillor Mrs M Grainger

Also attending (but not members of the Executive):

Whitnash Residents' Association (Independent) Group Observer
Labour Group Observer
Liberal Democrat Group Observer
Chair of the Overview & Scrutiny Committee
Chair of the Finance & Audit Scrutiny Committee

Emergency Procedure

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

Agenda

1. Declarations of Interest

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

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

Members are also reminded of the need to declare predetermination on any matter. If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

Part 1

(Items upon which a decision by Council is required)

1A. **Minutes**

To confirm the minutes of the meetings held on 9 March and 6 April 2016

(Item 1A/Page 1)

2. **Final Accounts 2015/16**

To consider a report from Finance

(Item 2/Page 1)

3. **Policies for Hackney Carriage / Private Hire Drivers and Operators**

To consider a report from Health and Community Protection

(Item 3/Page 1)

4. **Sex Establishments Policy**

To consider a report from Health and Community Protection

(Item 4/Page 1)

Part 2

(Items upon which the approval of the Council is not required)

5. **Fit for the Future Change Programme**

To consider a report from the Deputy Chief Executive (AJ)

(Item 5/Page 1)

6. **Proposed Relocation of Kenilworth Wardens (Community Sports Club) to Castle Farm**

To consider a report from the Deputy Chief Executive (AJ)

(Item 6/Page 1)

7. **Tourism Update**

To consider a report from Strategic Economic Development

(Item 7/Page 1)

8. **HS2**

To consider a report from Development Services

(Item 8 / Page 1)

9. **Local Plan Budget**

To consider a report from Development Services

(Item 9/Page 1)

10. **Repair of Listed Boundary Walls**

To consider a report from Development Services

(Item 10/Page 1)

11. **General Reports**

(A) Sale of Land at Sabin Drive

To consider a report from Development Services

(Item 11A/Page 1)

12. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of

Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Nos.	Para Nos.	Reason
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13	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
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13. **Sale of Land at Sabin Drive – Appendix 2**

To consider a report from Development Services

(Item 13/Page 1)
(Not for publication)

14. **Minutes**

To confirm the confidential minutes of the meetings held on 9 March and 6 April 2016

(Item 14/Page 1)
(Not for publication)

Agenda published Monday 23 May 2016

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For enquiries about specific reports, please contact the officers named in the reports You can e-mail the members of the Executive at executive@warwickdc.gov.uk

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

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

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

Executive

Minutes of the meeting held on Wednesday 9 March 2016 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillor Mobbs (Chairman); Councillors Coker, Cross, Mrs Gallagher, Mrs Grainger, Phillips and Shilton.

Also present: Councillor Barrott (Chair Finance & Audit Scrutiny Committee), Councillor Boad (Chair of Overview & Scrutiny Committee & Liberal Democrat Group Observer) and Councillor Mrs Falp (Whitnash Residents Association Group Observer).

Apologies for absence were received from Councillor Whiting.

113. **Declarations of Interest**

Minute number 122 – St Nicholas Park Petition

Councillors Cross and Mrs Grainger declared a personal interest because they were Warwick Town Councillors.

114. **Minutes**

The minutes of the meeting held on 10 February 2016 were agreed as written and signed by the Chairman as a correct record.

Part 1

(Items on which a decision by Council is required)

115. **Housing Allocations Policy Review**

The Executive considered a report from Housing and Property Services, that proposed changes to the Housing Allocations Policy to reflect current practice and to take account of recent new case law.

The current adopted Housing Allocations Policy was approved in 2008 and stated, in relation to bedroom standards:

"The following guide is used to determine whether or not a family meets the bedroom standard. The Council considers that each of the following require one bedroom:-

- Partners living together or a lone parent.
- Those over 16 years of age.
- A child or two children sharing unless:-
 - Of the same sex, both over 8 years old with more than 4 years' age difference, or
 - They are of opposite sex and the eldest is over 8 years of age."

From 1 April 2013 new Housing Benefit regulations came into force whereby those considered as having one or more spare bedrooms had their Housing

Benefit reduced. The standard applying for this assessment was that a separate bedroom was required for:

- An adult couple;
- Any other person aged 16 or over;
- Two children of the same sex under the age of 16;
- Two children under the age of 10 regardless of their sex'; and
- Any other child who's main and principal home was with the applicant and they lived there permanently.

Prior to the introduction of the regulations in April 2013, there was considerable discussion at Overview & Scrutiny Committee, Executive and Council. The adoption of the revised bedroom standard had been informally applied since that date but recommendation 2.1 of the report provided for the formal inclusion within the policy.

The withdrawal of "one bedroom in excess of need" principle from the Housing Allocations Policy was approved by Council in August 2015. This took account of the new Housing Benefit regulations to ensure that applicants did not move into properties where they would then be subject to the under-occupation charge.

However, it was not made clear in the report at the time that the charge did not apply to many people over retirement age and a small number of households with other specific needs (for example some families that include a person with a disability). Those households could continue to be offered one bedroom in excess of need.

This could be an important incentive in encouraging older tenants to downsize from large properties which, in turn, underpinned current strategy of seeking a small number of two-bedroom bungalows in the affordable housing mix on new housing developments.

With regard to disability, the additional space may be essential for use by a carer or where it was inappropriate for children to share.

For the avoidance of doubt Council was asked to note that the decision to no longer allocate one bedroom in excess of need was not intended to apply to age-designated properties or to applicants exempt from the under-occupation charge for other specific reasons.

One of the principal changes agreed in July 2015 was the introduction of local connection criteria whereby those without a local connection (defined in the same way as in homelessness legislation) would be excluded from the housing register with the exception of:

- a) People needing to move to the district to receive support;
- b) Armed forces cases;
- c) Domestic violence/harassment cases (assessed in the same way as under homelessness legislation);
- d) Council and RP tenants who had a reasonable preference because of a need to move to the district to avoid hardship and need to move because the tenant worked or had been offered work in the district and had a genuine intention to take up the offer;
- e) Key workers who did not qualify under d);

f) Cases where we had accepted a full homeless duty.

After the Council decision, the Court of Appeal handed down judgment in the case of HA, R (On the Application Of) v London Borough of Ealing [2015] which restricted the extent to which local connection criteria could exclude applicants from the housing register.

Applicants with a "reasonable preference" as defined by the Housing Act 1996 should not be excluded from the housing register, even if they had no local connection. Those with a reasonable preference were:

- People who were homeless;
- People who were owed a duty by another local housing authority under section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who were occupying accommodation secured by any such authority under section 192(3);
- People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;
- People who needed to move on medical or welfare grounds (including any grounds relating to disability); and
- People who needed to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

The Council could take account of local connection in deciding how much priority to give to those applicants. The recommendation was therefore that the cases that the Council was intending to exclude, but were now entitled to be admitted to the register, should be placed in Band Four.

As a result of needing to respond to these issues there was likely to be some slippage in implementing the new allocations policy. The original project plan anticipated an implementation date of 1 April 2016 but this was now expected to be 1 June 2016.

Part 3 Section 3 of the Constitution (Executive Functions) defined that, subject to those matters reserved to Council and except matters delegated to an officer by Council, the Executive could exercise all the powers and duties of the Council as Housing Authority (Page C8 and C9 of the Constitution).

The option of not introducing the changes had been considered but not brought forward.

The Bedroom Standard could be left but this would mean reverting to the rules from around three years ago that it was agreed at the time should be changed. The practical effect would be the potential for applicants entitled to Housing Benefit to be signed up for properties for which their benefit would not cover the full rent and the consequent risk of rent arrears and repossession.

The second recommendation about "one-bedroom in excess of need" was a point of clarification for the avoidance of doubt rather than a change to policy.

The third recommendation was in response to a High Court decision so failure to introduce this could risk a legal challenge at a later date.

Recommended to Council that;

- (1) it amends the bedroom standard applied within the Housing Allocations Policy to ensure consistency with that specified in the Housing Benefit regulations and to grant delegated authority to the Head of Housing & Property Services in consultation with the Portfolio Holder for Housing and Property to make minor adjustments to the standard should any such issues be raised in consultation with Registered Providers;
- (2) age-designated properties and applicants exempt from the under-occupation charge for specific reasons will continue to be eligible for allocations of a size equivalent to one bedroom in excess of need, be noted;
- (3) applicants without a local connection, and not exempted from the local connection criteria for one of the reasons set out in the previously approved changes, shall be registered and placed in Band Four, but only if they are in a designated reasonable preference category.
- (4) subject to approval of (1) to (3) above, the timetable for implementing the new Housing Allocations Policy will not be completed until 1 June 2016.

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan Reference number 767)

116. Hackney Carriage & Private Hire Drivers – Policy and Scheme of Delegation Changes

The Executive considered a report, from Health & Community Protection, that sought agreement to amend Council policies associated with Hackney Carriage Private Hire Drivers (HCPH) and Private Hire Operators (PHO's). The report also recommended changes to the Officer Scheme of Delegation by Council.

After detailed discussion, the Licensing and Regulatory Committee had supported officer proposals that changes were made to Council policies and the Officer Scheme of Delegation for matters relating to HCPH drivers and PHO's.

The primary role of the Licensing Authority was the protection, safety and wellbeing of the public. Through the introduction of a mandatory course in

the prevention of Child Sexual Exploitation (CSE), the authority could contribute to this role.

Throughout 2015 the Drivers and Operators Forum had been reviewing what could be done to spread the message of the 'Something's not right campaign' (Warwickshire's campaign to raise awareness of child sexual exploitation) and had discussed during the Forum what would be the best method of increasing awareness of safeguarding.

The Drivers and Operators Forum were in full agreement that a course should be delivered and that it was an extremely important subject area. The forum had requested a compulsory course, as they believed it was the only way all drivers would attend.

From 1 April 2016, the recommendation was that attendance at a prevention of CSE course was made a compulsory requirement for all HCPH Driver Licences in Warwick District.

A Warwick District HCPH Drivers Licence was three years in duration. If the mandatory requirement was introduced for all licence holders to undertake the course before their licence required renewal, it would take until the end of 2019 to ensure that all drivers had been trained in the prevention of CSE.

Therefore, it was proposed that all licenced drivers must attend the course by the 1 April 2016. There were currently 174 drivers who had not attended one of the free courses provided in January 2016.

Following a full and detailed discussion, the Licensing and Regulatory Committee strongly supported:

- The introduction of a mandatory prevention of CSE course run by our nominated provider with a requirement for all HCPH drivers to attend; and
- The introduction of a condition on the PHO Licence to ensure that staff employed by a PHO are trained in the prevention of CSE.

The alteration to the Scheme of Delegation to enable officers to refuse an application, or renewal of licence from drivers who failed to undertake the prevention of CSE course, would contribute to the protection of children. The alteration of the conditions for an operator's licence and the introduction of a mandatory course on the prevention of CSE for HCPH drivers would bring Warwick District Council in line with good practice being demonstrated in HCPH licensing around the country.

Due to a change in legislation there had been an increase in the statutory duration of a PHO's licence. However, there was a provision within the legislation that allowed for the granting of a reduced duration of licence after consideration of individual circumstances. Licensing and Regulatory Committee had recommended that the scheme of delegation be altered to allow an officer decision to be made following consultation with the Chair/ Vice Chair of the Licensing and Regulatory Committee and a representative of Legal Services to prevent the undue delay of the processing of an existing operator's application.

The Licensing and Regulatory Committee had asked that Executive reaffirm the current policy which stated that a HCPH driver who had allowed their licence to lapse was required to retake the disability awareness course and for the insertion of wording to make clear that failing to undertake the course raised questions regarding a person's suitability to be licenced.

Alternatively, the Executive could decide that the safeguarding training was only voluntary and was not introduced as a requirement of the hackney carriage private hire driver licence application process. However, six free courses had been organised and promoted and yet only 64% of the currently licenced drivers had attended. There were sufficient places provided for all of the licenced drivers to attend. If the courses were not made mandatory, officers believed that this attendance rate would drop until there was no attendance. Therefore, this was not recommended as a suitable alternative option. In addition, failing to introduce suitable training in this subject area could leave the Council open to criticism and significant challenge in the event of an incident occurring.

An addendum was circulated at the meeting outlining a revised recommendation 2.1 to the report that read as follows:

"2.1 The Executive agrees that from 1 April 2016, a hackney carriage private hire drivers' licence will not be granted and from 1 July 2016 not renewed unless the driver can demonstrate that they have undertaken a prevention of child sexual exploitation training course provided by Warwick District Council's nominated trainer and that all current hackney carriage private hire driver licence holders will be required to attend a prevention of child sexual exploitation training course provided by Warwick District Council's nominated trainer by the 1 July 2016. Any current licence holder who has failed to undertake the course by this date will be sent before the Licensing and Regulatory to explain their lack of attendance"

To support this revised recommendation, an update was provided that informed the Executive that there were currently 112 drivers who had not attended one of the nine free courses provided to date and that there would be four more sessions provided before the 1 July 2016.

The Overview & Scrutiny Committee supported the recommendations in the report and agreed that the report was excellent.

The Executive welcomed the report and the proposals behind it recognising the significant effort that had been undertaken by officers to bring these proposals forward. They also welcomed the addendum to the report which provided clarity on one of the recommendations.

Resolved that:

- (1) from 1 April 2016, a Hackney Carriage Private Hire Drivers' Licence (HCPH DL) will not be granted or renewed unless the driver can prove that they have undertaken a *Prevention of Child Sexual Exploitation* (CSE) training course

provided by Warwick District Council's nominated trainer;

- (2) all Private Hire Operators (PHO) and call handlers employed by those PHO's must be trained in *Safeguarding* and that a condition to that effect is applied to a PHO licence renewal; and
- (3) the Executive reaffirms the Council's policy which requires a HCPH driver who has allowed their licence to lapse to retake the disability awareness course and that the wording of the policy is expanded as follows:

"Drivers who have allowed their licences to lapse and reapplied for HCPH drivers' licence are required to retake the disability awareness course."

"Failure to complete the disability awareness course is considered to be a very serious matter that impacts upon a person's fitness to be licenced. Completion of the course is mandatory. It is essential that all drivers licensed by Warwick District Council comply with the requirements of the Equalities Act 2010 and that people with disabilities, who often particularly rely on taxis, are not subject to discrimination. Current licence holders who fail to attend the course will be brought before the Licensing and Regulatory Committee for consideration of appropriate action."

Recommended that Council

- (1) delegates to officers the power to refuse the licence of a person who fails or refuses to attend the prevention of CSE course; and
- (2) the decision to grant a Private Hire Operators licence or Hackney Carriage/Private Hire Drivers Licence of reduced duration is delegated to the Head of Health and Community Protection following consultation with the Chair/ Vice Chair of the Licensing and Regulatory Committee and a representative of Legal Services.

(The Portfolio Holder for this item was Councillor Mrs Grainger)

Part 2
(Items on which a decision by Council is not required)

117. HRA Business Plan Review for 2016/17 to 2061/62

The Executive considered a report, from Housing & Property Services, that set out an updated Housing Revenue Account Business Plan (HRA BP) that reflected the most recent changes in performance and business assumptions along with the impact of those changes.

The report demonstrated that, on current assumptions, the Business Plan remained viable, able to service its debt and provided financial headroom for building new homes, this report was only an interim statement.

Further significant changes to the HRA BP were likely to arise from the Housing and Planning Bill, currently before Parliament, which had the potential to substantially alter the financial framework within which the HRA would operate. The potential impact of the Bill's changes would require careful consideration and response which would require a thorough review of the HRA BP and an assessment of the impact on the Council's wider Housing Strategy. The Council would be undertaking a thorough review of these issues through a project known as Housing Futures.

In April 2012, the Housing Revenue Account subsidy system was replaced with the Self Financing System. This required the Council to take on a loan of £136.2m to secure independence of the HRA from the Government control over rents, notional cost setting and the payment of subsidy. On the 6 March 2012 Executive approved the first, self-financing HRA BP 2012/13 to 2061/62 which, based on the assumptions made at that time on income and expenditure, and the debt arrangements made by the Council, allowed the Council to maintain a viable role as a social landlord.

Performance of the HRA BP had subsequently been reviewed on a regular basis with reports being submitted on a six monthly basis to the Finance and Audit Scrutiny Committee. A revised Business Plan, based on updated financial assumptions was approved by Executive in March 2015.

The assumptions underpinning the HRA BP had been reviewed again to reflect recent changes in legislation and a review of staffing and budget projections. Specifically, in July 2015 the Government announced that social housing rents would be required to be reduced by 1% per year, for four years beginning in April 2016. This policy replaced the previous guidance on rents issued in 2013 by the Government, in which rents were to rise by CPI + 1% per year for ten years, starting from April 2015.

The revised HRA BP, attached at Appendix One to the report, used the same methodology as that previously presented, with forward projections over a 50 year period. These projections demonstrated that the Business Plan provided for a sustainable position that allowed for existing refurbishment and service standards to be maintained, provided financial headroom to develop new homes and allowed for a minimum balance of £1.3m (increased annually in line with inflation) to be maintained and for the projected debt interest and scheduled debt repayments to remain affordable.

However, it was clear that the 1% reduction in dwelling rents for four years had had a significant impact on the current HRA BP projections. After allowing for all necessary expenditure to maintain the current standard of services, repairs and maintenance, and the expected changes to the staffing structure of the service, the projections showed that over the remaining 46 years of the approved 50 year plan, there was a potential surplus of £189m to invest in new homes. This was a reduction of £371m from the surplus projected in the March 2015 HRA BP.

The assumptions made in the original HRA BP on the cost of developing new homes were revised in March 2015, along with the impact of the Council's preference to levy social rents for municipally provided homes. The latest HRA BP demonstrated that the ability of the Council to develop additional affordable homes from 2016/17 until 2061/62 (the end of the current 50 Year Business Plan and the date when the Council was due to fully repay HRA debt) had been reduced from 2,288 to 658 homes. The latest projected capacity of the HRA to provide new homes was detailed in the report.

In October 2015, the Government published the Housing and Planning Bill. This Bill contained proposals that had the potential to significantly impact on the HRA BP. In the absence of detailed regulations from the Government setting out how these proposals would be taken forward, it had not been possible to make definitive assumptions about the impact they would have on the HRA BP, hence this review being based solely on known changes to the operating environment for the HRA BP.

The current proposals in the Housing and Planning Bill, were they to remain unchanged as the Bill progressed through Parliament, had the potential to require the Council to fundamentally review the HRA BP to ensure it remained viable. Officers would therefore be undertaking a significant piece of work known as the Housing Futures project, during 2016, to review the HRA BP once the Housing & Planning Bill was enacted and also to review the impact on the Council's Housing Strategy, which would, in any case, require review before the current strategy expired in April 2017.

A further report would be presented with the outcomes of this work as soon as possible. It was currently envisaged that this would require a further revision later this year to the HRA BP and that this could require a fundamental re-appraisal of the methodology used to assess the viability of the HRA BP given that the uncertainties of the validity of the assumptions decreases significantly over a 50 year period.

Alternatively the Housing Business Plan could remain as agreed by Executive in 2015. However, the 1% rent reduction policy introduced by Government was a significant policy change and should be reflected within the HRA BP. The review also ensured the HRA BP reflected budget movements and assumptions and up-to-date research on the conditions of the local housing and land markets.

Members could choose to vary the assumptions within the HRA BP or agree alternative policies, service standards and investment options. If these alternative options were financially viable and deliverable, the HRA BP could

be amended. However, officers considered that, given the uncertainties around what would ultimately emerge into legislation after the Housing and Planning Bill had progressed through Parliament to enactment, it would be prudent to retain the current assumptions and policy positions that underpin the HRA BP at this stage.

The Finance & Audit Scrutiny Committee supported the recommendations.

Resolved that

- (1) the revised Housing Revenue Account Business Plan (HRA BP) 2016/17 to 2061/62, as set out in Appendix One to the report, be approved;
- (2) there are a number of significant provisions within the draft Housing and Planning Bill, published in October 2015, that mean that a number of the business assumptions made in this update of HRA BP may need to be revised as the detailed regulations associated with the Bill are agreed by Parliament; and
- (3) a further report on the HRA BP, and any associated impacts on the wider Housing Strategy, will be presented to a future Executive once the impact of the final Housing & Planning Bill provisions has been assessed through the Housing Futures project.

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan Reference 736)

118. Rural/Urban Capital Improvement Scheme (RUCIS) Criteria

The Executive considered a report, from Finance, that sought approval of revised criteria for the Rural / Urban Capital Improvement Scheme, as set out at Appendix 1 to the report.

Historically there had been a steady volume of RUCIS applications throughout each year which on the whole had been approved if they met the scheme criteria. However, the budget for the scheme had usually been under spent with slippage being carried forward into the next financial year.

Anecdotally there was evidence that smaller organisations struggled with 50% matched funding on projects which either potentially delayed applications being made or applications not being made at all. In addition, the number of applications below £10,000 in 2015/16 had reduced by 50% compared to the number of applications in 2013/14.

It was therefore proposed that for projects up to £10,000, the Council would be awarding up to a maximum of £8,000 as opposed to the current £5,000. It was anticipated to have little effect on the annual budget but would potentially enable more grants to be awarded. This would be in line with

other capital grant providers such as WREN and BIFFA operate schemes with two categories; one for smaller awards and one for larger awards

The current cash reserves criterion wording had confused some applicants and did not take into account that some organisations had “restricted” cash reserves, i.e. grants or donations that could only be used for a specific use or project. The proposed change would better define what the Council consider as the operating expenditure to ensure that an organisation could continue to operate for a 12 month period should there be no income.

Historically, there had been applications which had raised doubts over the organisations sustainability, for example; they had recently lost hirers and / or grants that had previously been a main source of their income. Currently the criteria was not robust enough to avoid potential challenges on applications that officers did not progress, the proposed change would introduce specific examples where the Council could decline applications due to sustainability concerns.

Currently a grant could only be awarded once in a two year period; this criterion was added to prevent the same organisations continually applying for and benefitting from the RUCIS scheme, the idea was to enable more organisations and communities to benefit from the scheme. In recent years organisations had struggled financially and as a consequence the government had encouraged sports organisations to join up and share facilities which was also the view taken by Sports England when considering grant applications. However, the current criteria prevented the Council from considering further applications from multi-sport organisations that were legally one entity when one of the organisations had already received a grant within the last two years despite the organisations operating independently with regards to separate memberships, committees, constitutions and bank accounts.

There were no requirements in the current criteria for organisations to hold insurance cover for the assets that the Council were contributing towards. If the assets were vandalised / stolen / broken / destroyed with no means to replace them, the RUCIS grant provided for the community to benefit would be wasted. There had been one recent example of this whereby the project funded by the Council had been destroyed.

The current wording of “non-profit organisation” could lead to confusion and interest from organisations for whom a grant could not be appropriate. Amending the wording to “not-for-profit” and including the stipulations that organisations must make use of volunteer labour and operate within Warwick District should help to reduce ‘grey areas’ around eligibility created by the current criteria and guidelines.

The Overview & Scrutiny Committee noted the report.

Resolved that the criteria for the Rural / Urban Capital Improvement Scheme be amended as follows:

- (1) the RUCIS scheme is split into two categories

- "Small Grant Scheme" – projects with a total cost of up to £10,000 with a maximum contribution of up to 80%
 - "Main Grant Scheme" – projects with total costs of more than £10,000 which remains as now at a maximum contribution of 50%;
- (2) the current cash reserves criterion for whether an organisation is eligible to apply for a grant or not is redefined as:
- Grants cannot be awarded if... the organisation has reserves to fund the project themselves; unrestricted cash reserves / savings that total more than 12 months operating expenditure costs (i.e. basic fixed costs to ensure the organisation can exist for a further 12 month period should there be no income);
- (3) the current criterion with regards to an organisation's sustainability is redefined as:
- The organisation and / or project are not deemed sustainable for a minimum 5 year period, for example;
 - Income streams with a set time period of less than 5 years that are relied upon to meet annual expenditure costs without which there is potential risk of the organisation or the project being unable to continue to operate
 - Annual expenditure is higher than income resulting in operational losses
 - Leasehold premises with less than 5 years lease remaining
 - Risks of leasehold premises / land being sold
 - Lack of demand; low usage of facilities with no evidence that usage will increase
 - Non-payment or continual late payment of Warwick District Council invoices / debts;

- (4) the current criterion whereby grants will only be awarded once in a two year period is redefined as:
- Individual organisations (e.g. Village Halls, Parish Councils, Sports Clubs, Voluntary Organisations) - Grants will only be awarded once in a 2 year period.
 - Multi-sport organisations that are legally one entity but with separate sports activities that are operated and managed independently on a day-to-day basis with separate memberships, committees, volunteers, constitutions and bank accounts;
 - Each individual sport organisation can apply for a grant in their own right for a project that is connected to their sport / facilities. Grants will only be awarded once in a 2 year period.
 - If the project is for a shared facility, for example, a clubhouse used by each organisation; providing one of the individual sports organisations has not had a grant within the last 2 years and are prepared to be the applicant, a grant may be awarded. Grants will only be awarded once in a 2 year period.
 - In all the above; if an organisation is successful with a grant application in 2016 they will not be able to apply again until 2018 after the 2 year anniversary of the previous award;
- (5) a new criterion is added to state that grants cannot be awarded if there is no insurance cover, or there is an insufficient level of cover, for the capital asset that the project is connected to; and
- (6) the current definition of a "non-profit making organisation" is redefined as a "not-for-profit organisation within Warwick District which makes use of volunteer labour"

(The Portfolio Holder for this item was Councillor Whiting)
(Forward Plan reference 773)

119. Funding for Coventry & Warwickshire Growth Hub

The Executive considered a report from the Chief Executive, that sought approval of a funding contribution from this Council towards the Coventry & Warwickshire Growth Hub.

In 2014 Warwick District Council signed the Coventry and Warwickshire City Deal which lasted for 5 years. Amongst other things this secured government support for a clearing house to help local companies find a way through a veritable maze of agencies and offerings to the right kind of support. This was a key part of an overall effort to help improve the local economy. The City Deal involved an undertaking from this Council to support the Clearing House, which would be known as the Growth Hub. A wide package of funding was brought together to enable this business support activity to be brought to fruition including in 2014/15 £23,453, from this Council.

The Growth Hub had in Warwick District engaged or assisted 428 businesses from April 2014 to December 2016. It had helped companies create 194 jobs in this District with a combined investment of £5.5 million. The Growth Hub's work had the support of the Chamber of Commerce and the Federation of Small Businesses (FSB).

This Council, as part of the City Deal, committed to provide support for the period of the City Deal period. One year funding from the Council was agreed for 2014/2015, none was needed for 2015/16 but funding was again requested for the remaining three years of the City Deal period albeit at a lower level than originally forecast. It had been hoped that other funding streams would mean that no more Council funding was required but regrettably this had not proved to be the case and a request had now been received for financial support.

It was considered that the results for the local business community and the local economy justified the Council providing such financial support but given that other Councils needed to agree to provide support it was proposed that the eventual decision should be delegated to the Chief Executive in consultation with the Leader of the Council.

The outcomes of the work of the Growth Hub in the Warwick District Council area were summarised at Appendix 2, to the report. If similar levels of performance were achieved then the Council's proposed contribution of £31,195 over three years represented good value for money.

Officers had enquired of agencies representing business most likely to benefit for the work of the Growth Hub, i.e. the Chamber of Commerce and the Federation of Small Business, and they were supportive of its continued work.

It was suggested, therefore, that the Council should provide the financial support requested which could be funded for the Council's contingency fund, subject to two caveats, that other Councils pay their share and that the Growth Hub continued its good performance in Warwick District.

It was, therefore, further proposed that delegated authority be given to the Chief Executive, in consultation with the Leader of the Council, for the release of this funding each year subject to them being satisfied that the two caveats were met.

Alternatively, the Executive could decide to reject the request in which case the Growth Hub had an uncertain future and businesses may not be able to receive the support they were currently able to obtain. This option had been rejected given that the Council has identified prosperity as a priority for the area.

The Finance & Audit Scrutiny Committee supported the recommendation once they had been given assurance that the Chief Executive was content with the delegation being proposed.

Resolved that total funding of £31,195 for the Growth Hub over the next 3 years, as set out in the letter at Appendix 1 to the report, be funded from the 2016/17 contingency budget subject to the Chief Executive in consultation with the Leader of the Council being satisfied that the other Councils are paying their share and of the continuing good performance of the Growth Hub in the Warwick District area, subject to annual review.

(The Portfolio Holder for this item was Councillor Mobbs)

120. **The Rental Exchange Project**

The Executive considered a report from Housing & Property Services that sought approval to join the national Rental Exchange project which helped people secure lower priced credit and improve their digital profile.

Helping people to have access to reasonably priced credit from reputable providers and a range of options to buy from organisations such as energy providers, represented an important part of the Council's strategy to encourage and support financial inclusion.

Big Issue Invest, the social investment arm of The Big Issue Group and the credit rating firm Experian, had developed The Rental Exchange in response to the financial, digital and social exclusion challenges that tenants compared to homeowners face in Britain. By observing rental payment data in the same way that mortgage payment data was viewed by credit rating agencies, the Rental Exchange allowed tenants with little or no credit history to build up a good credit file.

Warwick District had a strong financial infrastructure. However, this was not the case for a significant minority of residents. Data from City Save Credit Union indicated that the average credit rating for our tenants who had applied for a loan or a savings account was relatively low at 297. There were very few ways for our tenants to improve this score in order to access cheaper goods and services.

In the same way that mortgage payment information counted towards a credit profile, rental payment history could be used as proof of a tenant's financial standing and reliability through the use of the Rental Exchange. This would help tenants to create a proven and robust online identity and a good credit history and so make it easier to open a bank account, receive better gas and electricity rates or obtain cheaper credit. It would help reduce the risk of people turning to loan sharks and payday lenders for credit.

The Rental Exchange helped tenants to build an online proof of identity which was important when applying for a utility supplier, a mobile phone provider or online shopping.

There were three stages to joining the Rental Exchange that were set out in the report.

Before making any decision on full participation the Council needed to complete Stage One. It was proposed that, subject to approval, a further report would be brought back to a future Executive setting out the outcomes of the Stage One analysis and making recommendations as to whether there were sufficient benefits to justify proceeding to Stages Two and Three.

The Rental Exchange was a national initiative developed by Big Issue Invest and Experian. There was currently no alternative to this scheme which could provide the same benefits to the Council's tenants. If the Council chose not to explore joining the Rental Exchange, it could miss out on an opportunity to help reduce the cost of credit and increase the payment options for services such as energy supplies for its tenants.

Resolved that

- (1) the Council joins Stage One of the Rental Exchange project; and
- (2) following an assessment of the results of Stage One a further report will be submitted with recommendations based on the Stage One outcomes .

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan reference 747)

121. Corporate Property Planned Preventative Maintenance Programme 2016/17

The Executive considered a report, from Housing & Property Services, that provided the rationale for the proposed allocation of works against the budget for the Corporate Repairs and Maintenance Programme for 2016/17.

The planned preventative maintenance programme for 2016/17 was based on the data and recommendations from the stock condition survey undertaken as part of the on-going assets review work. The data had been reviewed by officers within Housing and Property Services in consultation

with nominated representatives of the management team for each of the assets.

The budget for 2015/16 was to be reduced by circa £128,000. This funding would be returned to the Corporate Assets Repairs Reserve and was the result of underspend on the 2015/16 programme of works.

The total base Corporate Property Repairs and Maintenance budget for 2016/17 was £1,166,100. The total budget required to service the 2016/17 Corporate Property PPM was £2,117,100 of which £502,500 was slippage from 2015/16. Therefore, £466,500 was required from the Corporate Asset Reserve to support the delivery of the programme. Housing and Property Services managed the budget and coordinate the proposed programme of works, which had been set following consultation with the Asset Maintenance Group and the Asset Strategy Group.

The Royal Pump Rooms, and in particular the art gallery and museum within the building was suffering from water ingress due to multiple roof leaks. The roof structure and coverings were complex, and several mechanical plant installations were located on the roof deck. In previous years several temporary repairs to the origins of suspected leaks had been completed with varying degrees of effect. In order to fully understand the roof defects and design a long term solution to eradicate the leaks and prevent further water ingress it was necessary to procure a specialist technical appraisal of the roof structure, coverings and plant installations. It was therefore recommended that £20,000 be released from the Corporate Assets Reserve to support this need.

Considerable work, overseen by the Asset Steering Group (ASG) had already been undertaken to review and refine the Corporate Property PPM which had allowed the 2016/17 budget to be set. However, at present all costs associated with the programme were estimated and the actual costs of delivering the programme of work was liable to change as works were procured. In addition, the ASG work programme would continue and it was possible that both the work programme and overall budget requirement could vary in line with organisational & service area priorities.

Equally, opportunities could emerge during the course of the financial year that could lead to the programme of work being re-profiled if, to do so, would secure better long term value or enable the Council to respond to an opportunity to improve services or the performance of the corporate asset stock. It was therefore recommended that the Head of Housing and Property Services and the Head of Finance, in consultation with their respective Portfolio Holders, be granted delegated authority to approve programme amendments and revised budget allocations within the overall base budget of £2,117,100.

One alternative would be to not apply the refreshed budget setting criteria and/or not to manage the budget centrally but instead let service areas decide priorities and allocation. These options had been rejected when the initial review was carried out in 2008.

A second alternative would be not to proceed with the current proposed programme of works, but instead defer the programme in part or in full to future years and accept the risks of properties and assets falling into disrepair and not being available to support services associated with deferring the recommended projects.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

Resolved that

- (1) the proposed budget allocation of £2,117,100 for the 2016/17 Corporate Property Repair and Improvement Programme, as set out in table 2 at 5.3 of the report, be approved;
- (2) £502,500 of the 2015/16 budget and funding will be slipped for items that will now proceed in 2016/17;
- (3) the 2015/16 budget will reduce by circa £128,000 and this money will be returned to the Corporate Assets Repairs Reserve;
- (4) up to a maximum of £466,500, be released from the Corporate Asset Reserve to support the 2016/17 Corporate Property and Repair and Improvement Programme;
- (5) £20,000 be released from the Corporate Asset Reserve to support technical inspections of the roof and mechanical plant of the Royal Pump Rooms;
- (6) the Head of Housing & Property Services, in consultation with the Procurement Manager, will procure the work set out in (1) to (3) in accordance with the Code of Procurement Practice;
- (7) the Head of Housing and Property Services and the Head of Finance, be delegated authority, in consultation with their respective portfolio holders, to approve programme amendments and revised budget allocations within the overall base budget of £2,117,100; and
- (8) the funding from the Corporate Asset Repairs Reserve is ring-fenced for the Planned Preventative Maintenance Programme (PPM) and not to subsidise any Budget Shortfall on the Responsive Repairs, Warwick Plant Maintenance or

Open Spaces Repairs & Maintenance which will be reported and considered separately.

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan reference 768)

122. **St Nicholas Park Petition**

The Executive considered a report from Neighbourhood Services that enabled them to consider the issues raised in the petition presented to the Council meeting of 27 January 2016 by the Friends of St. Nicholas Park.

The petition related to the creation of meadow areas within the park, previously agreed by Executive in December 2012, as part of a wider agreement of the St. Nicholas Park Improvement Budget.

The areas marked on the original plan, set out at Appendix 2 to the report, where sprayed out in October 2015 and a subsequent petition was raised for the reinstatement back to amenity grass.

The Council meeting of 27 January 2016 referred the petition to Executive for consideration.

The petition, set out in full at Appendix One to the report, called for the two areas of the park, already sprayed and marked out for use as wildflower meadows to be restored to their former condition as soon as possible. The chosen locations were along the river corridor and on the banked area at the back of the all-weather pitch, which was not used and difficult to cut. These areas had been chosen after consultation with stakeholders, as detailed in Appendix Three to the report.

The proposal to create meadow areas within the park was first introduced in 2008 as part of a plan, approved by Council, to bid for Heritage Lottery Fund (HLF) monies to improve the park. They were subsequently included in the proposals for the St. Nicholas Park remaining projects, presented to Executive in 2012, with the idea for a "meadow/improvement to wildlife along river corridor" had emerged from the public survey 'Have Your Say' undertaken in 2009.

A petition, relating to CCTV proposals within the park was presented by residents of Pickard Street in December 2012. As a result it was agreed that any remaining budget not required for CCTV enhancements would be used on other desirable projects with "Wildlife enhancements, especially river corridor" being one of them.

A presentation on the current proposals was made to Warwick Town Council in December 2014. They recommended that further consultation be undertaken with local stakeholders and as a result presentations were also made to Warwick Community Forum on 5 March 2015 and the Friends of St. Nicholas Park on 16 March 2015. As a result of these consultations the chosen areas were scaled back with, in particular, a significant reduction in size of the area along the river corridor as requested by the Friends group.

The wildflower meadow proposals would contribute to the delivery of the Council's Local Biodiversity Action Plan (LBAP) and had received support from Warwickshire Wildlife Trust. Under the Natural Environment and Rural Communities Act 2006, Warwick District Council had a duty to have regard to conserving biodiversity as part of policy or decision making. Conserving biodiversity could include restoring or enhancing a population or habitat.

The meadows would also provide an educational facility for local schools and visitors and it was intended to involve local schools in their establishment in order to provide an educational resource aimed at Key Stage 1, 2 and 3 children. The Green Space Team already had an established network of schools interested in the project.

Wildflower meadows would also make a positive contribution to the marking criteria used for Green Flag Award assessments.

The proposed areas only took up 6.6% of the total park area, leaving plenty of space for recreation, and would create another dimension to St. Nicholas Park and draw visitors down to the river corridor.

The whole band along the river had been sprayed out with the intention of cutting paths through the wild flower meadow to allow access to and from the river side path, as shown at Appendix Two to the report.

Given the advanced stage of preparation for planting, the biodiversity and educational benefits and the extensive consultation already undertaken, it was recommended that the existing locations be retained and that the Friends Group notified accordingly.

It was proposed that the impact and benefits of the meadows were closely monitored over a two year period and the results reported back to Executive. The impact could be measured as part of the Parks survey carried out during the summer and customer feedback from other sources including school participation. The biodiversity impact could be assessed by County Council Ecology and Warwickshire Wildlife Trust. Their value could be assessed by the parks audit carried out by an external body and marked against the Green Flag Criteria.

The true value of the meadows would only become apparent over time and once these assessments had been made. It was worth noting that the value of the removal of flower beds and replacement with sustainable plants, a move that was also the subject of objections, now contributed to Warwick receiving a Gold award for the West Midlands in Bloom competition.

Alternatively the Executive could accept the petition as written. This had been rejected for the reasons set out in the report. The Executive could agree that the meadows areas be scaled back further. This had been rejected because they had already been scaled back following the consultation exercise and their benefit to biodiversity and as an educational resource would be adversely affected.

An alternative proposal would be to site the meadow on Myton Fields, allowing viewing from St. Nicholas Park but this had been rejected because

Myton Fields was used as a car park during the summer and this would impact on revenue. There were also currently meadow areas within Myton Fields.

A revised plan for the planting areas was circulated at the meeting by the Leader that took into consideration the concerns raised by the petition and members of the Executive. The recommendations were proposed as laid out subject to amendments to the proposed location in the revised plan for the planting areas, as circulated at the meeting.

Resolved that

- (1) the petition presented by the Friends of St. Nicholas Park, as set out at Appendix One to the report, be noted;
- (2) the locations chosen to improve biodiversity in St. Nicholas Park through the creation of wildflower meadows are amended as outlined in the plan circulated at the meeting and the petition organisers notified accordingly;
- (3) the areas will take time to become fully established and that monitoring and evaluation is undertaken of their impact, contribution and aesthetics and the results reported back to the Executive after they have been in place for at least two years.

(The Portfolio Holder for this item was Councillor Shilton)

123. Pump Rooms Gardens Parks for People Project

The Executive considered a report from Neighbourhood Services that informed them of the outcome of the Council's second round application to the Heritage Lottery Fund (HLF) for restoration work to Pump Room Gardens.

The HLF had awarded the Council a second round pass and a grant of £995,656 towards the total project cost of £1,455,146, which would enable the Council to proceed with the delivery stage of the project.

To deliver the project the Executive was asked to accept the terms and conditions of the grant award and to authorise the Council to enter into a contract with the HLF.

The Heritage Lottery Fund had asked for evidence of the decision (or the decision of the relevant properly constituted committee, Executive or authorised officer) authorising acceptance of the terms of grant, together with a statement containing specified information as requested in Appendix A, section 30 of the report.

The grant would deliver the Pump Room Gardens Restoration project in line with the costs included in Appendix B to the report and the timetable attached in Appendix C to the report.

The grant would allow the Council to meet its objectives for the Pump Room Gardens and ensure that the community benefitted from the heritage and recreational value.

Accepting the grant would eliminate the potential need to repay the HLF's development grant (a maximum of £48,800) which could be required if Warwick District Council decided not to accept the grant award.

The grant would generate over £1.4 million of investment into Warwick district green spaces as detailed in Appendix B to the report.

Alternatively, the Council could decide not to accept the HLF funding and deal with the significant repairs and maintenance problems facing the Gardens on an ad hoc basis. However, given the condition of the Gardens including the bandstand, footpaths and other infrastructure, this was not a feasible option if the Gardens were to be kept open to the public over the longer term. Furthermore, the Council would miss out on the opportunity to secure £995,656 of HLF funding and other external funding.

Another option was that the Council could deliver a smaller project with no funding from the HLF. This would include doing a basic makeover of the park with all of the capital and on-going revenue costs being met by the Council. This option provided little overall benefit other than to retain the park at its current offer. Again this option would miss the opportunity of external investment. It would however allow the gardens to remain open to the public.

An addendum circulated at the meeting that set out a further risk to the project with regard to the need to complete an agreement with Warwickshire County Council in respect of the path and bridge, which was as yet to be completed.

The Overview & Scrutiny Committee recommended that a Member of the Council should be appointed to the Project Steering Group.

In response, the Executive?

Resolved that

- (1) the Heritage Lottery Fund (HLF) delivery grant of £995,656, be accepted, and the Council enters into a formal contract with the HLF on the terms and conditions set out in Appendix A to the report;
- (2) authority be delegated to the Head of Neighbourhood Services, in consultation with the Portfolio Holder for Neighbourhood Services, to finalise the contract with HLF; and

- (3) on completion of the contract and receipt of the HLF grant, the funding detailed in section 5.2 of the report, is added to the Council's Capital Programme, with the sum 'ring-fenced' to the delivery of the Pump Room Gardens project.

(The Portfolio Holder for this item was Councillor Whiting)
(Forward Plan reference 781)

124. **Use of Building Control Reserve**

The Executive considered a report from Development Services that sought approval to release monies from the Building Control reserve account to fund the engagement of a Marketing Consultant for six months, as approved by Employment Committee, as part of the recent re-structure of the service and to fund scanning of files.

As part of the recent re-structure of the Building Control Service, a temporary post had been approved to provide much needed marketing support from a consultant. There was a gap in this area of expertise in the service and there was a need to brand and promote the service better to increase levels of income. The work would be for a maximum period of six months and the cost would be capped at £40,000. This work was likely to include:

- marketing to increase customer base and win further business,
- producing improved marketing literature,
- advising staff on how to produce tender documents that sold the service in a more professional way to maximise its ability to successfully compete against the private sector, who spend considerable amounts of money on producing such documents.

It was not possible to easily quantify the financial benefits immediately from this investment, but it was reasonable to suggest that if income increased in subsequent years, then the investment had been a contributing factor. It did appear the next essential stage to the success of the business. It should be noted that the service was ring-fenced, and whilst in this current financial year it appeared that the Council would break even, (which was a CiPFA requirement), any potential for additional income through marketing would be put into the reserves to re-cycle back into developing the service. Measures of success were increased or maintained income and levels of new business, providing resilience of service and maintaining choice for customers in the market place.

There were a number of historic files that were required to be scanned in the system for Daventry District Council. Daventry were part of the joint service and this work was necessary to ensure that Warwick District's files were held electronically to enable the whole service to work more efficiently, as all officers needed access to the historic files from time to time, in particular the Business Support team. Quotations had been received in accordance with the Code of Procurement Practice. A supplier that the Council had previously used had produced the most competitive quote which was capped at £9,995. Therefore, this amount was requested from the Building Control Reserve. It

should be noted that Daventry District Council had offered to contribute to the cost in the region of £5K.

The Council had considered doing the marketing in-house within Building Control but this was specialist work and currently the team did not have the skills or the capacity to promote and brand the service in a way that competed with the private sector. Carrying out the scanning in-house would take a considerable amount of time and was likely to be more expensive on staff resources.

Resolved that

- (1) the release of a maximum £40,000 from the Building Control Reserve account, be approved, to fund the provision of marketing consultancy for the new service for a period of up to 6 months, as agreed by Employment Committee on 16 December 2015; and
- (2) the release of a further £9,995, be approved, from the Building Control Reserve account to fund the scanning of paper files.

(The Portfolio Holder for this item was Councillor Cross)

125. Urban Capital Improvement Scheme (RUCIS) Application

The Executive considered a report, from Finance, that sought approval of a Rural/Urban Capital Improvement Scheme grant application from Radford Semele Parish Council for the Third Party Funder payment of a grant application made to WREN to refurbish the village playground.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grant recommended was in accordance with the Council's agreed scheme and would provide funding to help the project progress.

This project contributed to the Council's Sustainable Community Strategy as without a modern well used village playground there were fewer opportunities for children to enjoy and participate in physical activity which potentially resulted in an increase in anti-social behaviour and obesity within children; playgrounds were also an area for parents, grandparents and friends to socialise whilst children were playing. In addition to this, working on this project had already brought families together through researching needs and types of equipment as well as working on funding applications; this would hopefully continue after the project to keep the playground maintained. This all helped to engage and strengthen the community.

The current village playground equipment was somewhat tired, old-fashioned and did not challenge the children either physically or mentally and was only of use for children up to the age of seven, the new equipment that would be provided by the project would be of use to children up to twelve years old

therefore increasing opportunity for children in the community to participate in physical activity and for their families to socialise together.

The Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding. In addition, the Executive could choose not to approve the grant funding, or to vary the amount awarded.

Resolved that a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Radford Semele Parish Council of 6% of the total project costs for the Third Party Funder payment for a grant application made to WREN to refurbish the village playground, as detailed within paragraphs 1.1, 3.2 and 8.1, of the report up as supported by appendix 1 to the report, to a maximum of £3,800 excluding VAT be approved.

(The Portfolio Holder for this item was Councillor Whiting)
(Forward Plan reference 759)

126. **Public and Press**

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

Minute No.	Para Nos.	Reason
127	1	Information relating to an Individual
127	2	Information which is likely to reveal the identity of an individual

(Councillor Mrs Falp left at the conclusion of this item)

127. **Extension of Cultural Services Programme Manager Contract**

The Executive considered a report from Cultural Services.

The recommendations of report were agreed as printed and the full details will be included in the confidential minutes.

(The meeting ended at 6.45pm)

Executive

Minutes of the meeting held on Wednesday 6 April 2016 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillor Mobbs (Chairman); Councillors Coker, Cross, Gallagher, Grainger, Shilton and Whiting.

Also present: Councillor Barrott (Chair Finance & Audit Scrutiny Committee), Councillor Boad (Chair of Overview & Scrutiny Committee & Liberal Democrat Group Observer), Councillor Mrs Falp (Whitnash Residents' Association Group Observer) and Councillor Naimo (Labour Group Observer).

An apology for absence was received from Councillor Phillips.

128. **Declarations of Interest**

Minute 138 - Rural / Urban Capital Improvement Scheme (RUCIS)

Councillor Boad declared a personal interest in the application Budbrooke Community Association because Act on Energy was mentioned, and he was Director of the company.

129. **Minutes**

The minutes of the 9 March 2016 were not presented for consideration.

Part 1

(Items on which a decision by Council is required)

130. **Code of Procurement Practice**

The Executive considered a report from Finance that proposed amendments to the Code of Procurement Practice and the introduction of an Ethical Procurement Statement, a Sustainable Procurement Policy and a Social Value Policy.

The Council's Code of Procurement Practice was last formally reviewed and amended in 2010. It was recognised as good practice to keep this document under review and make amendments as necessary to meet the changing environment in which the Authority, its services and its finances operated.

The notable changes to the Code were the thresholds for the relative tender processes, with the threshold for which three quotations to be obtained by the Head of Service being increased from £5,000 - £9,999 to £5,000 - £24,999. Contract values in the range £25,000 - £49,999 would continue to require formal quotations using the Intend System. This change would put the Council's practices in line with the Government's requirements. The lower threshold of £10,000 for formal quotations applied to Central Government.

In line with current trends within Local Authorities it was proposed to adjust the contract values to ensure there was greater flexibility to support

managers with low level spends whilst still maintaining the necessary level of Procurement oversight and management to ensure compliance, probity and to minimise risks.

In order to explain the workload implications, the report detailed the number of contracts issued during 2015/2016 that fell within the amended contract value range.

The Procurement Team workload capacity was limited because it was only a small team. The change in thresholds would help ensure the team was effective and efficient and was able to concentrate on contracts of medium to high level spend (above £25,000) and those of strategic and “political” importance with a high level of potential risk to the Council.

The Procurement Team had successfully implemented the use of the “quick quotes” option on the E Tendering Portal and it was proposed to roll this facility out to managers, whilst retaining overall procurement oversight and management to ensure compliance, probity and to minimise risks.

To promote procurement opportunities within the local economy the proposed Code had been amended to ensure that a minimum of two local suppliers must be invited to bid. Also, to increase the number of local SME’s registered on the E Portal, Invitations to Participate would be circulated using the Federation of Small Businesses weekly e-newsletter.

The Code introduced the Sustainable Procurement Policy, Ethical Procurement Statement and Social Value Policy in line with current practices within Local Authorities. The Sustainable Procurement Policy and Ethical Procurement Statement was required to meet the Council’s obligations in accordance with the UK Government’s Sustainable Development Strategy.

The updated Code referred to the need to adhere to the Guide to Tender Evaluation. The purpose of this guide was to assist members of the evaluation panel assessing tender submissions and to ensure practice and procedures employed to carry out this activity conformed to the Council’s obligations of Integrity, Transparency and Accountability. The Guide provided information in relation to the evaluation process and timetable of events, scoring responses and procedural fairness, and scoring sheets and a declaration of confidentiality and interest form to be completed by each panel member.

The Code sought to re-enforce the need for the Procurement Manager to be consulted ahead of proposing to extend a contract, including using an extension option within the original contract. The purpose being to ensure that value for money reviews were systematically carried out by the Heads of Service, with advice from the Procurement Manager in a timely manner. It was necessary to ensure that options to extend contracts were not committed to without due consideration of the contract performance. Where it was identified that the current contract was no longer delivering value for money and / or regularly achieving the level of service and quality levels required by the Council and / or where the requirement was no longer appropriate, suitable and timely action plans would be implemented.

Other notable updates proposed to the Code of Procurement Practice included:

- Section 10 – ‘Constructionline’ shall be used as the basis for selecting contractors for works and construction related consultants to quote or tender for contracts up to the value of the EU limits for Works and Services;
- Section 11.1.1– The Procurement Manager (or nominated deputy) would be responsible for opening tenders (Opening Ceremony) in respect of all tenders and quotations issued via the E-Tendering Portal;
- Section 11.8 – Clarification of “Alcatel” standstill period; and
- Section 14 – Appointment of Consultants.

The amended document set out how the District Council’s procurement arrangements should operate to comply with best practice and current legislation. The report recommended that the updated Code should be accepted in its entirety.

The Finance & Audit Scrutiny Committee supported the recommendation in the report subject to minor amendments to the wording in paragraphs 3.2 and 10.10.

The Overview & Scrutiny Committee suggested that a higher loading/weighting should be placed against “Social Value” when evaluating quotes and tenders.

The Overview & Scrutiny Committee intended to monitor the outcomes of the proposed changes and urged the Executive to set up a monitoring and evaluation regime that clearly stated the strategic outcomes the Council aimed to achieve, and how the achievement of these would be assessed. The Committee would be adding an action to its Work Programme to review the impact of the changes 12 months after implementation.

Revised copies of the Sustainable Procurement Policy and Social Value Policy were circulated at the meeting.

The Executive noted that the Intend System was a multi-purpose system and the report should specifically refer to it as a procurement system.

The Portfolio Holder for Finance, Councillor Whiting, thanked his team for their work over recent years for ensuring there was a positive procurement culture within the Council. Whilst he recognised the comments of the Overview & Scrutiny Committee, he felt there was a need for this Council to balance social value against the guardianship of the money from our community and this balance needed to be set at the right level. He welcomed that the Overview and Scrutiny Committee would be looking at this in 12 months.

Recommended to Council that they adopt the updated Code of Procurement Practice as detailed in the attached Appendix 1 and the accompanying Ethical Procurement statement (Appendix 2), Sustainable Procurement Policy (Appendix 3) and Social Value Policy (Appendix 4).

(The Portfolio Holder for this item was Councillor Whiting)

Part 2

(Items upon which the approval of the Council is not required)

130. Whitnash Community Hub Update and Next Steps

The Executive considered a report from the Deputy Chief Executive & Monitoring Officer that updated them on the outcome of a feasibility study of a Community Hub based at Acre Close, Whitnash. It proposed the next steps as continuing to play a community leadership role to enable a viable scheme to be brought forward and that an in-principle agreement to invest significant funds was made.

Whitnash Town Council (WTC) was at the heart of the Whitnash community. From Town Council offices based at Franklin Road it managed allotments, a Millennium Garden, war memorial, Washbourne Fields & Play Area and a Community Hall along with the playing fields at Acre Close. Whilst many community activities and Town Council meetings took place at the Community Hall, the building required significant investment to bring it up to modern standards and for a population of 8,606 (Census 2011), which would grow to well over 10,000 during the next ten years, a new facility was required. There was no alternative community facility in Whitnash (other than church halls) and the nearest community centre was at Warwick Gates. Although the town of Whitnash covered part of Warwick Gates, it made up only a small part and so the community centre did not serve the vast majority of Whitnash residents.

It was within this context that in July 2014, Executive agreed to part-fund a feasibility study of a Community Hub for Whitnash. WDC committed c£13,000 to the study and WTC £5,000. Following a WDC compliant procurement process, TFT was awarded the contract to undertake the study. The study was completed in July 2015 and is set out at Appendix 1 to the report.

The scope of the study's works could be found at Section 2 of the report and in summary, with WTC having identified the community hub site as Acre Close Fields (the site of the current community hall), it was to "advise on what changes could be made to the current land uses to enable investment and provide more of a "town centre" focus for the parish". The outputs from the study were to be:

- a. A masterplan of the Acre Close site covering the provision of a community hub, open and amenity space, access, egress and parking arrangements;
- b. A masterplan of the Acre Close site covering a. above but also opportunities for the development of a town shopping area/focal point;
- c. A financial appraisal of the cost of a. and b. and opportunities for financing the necessary investment.

Specifically, the study was to consider whether the community hub could provide, a meeting space for the Town Council; Library/Information/One

Stop Shop centre; Community Hall; Sports Hall e.g. badminton, indoor bowls, Pilates etc, drop in space for Police Safer Neighbourhood Team; meeting rooms including those for hire; Café-type area, and sufficient parking due to problems with parking at main shopping area at Acre Close / Heathcote Lane.

The outcome of the feasibility study was that it identified seven options for the development of the Acre Close site with the preferred option (6) providing the following benefits:

1. The new building would be closer to the community.
2. Building proximity reduced the amount of wasted space.
3. Building proximity provided improved building security.
4. Car park location provided improved safety; limiting pedestrian and vehicular interface.
5. Best use of green space would be achieved.
6. Maximise number of football pitches provided.
7. Primary school land could be incorporated easily.
8. Inclusion of primary school would enable mile route to be achieved.
9. Defined playground space separated from car parking.

The feasibility study was well received by WTC but the downside was that the project costs ranged from £3,577,500 to £3,822,753 depending on the option, with the preferred option costing £3,632,533 (2nd quarter 2015). TFT was asked to explore the funding options available for a scheme but regrettably this was a weak aspect of the study with a limited amount of investigation having taken place. (A ten per-cent reduction in contract price was secured due to this and delivery date issues.) Notwithstanding the paucity of the information around funding, it was clear that identifying funding of c£3.5m would be a challenge and a forensic review of the specification would be required to determine whether cost could be removed without fundamentally impacting on the aspirations of WTC.

Since the conclusion of the feasibility study, a referendum had been held in respect of Whitnash's Neighbourhood Plan and 92.6% of those taking part voted in favour of the Plan. Objective 1 of the Plan specifically addressed the community hub issue as follows (extract taken from adopted Neighbourhood Plan) and consequently, Policy W1 of the Neighbourhood Plan was set as follows:

"Policy W1: A New Community Hub for Whitnash

Proposals for a new Community Hub for Whitnash will be supported in principle. The Community Hub is encouraged to include the following development:

- *A new community centre to meet the needs of local residents and groups.*
- *A civic centre which provides office space for the activities of the Town Council.*
- *A new library with internet facilities.*
- *A police station.*
- *Healthcare facilities*
- *Other suitable community and retail uses (A1 – A5).*

The Community Hub will complement and enhance any existing local retail facilities through careful siting and location and the provision of improved parking and high quality landscaping.

Detailed proposals will be informed by the results of a feasibility study which (have been) commissioned to consider the cost implications, proposed uses, access and siting of the proposed CommunityHub."

WTC believed that *"the need for a new Community Hub is the overriding key issue to be addressed in the Whitnash Neighbourhood Plan"*. Consequently with the feasibility study now completed and the Neighbourhood Plan having been overwhelmingly endorsed, the next steps needed to be mapped-out.

A drawback to the options contained within the feasibility study was that Whitnash Sports and Social Club (WSSC), also based at the Acre Close site, and which ran a variety of sports and social sections (Football (Junior & Senior), Bowls, Tennis, Petanque, Table Tennis, Fishing, Line & Ballroom Dancing and Bingo, Darts, Dominoes, Crib & Pool) was lukewarm to the Hub proposal as it felt there was a danger it could lose its own identity. This view inevitably led to missed opportunities to bid for funding to cover community hub sports provision. However, following a change of Board membership at WSSC this view might change thereby providing the opportunity for a reworking of the feasibility study proposals to drive out project cost, make the possibility of sports funding more likely and attract value into a scheme by making available land on the site for alternative uses.

Initial work had already commenced with ATI Projects Ltd (commissioned through a WDC Executive approved initiative to identify and secure funding for key projects) developing an *option 8* (Appendix 2 to the report) to be further examined should WSSC formally agree to sign-up to the development of a scheme.

Whether WSSC was part of a scheme or not, WTC had expressed a desire to keep ATI Projects Ltd involved and would be seeking funding from its reserves to do this. WDC still had some agreed budget under the ATI Projects Ltd contract it could commit but this would be very much second to a WTC contribution.

Whitnash town benefited from a library situated on Franklin Road. In 2010 as part of the WDC/WCC One Stop Shop programme, the library was refurbished and upgraded to enable a range of new services to be delivered from the building. These included the Town Council's administrative base, the Police's Safer Neighbourhoods Team (since departed), and a team of WDC and WCC advisors providing advice on issues such as benefits, council tax, disabled badges and street lighting to name but a few. Whitnash residents could access a range of services in a welcoming and convenient location. However, its base at Franklin Road meant that it was separate to the Community Hall based at Acre Close, an issue that the community hub was trying to address. It was also the case that due to the need for the public authorities to allocate staff resource across a number of sites, the library/One Stop Shop's opening hours were not as comprehensive as say Kenilworth, Leamington or Warwick's.

At its meeting in December 2015, the Executive within the *Digital Transformation of Council Services* report noted a scope of the One Stop Shop (OSS) service review as agreed with Warwickshire County Council and

agreed to receive a future report detailing the outcome of that review and any consequent recommendations.

The scope of that review covers Whitnash library/ One Stop Shop and whilst WCC did not initiate the review it has agreed to work constructively with WDC and in respect of Whitnash, it recognises the ambition of the Town Council, as articulated in its Neighbourhood Plan, to have public services at a single location; a community hub. WCC had been very clear that there is no political or officer drive to reduce its service offer to Whitnash residents and so it would only support a new location and service delivery model if it did not adversely impact on service provision and the overall running costs.

The review had commenced and it was likely that the information contained in this report would play an important part in forming the recommendations coming out of the review.

The feasibility study produced options with significant costs attached to them. Ordinarily this would bring into serious question the viability of a community hub even at this early stage but the nascent scheme had the advantage of large S106 contributions for community facilities either being in place or other large contributions were likely to come forward.

WDC's Major Sites Monitoring Officer had reviewed the current S106 obligations and those likely to come forward when new planning applications were determined (subject to WDC's Submitted Draft Local Plan, including modifications, being approved) and so calculated the level of funding that could be available to a community hub scheme. It was emphasised that the contributions would need to be fair and reasonable but the funding could be as follows:

Existing s106 that could be used (if agreed) from Chesterton Gardens, Golf Lane and Woodside Farm = £386,148

New s106 = £550,000 - a combined figure that would include contributions for indoor sports, outdoor sports, footpaths and libraries for both the AC Lloyd site (500 homes) and the proposal south of Golf Lane (70 homes)

Potential play area/allotments = £95,000

Total = £1,031,148.

There would need to be detailed work to determine precisely what the contributions could fund but the aggregation of the contributions provided an outline of what could be available for the scheme. It was recognised that although the totality of contributions was encouraging, the funding would not be available in a lump sum meaning that there could be forward funding issues to navigate. Whilst it was too early to go into detail, WTC had indicated that it would look at prudential borrowing should that be necessary to ensure a scheme was deliverable.

Whilst the examination of funding options by TFT was disappointing the subsequent work undertaken by ATI Projects Ltd was much more encouraging. The company had a track record of success in this area and in the last six months funding bids had been made in respect of St Nicholas Park Tennis Courts (SITA) £19,930 (outcome awaited) and a successful bid for Racing Club Warwick (Football Foundation) of £100,000.

Appendix 3, to the report, provided a comprehensive list of the potential funding bodies that had been drawn-up. The funding strategy would need to be carefully thought through and access to certain funds would be dependent on whether WSSC wished to be part of the scheme but should the project move forward, bids could start to be worked-up.

In addition to funding from charitable and non-government bodies, there could be funding from WTC and WCC and subject to Executive agreeing, the Deputy Chief Executive and Monitoring Officer would work with WCC to develop a business case to enable WCC to decide whether or not to make investment in a scheme.

The preceding paragraphs described the status of an aspiration to bring forward a community hub for Whitnash. Already in place were a will to succeed; town council political endorsement; community affirmation of the Neighbourhood Plan; land in control of the protagonist; realistic significant funding sources; and project management experience with a track-record of delivery (ATI Projects Ltd). It was therefore recommended that the Deputy Chief Executive continued his work with WTC and WCC to bring forward a viable scheme.

It could be argued that the main beneficiary from this initiative would be WTC and that the District Council should not be committing further officer resource. This was not the way this Council had used its community leadership role to support local communities. It had in the recent past overseen (amongst other things) the development of Chase Meadow Community Centre; made funding available for Bishop's Tachbrook Community Centre; supported Racing Club Warwick with its successful funding bid for the development of community services; and brought a number of public services together with the creation of Jubilee House. Whitnash had a strong community identity and it was right that it should have a community centre that befitted its place as a growing town.

In giving its agreement to further officer investment to bring forward a scheme, the Executive would be formally acknowledging its support for the concept. Whilst this would be welcomed by WTC and local residents it was also important in making the Council's position clear when it came to the negotiation of S106 contributions enabling the Planning Authority to give further weight (over and above Policy W1 in the Neighbourhood Plan) to the request for fair and reasonable contributions for a community hub scheme.

Over recent years WDC had provided investment in community buildings. Examples included, Chase Meadow Community Centre, Bishop's Tachbrook Community Centre, Jubilee House, Various RUCIS grants to by-and-large rural projects, Lillington library/ One Stop Shop and , Kenilworth library/ One Stop Shop.

It was probably correct to say that the schemes would not have happened without WDC investment and the public benefits that had accrued from that investment would not have been realised. Whitnash was one of the four towns in the District and through the stewardship of WTC had created a functioning and effective civil society. Yet to provide residents with a

community resource that its growing population required, funding would be necessary from larger organisations. It was therefore proposed that WDC made an-in-principle commitment of £0.5m to be financed from the anticipated 2017/18 NHB allocation.

For 2016/17 the Council was to receive £2.256m in NHB. The use of this funding was agreed by the Council as part of agreeing the 2016/17 Budget.

In the Autumn Statement 2015, the Chancellor had launched a review of the NHB scheme and it was clear that whatever the outcome of the review, WDC would receive less funding from 2017/18 than it was due to receive for 2016/17. Under the options under consideration within the consultation, the Council should have been able to expect a minimum of £1.2m NHB for 2017/18 and optimistically circa £2m, depending on the outcome of the consultation.

The Council had a commitment from future NHB allocations for Waterloo Housing Group (WHG). For 2017/18 this was likely to be a minimum of £150k, and potentially up to £250k. The precise sum due would be dependent upon the future of the NHB scheme from 2017/18 following the current consultation and the number of new affordable properties developed by WHG under the joint venture agreement with the District Council. There were undoubtedly other financial claims that could be made on this funding from other areas but the Executive had the ability to choose to make an in-principle allocation to a community hub scheme.

Should it be agreed to this in-principle award then a number of safeguards would need to be put in place which will be part of a future report to the Executive, these included; A business plan covering both revenue and capital implications; A grant agreement between WDC and WTC; Appropriate legal undertakings; and confirmation from this Council's Section 151 officer that the award was affordable and did not prejudice the Council's financial position going forward.

At this time no alternative options were considered as it was officers' view that there was a realistic possibility that a community hub scheme could be delivered and that it merited the investment of resource to try and achieve this

The Finance & Audit Scrutiny Committee supported the recommendations but proposed that the words 'up to' be inserted in recommendation 2.7. It was suggested that approval should be subject to a suitable partnership arrangement being place and therefore recommended that recommendation 2.6 be amended to read:

"That Executive agrees that DCX (AJ) continues to work with members of Whitnash Town Council and Whitnash Sports and Social Club (if applicable), officers at WCC on the production of a viable scheme and thereby gives its support to the development of a community hub for Whitnash subject to appropriate partnership agreements being agreed with the parties and WTC undertaking the project sponsorship role."

The Portfolio holder supported the proposed changes to the recommendations from Finance & Audit Scrutiny Committee and proposed the recommendations of the report with those amendments. It also took the opportunity to thank all those involved in delivering this project to this point and wished them all the best in completing this scheme. This was duly seconded and

Resolved that

- (1) the outcome of the feasibility study (Appendix 1 - referred to as *Draft* but actually *Final*) in respect of Whitnash Community Hub undertaken by Tuffin Ferraby Taylor, commissioned by Warwick District Council and Whitnash Town Council; be noted
- (2) subsequent to the completion of the aforementioned feasibility study, it be noted that Whitnash Sports & Social Club has expressed an interest in re-working the TFT's community hub options to create a more comprehensive site development scheme;
- (3) it be noted that Warwickshire County Council has agreed to consider the business case for the Library being located at the community hub;
- (4) based on current S106 agreements and the land allocations in the Submitted Draft Local Plan (including Modifications), it be noted that funding in the region of £1.03m could be received towards the cost of a community hub over the next ten years;
- (5) further financing for a community hub will be sought from various funding bodies and charities to deliver the scheme with work having already started, as set out Appendix 3 to the report, to identify precisely where that finance could come from;
- (6) the Deputy Chief Executive & Monitoring Officer continues to work with members of Whitnash Town Council and Whitnash Sports and Social Club (if applicable), officers at WCC on the production of a viable scheme and thereby gives its support to the development of a community hub for Whitnash subject to appropriate partnership agreements being agreed with the parties and Whitnash Town Council undertaking the project sponsorship role; and

- (7) based on the last central government Financial Settlement and the recent New Homes Bonus (NHB) Consultation Proposals, it is noted that Warwick District Council can expect a minimum of £1.2m in NHB monies for 2017/18 and therefore makes an in-principle grant offer of up to £0.5m to help deliver a viable scheme this being subject to a comprehensive business plan being received, appropriate legal undertakings being in place, a further report to Executive and WDC being in the financial position to award the grant as part of the 2017/18 Budget.

The Portfolio Holders for this item were Councillors Coker, Grainger and Mobbs (Forward Plan Reference Number 741)

131. Gypsy & Traveller Site Identification Update

This item was withdrawn from the agenda by the Executive prior to the start of the meeting.

132. Proposed Public Consultation on a Master Plan for St Mary's Lands, Warwick

The Executive considered a report from the Chief Executive that updated it on the work the Council commissioned for a review of the overall strategy, regeneration master plan and management plan of St Mary's Lands in Warwick.

A set of proposals had been developed by the Working Party and they were now at a stage to go out to wider public consultation. This report set out those proposals and set out the proposed means of consultation.

A further report would be presented to the Executive with the results of the public consultation and any revisions that may arise as a consequence to the master plan.

In the meantime some actions were proposed to maintain momentum by seeking funding for practical next steps; project management; and design consultancy.

In September 2015 the Executive agreed, amongst a number of things that:

- (i) noted the latest position in respect of St Mary's Lands (SML);
- (ii) agreed to commission a review of the Council's previous Strategy, Regeneration Master Plan and Management Plan from Plincke Landscape;
- (iii) agreed an exemption to the Council's Code of Procurement to continue to utilise the previous experience from this consultancy, at a cost of up to £20,000 to be funded from the Service Transformation Reserve; and,
- (iv) the review work was to be overseen by the St Mary's Lands Working Party.

In essence the proposal was to re-engage the consultants (Plincke) who assisted the Council in the original work on a Strategy, Regeneration Masterplan and Management Plan from 1999 to 2006. The company and personnel had the background knowledge, experience and independence to assist with a more facilitative, rapid and inclusive development of the work needed which are not otherwise available within the Council.

The proposal was in three stages: (i) to review; (ii) to understand the issues; and, (iii) to build a consensus. The original brief was attached at Appendix 1 to the report. A fourth stage was anticipated once the outcome of the first three stages was complete. It was estimated that these three stages would cost up to £20,000 and if a fourth stage was required, further consideration and agreement would be needed as to how this was funded and procured. It was envisaged that the Working Party would re commence and would oversee the work of the consultants.

The Working Party had met three times in addition to a wider meeting to discuss the findings of stage 1. The consultant had met all of the parties to establish all the issues and a SWOT analysis has been developed. On the back of that analysis, a series of proposals, prioritised by the Working Party had been developed which the Working Party now wanted the Executive to endorse for the purposes of public consultation only at this stage. The SWOT analysis was attached at Appendix 2 to the report; the proposals for consultation were included at Appendix 3 to the report.

The proposed means of consultation were set out at Appendix 4, to the report, and were suggested by the Working Party as the most appropriate way to engage the local community.

Once the consultation was complete the responses would be assessed and the Working Party would consider any revisions. At that point the Executive would be asked to consider endorsing a finalised version of the masterplan and actions to implement it.

Given the commitment from all participating bodies to make things work and to resolve previous differences and the momentum it had created; it was important that this opportunity of momentum was not lost. Consequently, a number of next steps to maintain that momentum, ensure some early wins and allow progress on the more substantive elements were proposed at Appendix 5 to the report. The first of these could be accommodated within the existing budget. The other two – project management and design consultancy were not and would need funding from the Contingency Budget. It was suggested that the project management role was carried forward by Plincke for which an exemption from the Code of Procurement would be necessary, while the design consultancy work should be tendered.

Options had been considered as part of the development of the proposals at Appendix 2 to the report and summarised at Appendix 3 to the report. If the Executive was not happy about any specific element it was better to let it be addressed as part of the public consultation process than to stop it being considered at all.

More generally the Executive could decide not to agree to consult the public on the proposed options which would have a reputational impact on the Council having in effect given the Working Party the job of overseeing the work of developing a masterplan and so it was not suggested that this is an appropriate option to consider.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and thanked all officers involved in bringing the project forward to this stage.

The Executive welcomed the way in which all those involved in the Working Party had approached the work and issues with a positive approach and thanked for their time and effort. The Leader expressed his sincere desire to improve this valuable community asset and personally thanked all those involved in this project to date.

Resolved that

- (1) the work of the St Mary's Lands Working Party to date, be noted and thanks be sent to the constituent members of the St Mary's Lands Working Party for their work so far;
- (2) the proposals set out at Appendix 3 be approved for a public consultation in the manner set out at Appendix 4, to the report;
- (3) a report be brought to the Executive for consideration on: the outcome of the public consultation; and a finalised version of the proposed masterplan; and, any implementation, actions;
- (4) the Next Step proposals in Appendix 5 (Next Steps) be endorsed and that:
 1. the steps costing up to £5,000 from the existing budget be agreed;
 2. that an exemption is agreed to the Code of Procurement Practice (Section 6.3) to appoint Plincke to provide an ongoing project management role for the best part of a year ahead at a cost of not more than £25,000 ; and
 3. that tenders be sought for design consultancy work of up to £50,000; and
- (5) additional funding of £75,000 in total from the 2016/17 Contingency Budget, be approved.

(The Portfolio Holder for this item was Councillor Cross)
Forward Plan reference Number 783

133. Support for Government Syrian Vulnerable Persons Relocations Scheme

The Executive considered a report from Health & Community Protection that provided a response from this Council to the request from Government to consider assisting with resettling Syrian Refugees, to help it meet its commitment to finding homes for 20,000 refugees within this parliamentary term.

The Syrian Refugee crisis was a major humanitarian crisis. The Government had responded to this by pledging to resettle 20,000 people from United Nations High Commission for Refugees (UNHCR) camps.

Local authorities in the UK had been asked to make pledges as to how many refugees they could settle within their areas.

Discussions had taken place with colleagues at a sub-regional and at a regional level with the West Midlands Strategic Migration Partnership (WMSMP – who acted on behalf of the Government in the region) to assess how Authorities could work together to support the refugee resettlement programme. It was now considered that this Authority could commit to a pledge.

With regard to the number of places the Council could offer, this had been agreed with WMSMP in conjunction with other Authorities in the sub-region, as a proportionate initial commitment. Should the overall requirements of the scheme change then this could be reconsidered.

The practical steps and implications of settling refugees in Warwickshire were still being worked through but the intention was to build on the experience of other Authorities with expertise in this field e.g. Coventry City Council.

Local Authorities and agencies in the West Midlands area had been meeting to assess how to respond to the Government's request for support for Syrian Refugees.

More locally, Warwickshire District and Borough representatives had been meeting with Warwickshire County representatives and the Police. It had been agreed that the Councils would work together and that the County Council would take a lead and therefore it had established a role to coordinate this work.

Discussions were also taking place with Coventry City Council, who were an Asylum Resettlement Authority and had considerable experience in these matters. The Council was also maintaining contact with relevant voluntary sector groups.

Key to placing families in the community was the availability of health and education services. The availability of these was being assessed and any suitable housing offered would take these into account.

The Government programme emphasised that any families coming into the country would have been thoroughly assessed at different stages for their

needs and for security purposes, at the UNHCR camps. Local Authorities would be provided with relevant information which would help with decisions about placement.

It was not likely that Warwick District would be in a position to receive any refugees until the end of this year at the earliest, though if plans did crystallise more quickly, Councillors would be informed.

The Council needed to be assured that all appropriate measures were in place before agreeing to accept refugees. This was as important to the incoming families as it was to the Council and residents.

Initial work was in progress to assess housing availability. It was anticipated that the first option for housing would be in the private sector. However, the actual arrangement would depend on a number of variables, not least the timing of the arrival of families and their particular need.

Alternatively the Council could choose not to re-settle any refugees; however this stance was likely to come under pressure from the Government as well as from local groups supporting the scheme and the broader humanitarian situation.

The Overview & Scrutiny Committee recommended that recommendation 2.1 was amended so that the pledge from this Council was to assist in resettling **at least** five families within the district, within the life of the current scheme.

Councillor Shilton supported the recommendation from the Overview & Scrutiny Committee because in his view this Council should be doing as much as possible to support as many families as possible caught in this conflict.

In response to these points the Portfolio Holder explained that it was important not just to home these families but ensure that they were resettled within the community with appropriate support, so that they could become part of it. At this time, the Council was being asked for a firm commitment of numbers and not offering an "at least". The Executive needed to be mindful that there were over 3,000 people waiting for Council houses in Warwick District and they needed to provide consideration of this and the wider community in the District at the same time.

Councillor Mobbs explained that this Council was committed to ensuring that the right quality of support was provided to these families and by increasing the number could impact on this. He therefore proposed that the recommendation be amended to remove the words up to in recommendation 2.1 and rejecting the recommendation of the Overview & Scrutiny Committee on this basis.

Resolved that

- (1) Warwick District Council commits to supporting the Government's Syrian Refugee scheme by pledging to assist in resettling five families within

this district, within the life of the current scheme;

- (2) this commitment is dependent upon there being clear and properly funded arrangements in place to manage and settle refugees;
- (3) the Head of Health & Community Protection, with the Portfolio Holder, be given authority to agree to the acceptability of arrangements as required in (2) above, prior to any refugees being resettled in this District; and
- (4) the recommendation from Overview & Scrutiny Committee that at least five families be homed because the Council is committed to the quality of the support that is provided to the families to be rehomed and ensuring this can be delivered.

(Councillor Shilton voted against this item.)

(The Portfolio Holder for this item was Councillor Grainger)

134. **Review of Staff Terms and Conditions**

The Executive considered a report from the Senior Management Team of Warwick District Council that sought approval to 'buy out' staff from the current Essential Car User Allowance(ECUA) as part of the change to terms and conditions reported to Employment committee on 23 March 2016.

A review of staff terms and conditions had been undertaken. The initial purpose of the review was to identify potential savings to help the Council meet its Medium Term Financial Strategy targets as agreed at the 3 September 2015 Executive when updating the Council's Fit for the Future programme. The items considered where:

- The withdrawal of the Essential Car User Allowance (ECUA) lump sum payments both for existing and future members of staff.
- Introduction of uniform mileage rate based on HMRC rate, currently 45p per mile, for all business mileage replacing essential car user mileage rates.
- Introduction of a uniform mileage rate based on the HMRC rate (currently 45p per mile), for all business mileage replacing casual car user mileage rates.
- The introduction of the HMRC rates, (currently 20p per mile), for mileage incurred when using a bicycle on Council business.
- Increase to the HMRC Motorcycle rate, (currently 24p per mile),
- for mileage incurred when using a motorcycle on Council business.
- The withdrawal of a contractual right to a Warwick District Council car parking pass. This will be replaced by issuing car parking passes as a discretionary benefit that could be removed if necessary in the future.
- The withdrawal of the Weather Wear allowance payments.
- The withdrawal of the Homeworking Allowance payments.
- The withdrawal of land line Telephone and Broadband rental.

- The withdrawal of a contractual right to Subsidised Sports facilities. This will be replaced by access to subsidised sports facilities as a discretionary benefit that could be removed if necessary in the future.

It had been apparent for some time that anomalies existed across the Council for a range of contractual payments. The review therefore sought to put forward proposals to harmonise terms and conditions across the Council.

A survey completed by West Midlands Employers had also indicated that Warwick District Council was not consistent with other Authorities in continuing to pay, for example, Essential Car User Allowance (ECUA) lump sum and payments were in excess of HMRC mileage rates.

The proposals indicated potential changes and the rationale for these; feedback was invited to the proposals from individuals and unions.

On the 15 January 2016 a response to the consultation feedback was circulated to all staff by the Terms & Conditions Review Board, along with 'Final' consultation proposals. This also set out the reasons for making the recommendations. On the 29 January 2016 this was updated with a 'buy out' to Final Proposals. On the 25 February 2016 there was an update to Addendum to Final Proposals. The consultation programme schedule had been adhered to with unions and staff throughout period.

During the course of the consultation both management and the unions had worked to reach agreement to vary the terms and conditions of employment. This had included the introduction of the offer of a buyout to all members of staff currently in receipt of an Essential Car User Allowance (ECUA). A further revised offer was made which would have enabled the equivalent of individuals retaining their ECUA at their current rate for a period of two years. Unfortunately, on the 10 March 2016 the proposals were rejected by UNISON in their current format. A final revised offer was made on 15 March of a two-part lump sum paid upfront i.e. nine months paid in July for year 1 and in April 2017 for a year. In both cases claw back would be made if staff left the Council's employment. The Unions consulted on this and the results were fed through to the Employment Committee on 23 March which agreed the revised terms and conditions subject to the Executive agreeing to fund the upfront costs of the "buy out".

The Terms and Conditions Review Board assessed a number of options during the consultation process; Unions, individual staff and teams also provided a variety of options. These included:

- Charging for car parking
- 50% Charge for Professional Subscriptions
- Reduced Absence Pay
- Reduced Redundancy Pay

These had all been considered and responded to, together with bringing forward the phase two proposals. The suggestions and feedback led to a number of amendments of the proposals including the development of the "buy out" provisions.

The Finance & Audit Scrutiny Committee supported the recommendation.

Resolved the release of a total of £185,200 from the Service Transformation Reserve and £90,000 from the Housing Revenue Account over 2016/17 and 2017/18, be approved, to fund the “buy out” of the Essential Car User Allowance, as agreed by Employment Committee on 23 March 2016.

(The Portfolio Holders for this item were Councillors Mobbs and Coker)

135. Master-planning of housing site allocations south of Coventry

The Executive considered a report from the Deputy Chief Executive that informed it of the framework for engaging with public sector partners and other stakeholders on the master-planning of the area to the south and west of Coventry, in which strategic allocations have been made in the revised Local Plan, including the arrangements for member oversight of the process.

The Local Plan- Proposed Modifications report approved by Council on 24 February 2016 proposed two strategic housing allocations to the south and west of Coventry, abutting the District’s border with the city.

The first of these areas was the 269 hectares of land known as Kings Hill. The site had an overall capacity of c4,000 homes although only c1,800 of these were likely to be deliverable by the end of the current plan period. The mixed use development of the site would also deliver opportunities for employment provision and land will be made available for open space, leisure, sports and recreation and amenity uses and a green infrastructure network to link the development to countryside to the south and east and the urban area to the north. A local centre would be provided at an appropriate scale, incorporating a range of local community facilities and services including meeting space / community buildings, emergency services infrastructure, youth facilities / play areas and local retail provision for convenience shopping. A new primary school would be required to serve the development, which might need to be expanded as the site developed over time, and further discussion would be required on how second provision was best met.

The other area was land south of Westwood Heath Road and east of Burton Green, allocated for a residential-led, mixed-use development. Given the current infrastructure constraints, especially along the strategic and local highways network, the housing to be provided on site was capped at 425 dwellings during the current plan period. However, the creation of improved road infrastructure / additional network capacity could allow for further residential development to be accommodated without undue adverse impacts on local amenity on a larger area of land to the east of the allocated site which had been safeguarded in the revised Plan.

In addition to the site allocations and the safeguarding of land the future development of this area would also be influenced by the following factors:

- The development of HS2

- The development of a revised masterplan for the University of Warwick, to replace the existing masterplan and support their ambitions to become a world class university
- The long term plans for a new road link between the A46 Stoneleigh/University junction through to the UK Central development and linking to the NEC and Birmingham International Airport

The master-planning of this area needed to consider both the delivery of the allocated sites during the Plan period and the longer term planning required for developments that could fall beyond the Plan period, e.g. full development at Kings Hill, future development of the link road, the future expansion plans of the University. In addition there was an immediate issue of ensuring that, within the next six months, ensuring a Statement of Common Ground and/or Memoranda of Understanding with land owners and developers to ensure the negotiation of the Local Plan sites through the Examination in Public process and, within 12 months, collective agreement on funding arrangements from this sites towards infrastructure delivery.

Officers had, therefore, begun a process of engagement with key partners and stakeholders. Initially this was focussing on engagement with the County and City Councils, Highways England and the University but would rapidly progress to include dialogue with the CWLEP, health authorities, HS2 and local landowners and developers. Given the strategic nature of these discussions, the Corporate Management Team had assigned a corporate lead – the Deputy Chief Executive (BH). To assist these discussions officers had produced a draft Vision for area, set out at Appendix One to the report, which would form the basis of the initial discussions.

Reports would be made to Councillors as appropriate but given the strategic master-planning required, it was also considered appropriate to assign a member lead which would be Councillor Coker as the Deputy Leader.

It was envisaged that the member and officer leads would coordinate briefings for district ward councillors and engagement with Kenilworth Town Council and relevant Parish Councils in the area and any emerging cross-border governance structures.

In addition to the member lead it was also recommended that a formal role was assigned to Councillor Illingworth to reflect his role as member 'champion' on HS2 issues and ensure that the potential impacts of these issues were fully explored during the master-planning process.

There was a risk that partner organisations would not engage with the master-planning process. This risk could be minimised by ensuring the process was given a high priority by the Council and led at a senior level.

The alternative option of not engaging with partners to agree a strategic master-plan for these sites had been discounted as it would not enable to the maximisation of deliverable community and planning benefits for the district, would not assist in integrated development being brought forward.

The Overview & Scrutiny Committee noted the report.

Resolved

- (1) the draft Vision for the area, as set out at Appendix One to the report, which will be used as the basis of discussions with strategic partners, be noted;
- (2) the officer lead for the master-planning process will be the Deputy Chief Executive (BH), be noted; and
- (3) lead Councillor for the process will be Councillor Coker, supported by Councillor Illingworth in his role as 'champion' for HS2.

(The Portfolio Holder for this Item was Councillor Coker)

136. Replacement of motors and lighting dimmers – Royal Spa Centre

The Executive considered a report from Cultural Services that explained that in order for the Royal Spa Centre to continue to function as theatre venue and offer a wide range of cultural and community events, two elements of the technical infrastructure of the venue required immediate replacement. Without this step the Royal Spa Centre was severely constrained as a theatre and would be rendered financially unviable within a short space of time.

An allocation of £350,000 for this expenditure was included in the Capital Programme agreed by Council in February 2016, but in accordance with the Code of Financial Practice, Executive approval was required to draw down this budget. Subject to the outcome of a procurement process, the scheme could cost up to £503,000 and therefore it could be necessary to supplement this allocation with additional funds following the procurement exercise to obtain competitive quotations for this work.

Following a series of projects to repair or replace essential elements of the Royal Spa Centre (RSC) identified by the newly appointed Technical Services Manager in 2013, work on developing a comprehensive investment plan for this venue commenced in May 2015. The aim was to create a 'catch-all' 20-year investment plan for the RSC, which would be informed by a review of the existing Planned Preventative Maintenance (PPM) schedule and known Mechanical & Electrical (M&E) liabilities, a rationalisation of the Corporate Asset Condition Survey (EC Harris) data and input from industry specialists. The work detailed in the report completed the third element of the work required to complete the Investment Plan, and allowed the creation of a medium/long term investment plan of repair, renewal and upgrading of equipment in the venue. The emerging Asset Strategy, which considered the Council's corporate approach to how it managed its assets, proposed that this Investment Plan model was adopted for all of the Council assets, in order to avoid, or at least reduce, the risk of unexpected expenditure being identified without the appropriate resources allocated in the Medium Term Financial Strategy.

The equipment which required immediate replacement at the RSC was the Motors for the "Flying Equipment, Lighting Dimmers and Electrical wiring and distribution boards.

A 'flying' system was an arrangement of cables, scaffold bars, pulleys and motors which enabled the theatre's stage crew to safely hoist (or 'fly') components such as curtains, lighting and scenery. This enabled scenery to be moved quickly and accurately during performances and for the theatrical lighting to be rigged from the stage floor level rather than at height, which was both safer and more efficient.

The ability to be a 'flying house' was central to the operation of the RSC as a theatre and provided a significant competitive advantage over other venues in the region. It allowed the theatre to accommodate large scale, complex productions with sizeable pieces of scenery – such as the annual pantomime, touring theatre shows and amateur musicals. Other than Warwick Arts Centre and the Royal Shakespeare Company there were no other 'flying houses' within Warwickshire and many of the larger local community groups that use the RSC would not be able to replicate their performances elsewhere (for example, those performed by the Warwickshire Gang Show, Leamington & Warwick Musical Society and Leamington Spa Opera Group).

For the purposes of depreciation and renewal, the recommended life expectancy of equipment of this type was 20 - 25 years. The RSC flying system had a total of 29 winch motors which were already much older than this and 20 of which were deemed to be well beyond their economic lifespan. The remaining nine motors were of the same age but were used much less frequently and as a result were in a better overall condition. Therefore, they could be maintained and used if necessary over the short-term. However, the recent survey of equipment by external contractors suggested that it would be necessary to replace those motors within a maximum term of five years, as they too would also begin to fail due to age. Therefore the proposal costs in the report included replacement of the total 29 motors.

During the annual inspection and service of the flying system by the appointed maintenance contractor in August 2014, it was found that the gearing inside the motors was wearing down. The gears themselves could not be replaced or repaired as the motors were encased, single units. As a result of this inspection, the load which the motors could safely bear was down-rated to the lowest threshold (from 500kg to 300kg on each 'bar'). If the system were to be down-rated further it would effectively condemn it, as it would be unable to service the day-to-day operational loads required. There was no way to accurately estimate when the gearing would fail completely, only that it was inevitable and increasingly likely.

As with most technology, theatrical flying systems had evolved so quickly over the past 30 years that the parts were no longer available to make running repairs on the current RSC system and so it was not possible to rectify the faults. It was also not feasible to replace each individual motor as and when they failed because the new motors would require a completely new, separate control system in order to operate them.

Lighting dimmers were electrical devices, similar to variable resistors, which controlled high voltages to change the brightness of theatrical lighting on the stage and in the auditorium. Without them it was not possible to control the lighting states for performances - which was essential to the core operation of the venue as a theatre. Multiple individual dimmer 'channels' were arranged together in large panels or 'racks' which were installed into the wall. The average life expectancy of equipment of this type was 15 - 20 years and they could often represent the highest capital expenditure for a theatre.

There were a total of 204 dimmer channels split across seven racks which, when fully operational, was adequate to service the operational needs of the venue the size of the RSC.

The Council's electrical contractor decommissioned one of the "racks" in 2015, meaning that the theatre lost 36 lighting channels. This loss of lighting capability made it challenging for the RSC to service the needs of performances and restricted the range of events it could present. However as a temporary, emergency measure a mobile 36 channel dimmer rack was hired to replace those lost channels until they could be permanently replaced, at a cost of £8,500+VAT per year.

The dimmers were fed by an electrical distribution board located next to the dimmer racks. This was also past its economic lifespan and in need of replacing. Several issues were identified during a recent electrical inspection which would potentially invalidate the warranty of any new, replacement equipment connected to it.

The current electrical wiring (including trunking and containment) from the dimmers to the individual lighting sockets located around the stage area was also in urgent need of upgrading in order to ensure compliance with current regulations (increasing the width of all cables from 1.5mm to 2.5mm). As it was classified as an 'electrical installation' the wiring was currently compliant and safe for use; however, the regulations stated that it would need to be replaced if the dimmer installation were changed.

Due to the specialist nature of the works, an external consultant, The Engineering Practice, had been commissioned to source the necessary data and create the Investment Plan together with any specification of equipment required to inform the tendering process. The estimates that had been received for the works, as detailed in Section 5 of the report, were based on their specification after work with the Spa Centre technical team and Housing & Property Services officers.

The final level of the potential additional budget allocation referred to would not be established until the tender exercise was completed, hence the recommendation to utilise delegated authority to approve the final costs and ensure the contract was let. Should tenders come in below the maximum proposed budget allocation of £510,000, any surplus budget would be returned to the Capital Investment Reserve.

Alternatively the Council could just replace only the motors and continue to rent that additional lighting rack until the lighting failed further. This option

was considered to carry a significant risk as it is impossible to say when any further lights would fail and require replacement. There were also some economies to be made by commissioning all the work at the same time, both in terms of the cost of the works and the reduced cost of venue closure.

The Executive could decide not to do any of the works. This would result in the range of performances provided at the venue being reduced, the cultural value of the offering that would be delivered would be compromised, and the subsidy required by the RSC would increase significantly. This would be counter to previous confirmation by the Council that it did not wish this to be the case and is fully committed to continuing the provision of the range of cultural activities that take place at the RSC.

The Finance & Audit Scrutiny Committee supported the recommendations.

The Executive took the opportunity to thank the Manager of the Spa Centre and the team for the good work and operation of Spa Centre which had seen a significant improvement in performance for the venue and therefore reducing the subsidy from the Council to it.

Resolved that

- (1) the release of up to £350,000 from the Capital Programme currently identified for the purchase and installation of technical infrastructure at the Royal Spa Centre, be approved;
- (2) a further allocation of up to £160,000 from the Capital Investment Reserve to fund the work identified in (1) be approved; and
- (3) the Deputy Chief Executive (AJ), in conjunction with the Head of Cultural Services and Head of Finance and in consultation with the Portfolio Holders for Culture and Finance, are given delegated authority to approve the final costs of the scheme.

(The Portfolio Holder for this Item was Councillor Gallagher)

137. Prosperity Agenda – Service Re-design proposals

The Executive considered a report that sought funding for an increase in establishment costs following the approval by Employment Committee of a new structure for the existing Planning Policy and Economic Development & Regeneration teams within Development Services. This re-design process also included other staff currently based within the Chief Executive's office and Culture service area.

The new structure was aimed at significantly enhancing the Council's ability to effectively deliver all the themes within the Sustainable Community Strategy, particularly, although not exclusively, the Prosperity theme.

The new structure approved by Employment Committee, subject to Executive approval of the necessary funding, represented a wholesale redesign of the staffing resources currently devoted to Economic Development and Regeneration, Planning Policy, Events, Project Co-ordination and Organisational Development, in order to:

- Ensure the Council had sufficient capacity and capability to resource the development of feasibility projects that supported the delivery of the differing elements of the Sustainable Community Strategy (SCS).
- Ensure the Council had sufficient capacity and capability to set and refine the policy framework necessary to promote prosperity and deliver the Local Development Framework (LDF).
- Ensure the Council had sufficient capacity and capability to support the delivery of strategic sites allocated through the Local Plan.
- Ensure the Council had sufficient capacity and capability to work across organisational boundaries to drive economic development and attract inward investment into the District.
- Ensure the Council had sufficient capacity and capability to develop Visions and master-plans for the town centres within the District.
- Ensure the Council could provide sufficient support to ensure the towns within the District functioned well economically.
- Ensure the Council had sufficient capacity and capability to support a broad range of events to promote the District and offer opportunities and activities for residents and visitors.
- Ensure the effective operation of the Council's enterprise hubs and business start-up units.

The re-design sought to address the key interlinked issues, these included the Local Plan moving from development to post adoption; changing the external environment in which we operated; need to ensure that service delivery structures were effectively integrated; approach to the delivery of strategic corporate projects currently being split across different teams and different service areas; and current structure being disproportionately dependent on the fixed term temporary posts.

With the Local Plan moving from a development phase to a post-adoption delivery phase this would inevitably change the balance of the work undertaken by the Planning Policy team. Whilst there would still be a requirement to develop planning policy through, for example, the introduction of Supplementary Planning Guidance or Documents there would be an increasing focus on ensuring that the major strategic sites were developed as planned and that the supporting infrastructure requirements were delivered.

The changing external environment in which the Council operated required us to ensure that processes and structures remained fit for purpose. For example, the advent of the Coventry & Warwickshire Growth Hub, established as part of the Coventry & Warwickshire City Deal, required the Council to consider whether our approach to business support and attracting inward investment was a complementary role or one that duplicated effort and wasted scarce resource. Equally, the proposed approach to a Single Spatial Strategy, being developed through the Coventry, Warwickshire and South West Leicestershire Shadow Economic Prosperity Board (the Joint

Committee) required us to consider how the Council aligned our planning policy work to support this sub-regional approach.

The need to ensure that service delivery structures were effectively integrated. Feedback from external partners indicated that they perceived that our current arrangements lacked clarity and clear lines of responsibility.

The approach to the delivery of strategic corporate projects currently being split across different teams and different service areas. The Senior Project Coordinators worked directly to a member of the Corporate Management Team but were not responsible for leading on all corporate projects. Other major feasibility projects, for example the Strategic Opportunity Proposal (Europa Way) or Kenilworth Public Service Centre were led by the Organisational Development Team, also located within the Chief Executive's office whereas the development of a strategic approach to major sites delivery, initially focussed on the housing sites south of Leamington, Warwick and Whitnash sat within the Development Services team.

The current structure was disproportionately dependent on the fixed term temporary posts, shown in Appendix Two, to the report. These posts were predominantly unfunded from 31 March 2016 onwards (the exception being the Major Sites Monitoring Officer that was funded until 31 May 2017). Without the re-design this would have left the Council facing the loss of key resource in a short space of time or having to find an additional £220,828 per annum, unaffordable within the context of the Medium Term Financial Strategy.

The re-design addressed the Council's priorities for delivering economic development; Attracting inward investment and assisting existing businesses to grow to maximise the financial benefits for the District and its residents; Formulating a robust and integrated economic development strategy; and Ensuring the Council developed a reporting and monitoring framework that enabled a robust and up to date understanding of the economic performance of the District.

To address these priorities, the re-design needed to be considered not just the work of the current Economic Development & Regeneration team but the linkages to, and the work of, other teams. For example, the Planning Policy function needed to create a policy framework, allocate strategic sites and commission studies that informed policy development e.g. employment land studies which provided the environment in which business could thrive. The events that were currently designed, commissioned and managed by the Events Officers and/or Town Centre Development Officers contributed to the economic well-being of the District. The major strategic projects, each of which contributed to the delivery of at least one theme of the SCS all had an economic element and an impact on the economic development of the District.

The re-design process mapped the work that was already undertaken around economic development and the delivery of the Prosperity theme of the SCS by external partners, for example, the Coventry & Warwickshire Local Enterprise Partnership (CWLEP), the Coventry & Warwickshire Growth Hub, Warwickshire Investment Partnership, Warwickshire College, local trade

bodies, Town Councils, Town Centre Partnerships etc. to ensure that duplication was minimised and effective working relationships were established or maintained.

In addition to the normal staff and union consultation process extensive soundings were taken with external partner organisations to seek their views on our current operational arrangements and structures and 'test' their thoughts on whether the emerging proposals would strengthen partnership arrangements and maximise impacts. This dialogue involved the Royal Leamington Spa Town Council, Warwick Town Council, Kenilworth Town Council, Whitnash Town Council, Leamington Business Improvement District, Leamington Chamber of Trade, Bowls England, Royal Priors, Regent Court, Kenilworth Town Centre Partnership, Kenilworth Chamber of Trade, Warwick Town Centre Partnership, Warwick Chamber of Trade, Warwick Castle, CWLEP, CW Growth Hub, and Coventry & Warwickshire Chamber of Commerce.

In summary the new structure approved by Employment Committee, attached at Appendix One to the report, would:

- Allow for the continuation of all existing service delivery commitments within a re-designed structure that minimises duplication of work being undertaken by external partners, provides for better integration of linked work areas, creates a strong business and economic development focus and allows for strategic planning and co-ordination of work with partners such as Town Centre Development Partnerships or organisations running major events, e.g. Bowls England.
- Amalgamate the currently separate Development Policy Manager and Economic Development & Regeneration Manager roles into a single post, the Policy and Projects Manager.
- Create three teams working to this post each headed by a Business Manager.
- Retain the existing structure in respect of the Business Manager – Enterprise and the staff working to them.
- Create a new post of Business Manager – Policy and Development responsible for planning policy, economic development and events with appropriate resource working to them to ensure sufficient capacity to deliver these functions.
- Move away from having a single officer dedicated to supporting town centre development in each of the three main towns to a more generic and flexible resource capable of being deployed to meet demand and the creation of management capacity to allow for strategic planning and coordination of events and activities.
- Provide additional resilience where required. For example, the creation of the a Business Support and Events Team leader and three Business Support and Events Officer posts allows for additional resource to be devoted to event delivery and management on a planned basis.
- Create a generic role for Planning Policy Officers to allow for the transition to a revised work focus post-adoption of the Local Plan and to align job descriptions for planning officers across the whole service area to enable resource to be more easily moved between Development Management and Planning Policy in the future to resource changing business demands.

- Create a new post of Business Manager – Projects to oversee a team of staff working on major corporate projects and the delivery of major strategic sites allocated within the Local Plan.
- Consolidate the resource devoted to major corporate projects within a single team and provide an amended focus for work on feasibility projects and the development of business cases, maintaining the Council's capability to pursue its current level of aspiration. The resultant business case would include proposals for the level of, and funding for, the temporary project management resource required for the delivery phase of projects. Investigate.
- Remove temporary fixed term posts but retain the core capabilities and capacity within the revised permanent structure. This includes the creation of one permanent, part-time HS2 Project Officer Post that will report to the Development Manager rather than the new Policy and Project Manager. It is likely that we will soon be receiving planning applications linked to the HS2 proposals, hence the need to make the current temporary post permanent. However, the work associated with HS2 has never been constant, and is unlikely to become so in the future so the expectation is that this post will undertake other development management work to support the team when there is capacity to do so.

The structure approved by Employment Committee, subject to Executive approval of the necessary funding, was set out at Appendix One. As described in Section 5, the new structure delivered a net £187,668 reduction from the actual staffing costs of the current structure, adjusted for 2016/17 costs, but would require a modest increase in the costs of the establishment posts above the figure currently budgeted for within the Medium Term Financial Strategy.

The costs of the current structure (actual for 2015/16 and adjusted for notional 2016/17 costs were it to remain in place) and the assumed cost of the new structure were set out at the private and confidential Appendix Three. This appendix was confidential as it contained information that could identify staff in the current structure.

The additional cost of the permanent establishment posts was £33,160 per annum (at 2016/17 costs) on a recurring basis.

In addition there was a potential cost of salary protection (for staff matched to a post below their current grade) for a maximum three year period which totalled a maximum £30,324.

It was also proposed to extend the three temporary posts which were currently occupied for the period up to 30 June 2016 at a maximum cost of £33,762. This would ensure that the post holders had parity with all other staff involved in the re-design and, if not matched to a post in the new structure, had the same opportunity of a 12 week period to secure alternative employment within the Council. If this approach was not adopted the contracts would terminate on 31 March with an immediate loss of expertise and capacity that could not be absorbed within the remaining posts in the current structure and an immediate and adverse impact on service delivery.

The alternative option of retaining the existing structure was discounted, partly because it was not considered the optimal structure to deliver the required outcomes and partly because it would not be affordable within the context of the financial challenges facing the Council.

Alternative options for the re-design were considered prior to the start of the formal consultation and amendments made to the initial proposals as a result of the consultation feedback. The current proposals were considered to be the optimal structure for the future.

The option of not funding the revised structure had been discounted as it would require the current proposals to be scrapped and the re-design process re-commenced with the consequent adverse financial or service delivery implications explored in the section above.

The Finance & Audit Scrutiny Committee supported the recommendation and the Chairman of the Committee expressed his personal desire that everyone affected by the design was allocated a permanent role.

An addendum was circulated at the meeting that provided a revised paragraph 5.6 of the report in place of paragraph 5.6 and 5.7 as set out in the report.

Councillor Cross, as Portfolio Holder, took the opportunity to thank all the staff who had been involved in this for their continued professionalism throughout the process.

Resolved that

- (1) the decision of Employment Committee to approve the structure set out at Appendix One to the report, subject to Executive approval of the necessary funding, be noted;
- (2) the funding for the new structure which amounts to a recurring annual cost of £33,160, as set out in private and confidential Appendix Three, above the costs of the establishment posts in the current establishment structure, as set out at Appendix Two, be approved;
- (3) the overall saving of £187,668 between the cost of the structure approved by Employment Committee and the actual cost of the current structure (adjusted for 2016/17 costs), were this structure to be continued, achieved through the removal of temporary, unfunded posts, be noted; and
- (4) one-off funding for the 3 temporary posts to 30 June 2016, at a maximum total cost of £33,762, and a maximum amount of salary protection

funding for 3 years of £30,324, funded from the Contingency Budget

(The Portfolio Holders for this item were Councillors Cross, Gallagher, and Mobbs)

138. Rural/Urban Capital Improvement Scheme (RUCIS) Application

The Executive considered a report from Finance that provided details of two Rural/Urban Capital Improvement Scheme grant applications, one from The Gap Community Centre (Warwick Percy Estate) and a second from Budbrooke Community Association.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended were in accordance with the Council's agreed scheme and provided funding to help the project progress.

The Gap Community Centre project was for the refurbishment of the men's, women's and disabled toilet facilities; new toilets and urinals, covering of pipes with bathroom units, new baby changing table, new hand driers, installation of windows to allow for natural light and ventilation, new instant lighting with timers, new sinks and taps that are self-stopping, new flooring that could be easily cleaned, replacing damaged ceiling tiles and easily cleanable paint.

Along with insulating the building based on the recommendations made in an "Act on Energy" Report; treat all elevations of the original community centre building with cavity wall insulation and tidy/patch up existing loft insulation.

This project contributed to the Council's Sustainable Community Strategy as without the community centre there would be fewer opportunities for the community to enjoy and participate in physical, social and cultural activities which could potentially result in an increase in anti-social behaviour, an increase in obesity (including in children) and disengage and weaken the community. Whilst the centre was not located in a disadvantaged area, it was on the periphery of several pockets of deprivation and a large proportion of their users lived in these areas. The project would provide refurbished toilet facilities which would remove current Health & Safety concerns and make the centre more environmentally "green" and improving the insulation would reduce the centre's running costs; this would help to ensure that the centre continued to remain viable and continued to provide activities for the community.

The application from Budbrooke Community Association was to extend the Budbrooke Community Centre to allow for a new storage facility to be built; this would be used by the community centre committee and user groups to store essential equipment required for the delivery of their sessions.

This project contributed to the Council's Sustainable Community Strategy as without the community centre there would be fewer opportunities for the community to enjoy and participate in physical, social and cultural activities which could potentially result in an increase in anti-social behaviour, an

increase in obesity (including in children) and disengage and weaken the community. The project would provide a new storage facility which would remove current Health & Safety concerns and may encourage other groups to use the centre thus increasing opportunity for the community to participate in activities.

The Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes. The Executive could choose not to approve the grant funding, or to vary the amount awarded.

Resolved that that

- (1) Gap Community Centre be awarded a Rural/Urban Capital Improvement Grant from the urban cost centre budget for The Gap Community Centre of 42% of the total project costs to refurbish the men's, women's and disabled toilet facilities and insulate the building, as detailed within the report, up to a maximum of £16,097 including vat as supported at Appendix 1 to the report; and
- (2) Budbrooke Community Association be awarded a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Budbrooke Community Association of 44% of the total project costs to extend the Budbrooke Community Centre to allow for a new storage facility to be built, as detailed within the report, up to a maximum of £30,000 including vat, as supported by Appendix 2 to the report.

(The Portfolio Holder for this item was Councillor Whiting)
Forward Plan reference 760

139. Significant Business Risk Register

The Executive considered a report from the Senior Management Team of the Council and Leader of the Council that set out the latest version of the Council's Significant Business Risk Register for review by the Executive. It has been drafted following a review by the Council's Senior Management Team and the Leader of the Council.

The report sought to assist the Executive in fulfilling its role in overseeing the organisation's risk management framework. In its management paper, "Worth the risk: improving risk management in local government", the Audit Commission set out clearly the responsibilities of members and officers with regard to risk management "Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements.

The role of senior officers was to implement the risk management policy agreed by members.

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

The Significant Business Risk Register (SBRR) recorded all significant risks to the Council's operations, key priorities, and major projects. Individual services also had their own service risk registers.

The SBRR was reviewed quarterly by the Council's Senior Management Team and the Council Leader and then, in keeping with members' overall responsibilities for managing risk, by the Executive. The latest version of the SBRR was set out as Appendix 1 to the report.

A summary of all the risks and their position on the risk matrix, as currently assessed, was set out as Appendix 2 to the report.

The scoring criteria for the risk register were judgemental and were based on an assessment of the likelihood of something occurring, and the impact that might have. Appendix 3, to the report, set out the guidelines that were applied to assessing risk.

In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse was true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour, the former set of risks would be within the area shaded red, whilst the latter would be within the area shaded green; the mid-range would be seen as yellow.

Any movements in the risk scored over the last six months were shown on the risk matrices in Appendix 1, to the report.

More than six months ago there were three risks in the "red zone". Since then, as advised to previously, following the introduction of additional controls and mitigations, two had come out of the red zone.

The main factors pertinent to the, 'Risk of corporate governance arrangements not maintained effectively', being removed from the red zone were that Group Leaders signing up to an informal protocol with regard to sanctions imposed by Standards against errant Members; and well-attended induction training sessions, thus far, for new Members.

The agreement to various projects set out in the FFF report to Executive on 3 September 2015 had resulted in the 'Risk of insufficient finance to enable the Council to meet its objectives (including insufficient reduction in operational

costs)' being taken out of the red zone because the actions significantly reduced the likelihood of the risk occurring.

This left just the 'Risk of Local Plan being unsound' in the red zone. The Planning Inspector considering the Local Plan advised that the plan in its current form would be found unsound unless the Council withdrew it. Having considered this, the Council wrote to the Inspector to ask that they re-considered and suspended the plan to allow time for the Authorities in the sub-region to agree how they would deal with un-met need from Coventry, together with addressing our windfall allowance. The Planning Inspector agreed to this. The modifications had now been agreed by Council and were currently the subject of consultation. Until the whole of the new Local Plan was agreed the Authority was exposed to the possible consequences that were detailed in the Local Plan Risk Register. This risk therefore remained in the red zone. The consequences of the risk had been expanded to outline the impact the delay in the Local Plan might have on infrastructure funding and the Sustainable Community Strategy.

As part of the process of assessing the significant business risks for the Council, some issues had been identified which at this stage did not necessarily represent a significant risk, or even a risk at all, but as more detail emerged might become one. These included; Staff recruitment and retention; and the impact of national housing policy proposals on the Council's ability to remain a viable landlord.

Officers were looking in more detail at these areas. A piece of research had been asked of the Council's HR team to look into the data around staff recruitment and retention issue to determine if it was the issue that it was believed to be; and, the updated HRA Business Plan had been presented to March 2016 Executive, with a further update due later in the year when there was more certainty as to the impact of the Planning and Housing Bill. The SBRR would be updated as necessary in the light of this additional work and officers would continue to scan to identify other potentially emerging risks. Officers were undertaking a PEST and SWOT analysis in the light of a huge number of changes in the Council's operating environment which would be reported later in the year.

The report was not concerned with recommending a particular option in preference to others so this section was not applicable.

The Finance & Audit Scrutiny Committee supported the recommendation.

Resolved that

- (1) the Significant Business risk Register be noted;
and
- (2) the potential emerging risks of staff recruitment and retention; and the impact of national housing policy proposals on the Council's ability to remain a viable landlord be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

140. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following three items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute No.	Para Nos.	Reason
141, 142 and 143	1	Information relating to an Individual
141, 142 and 143	2	Information which is likely to reveal the identity of an individual

(The full minutes for the following items will be detailed within the confidential minutes for this meeting.)

141. **Prosperity Agenda – Appendix 3**

This appendix provided confidential information regarding costs as detailed in Minute 137 - Prosperity Agenda – Service Re-design proposals.

The Executive was mindful of this when considering the information in Minute 137 - Prosperity Agenda – Service Re-design proposals.

Resolved that the Appendix be noted.

(The Portfolio Holders for this item were Councillors Cross, Gallagher and Mobbs)

142. **Customer Contact Role Review**


The Executive considered a report from the HR Manager, the recommendations of which were approved.

(The Portfolio Holder for this item was Councillor Mobbs)
(Forward Plan Reference number 689)

143. **Confidential Minutes**

The confidential minutes of the 10 February 2016 were taken as read and signed by the Chairman as a correct record. The confidential minutes of the 9 March 2016 were not presented for consideration.

(The meeting ended at 7.05pm)

 Executive 2 June 2016		Agenda Item No. 2
Title	Final Accounts 2015/16	
For further information about this report please contact	Marcus Miskinis Tel 01926 456804 marcus.miskinis@warwickdc.gov.uk	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	29 July 2015: Budget Review to 30 June 2015 30 Sept. 2015: Fees and Charges 2016/17 4 November 2015: Budget Review to 30 September 2015 2 December 2015: General Fund Base Budgets latest 2015/16 and Original 2016/17 13 January 2016: Housing Revenue Account Base Budgets latest 2016/16 and Original 2016/17 10 February 2016: GF Budget 2016/17 And Council Tax – Revenue & Capital HRA Budget 2016/17 And Rents 24 February 2016: Formal Council Tax Resolution	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes Ref 762
Equality & Sustainability Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	16 May 2016	Andrew Jones
Head of Service	17 May 2016	Mike Snow
CMT		
Section 151 Officer	17 May 2016	Mike Snow
Monitoring Officer	N/A	
Finance	N/A	Finance Report
Portfolio Holder(s)	16 May 2016	Councillor Whiting
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

1.1 The report provides details of the Council's final account position for the year ended 31st March 2016. The highlights from the accounts are:

- The Capital Programme was underspent by £6.87m, of which £6.053m is due to slippage to 2016/17.
- For the General Fund the final accounts show a surplus of £1,731,700 against the latest Budget.
- In addition there is a further £883,400 in respect of Business Rates Retention which has reduced the amount to be appropriated from the Business Rates Volatility Reserve down to £49,000 from the previously calculated sum of £932,400.
- The Housing Revenue Account (HRA) balance is as budgeted; a contribution of £5.4m has been made into the HRA Capital Investment Reserve, £1.7m more than the budgeted £3.7m.
- The Council Tax collection rate was 98.5% and 98.6% for Business Rates, both of which are excellent.

2. RECOMMENDATIONS

2.1 It is recommended that the Executive:

(a) Capital Programme:

- Note the Capital Programme was underspent by £6.866m, of which £6.053m is due to slippage to 2016/17;
- Agree that future years Capital Programmes be amended by £5,743,600 comprising the following elements:
 - +£5,054,600 for Housing Investment Programme slippage;
 - +£998,600 for Other Services Capital Programme slippage;
 - -£309,600 in respect of resources brought forward from the Other Services Capital Programme from future years to 2015/16 to cover expenditure on West Midlands Reserve and Cadet Force new building and Victoria Park Skate Park.

(b) General Fund:

- Note the General Fund revenue account shows a surplus of £1,731,700 which is after allowing for a further £322,600 of planned expenditure to be carried forward to 2016/17;
- Agree the requests to carry £322,600 earmarked balances forward in respect of General Fund revenue slippage to 2016/17 (see Appendix 'F');
- Approve the establishment of a new Covent Garden Multi-Storey Car Park Reserve with authority to spend from this reserve delegated to the Head of Finance in line with the actual lost income and debt charges incurred;
- Agree that the resulting change of the above decisions, amounting to £1,731,700 be appropriated:
 - § £900,000 to new Covent Garden Multi-Storey Car Park Reserve;
 - § £200,000 to the Capital Investment Reserve;

- § £200,000 to Car Park Reserve;
 - § £200,000 to the Service Transformation Reserve; and.
 - § Balance of £231,700 to the 2016/17 Contingency Budget.
- Note the unfunded liabilities and the uncertainty over local authorities' future funding, and how the 2015/16 outturn is strengthening the Council's financial position.
- (c) Housing Revenue Account:
- Note the Housing Revenue Account balance is as budgeted; the HRA Capital Investment reserve available for major developments has increased to £20.725m, £5.48m more than projected;
 - Agree the requests to increase 2016/17 HRA budgets by £258,700 in respect of planned HRA maintenance and stock condition survey not completed in 2015/16 (See Appendix 'F').
- (d) Collection Fund:
- Note that the Council Tax collection rate was 98.5% and 98.6% for Business Rates.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 The recommendations above will allow the accounts for the financial year 2015/16 to be closed on time and have been used as the basis for drafting the Statement of Accounts. The resultant decisions will be fed into the Financial Strategy. The Accounts and Audit Regulations 2015 require that the Head of Finance, as the responsible financial officer must, no later than 30th June immediately following the end of a year, sign and date the Statement of Accounts.
- 3.2 Appendix 'C' identifies £5,054,700 in respect of Housing Investment Programme schemes not completed in 2015/16 and £998,600 for Other Services Capital schemes. Slippage of these budgets to 2016/17 is being requested together with the bringing forward of £309,600 from future years' Other Services Capital Programmes in respect of West Midlands Reserve and Cadet Force new building (£300,000) and Victoria Park Skate Park (£9,600). The relevant Capital Programmes need to be varied accordingly to accommodate these changes together with the associated financing.
- 3.3 Requests comprising items of General Fund slippage earmarked for 2016/17 totalling £322,600 have been submitted. These requests relate to revenue expenditure that has been unavoidably delayed, and for which finance is still required. By adopting this approach of carrying forward slippage, the Council seeks to avoid an end of year spending spree which often does not result in good value for money. Furthermore, without the associated funding these projects would not be achieved in 2016/17. Appendix 'F' lists the items in more detail. Expenditure against these Reserves will be closely monitored during 2016/17 with progress being reported to the Senior Management Team (monthly) and Executive (quarterly). In addition there is £528,700 of HRA revenue slippage requested, as detailed in section 13.

4. POLICY FRAMEWORK

- 4.1 **Policy Framework** – The Final Accounts for 2015/16 represent a historic account of the financial performance for that year and, therefore, identifies how well, or otherwise, the Budget and Policy frameworks have been complied with.
- 4.2 **Fit for the Future** – Any variations impacting on Fit For the Future projects will be incorporated into those projects. This report is looking into the previous year, only savings already achieved will be included in these figures.
- 4.3 **Impact Assessments** - The Council's Final Account covers the community throughout the District. It is a statement of fact and officers will have considered any impact when amending their budgets.

5. BUDGETARY FRAMEWORK

- 5.1 The Final Accounts for 2015/16 represent a historic account of the financial performance for that year and, therefore, identifies how well, or otherwise, the Budget and Policy frameworks have been complied with.

6. RISKS

- 6.1 The main risk is that External Audit identifies significant errors in the accounts that require amendment.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 The report is a statement of fact. However, how the outcomes might be treated can be dealt with in a variety of ways, mainly the alternatives are not to allow any, or only some of the earmarked reserve requests and to allow the General Fund balance to vary from the £1.5m level, along with how the 2015/16 surplus is allocated.

8. BACKGROUND

- 8.1 The accounts have been compiled so as to comply with the appropriate accounting standards and the Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.
- 8.2 The Accounts and Audit Regulations 2015 require that the responsible financial officer must, no later than 30th June immediately following the end of a year, sign and date the statement of accounts.
- 8.3 The draft (unaudited) Statement of Accounts is currently being prepared to be audited by the Council's external auditors, Grant Thornton. The draft Statement is due to be considered by Finance and Audit Scrutiny Committee on 26th July 2016.
- 8.4 The Regulations require that members should approve the audited accounts by no later than 30th September. Consequently, a meeting has been set up in September for both the Finance and Audit Scrutiny Committee and the Council to meet this requirement.
- 8.5 This is a complex report that brings together details of all of the Council's income and expenditure in 2015/16. The Report is structured in the following format:

Section 9 - Capital Expenditure
 Section 10 - General Fund Revenue Expenditure
 Section 11 - Treatment of General Fund Surplus
 Section 12 - Reserves and Provisions
 Section 13 - Housing Revenue Account
 Section 14 - Housing Capital Investment and Major Repairs Reserves
 Section 15 - Collection Fund
 Section 16 - Conclusion

Appendix A - Capital Expenditure
 Appendix B - Capital Funding
 Appendix C - Capital Expenditure Reasons for Major Variations
 Appendix D - Prudential Indicators
 Appendix E - General Fund Expenditure
 Appendix F - Earmarked Reserves Requests
 Appendix G - Reserves and Provisions
 Appendix H - Housing Revenue Account
 Appendix I - Housing Reserves and Balances
 Appendix J - Collection Fund Income and Expenditure Account
 Appendix K - Collection Fund Statistics
 Appendix L - Glossary of Terms

9. CAPITAL EXPENDITURE

- 9.1 The Council's latest plans for capital expenditure in 2015/16 totalled £21.657m as set out below. The capital programme has been financed in accordance with the funding approved in the 2015/16 Treasury Management Strategy Document. The overall position is summarised below and in Appendix A:

TABLE A: Capital Expenditure Summary 2015/16

	Latest Budget 2015/16 £'000	Actual 2015/16 £'000	Variation 2015/16 £'000
Housing Investment Programme	18,434	12,503	(5,931)
Other Services	3,223	2,288	(935)
TOTAL	21,657	14,791	(6,866)

- 9.2 Appendices 'A', 'B' and 'C' compare actual capital expenditure for the year with revised budgets, sources of capital financing and details variances.

9.3 Variations of individual Capital Schemes

Appendix 'C' details the explanations for the variance in expenditure from the revised Capital Budget. In terms of expenditure, the most significant variations in the General Fund Capital Programme were in respect of:

- West Midlands Reserve & Cadet Force New Building (+£300,000). Scheme commenced earlier than anticipated.
- Leisure Options Appraisal (-£215,900). RIBA Stage 4, Electricity connection works and water diversion application expenditure due in 2016/17.
- Fen End (-£559,000). Delay in payment to Land Rover Jaguar.

- Bishop Tachbrook Community Centre (-£115,700). Scheme continuing into 2016/17.
- Rural and Urban Initiatives (-£146,600). Reduced applications.

Overall Housing Landlord related Housing Investment Programme works are £875,860 underspent, after £5.055m of slippage related to specific projects. The only sizable variance is a saving of £600,000 in respect of the cessation of Lillington Acquisitions due wider uncertainties surrounding the Lillington Regeneration.

The most significant items of slippage requested are:

- £4.01m: The redevelopment of Fetherston Court site (to construct Sayer Court). The project was subject to delays in earlier phases but unfortunately the budget was not re-profiled to take account of these delays. Completion is now expected in September 2016.
- £673,900: Electrical upgrades to communal areas, smoke detectors, etc. Issues surrounding the re-procurement of the contract meant that any significant rewiring works were held back in order that the new contractor can undertake the programme.
- £150,800: HRA Aids and Adaptations.
- £70,700 Lettings Incentive Scheme: Reduced expenditure due to transition from Tenants Incentive Scheme to Resettlement Service
- £64,800 Environmental Improvements.

All slippage requested is detailed in Appendix C.

The HRA related Capital slippage into 2016/17 includes £179,600 funded from HRA revenue contributions, for Environmental Improvements and Lettings Incentive Grants. Therefore this will reduce the budgeted 2016/17 contribution to the HRA Capital Investment Reserve by £179,600.

9.4 Variations in Sources of Capital Funding

There have been significant variations between the latest budget and the actual in the various resources utilised to finance the capital programmes as shown in Appendix 'B'.

- 9.5 Delay to the Sayer Court redevelopment project and additional contributions from the Housing Revenue Account has resulted in an increased Housing Capital Investment Reserve balance being carried forward to 2016/17.
- 9.6 Slippage in the Housing Landlord capital programme, principally in the Electrical Fitments and Aids & Adaptations programmes has resulted in an increased Major Repairs Reserve balance being carried forward to 2016/17.
- 9.7 Additional S106 Affordable Housing contributions amounting to £614,500 have been received during the year and which will be carried forward to finance future years capital expenditure.
- 9.8 Slippage in the Other Services Capital Programme has resulted in increased external contributions, principally relating to the Fen End project, being carried forward to 2016/17.
- 9.9 Appendix 'B' also shows the Capital funding balances held by the Council as at 31st March 2016 totalling £39.861m. Once financing of capital slippage (see 9.3 above) has been allowed for, there is £34.487m available to finance the future Capital Programme, which is £2.703m more than the latest budgeted

figure to be held as at 31 March 2016. Much of this is already committed towards future Capital Programmes. The table below illustrates the decrease in General Fund Capital Resources between the latest budget and actual:

Table 'B': General Fund Capital Programme Resources

	Latest Budget £000	Actual £000
Capital Resources 1 April 2015	7,104	7,104
Additions in the year	1,990	2,260
Funding of Capital Programme	(3,223)	(2,288)
Capital Resources 31 March 2016	5,871	7,076

The £7.076m in Table B above does not reflect the impact of the slippage in the 2015/16 Other Services Capital Programme. Once this is taken into account the £6.576m is reduced to £6.293m. The overall Capital funding of the General Fund capital programme for 2016/17 onwards including the possible requirement to borrow, will be further reviewed during the year and reported to members.

9.10 The Prudential Indicators

Under the Prudential Capital Finance system Local Authorities are required to produce and report on a set of Prudential Indicators. The 2015/16 indicators are included within Appendix 'D', along with relevant explanations.

10. GENERAL FUND REVENUE ACCOUNT

10.1 The Council's budget plans were formulated during the period July 2014 to February 2015 when the Executive considered reports on:

- (a) budget prospects;
- (b) service plans;
- (c) proposed levels of fees and charges;
- (d) capital programme;
- (e) detailed revenue budgets; and
- (f) identification of savings proposals for services.

10.2 Plans were finalised on 25th February 2015 when the Council approved total budgeted net expenditure of £13,563,182 and set a band D council tax for District purposes of £146.86. Following changes to Business Rates income and General Grants this figure was subsequently increased to £14,609,482.

10.3 The revenue accounts relating to 2015/16 have now been finalised.

10.4 Details of actual net expenditure for General Fund services are summarised in Appendix 'E', together with comparisons against the Council's latest budgets for the year and explanations of the major variations. The latest budgets are those approved in December 2015 amended for any subsequent Executive decisions and the virements permitted under the Code of Financial Practice. Due to the size of Appendix 'E' it has been broken down into two parts – Appendix 'E1' and Appendix 'E2'. Appendix 'E1' is the summarised version of Appendix 'E2'. Due to the size of Appendix 'E2' it will only be available to download from the Committee Papers and will not be printed otherwise.

10.5 A summary of the General Fund performance for 2015/16 is as follows:

TABLE 'C': General Fund 2015/16

	See Para.	Latest Budget £'000	Actual £'000	Variance £'000
Net Cost of General Fund Services	10.6	22,911	18,610	(4,301)
Add: Earmarked Reserves		-	323	323
Adjusted Cost of General Fund Services		22,911	18,933	(3,978)
Financing Adjustments				
Replacement of Notional with Actual Cost of Capital				
- Less Capital Charges in Service Estimates	10.8	(5,564)	(4,492)	1,072
- Add Loan Repayments, Revenue Contributions and Interest Paid		35	35	-
Net External Investment Interest Received	10.10	(297)	(329)	(32)
Revenue Contributions to Capital	10.11	374	373	(1)
Contributions to / (from) Reserves	10.12	(1,300)	894	2,194
IAS 19 Pensions Adjustment	10.15	(1,014)	(1,124)	(110)
Transfer to Accumulated Absences Reserve	10.16	-	7	7
Contributions to / (from) General Fund Balance		(536)	(526)	10
Total Financing Adjustments		(8,302)	(5,162)	3,140
Net Expenditure for District Purposes		14,609	13,771	(838)
Less Financing from Council Tax, RSG and NNDR		(12,800)	(13,684)	(884)
General Grants		(1,809)	(1,819)	(10)
Deficit / (Surplus) for Year	10.19	-	(1,732)	(1,732)

10.6 The first row of Table C, above, shows that the net cost of providing the General Fund Services was £19.0m against a budget of £22.9m, a variance of £3.9m. The expenditure is broken down over Services within Appendix 'E'. A summary of the variations is shown below and explained in later paragraphs:

TABLE 'D': General Fund Service Variations 2015/16

	£'000	£'000
General Fund Services' Variations (paragraph 10.5)		(4,301)
Less: Financing Adjustments included in above figure		
- Capital Financing Charges	1,072	
- Revenue Contributions to Capital	(1)	
- Reserve funding, interest and grants	1,300	
- IAS 19 Pension Adjustments	(110)	
- Transfer to Accumulated Absences Reserve	7	2,268
		(2,033)
Items of Slippage: Earmarked Reserve Requests		323
Adjusted General Fund Services' Variations		(1,710)

This shows that there was actually a net variance of £1.7m in the service expenditure. This variation is on gross expenditure / income of £81.5m.

10.7 Other Items

Other items include a large variety of under- and overspendings. These are detailed against individual services in Appendix 'E2'. Some of the notable variations are:

Table E: Major Variances

Description	Variance £	Latest Budget £	% Variance
<u>Favourable:</u>			
Planning Income	(409,900)	(886,500)	46.24%
Cemeteries and Crematorium income	(347,200)	(1,076,200)	32.26%
Treasury Management	(110,000)		
External Contributions towards costs	(109,000)		
Additional Government Grants	(91,000)		
Housing Benefits increase in bad debts provision not required	(57,000)		
Reduced cost of Other Hired and Contracted Services	(55,400)	876,400	6.32%
Additional Recycling Credits	(54,000)	(420,000)	12.86%
Car Allowances	(47,600)	243,800	19.52%
Printing, Stationery, etc.	(42,100)	253,400	16.61%
<u>Adverse:</u>			
Housing Benefit Payments (net of subsidy)	110,000	29,946,600	0.37%

10.8 Capital Financing Charges

The Capital Financing Charges in respect of depreciation and Intangible Assets /REFCUS (Revenue Expenditure Financed from Capital Under Statute) charged to the service accounts has decreased by £1.1m which reflects the Capital Programme being underspent as identified in Section 9. As the capital spend has reduced, so have the charges that need to be made to services in respect of this expenditure.

10.9 Financing Adjustments

The largest component of the Financing Adjustments is income shown in respect of Capital Charges (£4.492m actual). This income reflects the Capital Financing Charges made to services as discussed in paragraph 10.8 being reversed out so that they do not impact on the Council Tax.

10.10 Gross investment interest receipts were £528,000 which is £58,400 more than the latest budget of £496,600. This is apportioned to the General Fund and HRA, giving the General Fund an additional £32,000 above the budgeted £297,400 and the HRA £26,400 more than the budgeted £172,200.

10.11 The revenue financing of the Capital Programme (Revenue Contributions to Capital) includes Government Grants financing expenditure to be accounted for as REFCUS (see paragraph 10.8 above) within the Service Accounts. These grants relate to Private Sector Housing Disabled Facilities Grants.

10.12 An increase in contributions to Reserves of £2,517,000 reflects the actual financing requirements of the Council. (This figure comprises the £322,600 Earmarked Reserves in row 2 of table C, and also the further £2,194,400 contributions to reserves shown.) This also reflects a reduction of £883,300 Retained Business Rates being allocated from the Business Rate Volatility Reserve.

- 10.13 The General Fund reserves with the most significant change in end of year balances when compared to those reported in February 2016 are:

Business Rate Retention Volatility – increased balance of £883k due to increased Business Rate income which has reduced the contribution from this reserve (see para 15.6).

Corporate Assets – increased balance of £678k due to slippage and underspends in the revenue repairs and maintenance programmes principally Open Spaces, Crematorium, Leisure Centres and Estates Management.

Service Transformation – increased balance of £336k due to slippage in various transformation projects notably the New Offices project (£87k), the Digital Transformation project (£64k), the Asset Management staff redesign within Housing & Property (£41k), HLF Partnership funding for the Pump Room Gardens project (£30k), Individual Electoral Registration costs (£28k), Prosperity Agenda (£27k), Riverside House Scanning project (£20k). In addition the £23k contribution for the additional Revenues Officer was not required as the cost was funded from underspends.

Public Open Spaces Planning Gain – increased balance of £178k due to additional S106 contributions being received during the year and which will be spent in future years.

Car Parking Repairs and Maintenance – increased balance of £324k due mainly to the transfer of the unspent balance on the revenue repairs and maintenance budget (£33k) and surplus car parking fee income (£83k) to the reserve. Plus an additional £200k allocation from 2015/16 surplus to meet future car park R&M commitments.

- 10.14 Under International Financial Reporting Standards (IFRS) specific grants and contributions that have been received but are unused at the year end need to be transferred to an earmarked balance for future financing decisions. Previously, they would have been treated as “income in advance” and removed from the service accounts for the year under review and, effectively, slipped to the new financial year. £124,900 was released from this reserve to fund expenditure within service accounts and £46,600 was transferred to the reserve in respect of contributions towards future expenditure (see Appendix ‘G’ for the overall balance).
- 10.15 IFRS requires an authority to recognise the cost of retirement benefits in the net cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out ‘below the line’. Current service costs are based on the actuarial assumptions which apply at the start of the accounting year.
- 10.16 IFRS also requires an authority to accrue for the cost of any time owing to officers (e.g. untaken leave, balance of flexi-time hours, time off in lieu, etc.), that is carried forward to the new financial year, since they relate to entitlements earned during the old financial year, rather than when the absences are eventually taken. However, the costs required to be made against council tax is based on the cash payable in the year, so the real cost of absence accruals is reversed out ‘below the line’. The amount included in the accounts (-£6,900) is the change between the reversal of the accrual carried forward from 2014/15 (£254,600) and the new accrual brought forward from 2016/17 (£247,700). This is shown as the Accumulated Absences Reserve in the table above.

- 10.17 Most of the variances in the financing adjustments shown in paragraphs 10.8 - 10.16 have no impact upon the overall finances of the Council. In many cases they reflect items which need to be charged to the costs of services (so as to ensure that services show the full cost of their provision for comparability) being reversed out so as to have no overall impact upon the Council's resources. This notably includes Capital Charges and the pension adjustments. The one variance which does directly impact upon the Council's overall net spend is investment interest (paragraph 10.10) where the income received was above the figure included within the budgets.
- 10.18 General Fund Balance
The Council Tax Setting report in February 2016 identified a surplus of £151,700 for the year, which was subsequently appropriated £76,300 to the Equipment Renewal Reserve and £75,400 to the General Fund Balance to contribute towards the Contingency Budget 2016/17 and is reflected in the latest budget figures.
- 10.19 Taking all of the above items into account there is a net surplus for the year of £1,731,700.

11. TREATMENT OF GENERAL FUND SURPLUS

- 11.1 In February 2016 it was anticipated that there would be a surplus of £151,700 on the General Fund, which was subsequently appropriated £76,300 to the Equipment Renewal Reserve and £75,400 to the General Fund Balance to contribute towards the Contingency Budget 2016/17. The final position is a further surplus of £1,731,700 as referred to in paragraph 10.19.
- 11.2 It is recommended that of the surplus be allocated:

Covent Garden Multi Storey Car Park £900k

Within the April reports on the Office Move and proposed new multi storey car park, it was noted that funding would be required to be set aside to allow for the lost income whilst the car park is re-developed and the initial debt charges. The annual income on the current car parks is approaching £500,000 per annum. The annual debt charges for the works are estimated at £400,000. Accordingly, it is recommended that £900k of the General Fund Surplus is now allocated for the cost of the car park closure. By allocating the funding now, rather than awaiting setting the 2017/18 Budget (as was proposed in the April report), this will reduce calls upon any funding available to be allocated in February (for example New Homes Bonus). It is recommended that this funding is set aside in a new Covent Garden Multi Storey Reserve. Authority to spend from this reserve is proposed to be delegated to the Head of Finance in line with the actual lost net income and debt charges incurred. Executive will be informed upon the use of this reserve and the balance thereof.

Service Transformation Reserve £200k

The unallocated balance on this reserve currently stands at £49,000. If the authority is to have funding to invest in new initiatives and improvements (for example, Digital Transformation), it is necessary for the balance on this reserve to be increased.

Car Park Repairs and Maintenance Reserve £200k

The unallocated balance on this reserve is £157,000. A report is due to come forward later in June recommending further expenditure that is needed in

maintaining the car parks in the short term, the cost of which is likely to exceed this unallocated balance.

Capital Investment Reserve £200k

The unallocated balance on this reserve currently stands at £1,132,000, with the agreed minimum balance on this reserve being £1m to cover any unforeseeable and unavoidable liabilities. As and when new initiatives and opportunities are presented and supported, it is important that there is capital funding available to support these.

General Fund Contingency Budget £231,700

When the 2016/17 Budget was approved, £239,600 (£200,000 + £39,600 Transition Government Grant) was allocated to the Contingency Budget. With the approvals to date from the Contingency, the current unallocated balance is £21,600.

- 11.3 As discussed within section 5 of the Fit For the Future report also on the agenda, the Council still has some substantial unfunded liabilities. Also, as with all local authorities, there is uncertainty over future funding with the changes being planned to the Business Rate Retention scheme. Accordingly, the authority is in a stronger position by being able to increase its reserves as a result of the favourable 2015/16 outturn position.
- 11.4 In July it is intended to present a detailed update on the financial projections, including a fuller analysis of the impact of the Business Rates Retention scheme.

12. RESERVES AND PROVISIONS

- 12.1 There are no other changes to the Council's reserves or provisions. A full list of the Council's Reserves and Provisions and their balances at 31st March 2016 can be found in Appendix 'G'. These balances include the above appropriations.

13. HOUSING REVENUE ACCOUNT

- 13.1 Housing Revenue Account Budgets for 2015/16 were approved by Council on 25th February 2015 when rents were increased by an average of £1.94 per week.
- 13.2 The HRA for 2015/16 has now been finalised and is summarised in Appendix 'H'. This shows a balance on the HRA at 31st March 2016 of £1,385,900, as per the latest budget.
- 13.3 Within the HRA there are a number of variances, the most significant favourable variances are showing against Repairs & Maintenance, £775,590, (paragraph 13.4) Bad debt provision £221,876 (paragraph 13.7) and Supervision & Management £576,261 (paragraph 13.8).
- 13.4 The HRA latest budget 2015/16 and base budget 2016/17 report requested increases to the base budget and a reduction of the contribution from the HRA to the capital investment reserve. The growth in expenditure approved has not been fully utilised in 2015/16 in respect of day to day and void repairs. The expenditure for these "demand led" services has been substantially lower than anticipated due to reduction in the level of voids. Additionally, the tighter regime for repairs management and change to the charging mechanism by

moving from "Open Book" to "Schedule of Rates" has contributed to the reduced expenditure.

- 13.5 Similarly, the planned and reactive works such as Painting & Decorating, Fire prevention and Legionella testing have been affected by delivery constraints and delays in the timing of works. The timing of the maintenance cycle has also resulted in lower than expected expenditure in 2015/16 for Electrical, Gas/heating, Lifts and Stair lift maintenance. This is expected to translate into increased expenditure in 2016/17.
- 13.6 The overall position in respect of Repairs & Maintenance will be monitored throughout the year. Should it become apparent that further funding is required to meet the works required this will be reported to Executive with a recommendation for such works to be funded from HRA Reserves.
- 13.7 The favourable variance on bad debt provision is because arrears and write offs in year have not increased as anticipated to reflect changes to the Housing benefit rules for tenants who are living in properties bigger than their assessed needs. The arrears team have worked proactively with tenants to minimise the impact of the changes to Housing benefit on the level of arrears. The introduction of universal credit and the caps on Housing benefit for young persons is expected to increase the level of arrears in future years.
- 13.8 The favourable variance of Supervision & Management is due to underspends in respect of budgets areas such as Stock Condition Survey, £120,000, Communal areas, £57,000, Warwick Response £70,000, Supported Housing £31,000, Service Improvement £28,000, Housing projects £38,000. Some of this budgeted expenditure has been transferred to reserves and earmarked for 2016/17. However, there are lots of other budget areas that are showing favourable and adverse variances. The most notable adverse variance is in respect of Solar Panel income showing an adverse variance of £49,000.
- 13.9 More detailed information on the major variances between latest estimates and actual performance can be seen in Appendix 'H'.
- 13.10 In addition there are five areas where budgeted expenditure was committed to in 2015/16 but will not be incurred until 2016/17: £71,000 for Sheltered Scheme Fire Alarm system replacement & upgrade, £10,700 for new carpeting for sheltered schemes, £84,000 a Stock Condition Survey, £33,000 for a Chandos Court Mobility Scooter Store and £60,000 for Fire Precaution Works. These are all areas where not carrying out the required work would impact on health and safety. Therefore it is recommended that the 2016/17 HRA budget is increased by £258,700.
- 13.11 Overall there is a net favourable variance of £1.6m on HRA services, which has increased the contribution to the HRA Capital Investment Reserve from the budgeted £3.8m to £5.4m.

14. HOUSING CAPITAL INVESTMENT AND MAJOR REPAIRS RESERVES

- 14.1 In addition to the HRA there are other reserves available to fund HRA related expenditure; these reserves are summarised in Appendix 'I'.
- 14.2 The Major Repairs Reserve (MRR) is a statutory account into which at least the annual depreciation of the HRA dwelling stock is transferred. This reserve is used to fund capital repairs and maintenance; it could also be used to repay

debt. In this transitional period within the first 5 years of self-financing, the Major Repairs Allowance specified under the former Housing Subsidy system is used as a proxy to calculate amount to transfer.

- 14.3 After funding all relevant Capital expenditure the Major Repairs Reserve has increased from £2.599m to £4.611m. This is lower than budget because of the reduced of the reduced level of capital expenditure.
- 14.4 The HRA Capital Investment Reserve was set up for the funding of major future developments, for example the redevelopment of Fetherston (now Sayer) Court. The balance at 1st April 2015 was £21.541m. During 2015/16 £5.388m was contributed from the HRA and £6.204m was used to fund expenditure acquiring and constructing housing, giving £20.725m in the reserve at 31st March 2016.

15. COLLECTION FUND

- 15.1 The Collection Fund Income and Expenditure Account is set out in Appendix 'J'. This is the statutory account that contains the transactions with respect to the collection and distribution of council tax and business rates.
- 15.2 As at 31st March 2016, the surplus on the Council Tax Collection Fund was £643,000 an increase of £142,100 from the opening surplus of £500,900. This surplus for the year arises from where the Council Tax due is greater than originally anticipated. This increase is due to increased numbers of properties and reductions in the number of Council Tax Reduction claims. This surplus arose on Council Tax income of £79.9m.
- 15.3 Following the statutory mid-January review of the Collection Fund it was estimated that it would be have a surplus balance at 31st March 2016 of £501,600 which has been built into the 2016/17 budgets (this Council's share being £55,000). The actual surplus at year end was £643,000, an increase of £141,000 above the estimate. The Council's share of this additional surplus amounts to £15,500 which will be carried forward to be reflected in the 2017/18 accounts, along with any estimated balance on the 2016/17 Collection Fund.
- 15.4 2013/14 saw the introduction of a new Business Rate Retention Scheme. Under the scheme initial estimates for the collectable income for the year are used. 50% is forwarded to the Government, 10% to the Warwickshire County Council and 40% retained by Warwick District Council.
- 15.5 The Council's share is approximately £27.4m. This is clearly far in excess of the Government's assessment of the Council's requirements. Consequently, the Government then takes a further tariff payment (£22.9m) leaving the Council with £4.5m. Initial estimates suggested that income would still exceed the Government's assessment of the Council's requirements and a further Levy of £214,900 was calculated. The outturn for the year is more than originally forecast resulting in an accumulated deficit £9.0m on the Collection Fund against the £68m due. The levy due has been increased by £428,500. This, with the balance due for Small Business Rate Relief Grant has resulted in a reduction in the Business Rates credited to the General Fund for 2015/16 of £315,500. The deficit will be apportioned over the relevant bodies in 2016/17 and 2017/18.

- 15.6 The increase in the amount of business rates retained reflects the less increased provision being required for the level of backdated appeals outstanding. A prudent approach continues to be adopted in closing the accounts and reflecting the potential success of these appeals. As referred to in paragraph 11.3 more details on the business rates retention scheme will be included within the July Budget Review report.
- 15.7 Figures relating to collectable amounts, arrears and bad debts provision are set out in Appendix 'K'. The bad debts provision, as a proportion of the amount collectable plus gross arrears, has increased from 0.85% to 0.89%. The Council Tax collection rate for 2015/16 was 98.5% (2014/15 98.5%) and 98.6% (2014/15 99.1%) for Business Rates, the latter being a small reduction on the previous year.

16. CONCLUSION

- 16.1 Whilst the Council can carry forward its capital slippage of £6.053m, this underspend represents 27% of the latest Housing Investment Programme and 31% of the latest Other Services Capital Programme for 2015/16. In reviewing and planning future programmes officers need to consider how they can achieve planned levels of expenditure more closely.
- 16.2 The General Fund showed a surplus of £1,731,700. After stripping out the capital financing changes, which have no net effect, the main reasons for this change are:

Adverse:

- Housing Benefit payments net of subsidy (+£110,000).

Favourable:

- Planning Fees and Charges income (-£410,000);
- Cemeteries and Crematorium income (-£347,000);
- Treasury Management write-offs (-£110,000);
- External contributions towards costs (-£109,000);
- Additional Government Grants (-£91,000);
- Increase in Benefits bad debts not needed (-£57,000);
- Reduced costs of Other Hired and Contracted Services (-£55,000);
- Additional recycling credits (-£54,000);
- Underspend on car allowances (-£48,000);
- Underspend on printing, stationery, etc. (-£42,000).

There are also a number of other revenue variances as set out in Appendix 'E'.

- 16.3 Work is still on-going to confirm to what extent the variances in 2015/16 need to be reflected in future years' budgets. In addition, the Budget Review process will in future include specific details of the large volatile income budgets, and projections thereof.
- 16.4 The Council has a robust set of reserves and provisions as shown in Appendix 'G'. Further consideration will need to be given to the reserves and provisions when considering the development of future years' budgets.
- 16.5 The Housing Revenue Account balance is as budgeted. The HRA Capital Investment Reserve balance is £20.8m, which is £7m higher than the budget carried forward amount of £13.5m. This is because the contribution from the

HRA increased by £1.6m and £5.4m set aside in 2015/16 to fund Sayer Court Development has been slipped to 2016/17.

- 16.6 The Council Tax element of the Collection Fund opening surplus balance of £643,000 was increased by a surplus in the year of £142,100. The Business Rates element of the Collection Fund shows a deficit balance of £9.0m at the year end. Under the Business Rate Retention scheme, this balance is carried forward and will be shared with Central Government, the County Council and the District Council.
- 16.7 Overall, the Council is in a strong financial position, having accommodated expenditure within the agreed budget and been able to make contributions to reserves in excess of amounts originally budgeted for 2015/16. However, as with the rest of the public sector, the medium/long term outlook still requires the Council to make further financial savings. An updated position on this will be presented to the Executive later in the summer.

CAPITAL EXPENDITURE 2015/16

	Latest 2015/16 £	Actual 2015/16 £	Variation 2015/16 £
<u>HOUSING INVESTMENT PROGRAMME</u>			
<u>Housing Revenue Account (HRA) related HIP</u>			
New Build/Reprovision of Housing	12,236,300	7,546,015	(4,690,285)
Improvement/Renewal Works	5,314,200	4,181,914	(1,132,286)
Lettings Incentive Scheme	119,500	48,817	(70,683)
Total HRA related HIP	17,670,000	11,776,746	(5,893,254)
<u>General Fund (GF) Housing related HIP</u>			
Private Sector Housing	763,900	726,668	(37,232)
Total GF Housing related HIP	763,900	726,668	(37,232)
TOTAL HOUSING INVESTMENT PROGRAMME	18,433,900	12,503,414	(5,930,486)
<u>OTHER SERVICES PROGRAMME</u>			
Chief Executive & CWLEP	170,600	153,389	(17,211)
Health & Community Protection Services	120,200	97,143	(23,057)
Culture Services	512,700	296,692	(216,008)
Development Services	875,500	480,841	(394,659)
Finance	439,300	292,668	(146,632)
Neighbourhood Services	1,104,900	967,071	(137,829)
TOTAL OTHER SERVICES PROGRAMME	3,223,200	2,287,804	(935,396)
TOTAL CAPITAL PROGRAMME	21,657,100	14,791,218	(6,865,882)

Capital Funding 2015/16

	Latest 2015/16 £	Actual 2015/16 £	Variation 2015/16 £
Housing Investment Programme 'HIP'			
Prudential Borrowing	-	-	-
Capital Receipts	340,800	1,086,412	745,612
Capital Receipts: One for One replacement	585,200	585,252	52
Major Repairs Reserve	5,086,100	3,873,532	(1,212,568)
Capital Grant	423,100	397,007	(26,093)
RCCO - Housing Revenue Account	347,600	357,199	9,599
Housing Capital Investment Reserve	11,651,100	6,204,012	(5,447,088)
Total HIP Funding	18,433,900	12,503,414	(5,930,486)
Other Services Programme			
Internal Borrowing	327,400	111,445	(215,955)
Capital Receipts	451,500	469,000	17,500
Revenue Contributions to Capital Outlay	1,100	-	(1,100)
Service Transformation Reserve	70,400	70,438	38
External Contributions	803,200	250,215	(552,985)
Capital Investment Reserve	1,327,200	1,225,169	(102,031)
Equipment Renewal Reserve	3,000	-	(3,000)
ICT Replacement Reserve	97,200	82,951	(14,249)
Gym Equipment Reserve	1,500	1,358	(142)
Public Amenity Reserve	140,700	77,228	(63,472)
Total "Other Services" Funding	3,223,200	2,287,804	(935,396)
Total Capital Funding	21,657,100	14,791,218	(6,865,882)

	Projected Balance 31-Mar-16 £	Balance c/fwd 31-Mar-16 £	Variation 2015/16 £	Financing of 2015/16 Slippage £	Balances c/fwd after Slippage £
Total Balances Carried Forward					
Housing Investment Programme 'HIP'					
MRA Balance carried forward	3,561,218	4,611,303	1,050,085	853,305	3,757,998
Housing Capital Investment Reserve	15,240,032	20,724,982	5,484,950	4,011,840	16,713,142
Revenue Contributions to Capital Outlay from HRA	-	-	-	179,593	-
Any Purpose Usable Capital Receipts carried forward	6,421,364	5,499,852	(921,512)	9,888	5,489,964
New Build Usable Capital Receipts carried forward	-	1,118,038	1,118,038	-	1,118,038
Capital Grant - (RP) carried forward	138,000	138,000	-	-	138,000
Capital Grant - Other carried forward	199,168	225,219	26,051	-	225,219
External Contributions - (RP) carried forward	347,543	962,015	614,472	-	962,015
External Contributions - Other carried forward	5,778	5,778	-	-	5,778
Total HIP Balances Carried Forward	25,913,103	33,285,187	7,372,084	5,054,626	28,410,154
Other Services					
Capital Receipts	338,000	337,965	(35)	364	337,601
External Contributions & Grants	80,500	722,312	641,812	559,000	163,312
Capital Investment Reserve	2,842,500	3,146,994	304,494	177,143	2,969,851
Other Capital Reserves	2,610,000	2,868,480	258,480	46,103	2,822,377
Total Other Capital Balances Carried Forward	5,871,000	7,075,751	1,204,751	782,610	6,293,141
Internal/Prudential Borrowing not utilised in 2015/16	-	-	-	215,941	(215,941)
Slippage to be met from grants and external contributions to be received in 2016/17	-	-	-	-	-
Total Capital Resources Carried Forward	31,784,103	40,360,938	8,576,835	6,053,177	34,487,354

Capital Expenditure - Reasons for Major Variations 2015/16

Housing Investment Programme 2015/16

			<u>Actual</u>				<u>Variation</u>	<u>Reason</u>
			<u>Latest Estimate</u>	<u>Capital Expenditure</u>	<u>Expenditure to Revenue</u>	<u>Total Expenditure</u>		
			£	£	£	£	£	
Housing Landlord								
C248	Electrical Fittings	Issues surrounding the re-procurement of the contract meant that any significant rewire works were held back in order that the new contractor can undertake the programme. The smoke alarm part of the programme was not completed. £30k required in 2016/17 for rewiring of communal areas.	933,800	259,855	0	259,855	(673,945)	Slippage to 2016/17
C249	Central Heating Replacement	Required in 2016/17 for BBU heating system and asbestos heating systems.	1,308,800	1,285,221	0	1,285,221	(23,579)	Slippage to 2016/17
C239/ C424	HRA Aids & Adaptations/Extensions	Change of contractor from 1st April 2016 so current contractor needs to complete their backlog of work.	1,017,700	866,919	0	866,919	(150,781)	Slippage to 2016/17
C251	Water Services	Required in 2016/17 for Millbank pipes.	5,000	0	0	0	(5,000)	Slippage to 2016/17
C261	Environmental Improvements- General	Required for Acorn Court parking.	140,300	96,219	0	96,219	(44,081)	Slippage to 2016/17
C262	Environmental Improvements- Tenant participation	New person in post so momentum will pick up with grants in 2016/17.	86,300	21,471	0	21,471	(64,829)	Slippage to 2016/17
C267	Lettings Incentive Scheme	Reduced expenditure due to transition from Tenants Incentive Scheme to Resettlement Service.	119,500	48,817	0	48,817	(70,683)	Slippage to 2016/17
Housing Landlord - Major Redevelopment								
C388	Sayer Court Development	Project is still under construction. The project was subject to delays in earlier phases but unfortunately the budget was not re-profiled to take account of these delays. Completion is now expected in September 2016.	9,393,000	5,381,159	0	5,381,159	(4,011,841)	Slippage to 2016/17
Private Sector Housing Grants								
C277	Disabled Facilities Grants	Grants to be paid 2016/17	670,600	661,294	0	661,294	(9,306)	Slippage to 2016/17
C273/ C278/ C298	Discretionary Disabled Facilities Grants	Grants to be paid 2016/17	34,600	34,018	0	34,018	(582)	Slippage to 2016/17
Housing Landlord								
C246	Kitchen & Bathroom Replacement	Since the demise of the Decent Homes Standard from Central Government and 10 years of heavy investment, less kitchens and bathrooms needed replacing in 2015/16 compared to previous years.	959,700	918,633	0	918,633	(41,067)	Savings
C243	Door Entry Systems	Small saving on programme	227,900	225,004	0	225,004	(2,896)	Savings
C244	Window & Door Replacement	Small saving on programme	394,200	372,558	0	372,558	(21,642)	Savings
C252	Structural Improvements	Small saving on programme	40,800	39,613	0	39,613	(1,187)	Savings
C399	Tannery Court Biomass Boiler	Project complete	8,800	7,987	0	7,987	(813)	Savings
C242	Defective Flooring	Reactive budget	59,800	23,624	0	23,624	(36,176)	Savings
C254	Improved Ventilation	No planned programme, small budget kept for responsive works not required	5,000	0	0	0	(5,000)	Savings
C263	Thermal Insulation	No planned programme, small budget kept for responsive works not required	37,900	0	0	0	(37,900)	Savings
C240/ C241	Roof Covering/Canopies & Porch	No planned programme, small budget kept for responsive works not fully spent	88,200	64,558	0	64,558	(23,642)	Savings
Housing Landlord - Major Redevelopment								
C421	SW Warwick Housing Acquisition	Project complete	2,243,300	2,164,855	0	2,164,855	(78,445)	Savings
C429	Lillington Acquisition	No longer required due to wider uncertainties surrounding the Lillington regeneration.	600,000	0	0	0	(600,000)	Savings
Private Sector Housing Grants								
C280	Care and Repair	Not required.	10,000	7,366	0	7,366	(2,634)	Savings
C274	Energy Efficiency Grant	Not required.	5,000	0	0	0	(5,000)	Savings
C276	Discretionary Renovation	Not required.	5,700	0	0	0	(5,700)	Savings
C292	Decent Homes Grant	Not required.	26,000	23,949	0	23,949	(2,051)	Savings
C279	Home Repairs Assistance	Not required.	12,000	42	0	42	(11,958)	Savings
Housing Landlord								
C265	HIP- Asbestos	Minor asbestos works	0	252	0	252	252	Overspend

Total Housing Investment Programme Variations	(5,930,486)
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Housing Investment Programme in Summary:

Slippage to 2016/17	(5,054,627)
Savings	(876,111)
Overspends	252
Total Variances	(5,930,486)

Other Services Capital Programme 2015/16			Latest Estimate	Actual Capital Expenditure	Expenditure re to Revenue	Total Expenditure re	Variation	Reason
			£	£	£	£	£	
CHIEF EXECUTIVE & CWLEP PORTFOLIO								
C222	Replacement P.C's & Printers	Scheme continuing in 2016/17.	37,100	30,926	4,728	35,654	(1,446)	Slippage to 2016/17
C407	Public Service Network Changes	Scheme continuing in 2016/17.	3,000	0	0	0	(3,000)	Slippage to 2016/17
C432	Voice of IP telephone system	Scheme continuing in 2016/17.	41,400	33,322	6,169	39,491	(1,909)	Slippage to 2016/17
C223	Infrastructure Replacement	Scheme continuing in 2016/17.	18,700	18,702	25	18,727		27 Resources b/fwd from
	Various minor variations							39 Minor under/overspends
TOTAL CHIEF EXECUTIVE & CWLEP PORTFOLIO CAPITAL VARIATIONS							(17,211)	
HEALTH & COMMUNITY PROTECTION SERVICES								
C347	Cubington Flood Alleviation Partnership	Final invoices due in 2016/17 then remainder will be earmarked for St John's Flood Alleviation Scheme	120,200	97,143	3,444	100,587	(19,613)	Slippage to 2016/17
TOTAL COMMUNITY PROTECTION SERVICES CAPITAL VARIATIONS							(23,057)	
CULTURE SERVICES								
C434	Leisure Options Appraisal	RIBA Stage 4, Electricity connection works and water diversion application expenditure due in 2016/17	500,000	284,059	0	284,059	(215,941)	Slippage to 2016/17
C331	Replacement Gym Equipment	Scheme continuing in 2016/17.	1,400	1,358	100	1,458		58 Resources b/fwd from future years
	Various minor variations						(25)	Minor under/overspends
TOTAL CULTURE SERVICES CAPITAL VARIATIONS							(215,908)	
DEVELOPMENT SERVICES								
C079	Conservation Action Programme	Required for committed grants and Barford wall.	57,900	38,645	4,598	43,243	(14,657)	Slippage to 2016/17
C408	Fen End	Delay in payment to JLR	559,000	0	0	0	(559,000)	Slippage to 2016/17
C426	Bishop's Tachbrook Community Centre	Scheme continuing in 2016/17.	250,000	133,898	428	134,326	(115,674)	Slippage to 2016/17
C368	Jubilee House	Scheme continuing in 2016/17.	500	0	163	163	(337)	Slippage to 2016/17
C411	West Midlands Reserve & Cadet Force - New Building	Works commenced early March 2016, slightly earlier than anticipated.	0	300,000	0	300,000		300,000 Resources b/fwd from future years
C418	26 Hamilton Terrace Gaming Incubation Hub	Scheme complete	1,100	0	1,054	1,054	(46)	Minor Overspend
C419	4 Jury Street, Warwick	Extra works	7,000	8,298	0	8,298	1,298	Overspend
TOTAL DEVELOPMENT SERVICES CAPITAL VARIATIONS							(394,659)	
FINANCE SERVICES								
C100	Rural Initiatives Schemes	Executive agreed to no longer allow slippage	150,000	73,518	0	73,518	(76,482)	Savings
C101	Rural Initiatives slippage	Executive agreed to no longer allow slippage	289,300	219,150	0	219,150	(70,150)	Savings
TOTAL FINANCE SERVICES CAPITAL VARIATIONS							(146,632)	
NEIGHBOURHOOD SERVICES								
C023	St Nicholas Park Warwick Improvements	Seeding works to be carried out in 2016/17	15,400	0	4,358	4,358	(11,042)	Slippage to 2016/17
C381	Play Area Improvement Programme	Various play area schemes continuing in 2016/17	140,700	87,707	13,190	100,897	(39,803)	Slippage to 2016/17
C375	Oakley Wood Crematorium Improvements	Final drainage works to be carried out in 2016/17	611,000	596,922	5,879	602,801	(8,199)	Slippage to 2016/17
C367	Recycling	Required for further expenditure in 2016/17	165,000	110,542	46,496	157,038	(7,962)	Slippage to 2016/17
C366	Leamington Cemetery Extension	Project complete	6,800	0	5,491	5,491	(1,309)	Savings
C430	King George Playing Fields	Project complete.	166,000	165,000	0	165,000	(1,000)	Savings
C440	Victoria Skate Park	Planning fee & third party contribution	0	6,900	2,695	9,595		9,595 Resources b/fwd from future years
C412	Land off Radford Road	Legal fees	0	0	318	318	318	Minor Overspend
TOTAL NEIGHBOURHOOD SERVICES CAPITAL VARIATIONS							(137,829)	
OTHER SERVICES CAPITAL PROGRAMME IN SUMMARY:								
Total of Slippage to 2016/17							(998,583)	
Total Savings							(148,941)	
Overspends							1,298	
Minor over/underspends							286	
Resources b/fwd from future years							309,680	
Total of Items Charged to Revenue							(99,136)	
							(935,396)	

Development Services Appendix A

	1,234,562.00	869,893.58	-364,668.42	Charged to revenue		
c001	6,000.00	0.00	-6,000.00	3494.61		
c003	5,341.00	9,968.87	4,627.87	-1117.12		
c019	3,000.00	0.00	-3,000.00	0		
c213	19,500.00	0.00	-19,500.00	14220.97		
c305	8,500.00	3,546.59	-4,953.41	0		
c318	3,500.00	0.00	-3,500.00	0		
c321	13,221.00	0.00	-13,221.00	10131.68		
c328	779,800.00	775,197.48	-4,602.52	5455		
c337	73,000.00	0.00	-73,000.00	4602.4		
c341	10,000.00	1,200.00	-8,800.00	0		
c345	50,000.00	0.00	-50,000.00	0		
various	262,700.00	79,980.64	-182,719.36	5379.31		
	1,234,562.00	869,893.58	-364,668.42	42166.85	42995	828.15

-42994.85

2015/16 ACTUAL PRUDENTIAL INDICATORS

- 1.1 The Prudential Capital Finance system which came into force on 1st April 2004 allows authorities to borrow as much as they can prudently afford to pay back from their revenue resources (subject to national safeguards).
- 1.2 The Council set its original Prudential Indicators for 2015/16 in February 2015 and then revised them in February 2016. It is a requirement of the Prudential Code for Capital Finance in Local Authorities that the Council calculates actuals for certain of the indicators and reports upon them after the end of the year to which the indicators relate. The actuals for the relevant indicators are shown below together with a comparison, where appropriate, with the indicator revised in February 2016.
- 1.3 **Actual ratio of financing costs to net revenue stream**

This ratio sets an upper limit on the proportion of the Council's net revenue streams both for GF and HRA which goes to service debt.

	2015/16 Revised	2015/16 Actual
General Fund	+1.00% to -4.00%	-1.90%
Housing Revenue Account	36.00% to 41.00%	37.90%
Overall	22.00% to 27.00%	23.58%

It can therefore be seen that all three ratios for 2015/16 Actual are within range.

1.4 **Actual capital expenditure for 2015/16**

It should be noted that the General Fund Capital Programme and the General Fund Housing (Registered Providers and Improvement Grants) part of the Housing Investment Programme are to be considered as one.

	2015/16 Revised	2015/16 Actual
General Fund	£3,987,056	£3,014,472
Housing Revenue Account	£17,670,000	£11,776,746
Overall	£21,657,056	£14,791,218

With regard to the General Fund indicator, the underspend is largely due to slippage within the General Fund Capital programme itself. The significant items of slippage being £0.216m on the Leisure Centre Options project, £0.559m on Fen End and £0.116m on Bishops Tachbrook Community Centre. The most significant items accounting for the underspend on the Housing Revenue Account relate to slippage on the Sayer Court project of £4.012m and slippage in the HRA Landlord Improvements/Renewals programme of £0.962m. In addition the £0.6m budget for the purchase of a property in Lillington is no longer needed due to wider uncertainties surrounding the Lillington Regeneration project.

1.5 Actual capital financing requirement at 31/3/2016

This is a key measure in that it measures the underlying need for an authority to borrow for capital purposes.

	2015/16 Revised	2015/16 Actual
General Fund	-£999,510	-£1,215,451
Housing Revenue Account	£135,786,796	£135,786,796
Overall	£134,787,286	£134,571,345

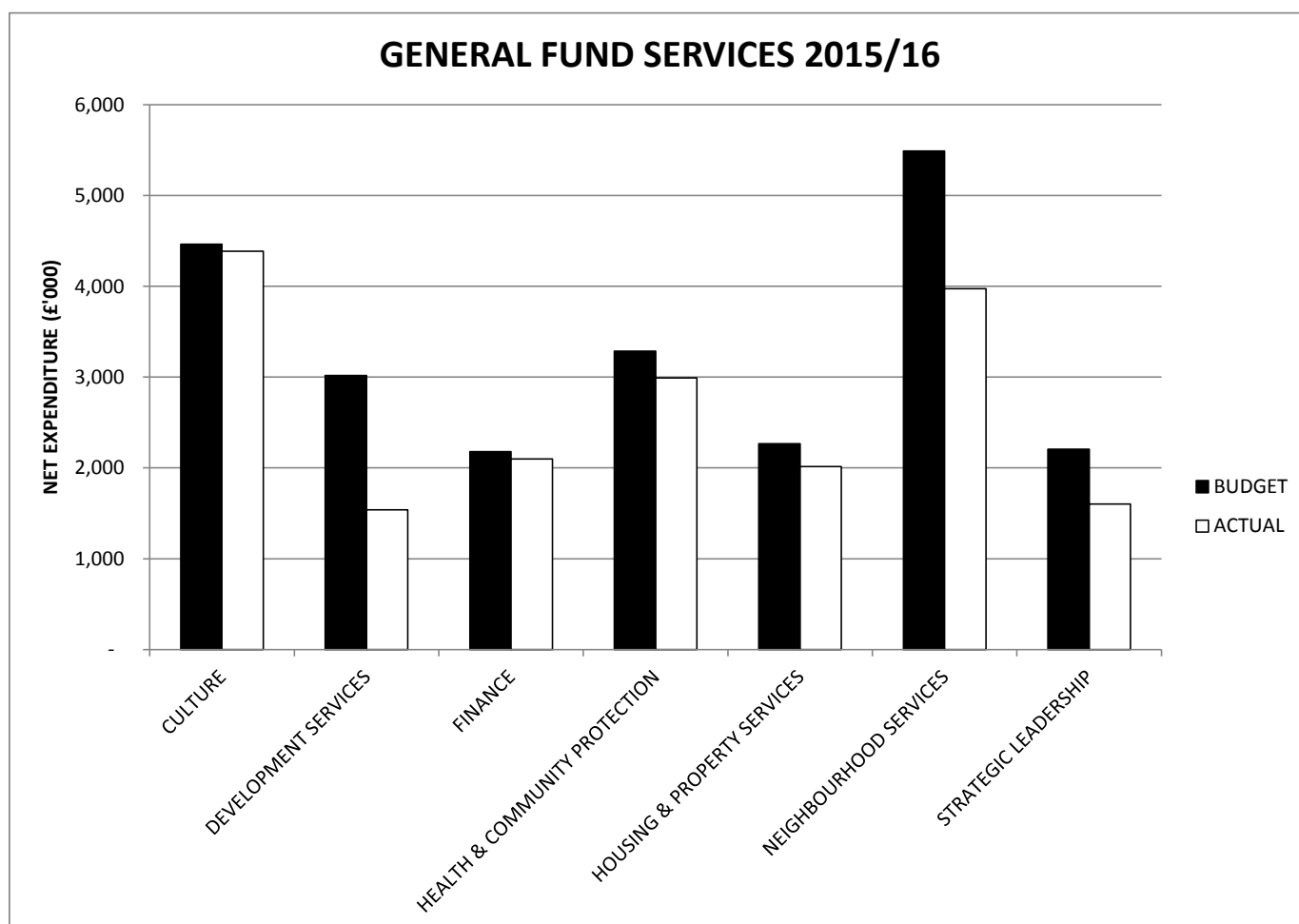
The variation in the General Fund capital financing requirement is due to slippage arising from the Leisure Options capital programme which meant that less internal borrowing was required.

- 1.6 The final indicator that requires reporting at the year end is the amount of external debt outstanding at the year end. The HRA Self Financing debt outstanding at 31st March 2016 was £136,157,000. The principal outstanding at 31st March 2016 on all Finance leases was £11,568 which when added to the external borrowing of £136,157,000 gives £136,168,568 total debt outstanding at 31st March 2016.

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
CULTURE	4,462,800	4,388,351	(74,449)	(F)
DEVELOPMENT SERVICES	3,018,700	1,540,130	(1,478,570)	(F)
FINANCE	2,178,800	2,098,779	(80,021)	(F)
HEALTH & COMMUNITY PROTECTION	3,286,400	2,991,838	(294,562)	(F)
HOUSING & PROPERTY SERVICES	2,265,200	2,016,485	(248,715)	(F)
NEIGHBOURHOOD SERVICES	5,491,900	3,972,461	(1,519,439)	(F)
STRATEGIC LEADERSHIP	2,206,900	1,602,193	(604,707)	(F)
NET COST OF SERVICES	22,910,700	18,610,237	(4,300,463)	(F)
Replacement of Notional with Actual Cost of Capital:				
- Deduct Notional Capital Financing Charges	(5,563,600)	(4,492,465)	1,071,135	(A)
- Add Cost of Loan Repayments, Revenue Contributions and interest paid	35,000	34,904	(96)	(F)
Net External Investment Interest Received	(297,400)	(329,436)	(32,036)	(F)
Revenue Contributions to Capital	374,100	373,059	(1,041)	(F)
Contributions to / (from) Reserves	(1,300,218)	1,216,814	2,517,032	(A)
IAS19 Pension Adjustments	(1,014,100)	(1,123,535)	(109,435)	(F)
Accumulated Absences Account	-	6,891	6,891	(A)
Contributions to / (from) General Fund Balance	(535,000)	(525,395)	9,605	(A)
NET EXPENDITURE FOR DISTRICT PURPOSES	14,609,482	13,771,074	(838,408)	(F)
Less: Revenue Support Grant	(2,499,500)	(2,499,485)	15	(A)
Less: Business Rates Income	(2,835,000)	(3,718,387)	(883,387)	(F)
Less General Grants	(1,809,100)	(1,818,996)	(9,896)	(F)
Surplus / (Deficit) for Year	-	1,731,676	1,731,676	(A)
EXPENDITURE BORNE BY COUNCIL TAX	7,465,882	7,465,882	-	

ANALYSED AS FOLLOWS:

TOTAL GENERAL FUND SERVICES	Pages	E1 / 2	to	E1 / 4
CULTURE	Pages	E1 / 5	to	E1 / 7
DEVELOPMENT SERVICES	Pages	E1 / 8	to	E1 / 10
FINANCE	Pages	E1 / 11	to	E1 / 13
HEALTH & COMMUNITY PROTECTION	Pages	E1 / 14	to	E1 / 16
HOUSING & PROPERTY SERVICES	Pages	E1 / 13	to	E1 / 19
NEIGHBOURHOOD SERVICES	Pages	E1 / 20	to	E1 / 22
STRATEGIC LEADERSHIP	Pages	E1 / 23	to	E1 / 25

**GENERAL FUND SUBJECTIVE ANALYSIS:****EXPENDITURE:**

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
Employees	16,470,300	16,446,138	(24,162)	(F)
Premises	5,099,500	4,289,884	(809,616)	(F)
Transport	324,800	227,635	(97,165)	(F)
Supplies and Services	7,038,200	6,692,522	(345,678)	(F)
Third Party Payments	6,408,500	6,407,329	(1,171)	(F)
Transfer Payments (Housing Benefits)	29,946,600	30,430,017	483,417	(A)
Support Services	11,234,100	12,481,636	1,247,536	(A)
Capital Charges	5,563,600	4,492,465	(1,071,135)	(F)

TOTAL EXPENDITURE

82,085,600	81,467,626	(617,974)	(F)
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INCOME:

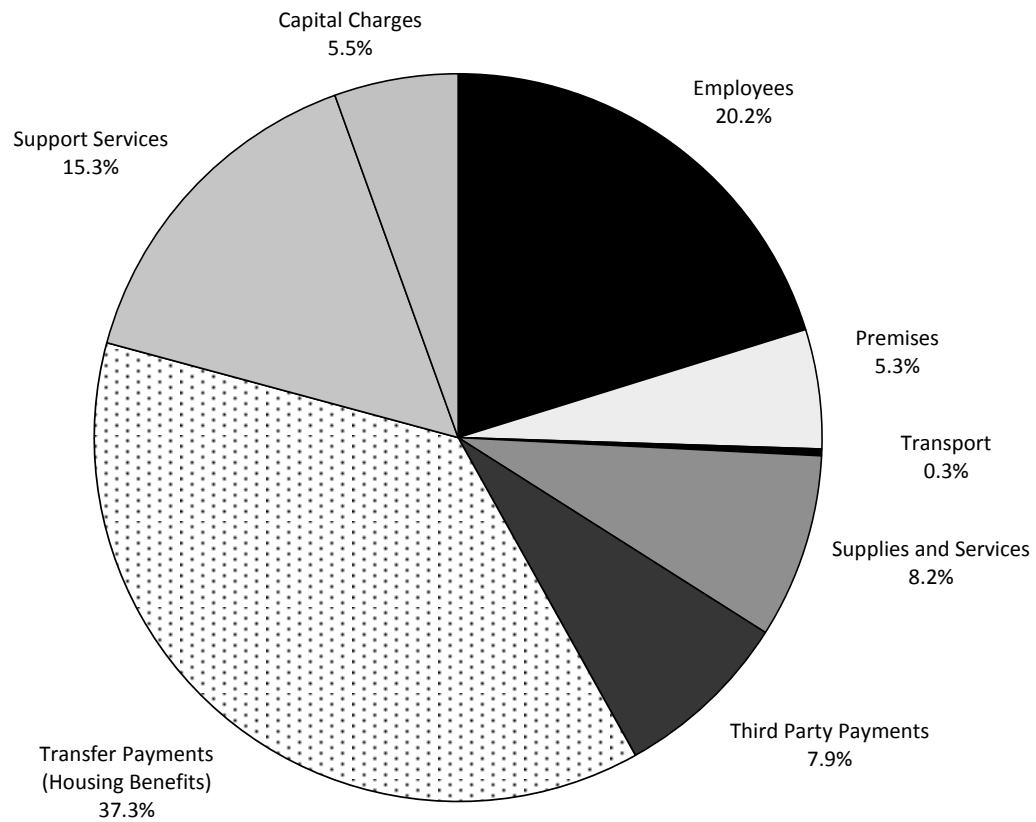
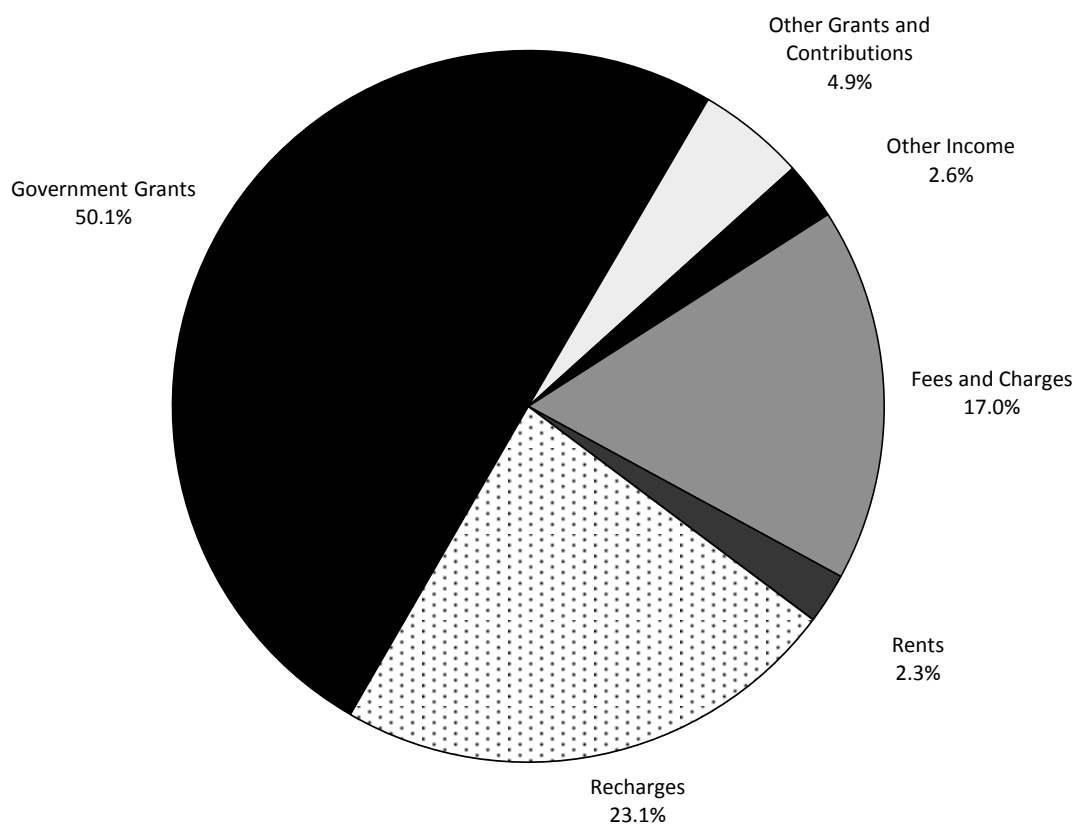
Government Grants	(31,002,600)	(31,457,400)	(454,800)	(F)
Other Grants and Contributions	(2,670,000)	(3,110,561)	(440,561)	(F)
Sales	(169,800)	(191,686)	(21,886)	(F)
Other Income	(1,091,000)	(1,430,445)	(339,445)	(F)
Fees and Charges	(9,543,800)	(10,660,843)	(1,117,043)	(F)
Rents	(1,422,800)	(1,455,647)	(32,847)	(F)
Recharges	(13,274,900)	(14,550,807)	(1,275,907)	(F)

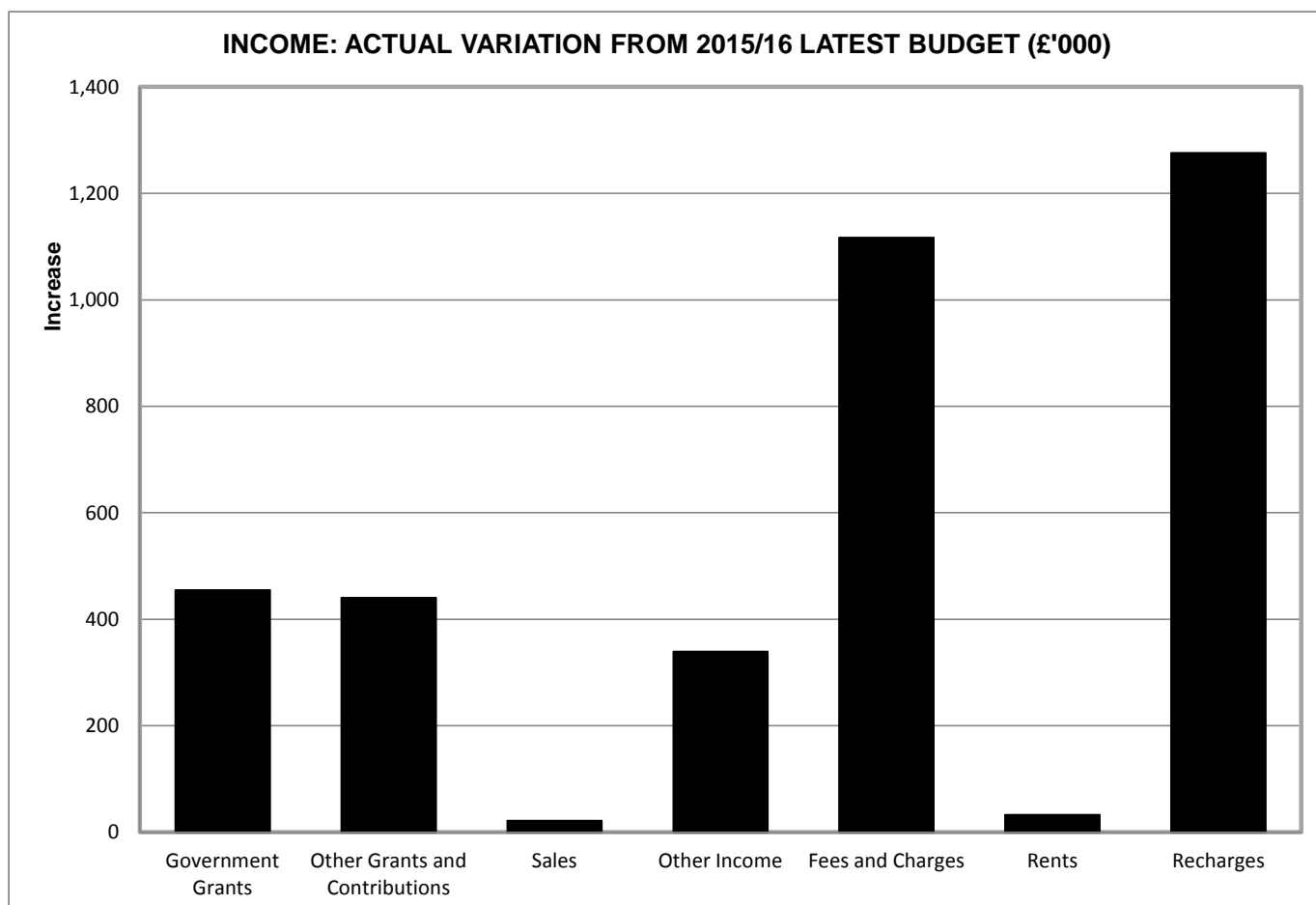
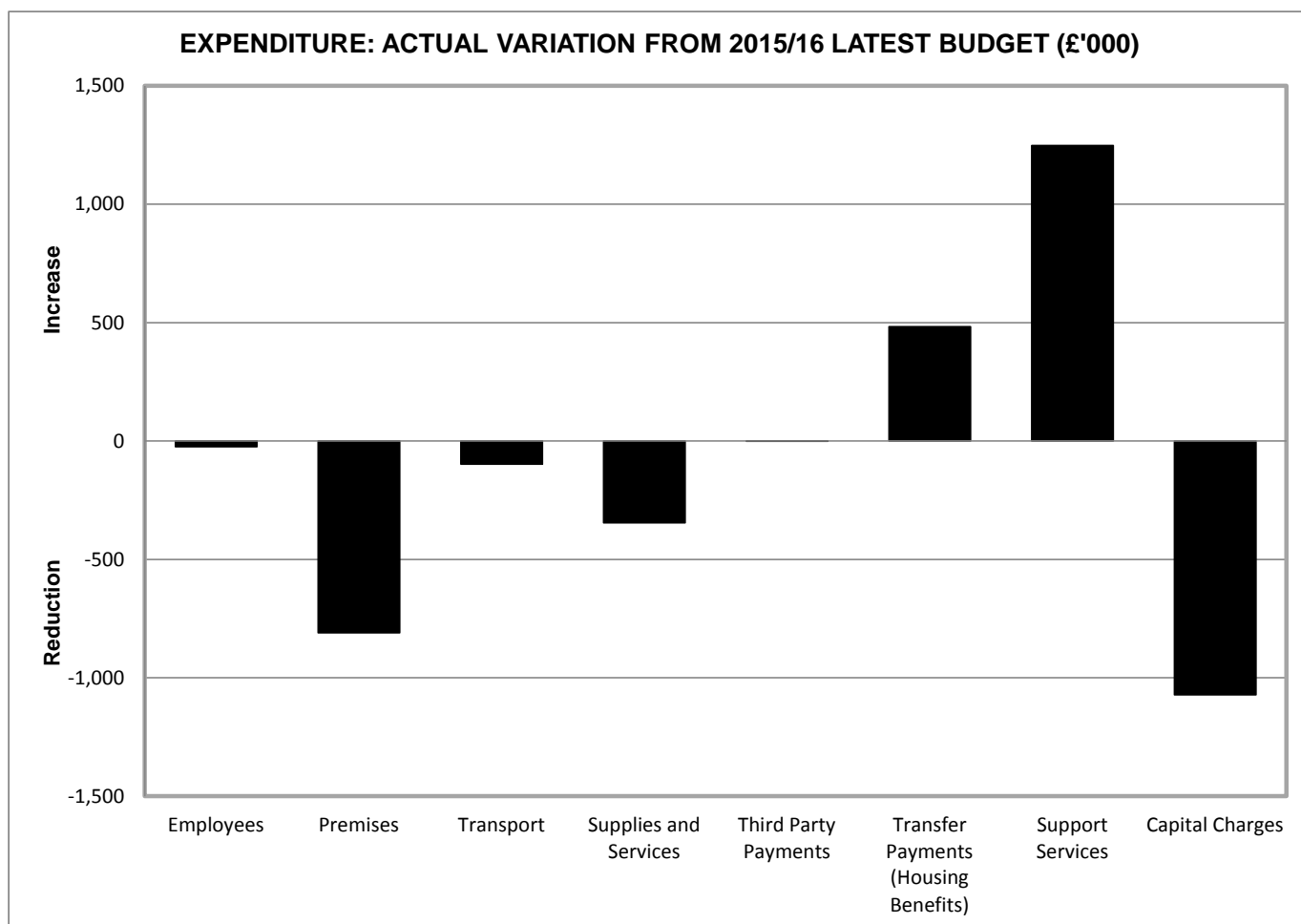
TOTAL INCOME

(59,174,900)	(62,857,389)	(3,682,489)	(F)
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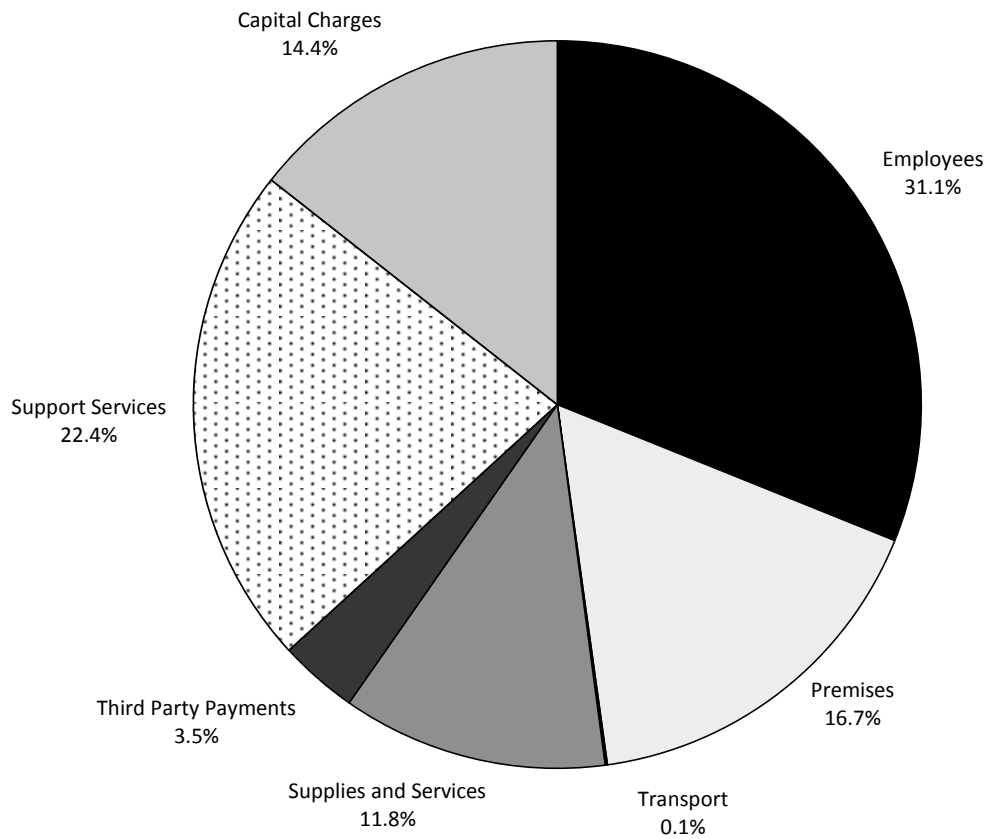
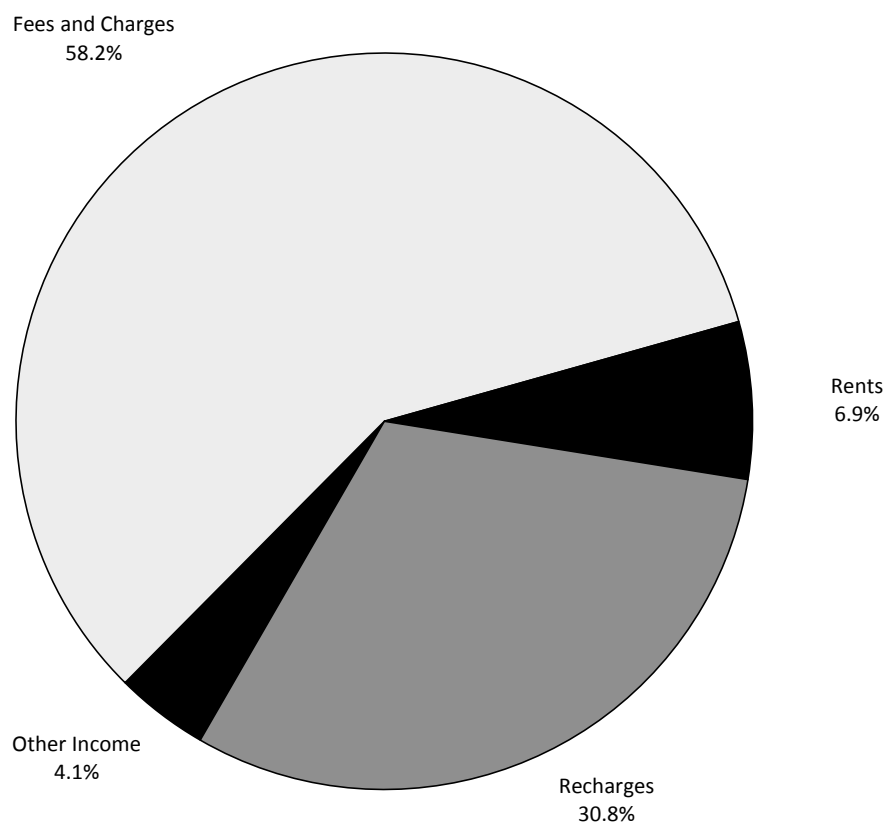
NET EXPENDITURE

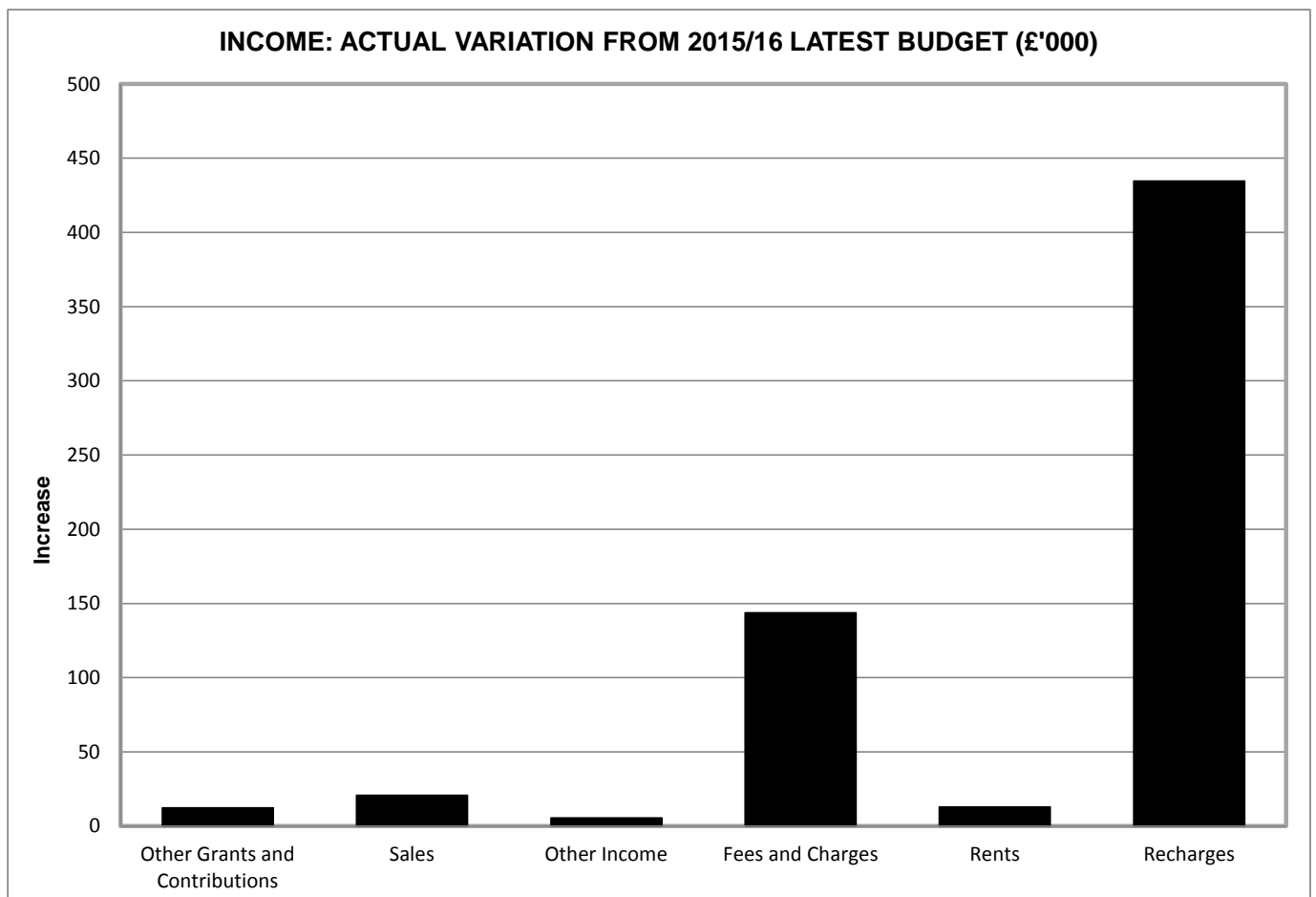
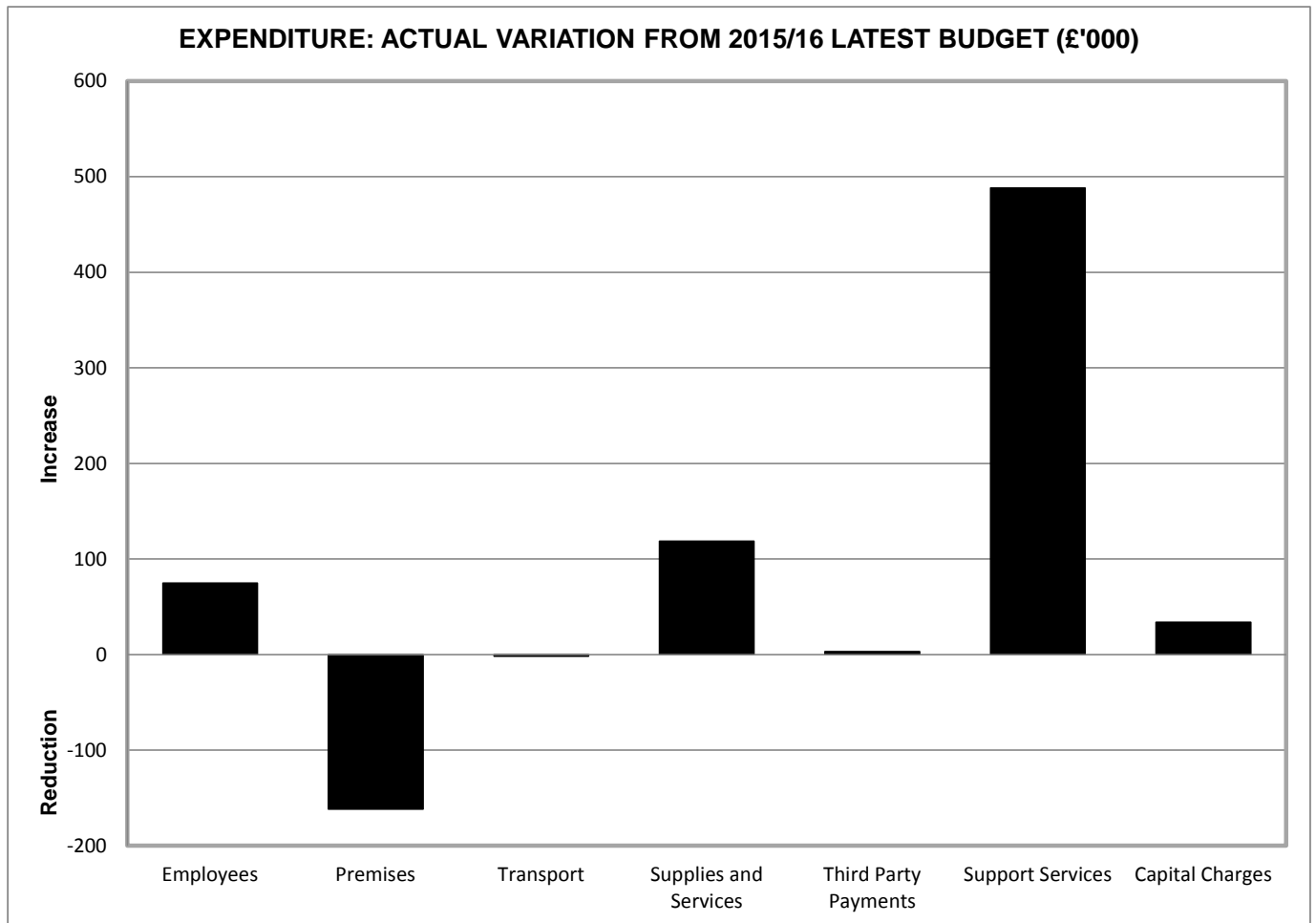
22,910,700	18,610,237	(4,300,463)	(F)
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TOTAL GENERAL FUND SERVICES**ACTUAL GENERAL FUND SERVICES EXPENDITURE 2015/16****ACTUAL GENERAL FUND SERVICES INCOME 2015/16**

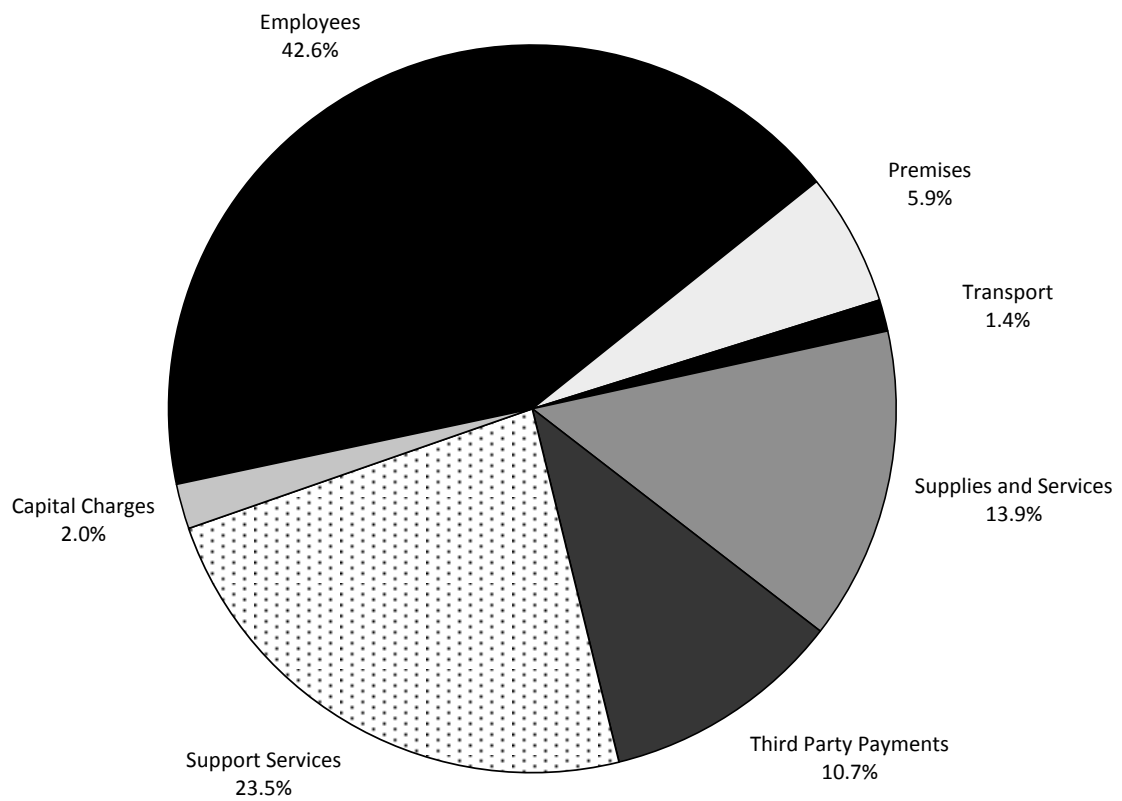
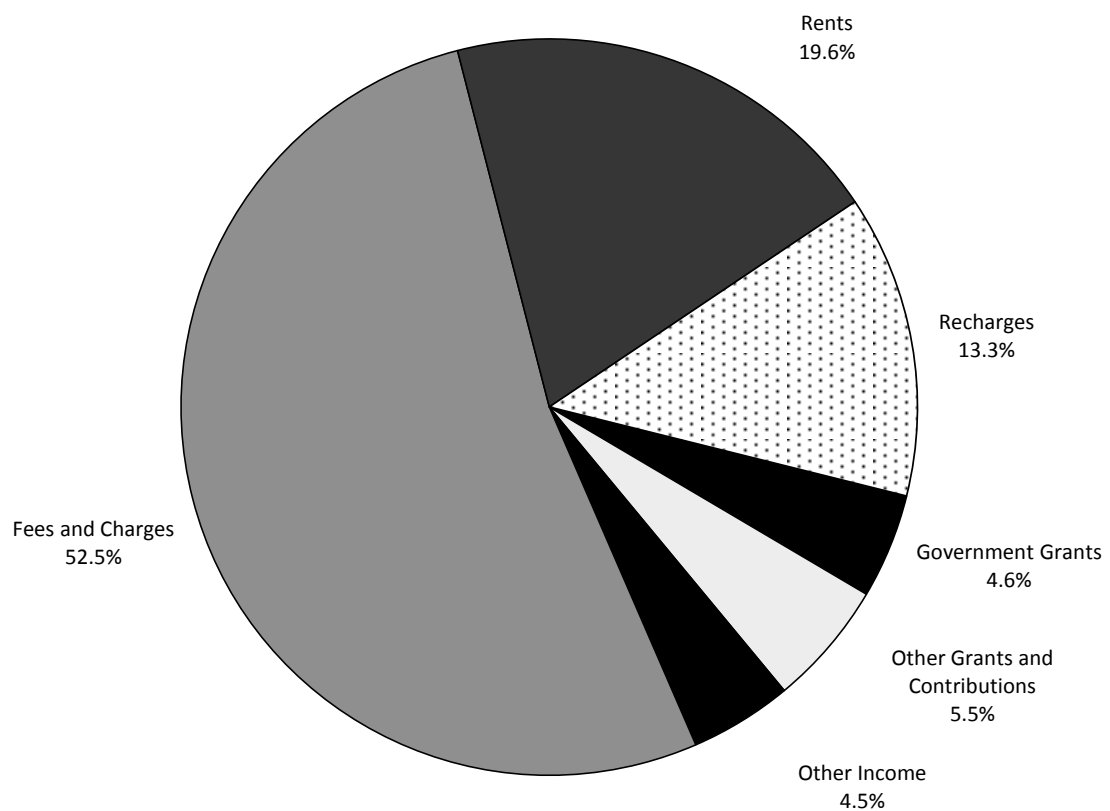
TOTAL GENERAL FUND SERVICES

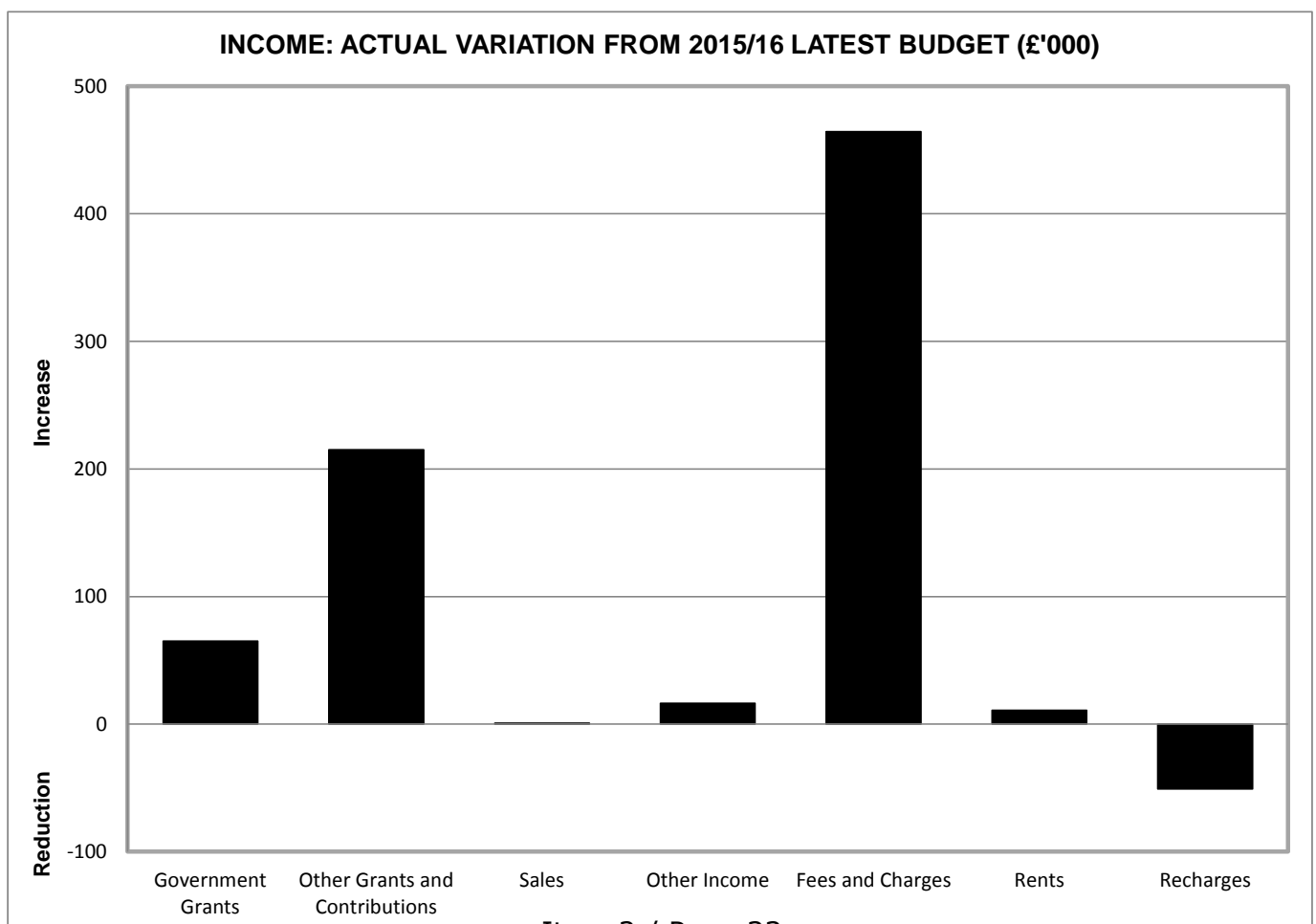
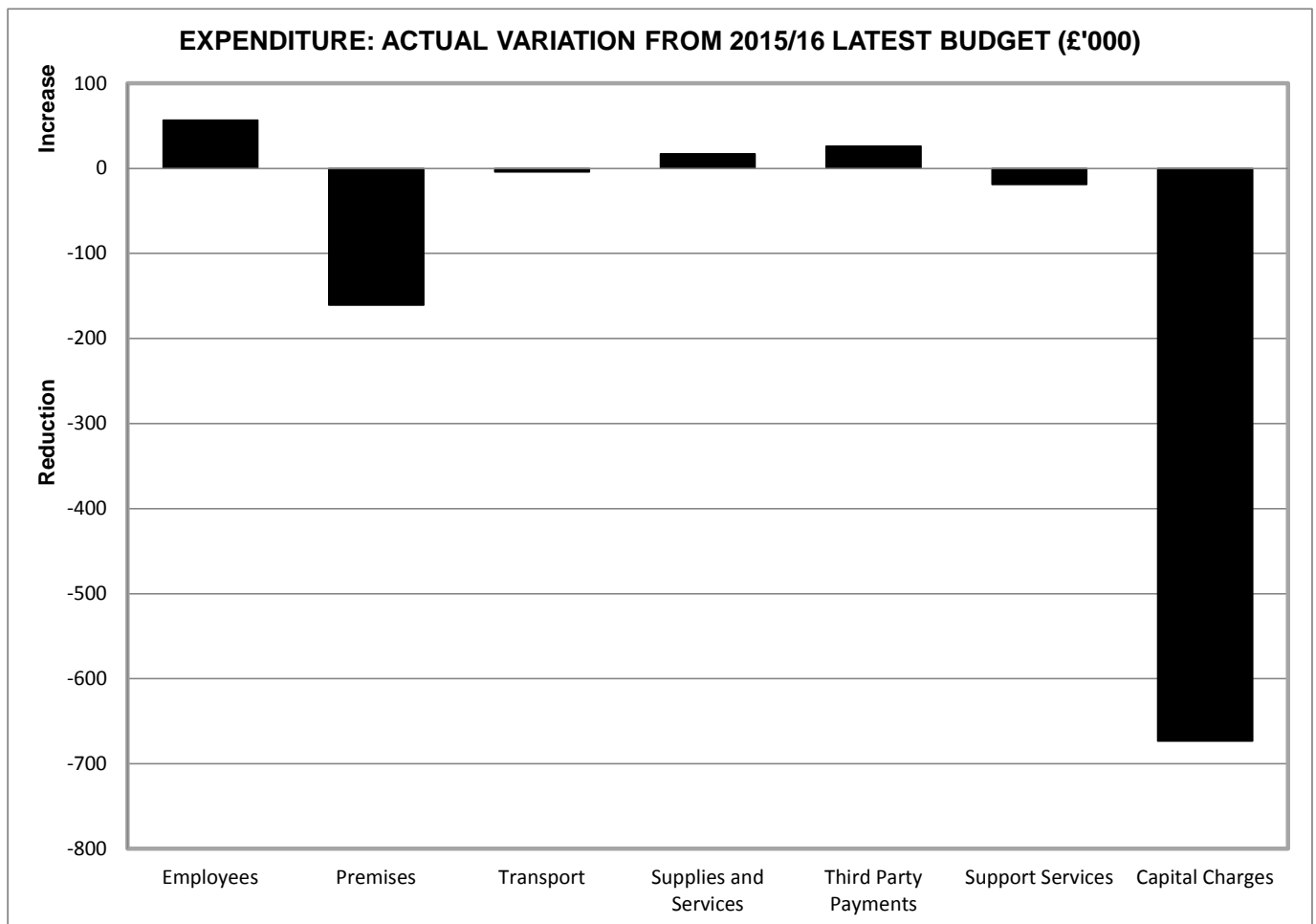
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>CULTURE</u>				
S1275 GOLF COURSE	(1,000)	32,255	33,255	(A)
S1278 BOWLING FACILITIES	158,000	148,112	(9,888)	(F)
S1280 EDMONDSCOTE SPORTS TRACK	107,000	106,570	(430)	(F)
S1289 OPEN SPACES EVENTS	636,800	435,432	(201,368)	(F)
S1295 LILLINGTON COMM CENTRE	3,600	4,790	1,190	(A)
S1305 YOUTH SPORT DEVELOPMENT	134,900	150,400	15,500	(A)
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	19,800	-	(19,800)	(F)
S1330 TOWN HALL FACILITIES	45,800	-	(45,800)	(F)
S1335 ROYAL SPA CENTRE	712,500	816,273	103,773	(A)
S1356 CATERING CONTRACT	(46,400)	(35,467)	10,933	(A)
S1365 SPORTS FACILITIES ADMIN	234,100	80	(234,020)	(F)
S1370 ST. NICHOLAS PARK	417,600	603,342	185,742	(A)
S1375 ABBEY FIELDS	479,100	443,234	(35,866)	(F)
S1380 NEWBOLD COMYN	365,000	494,832	129,832	(A)
S1385 CASTLE FARM	168,400	248,363	79,963	(A)
S1390 MYTON SCHOOL DUAL USE	35,700	19,378	(16,322)	(F)
S1400 MEADOW COMMUNITY SPORTS CENTRE	65,200	53,695	(11,505)	(F)
S1405 ROYAL PUMP ROOMS	926,700	867,062	(59,638)	(F)
TOTAL CULTURE	4,462,800	4,388,351	(74,449)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,957,700	3,032,538	74,838	(A)
Premises	1,786,300	1,624,753	(161,547)	(F)
Transport	10,500	8,686	(1,814)	(F)
Supplies and Services	1,032,400	1,151,063	118,663	(A)
Third Party Payments	340,400	343,634	3,234	(A)
Support Services	1,703,300	2,191,396	488,096	(A)
Capital Charges	1,368,900	1,402,731	33,831	(A)
TOTAL EXPENDITURE	9,199,500	9,754,801	555,301	(A)
<u>INCOME:</u>				
Other Grants and Contributions	(21,300)	(33,533)	(12,233)	(F)
Sales	(154,200)	(174,977)	(20,777)	(F)
Other Income	(4,400)	(9,895)	(5,495)	(F)
Fees and Charges	(2,981,500)	(3,125,267)	(143,767)	(F)
Rents	(358,200)	(371,109)	(12,909)	(F)
Recharges	(1,217,100)	(1,651,669)	(434,569)	(F)
TOTAL INCOME	(4,736,700)	(5,366,450)	(629,750)	(F)
NET EXPENDITURE	4,462,800	4,388,351	(74,449)	(F)

CULTURE**ACTUAL CULTURE EXPENDITURE 2015/16****ACTUAL CULTURE INCOME 2015/16**

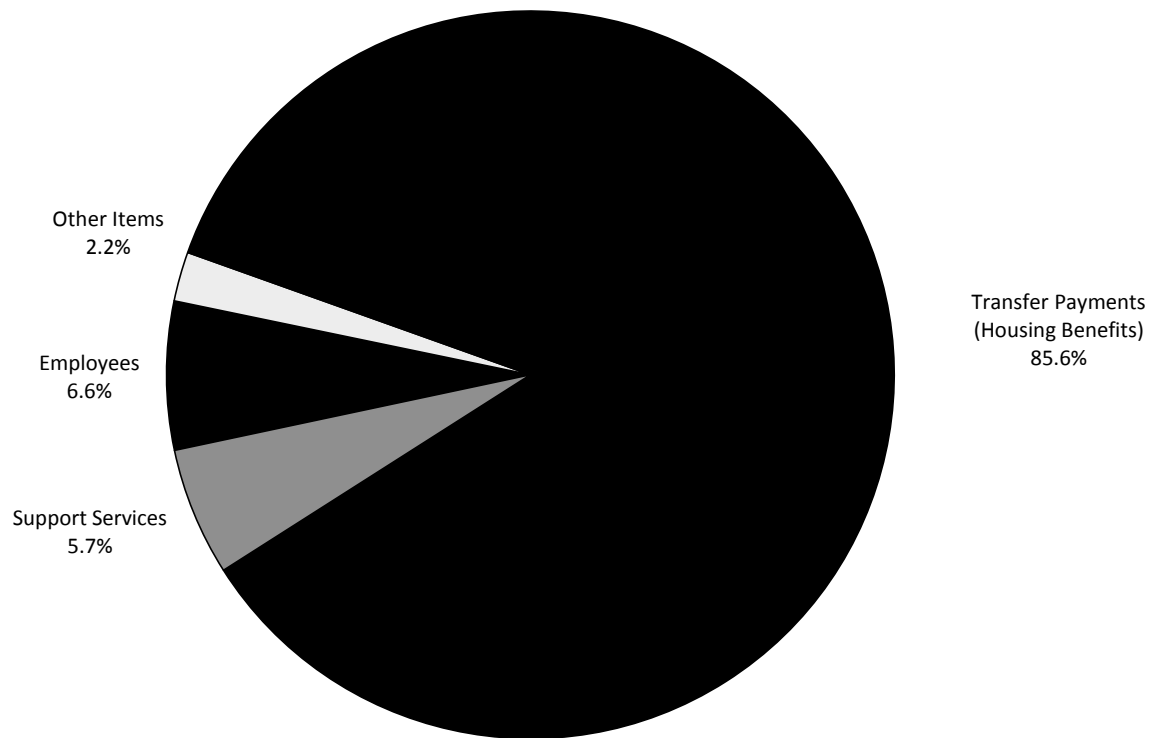
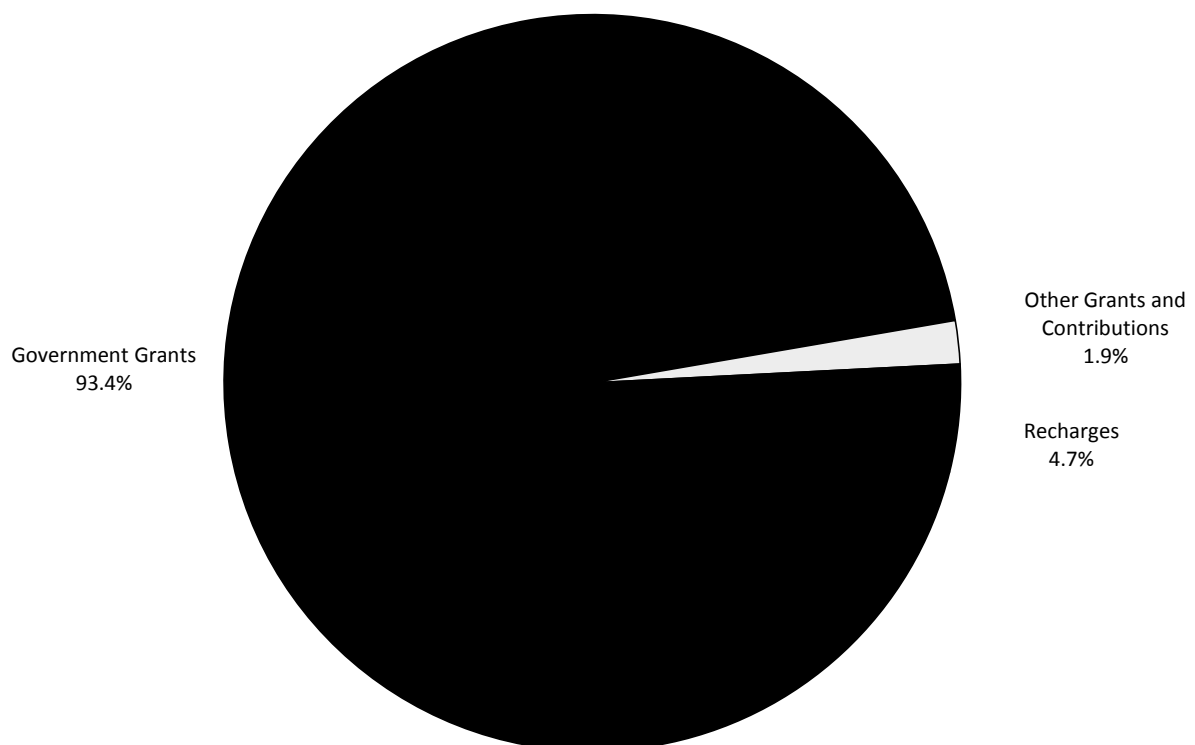
CULTURE

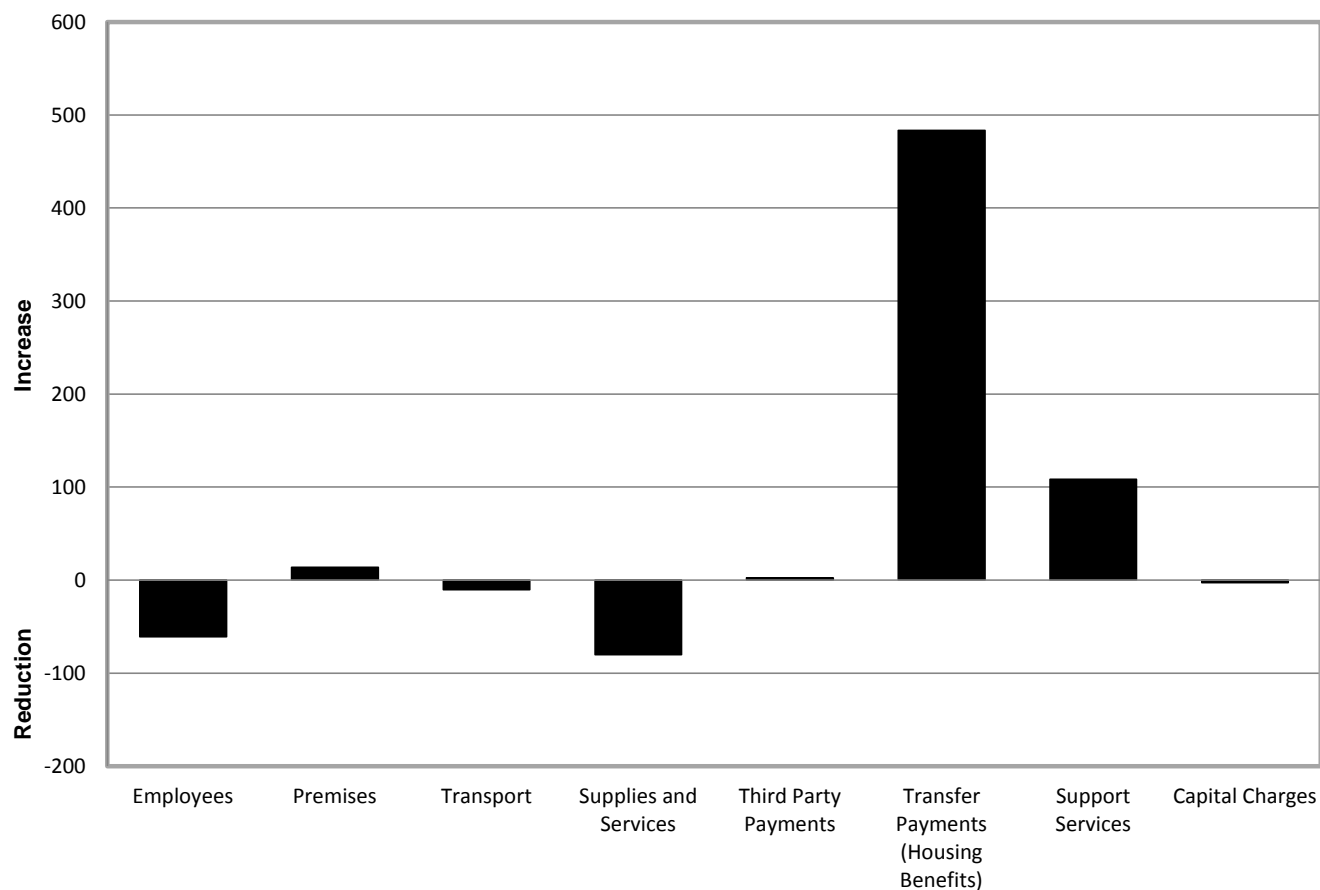
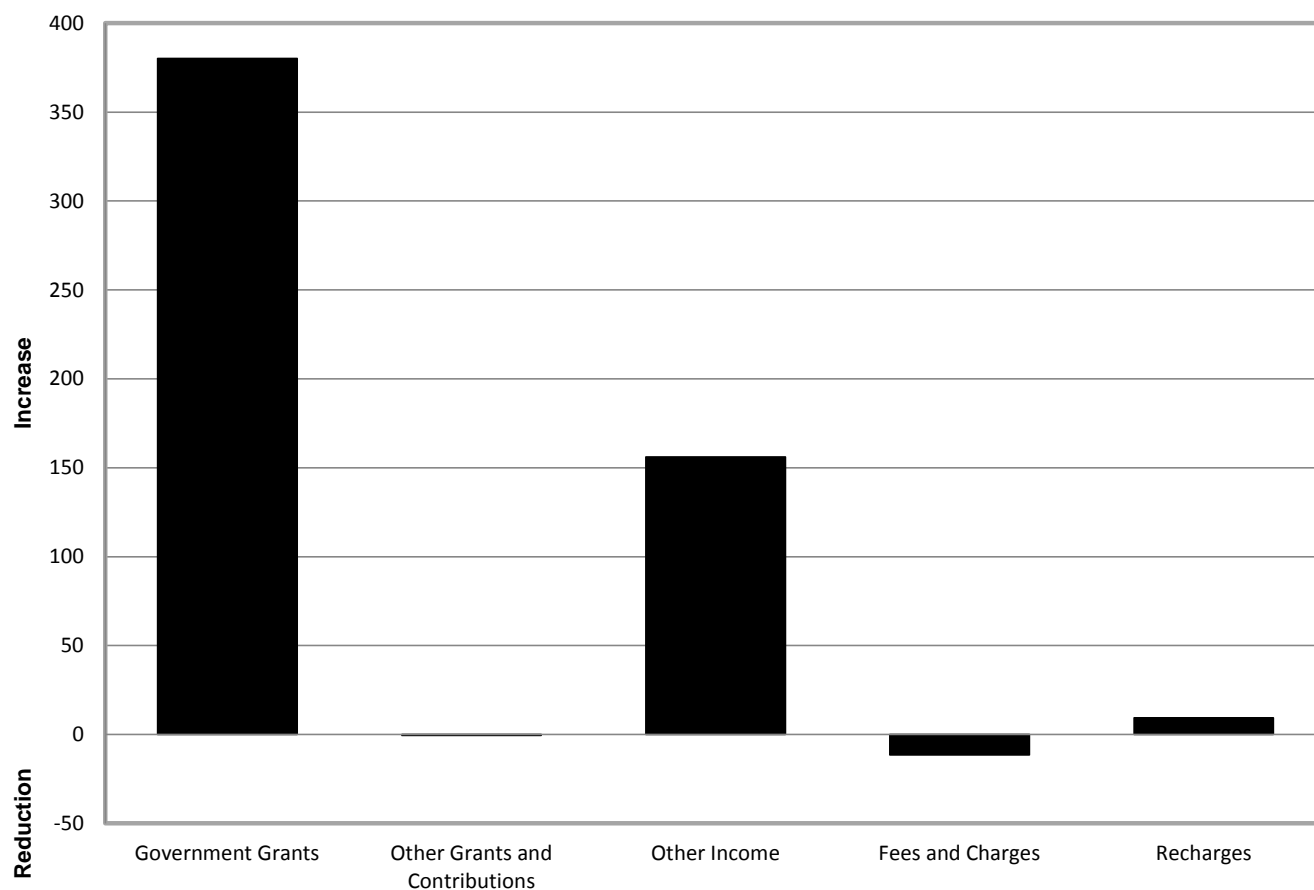
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>DEVELOPMENT SERVICES</u>				
S1025 TCM - LEAMINGTON	50,400	49,288	(1,112)	(F)
S1030 TCM - KENILWORTH	47,900	50,126	2,226	(A)
S1035 CHRISTMAS ILLUMINATIONS	43,200	49,964	6,764	(A)
S1040 TCM - WARWICK	45,700	47,702	2,002	(A)
S1240 MARKETS	(19,500)	(16,464)	3,036	(A)
S1650 ESTATE MANAGEMENT	87,900	(166,009)	(253,909)	(F)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	68,900	50,840	(18,060)	(F)
S3550 TOURISM	221,500	212,908	(8,592)	(F)
S3600 ECONOMIC DEVELOPMENT	742,900	189,515	(553,385)	(F)
S3650 ECONOMIC REGENERATION	171,100	140,529	(30,571)	(F)
S3660 ENTERPRISE DEVELOPMENT	16,700	42,486	25,786	(A)
S3676 26HT	(500)	(6,585)	(6,085)	(F)
S4510 DEVELOPMENT SERVICES MGT	(58,800)	-	58,800	(A)
S4540 DEVELOPMENT CONTROL	831,000	358,129	(472,871)	(F)
S4570 POLICY, PROJECTS & CONSERVATION	690,000	487,875	(202,125)	(F)
S4600 BUILDING CONTROL	159,900	151,273	(8,627)	(F)
S4840 LOCAL LAND CHARGES	(79,600)	(101,447)	(21,847)	(F)
TOTAL DEVELOPMENT SERVICES	3,018,700	1,540,130	(1,478,570)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,399,000	2,455,886	56,886	(A)
Premises	501,700	340,945	(160,755)	(F)
Transport	86,900	82,653	(4,247)	(F)
Supplies and Services	782,900	800,061	17,161	(A)
Third Party Payments	591,700	617,907	26,207	(A)
Support Services	1,375,800	1,356,884	(18,916)	(F)
Capital Charges	788,400	115,010	(673,390)	(F)
TOTAL EXPENDITURE	6,526,400	5,769,346	(757,054)	(F)
<u>INCOME:</u>				
Government Grants	(127,600)	(192,608)	(65,008)	(F)
Other Grants and Contributions	(19,200)	(234,200)	(215,000)	(F)
Sales	(13,200)	(13,978)	(778)	(F)
Other Income	(161,400)	(177,764)	(16,364)	(F)
Fees and Charges	(1,755,700)	(2,220,022)	(464,322)	(F)
Rents	(816,600)	(827,539)	(10,939)	(F)
Recharges	(614,000)	(563,105)	50,895	(A)
TOTAL INCOME	(3,507,700)	(4,229,216)	(721,516)	(F)
NET EXPENDITURE	3,018,700	1,540,130	(1,478,570)	(F)

DEVELOPMENT SERVICES**ACTUAL DEVELOPMENT EXPENDITURE 2015/16****ACTUAL DEVELOPMENT INCOME 2015/16**

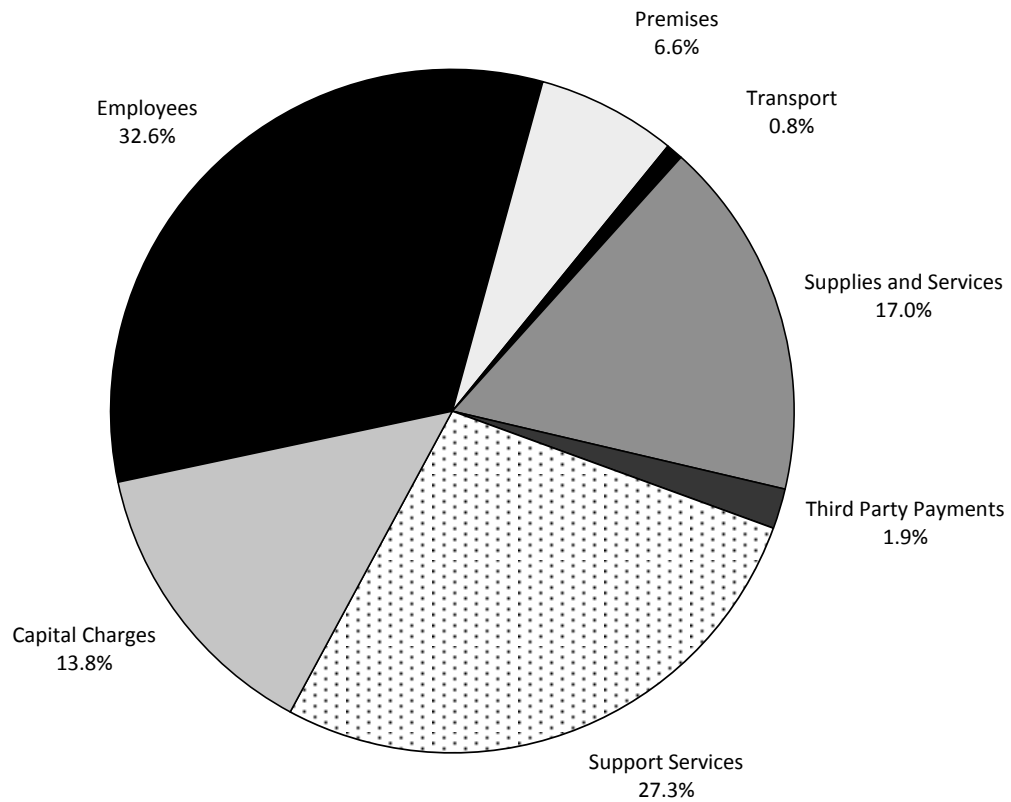
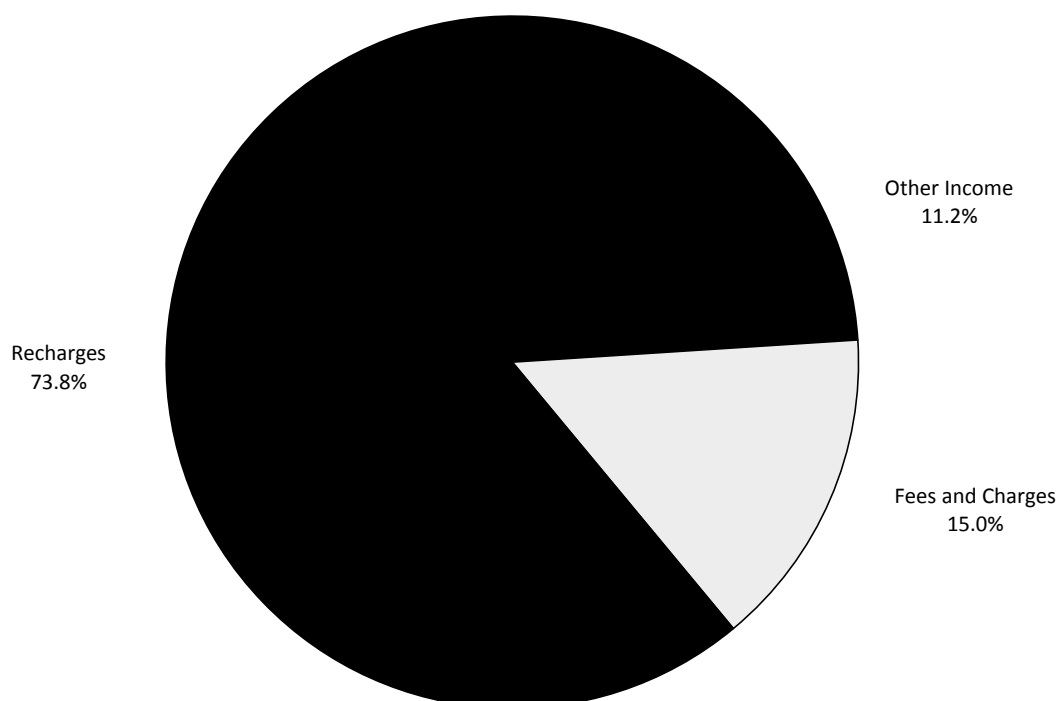
DEVELOPMENT SERVICES

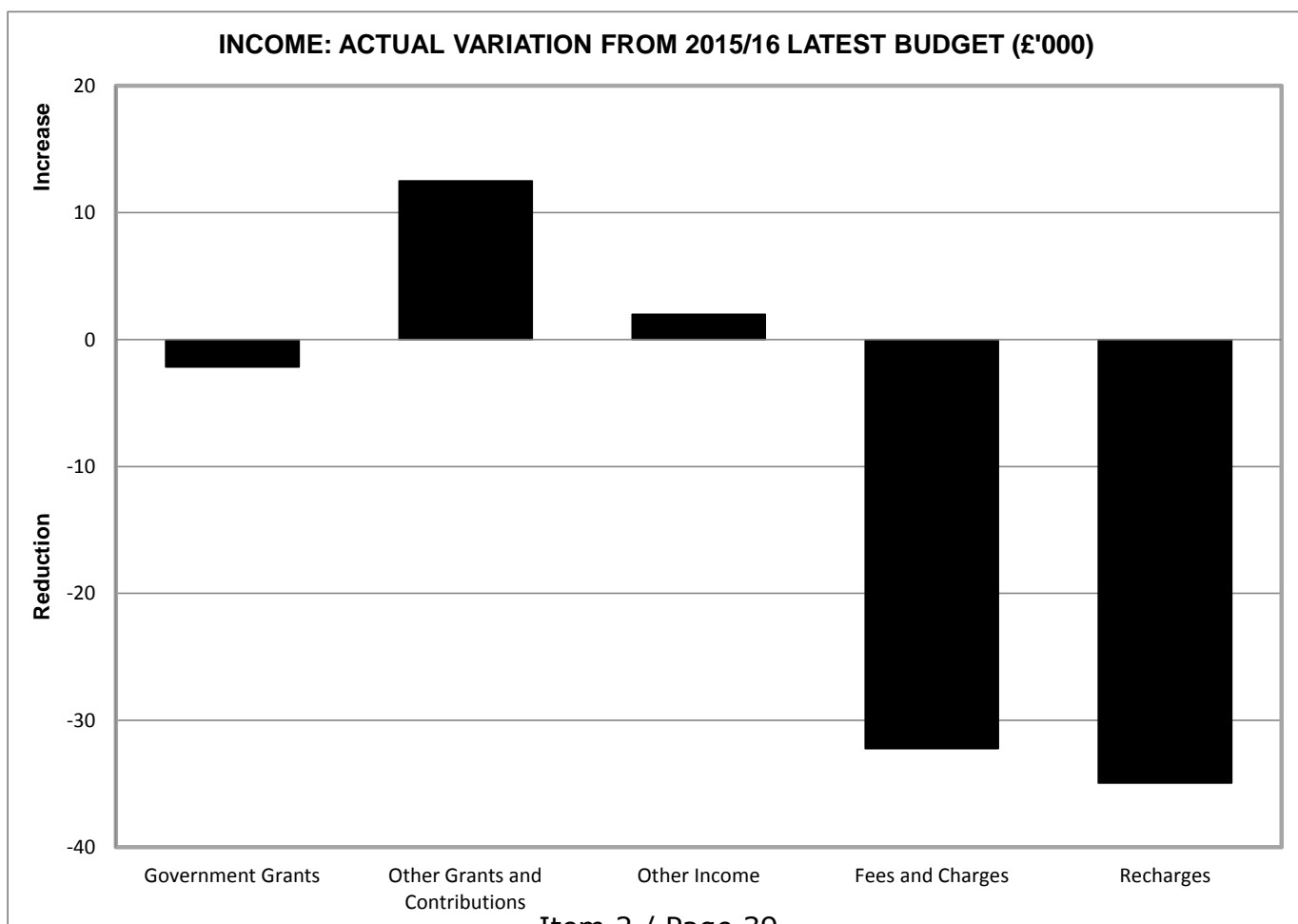
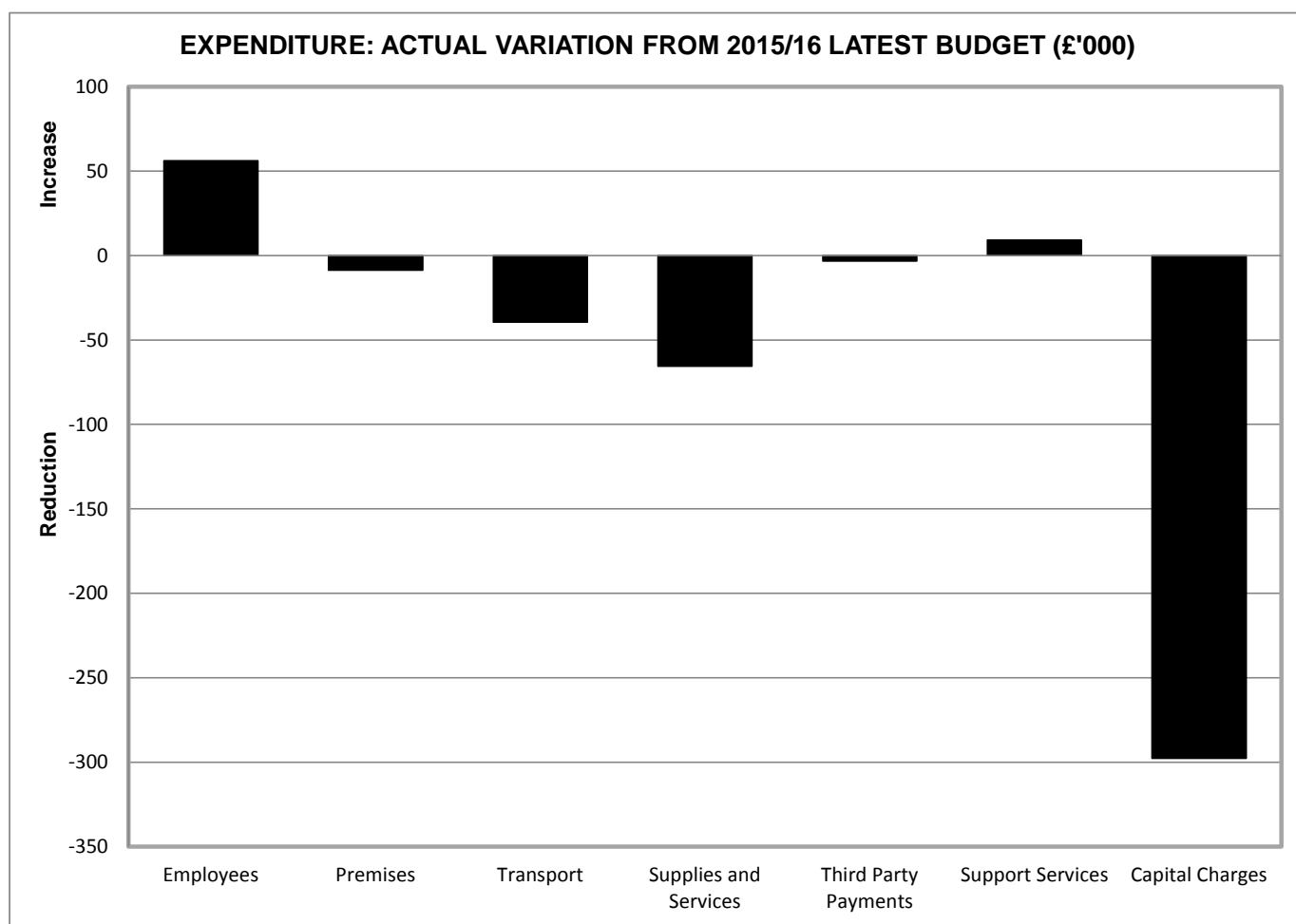
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>FINANCE</u>				
S1410 FINANCE MANAGEMENT	(11,000)	-	11,000	(A)
S1417 PROCUREMENT	9,000	-	(9,000)	(F)
S1418 FINANCIAL SERVICES TEAM	20,800	-	(20,800)	(F)
S1425 ACCOUNTANCY	14,600	-	(14,600)	(F)
S1440 NON-DISTRIBUTED COSTS	135,400	140,009	4,609	(A)
S1460 TREASURY MANAGEMENT	35,600	(42,578)	(78,178)	(F)
S1461 CONTINGENCIES	4,700	-	(4,700)	(F)
S1465 CORPORATE MANAGEMENT	513,500	618,985	105,485	(A)
S1468 CONCURRENT SERVICES	157,800	156,304	(1,496)	(F)
S1578 AUDIT AND RISK	(6,800)	-	6,800	(A)
S3050 REVENUES	660,200	690,955	30,755	(A)
S3250 BENEFITS	597,500	490,005	(107,495)	(F)
S3661 CUP - UNITED REFORM CHURCH	47,500	45,099	(2,401)	(F)
TOTAL FINANCE	2,178,800	2,098,779	(80,021)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,397,700	2,336,700	(61,000)	(F)
Premises	-	13,797	13,797	(A)
Transport	18,600	8,278	(10,322)	(F)
Supplies and Services	682,700	602,636	(80,064)	(F)
Third Party Payments	104,700	106,920	2,220	(A)
Transfer Payments (Housing Benefits)	29,946,600	30,430,017	483,417	(A)
Support Services	1,900,700	2,009,215	108,515	(A)
Capital Charges	56,400	53,721	(2,679)	(F)
TOTAL EXPENDITURE	35,107,400	35,561,284	453,884	(A)
<u>INCOME:</u>				
Government Grants	(30,872,000)	(31,252,233)	(380,233)	(F)
Other Grants and Contributions	(75,100)	(74,603)	497	(A)
Other Income	(14,000)	(170,094)	(156,094)	(F)
Fees and Charges	(392,900)	(381,497)	11,403	(A)
Recharges	(1,574,600)	(1,584,078)	(9,478)	(F)
TOTAL INCOME	(32,928,600)	(33,462,505)	(533,905)	(F)
NET EXPENDITURE	2,178,800	2,098,779	(80,021)	(F)

FINANCE**ACTUAL FINANCE EXPENDITURE 2015/16****ACTUAL FINANCE INCOME 2015/16**

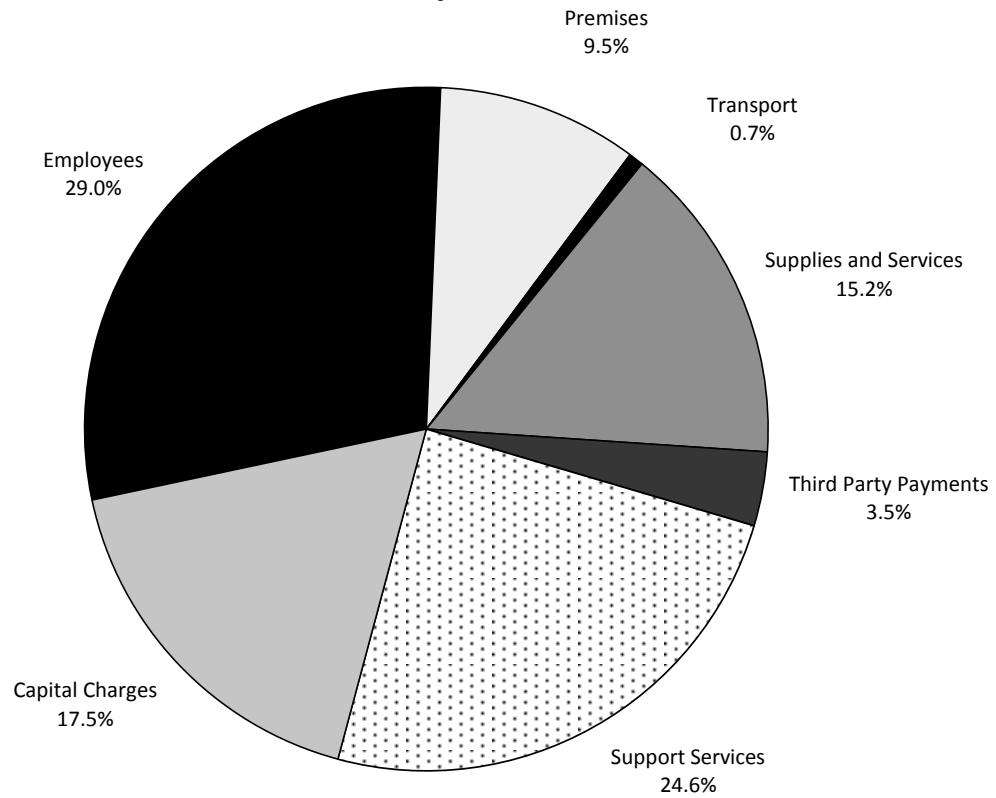
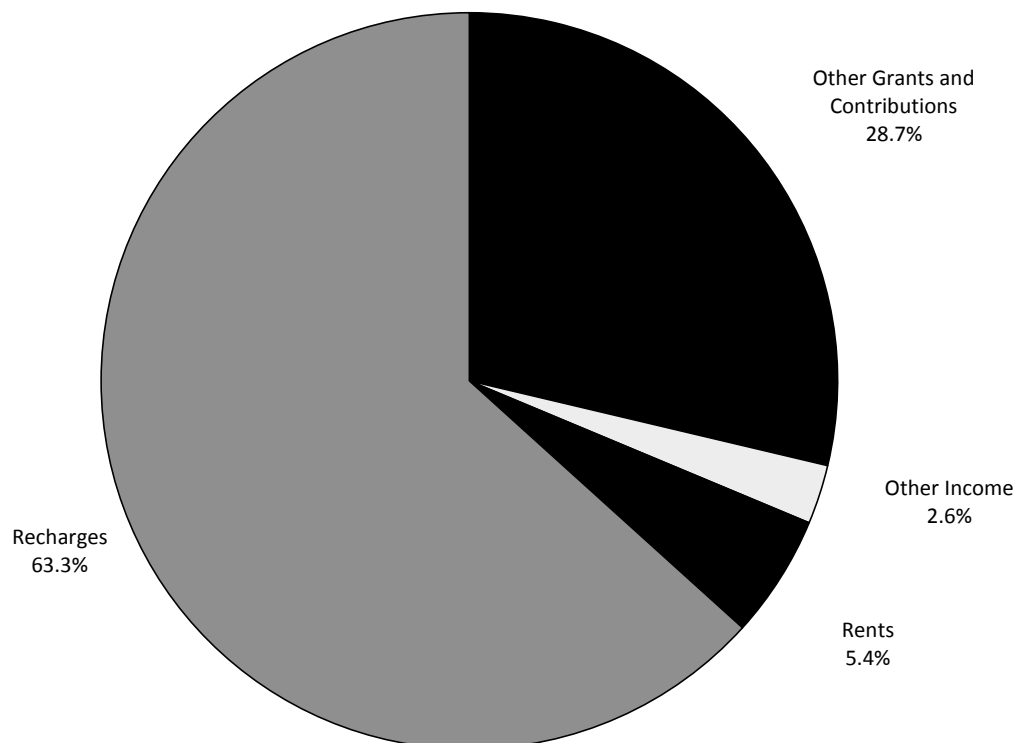
FINANCE**EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)****INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

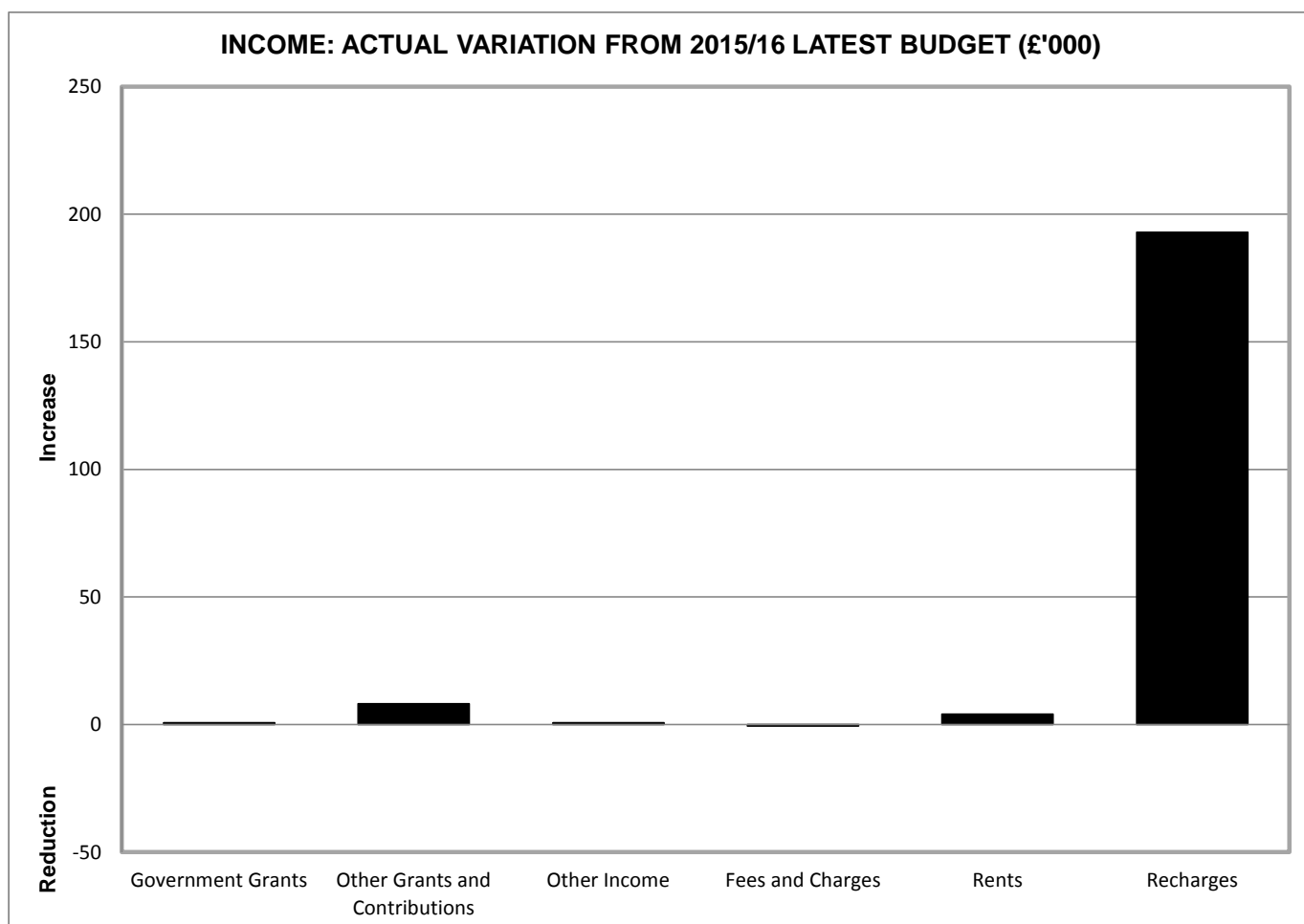
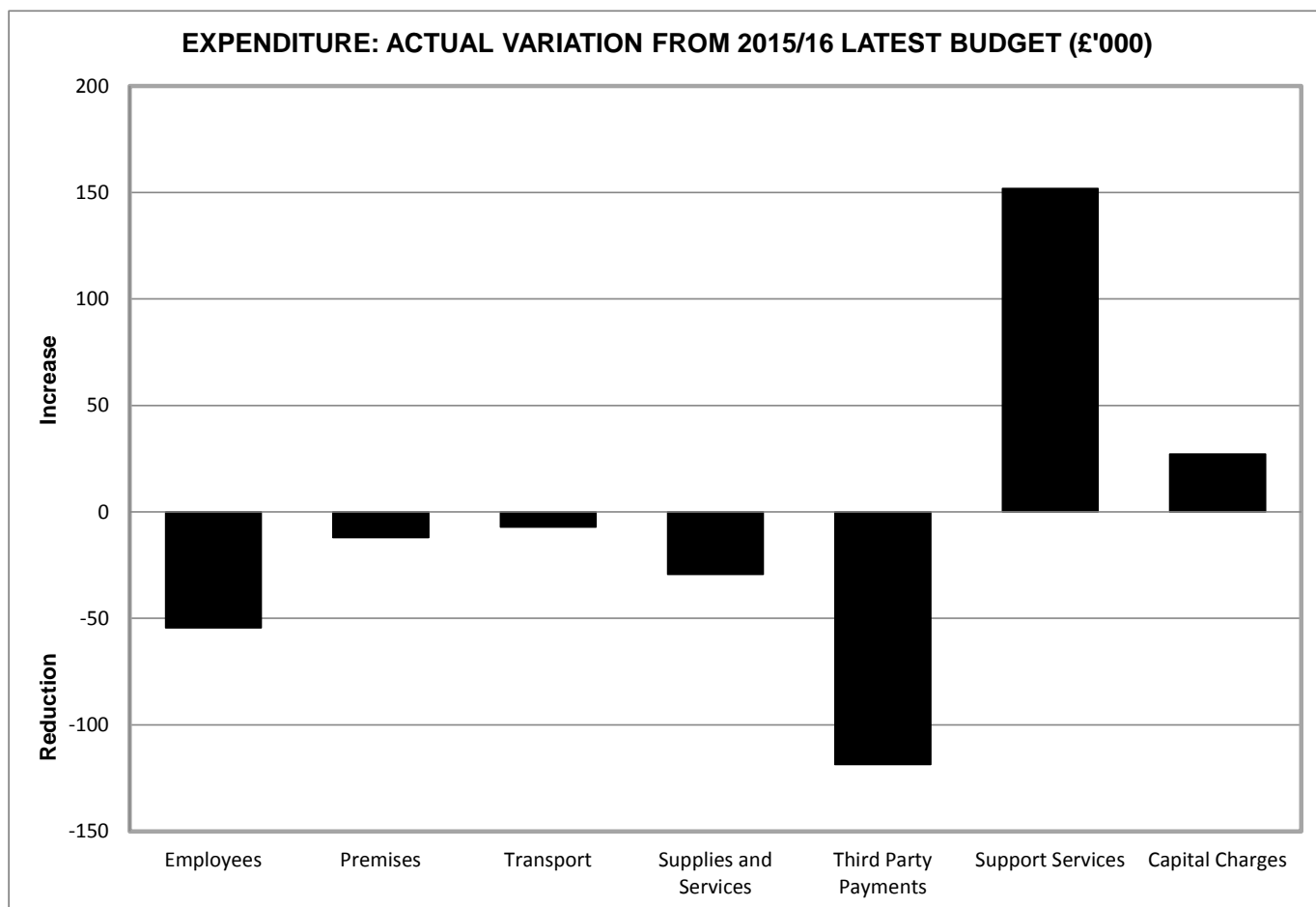
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>HEALTH & COMMUNITY PROTECTION</u>				
S1001 COMMUNITY DEVELOPMENT	1,325,600	1,028,601	(296,999)	(F)
S1045 CCTV	208,600	115,921	(92,679)	(F)
S1640 GRANTS TO VOLUNTARY BODIES	32,100	33,183	1,083	(A)
S2102 COMMUNITY FORUMS	46,200	33,159	(13,041)	(F)
S2110 COMMUNITY PARTNERSHIP	183,100	176,801	(6,299)	(F)
S2141 CIVIL CONTINGENCIES	104,500	101,095	(3,405)	(F)
S2300 OFFICE ACCOMMODATION	(600)	-	600	(A)
S2360 LICENSING & REGISTRATION	27,400	117,111	89,711	(A)
S4210 EH ENVIRONMENTAL HEALTH CORE	(18,800)	57	18,857	(A)
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	418,400	427,144	8,744	(A)
S4300 ENVIRONMENTAL PROTECTION	664,500	590,362	(74,138)	(F)
S4350 COMMUNITY SAFETY	131,900	203,746	71,846	(A)
S4810 ALLEVIATION OF FLOODING	163,500	164,658	1,158	(A)
TOTAL HEALTH & COMMUNITY PROTECTION	3,286,400	2,991,838	(294,562)	(F)
<u>GENERAL FUND SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,716,600	1,772,727	56,127	(A)
Premises	364,600	355,881	(8,719)	(F)
Transport	81,700	42,307	(39,393)	(F)
Supplies and Services	988,800	923,200	(65,600)	(F)
Third Party Payments	105,800	102,537	(3,263)	(F)
Support Services	1,475,300	1,484,432	9,132	(A)
Capital Charges	1,045,300	747,605	(297,695)	(F)
TOTAL EXPENDITURE	5,778,100	5,428,689	(349,411)	(F)
<u>INCOME:</u>				
Government Grants	(3,000)	(835)	2,165	(A)
Other Grants and Contributions	(206,300)	(218,799)	(12,499)	(F)
Other Income	(50,400)	(52,377)	(1,977)	(F)
Fees and Charges	(398,300)	(366,074)	32,226	(A)
Recharges	(1,833,700)	(1,798,766)	34,934	(A)
TOTAL INCOME	(2,491,700)	(2,436,851)	54,849	(A)
NET EXPENDITURE	3,286,400	2,991,838	(294,562)	(F)

HEALTH & COMMUNITY PROTECTION**ACTUAL HEALTH & COMMUNITY PROTECTION EXPENDITURE
2015/16****ACTUAL HEALTH & COMMUNITY PROTECTION INCOME
2015/16**

HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>HOUSING & PROPERTY SERVICES</u>				
S1050 PUBLIC CONVENIENCES	201,500	180,513	(20,987)	(F)
S1590 HOMELESSNESS/HOUSING ADVICE	567,500	516,194	(51,306)	(F)
S1605 HOUSING STRATEGY	466,500	383,135	(83,365)	(F)
S1610 OTHER HOUSING PROPERTY	(100)	(5,314)	(5,214)	(F)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	-	
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	
S1630 PRIVATE SECTOR HOUSING	736,200	707,858	(28,342)	(F)
S1645 ASSET MANAGEMENT	114,000	297	(113,703)	(F)
S1660 WARWICK PLANT MAINTENANCE	19,900	-	(19,900)	(F)
S2300 OFFICE ACCOMMODATION	(25,500)	-	25,500	(A)
S4780 WDC HIGHWAYS	173,900	195,902	22,002	(A)
SW000 CORPORATE R+M UNALLOCATED	(26,600)	-	26,600	(A)
TOTAL HOUSING & PROPERTY SERVICES	2,265,200	2,016,485	(248,715)	(F)
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,639,800	1,585,348	(54,452)	(F)
Premises	530,700	518,609	(12,091)	(F)
Transport	47,500	40,331	(7,169)	(F)
Supplies and Services	862,000	832,677	(29,323)	(F)
Third Party Payments	307,900	189,305	(118,595)	(F)
Support Services	1,190,900	1,342,702	151,802	(A)
Capital Charges	931,100	958,305	27,205	(A)
TOTAL EXPENDITURE	5,509,900	5,467,277	(42,623)	(F)
 <u>INCOME:</u>				
Government Grants	-	(761)	(761)	(F)
Other Grants and Contributions	(983,700)	(991,895)	(8,195)	(F)
Other Income	(1,300)	(2,062)	(762)	(F)
Fees and Charges	(86,900)	(86,283)	617	(A)
Rents	(181,700)	(185,728)	(4,028)	(F)
Recharges	(1,991,100)	(2,184,063)	(192,963)	(F)
TOTAL INCOME	(3,244,700)	(3,450,792)	(206,092)	(F)
 NET EXPENDITURE	 2,265,200	 2,016,485	 (248,715)	 (F)

HOUSING & PROPERTY SERVICES**ACTUAL HOUSING & PROPERTY SERVICES EXPENDITURE
2015/16****ACTUAL HOUSING & PROPERTY SERVICES INCOME 2015/16**

HOUSING & PROPERTY SERVICES

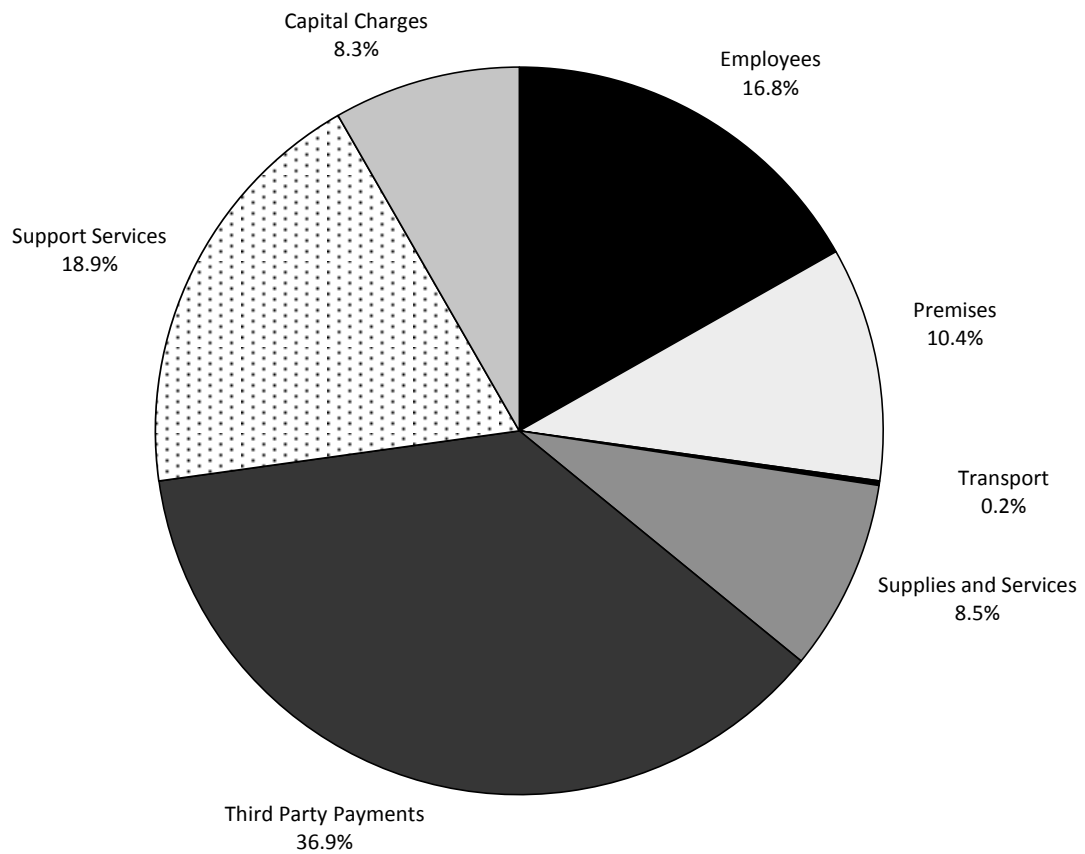
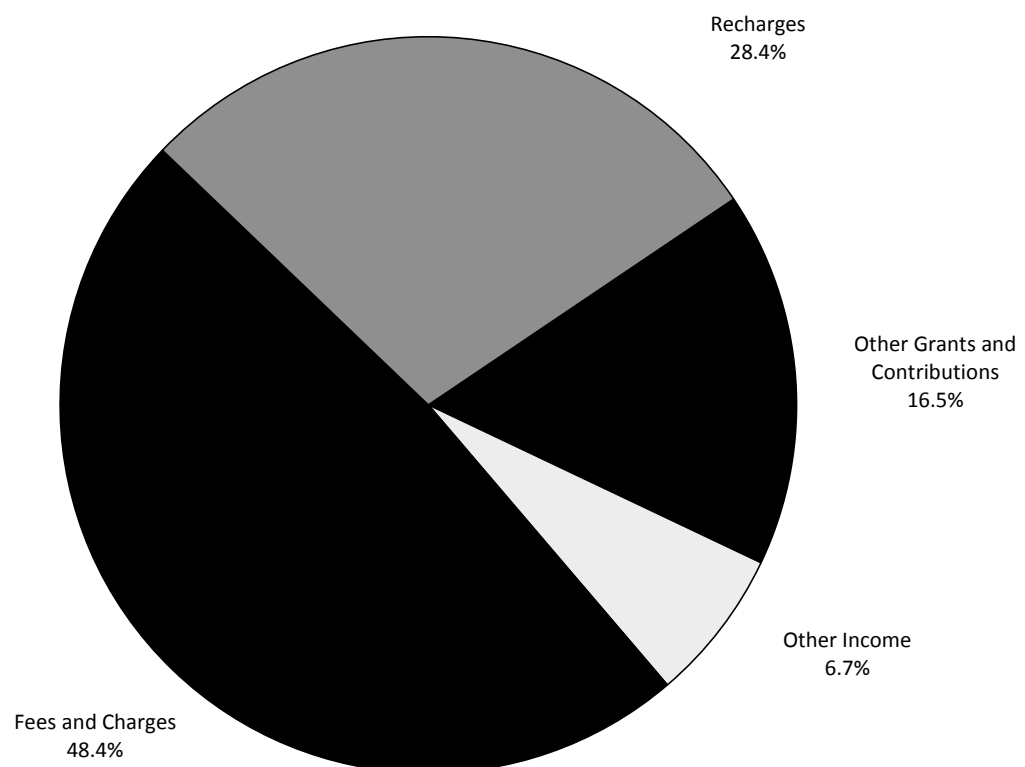
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>NEIGHBOURHOOD SERVICES</u>				
S1020 NEIGHBOURHOOD SERVICES	9,100	-	(9,100)	(F)
S1105 CAR PARKS	(124,800)	(663,562)	(538,762)	(F)
S1250 WCC HIGHWAYS	21,200	17,644	(3,556)	(F)
S1258 GREEN SPACES CONTRACT MGT	498,100	475,451	(22,649)	(F)
S1270 GREEN SPACE DEVELOPMENT	1,337,200	1,219,500	(117,700)	(F)
S1320 BEREAVEMENT SERVICES	135,500	(413,941)	(549,441)	(F)
S3100 ONE STOP SHOPS	26,300	203	(26,097)	(F)
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	46,300	-	(46,300)	(F)
S3400 PAYMENT CHANNELS	60,000	55	(59,945)	(F)
S3450 CUSTOMER SERVICE CENTRE	33,200	-	(33,200)	(F)
S4060 STREET CLEANSING	1,180,800	1,171,775	(9,025)	(F)
S4090 WASTE MANAGEMENT	(1,200)	641	1,841	(A)
S4130 WASTE COLLECTION	2,269,900	2,163,494	(106,406)	(F)
S4180 ABANDONED VEHICLES	300	1,201	901	(A)
TOTAL NEIGHBOURHOOD SERVICES	5,491,900	3,972,461	(1,519,439)	(F)

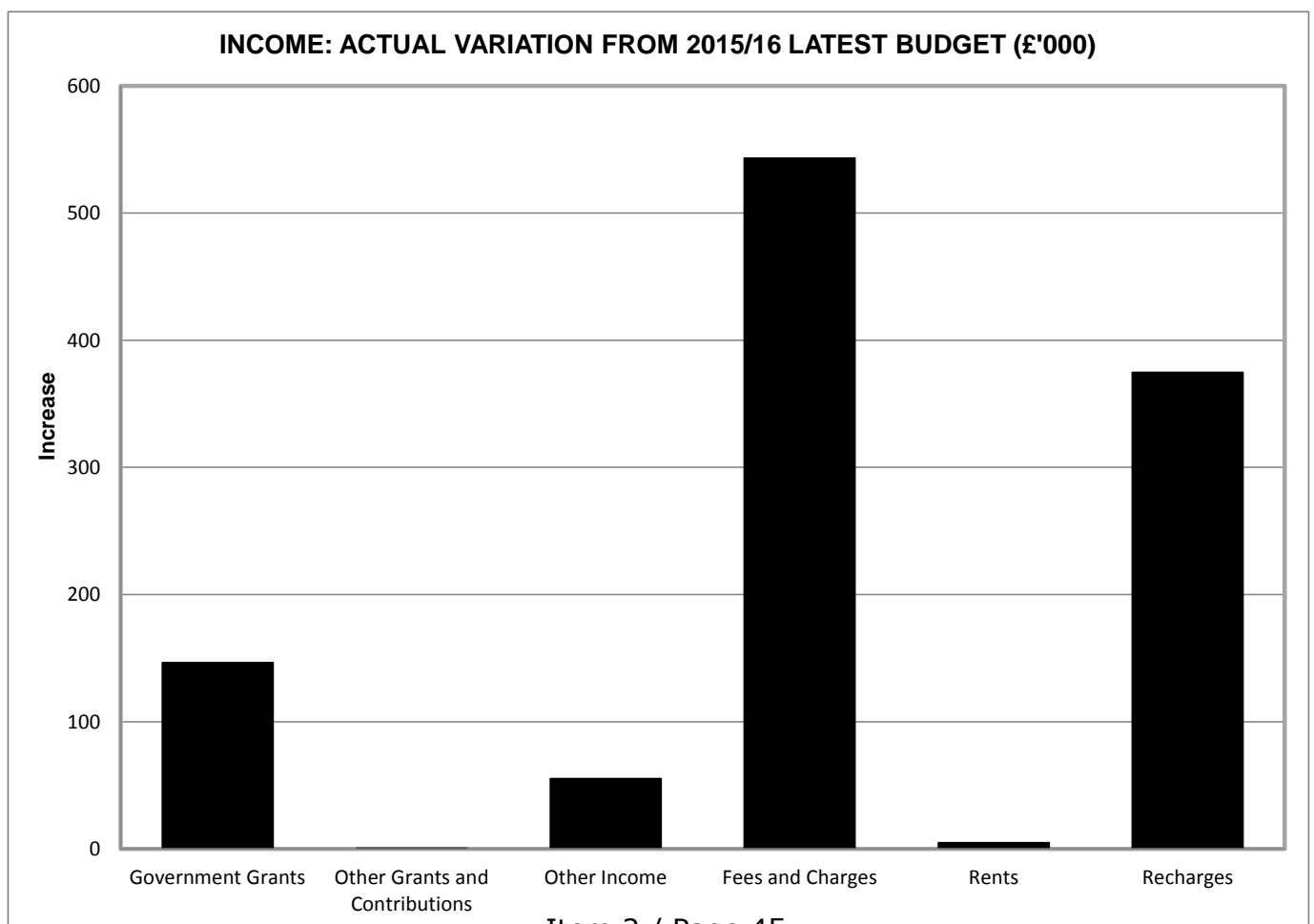
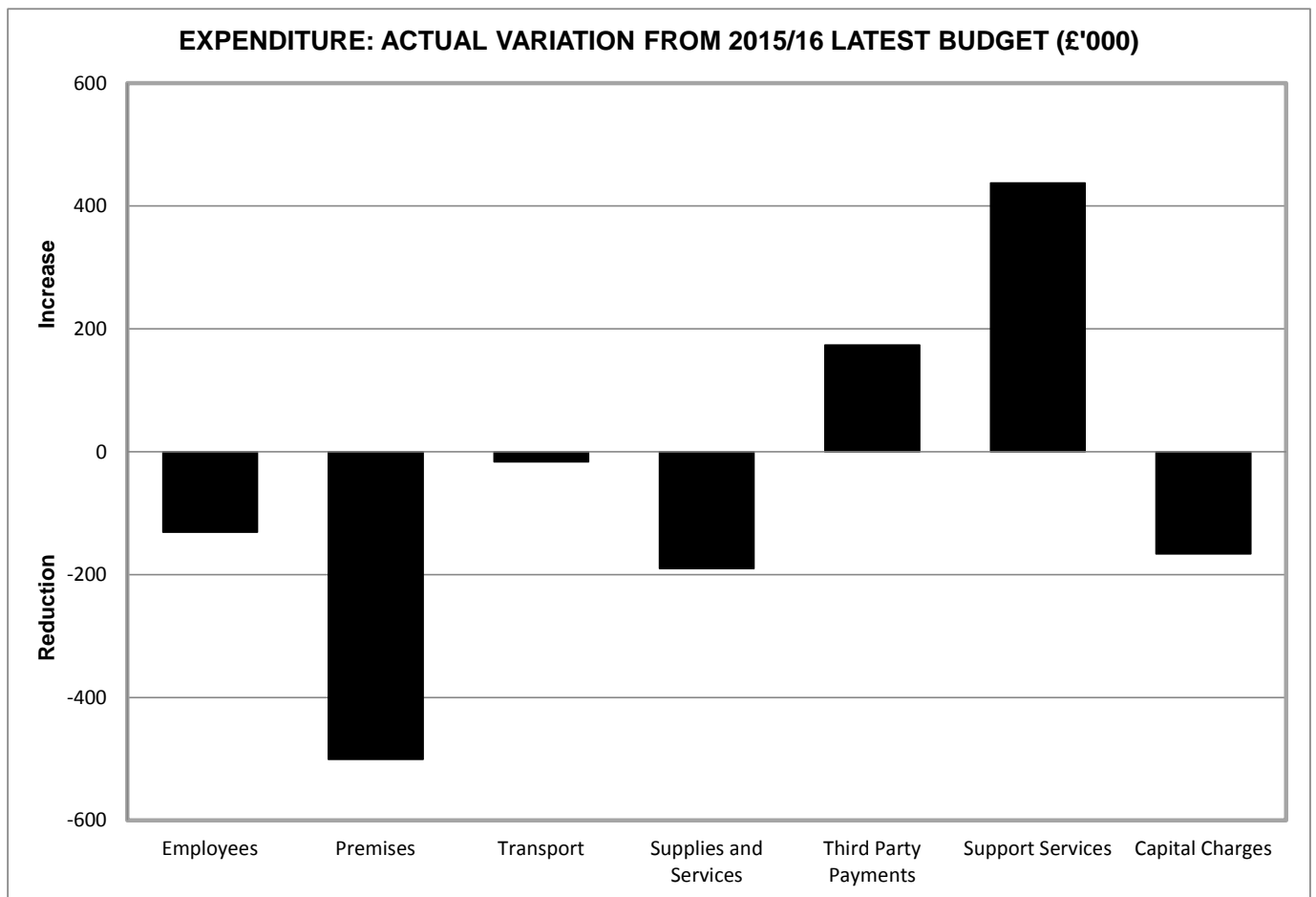
SUBJECTIVE ANALYSIS:**EXPENDITURE:**

Employees	2,334,800	2,203,764	(131,036)	(F)
Premises	1,862,100	1,361,174	(500,926)	(F)
Transport	48,100	31,644	(16,456)	(F)
Supplies and Services	1,302,900	1,112,827	(190,073)	(F)
Third Party Payments	4,669,000	4,842,475	173,475	(A)
Support Services	2,045,200	2,482,396	437,196	(A)
Capital Charges	1,260,000	1,093,596	(166,404)	(F)
TOTAL EXPENDITURE	13,522,100	13,127,876	(394,224)	(F)

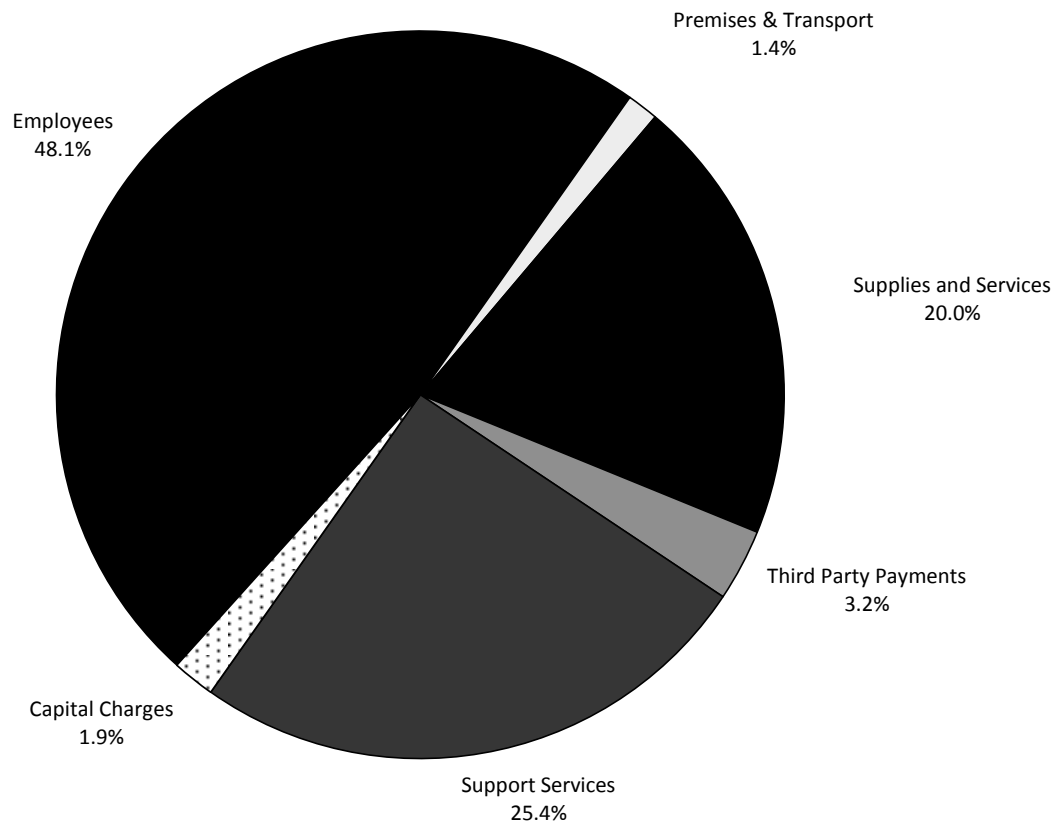
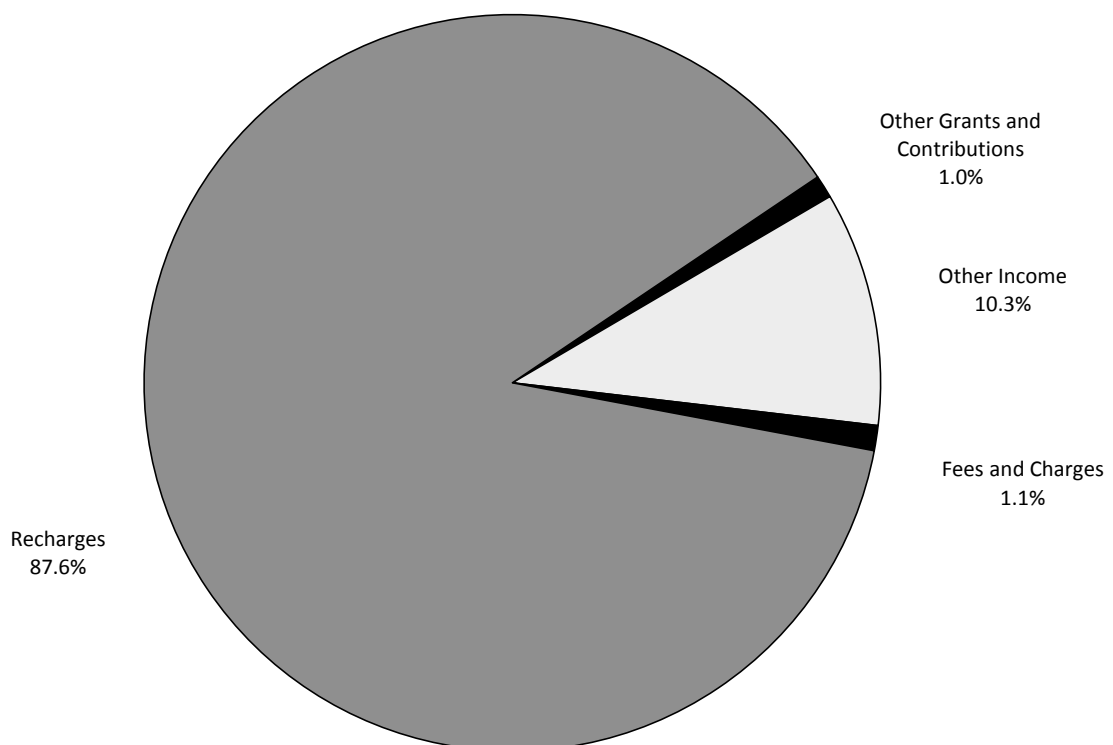
INCOME:

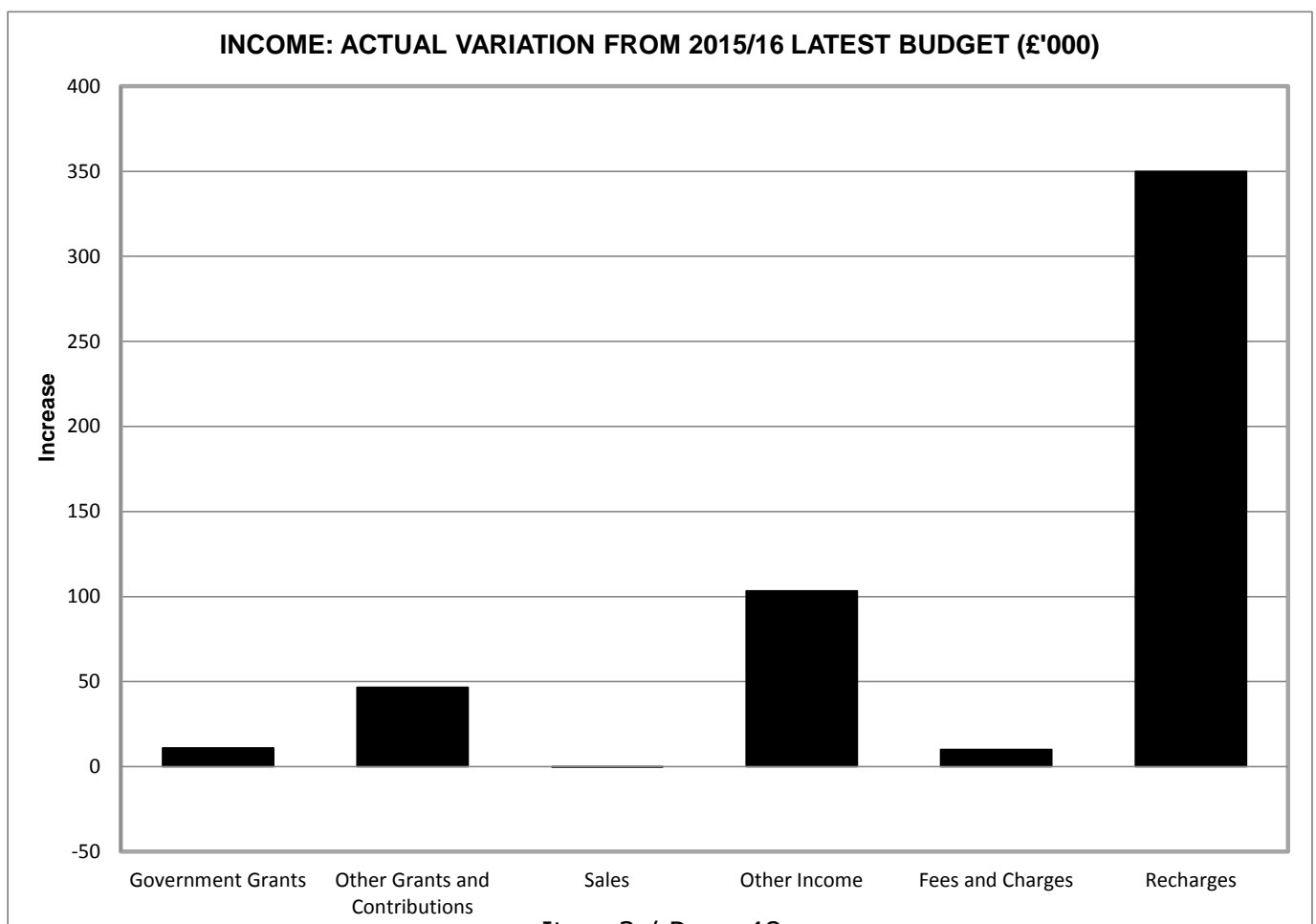
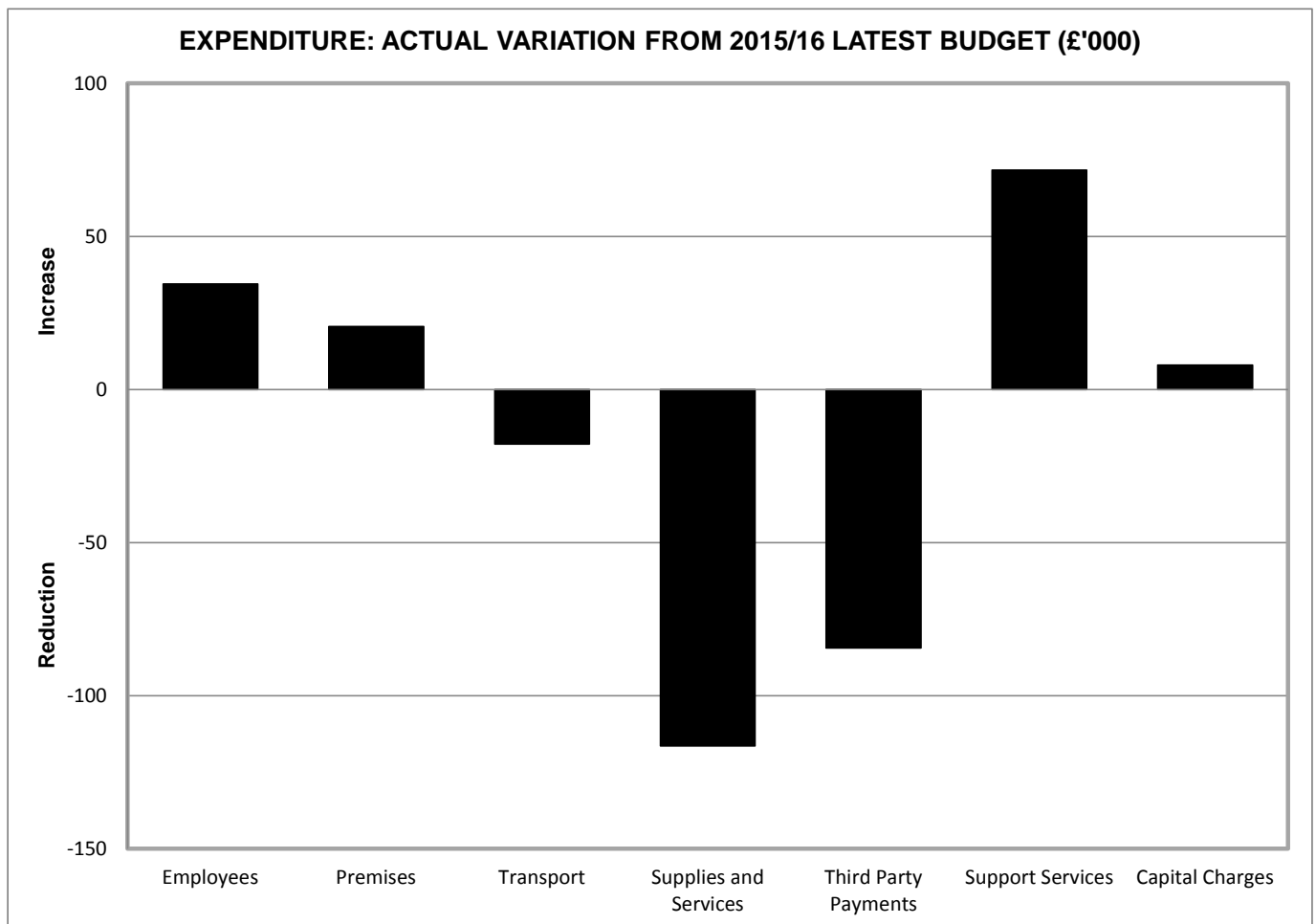
Other Grants and Contributions	(1,364,400)	(1,510,863)	(146,463)	(F)
Sales	-	(550)	(550)	(F)
Other Income	(484,900)	(540,288)	(55,388)	(F)
Fees and Charges	(3,884,500)	(4,427,577)	(543,077)	(F)
Rents	(66,300)	(71,271)	(4,971)	(F)
Recharges	(2,230,100)	(2,604,866)	(374,766)	(F)
TOTAL INCOME	(8,030,200)	(9,155,415)	(1,125,215)	(F)
NET EXPENDITURE	5,491,900	3,972,461	(1,519,439)	(F)

NEIGHBOURHOOD SERVICES**ACTUAL NEIGHBOURHOOD SERVICES EXPENDITURE 2015/16****ACTUAL NEIGHBOURHOOD SERVICES INCOME 2015/16**

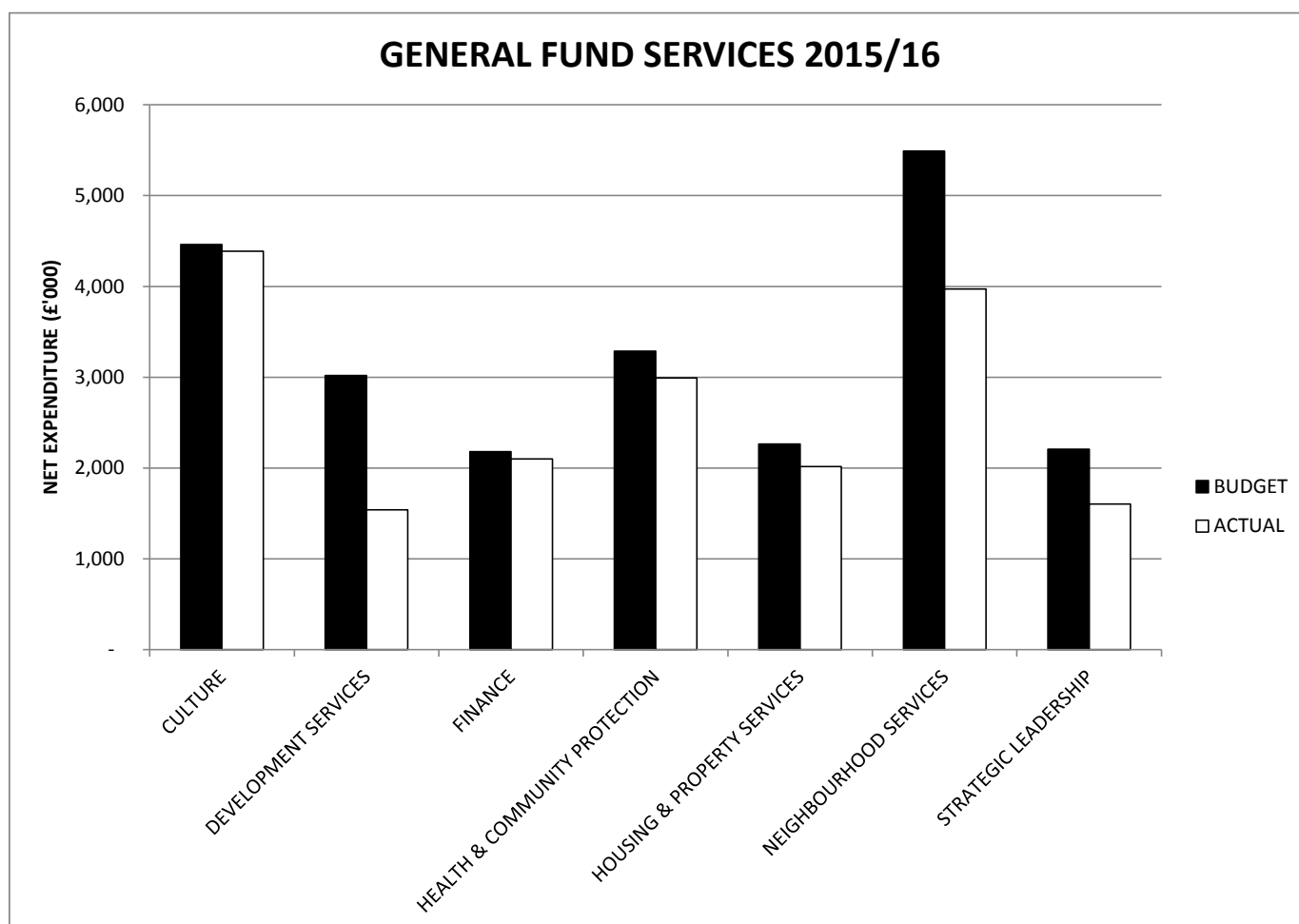
NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>STRATEGIC LEADERSHIP</u>				
S2000 CHIEF EXECUTIVE'S OFFICE	(61,300)	20,001	81,301	(A)
S2010 CORPORATE PROJECTS	246,500	24,710	(221,790)	(F)
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	5,500	742	(4,758)	(F)
S2060 HUMAN RESOURCES	63,800	9,615	(54,185)	(F)
S2080 MEMBER TRAINING	5,600	5,948	348	(A)
S2100 ORGANISATIONAL DEVELOPMENT	1,400	9	(1,391)	(F)
S2121 CONSULTATION	4,600	-	(4,600)	(F)
S2200 COMMITTEE SERVICES	81,900	(6)	(81,906)	(F)
S2220 DEMOCRATIC REPRESENTATION	938,200	924,768	(13,432)	(F)
S2240 ELECTIONS	171,000	197,222	26,222	(A)
S2260 ELECTORAL REGISTRATION	287,800	284,912	(2,888)	(F)
S2280 CHAIR OF THE COUNCIL	57,400	61,931	4,531	(A)
S2340 MEDIA ROOM	45,400	28,148	(17,252)	(F)
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	55,700	50,725	(4,975)	(F)
S3215 ASSISTED TRAVEL (WCC)	-	50	50	(A)
S3350 DOCUMENT MANAGEMENT CENTRE	99,200	-	(99,200)	(F)
S3452 CUSTOMER CONTACT MANAGER	1,900	-	(1,900)	(F)
S3470 WEB SERVICES	101,000	-	(101,000)	(F)
S3500 ICT SERVICES	96,400	(7,482)	(103,882)	(F)
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	4,900	900	(4,000)	(F)
TOTAL STRATEGIC LEADERSHIP	2,206,900	1,602,193	(604,707)	(F)
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	3,024,700	3,059,175	34,475	(A)
Premises	54,100	74,725	20,625	(A)
Transport	31,500	13,736	(17,764)	(F)
Supplies and Services	1,386,500	1,270,058	(116,442)	(F)
Third Party Payments	289,000	204,551	(84,449)	(F)
Support Services	1,542,900	1,614,611	71,711	(A)
Capital Charges	113,500	121,497	7,997	(A)
TOTAL EXPENDITURE	6,442,200	6,358,353	(83,847)	(F)
 <u>INCOME:</u>				
Government Grants	-	(10,963)	(10,963)	(F)
Other Grants and Contributions	-	(46,668)	(46,668)	(F)
Sales	(2,400)	(2,181)	219	(A)
Other Income	(374,600)	(477,965)	(103,365)	(F)
Fees and Charges	(44,000)	(54,123)	(10,123)	(F)
Recharges	(3,814,300)	(4,164,260)	(349,960)	(F)
TOTAL INCOME	(4,235,300)	(4,756,160)	(520,860)	(F)
NET EXPENDITURE	2,206,900	1,602,193	(604,707)	(F)

STRATEGIC LEADERSHIP**ACTUAL STRATEGIC LEADERSHIP EXPENDITURE 2015/16****ACTUAL STRATEGIC LEADERSHIP INCOME 2015/16**

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
CULTURE	4,462,800	4,388,351	(74,449)	(F)
DEVELOPMENT SERVICES	3,018,700	1,540,130	(1,478,570)	(F)
FINANCE	2,178,800	2,098,779	(80,021)	(F)
HEALTH & COMMUNITY PROTECTION	3,286,400	2,991,838	(294,562)	(F)
HOUSING & PROPERTY SERVICES	2,265,200	2,016,485	(248,715)	(F)
NEIGHBOURHOOD SERVICES	5,491,900	3,972,461	(1,519,439)	(F)
STRATEGIC LEADERSHIP	2,206,900	1,602,193	(604,707)	(F)
NET COST OF SERVICES	22,910,700	18,610,237	(4,300,463)	(F)
Replacement of Notional with Actual Cost of Capital:				
- Deduct Notional Capital Financing Charges	(5,563,600)	(4,492,465)	1,071,135	(A)
- Add Cost of Loan Repayments, Revenue Contributions and interest paid	35,000	34,904	(96)	(F)
Net External Investment Interest Received	(297,400)	(329,436)	(32,036)	(F)
Revenue Contributions to Capital	374,100	373,059	(1,041)	(F)
Contributions to / (from) Reserves	(1,300,218)	1,216,814	2,517,032	(A)
IAS19 Pension Adjustments	(1,014,100)	(1,123,535)	(109,435)	(F)
Accumulated Absences Account	-	6,891	6,891	(A)
Contributions to / (from) General Fund Balance	(535,000)	(525,395)	9,605	(A)
NET EXPENDITURE FOR DISTRICT PURPOSES	14,609,482	13,771,074	(838,408)	(F)
Less: Revenue Support Grant	(2,499,500)	(2,499,485)	15	(A)
Less: Business Rates Income	(2,835,000)	(3,718,387)	(883,387)	(F)
Less General Grants	(1,809,100)	(1,818,996)	(9,896)	(F)
Surplus / (Deficit) for Year	-	1,731,676	1,731,676	(A)
EXPENDITURE BORNE BY COUNCIL TAX	7,465,882	7,465,882	-	



GENERAL FUND SUBJECTIVE ANALYSIS:

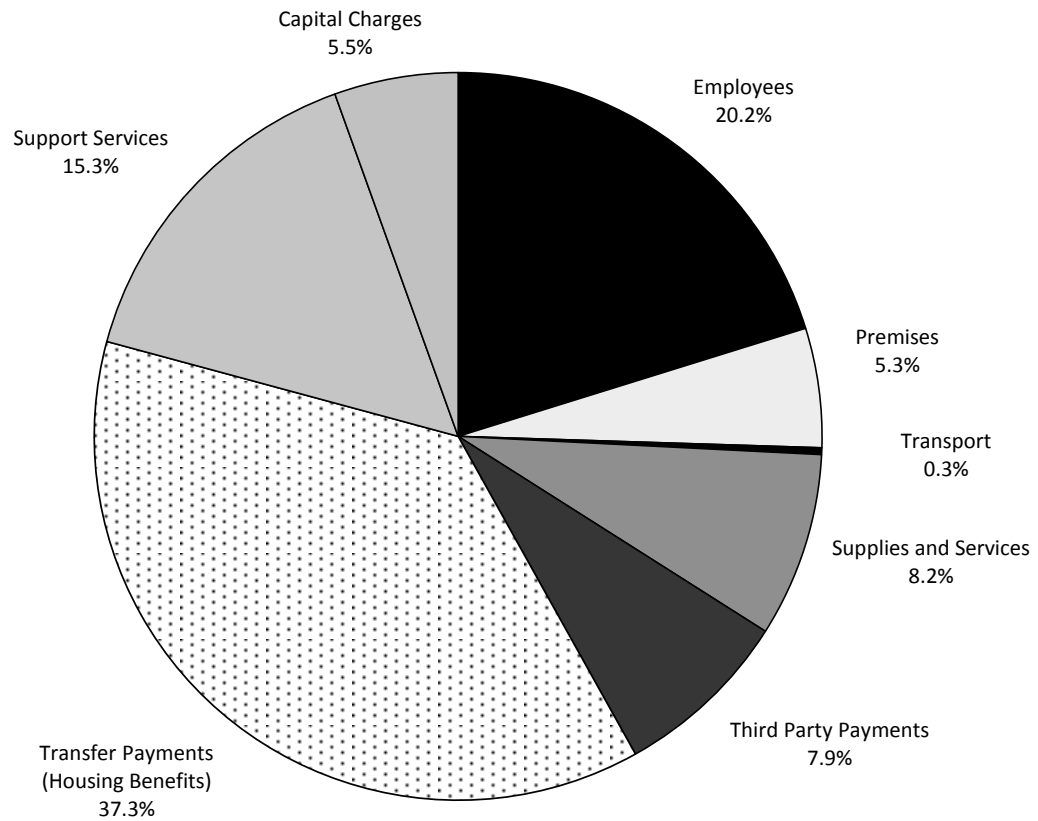
EXPENDITURE:

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
Employees	16,470,300	16,446,138	(24,162)	(F)
Premises	5,099,500	4,289,884	(809,616)	(F)
Transport	324,800	227,635	(97,165)	(F)
Supplies and Services	7,038,200	6,692,522	(345,678)	(F)
Third Party Payments	6,408,500	6,407,329	(1,171)	(F)
Transfer Payments (Housing Benefits)	29,946,600	30,430,017	483,417	(A)
Support Services	11,234,100	12,481,636	1,247,536	(A)
Capital Charges	5,563,600	4,492,465	(1,071,135)	(F)
TOTAL EXPENDITURE	82,085,600	81,467,626	(617,974)	(F)

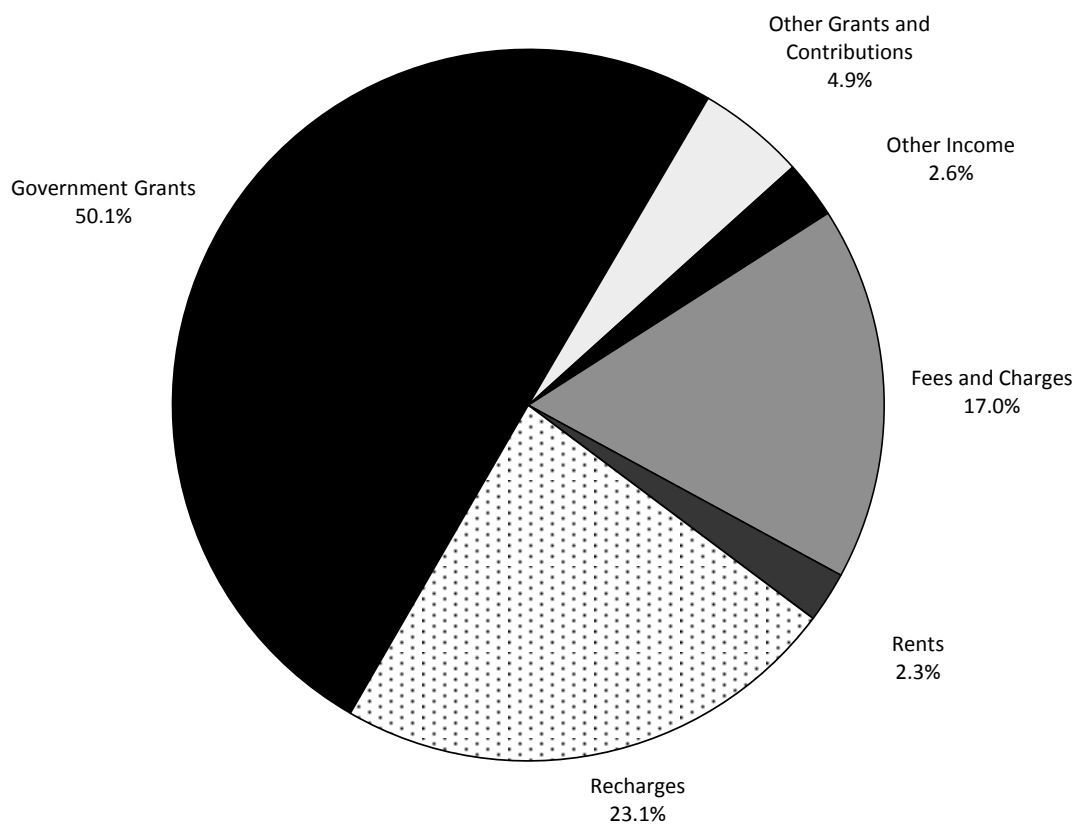
INCOME:

Government Grants	(31,002,600)	(31,457,400)	(454,800)	(F)
Other Grants and Contributions	(2,670,000)	(3,110,561)	(440,561)	(F)
Sales	(169,800)	(191,686)	(21,886)	(F)
Other Income	(1,091,000)	(1,430,445)	(339,445)	(F)
Fees and Charges	(9,543,800)	(10,660,843)	(1,117,043)	(F)
Rents	(1,422,800)	(1,455,647)	(32,847)	(F)
Recharges	(13,274,900)	(14,550,807)	(1,275,907)	(F)
TOTAL INCOME	(59,174,900)	(62,857,389)	(3,682,489)	(F)
NET EXPENDITURE	22,910,700	18,610,237	(4,300,463)	(F)

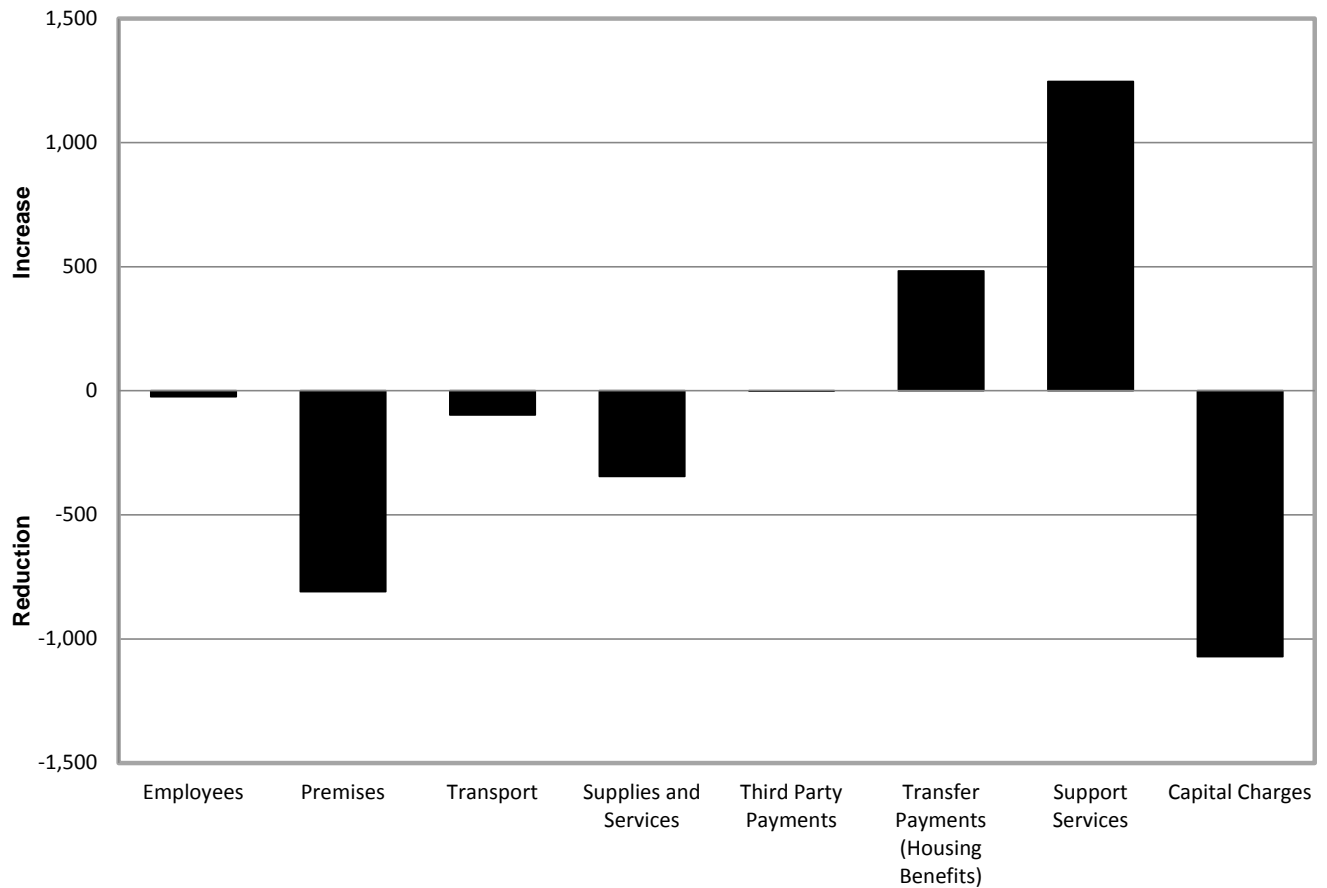
ACTUAL GENERAL FUND SERVICES EXPENDITURE 2015/16



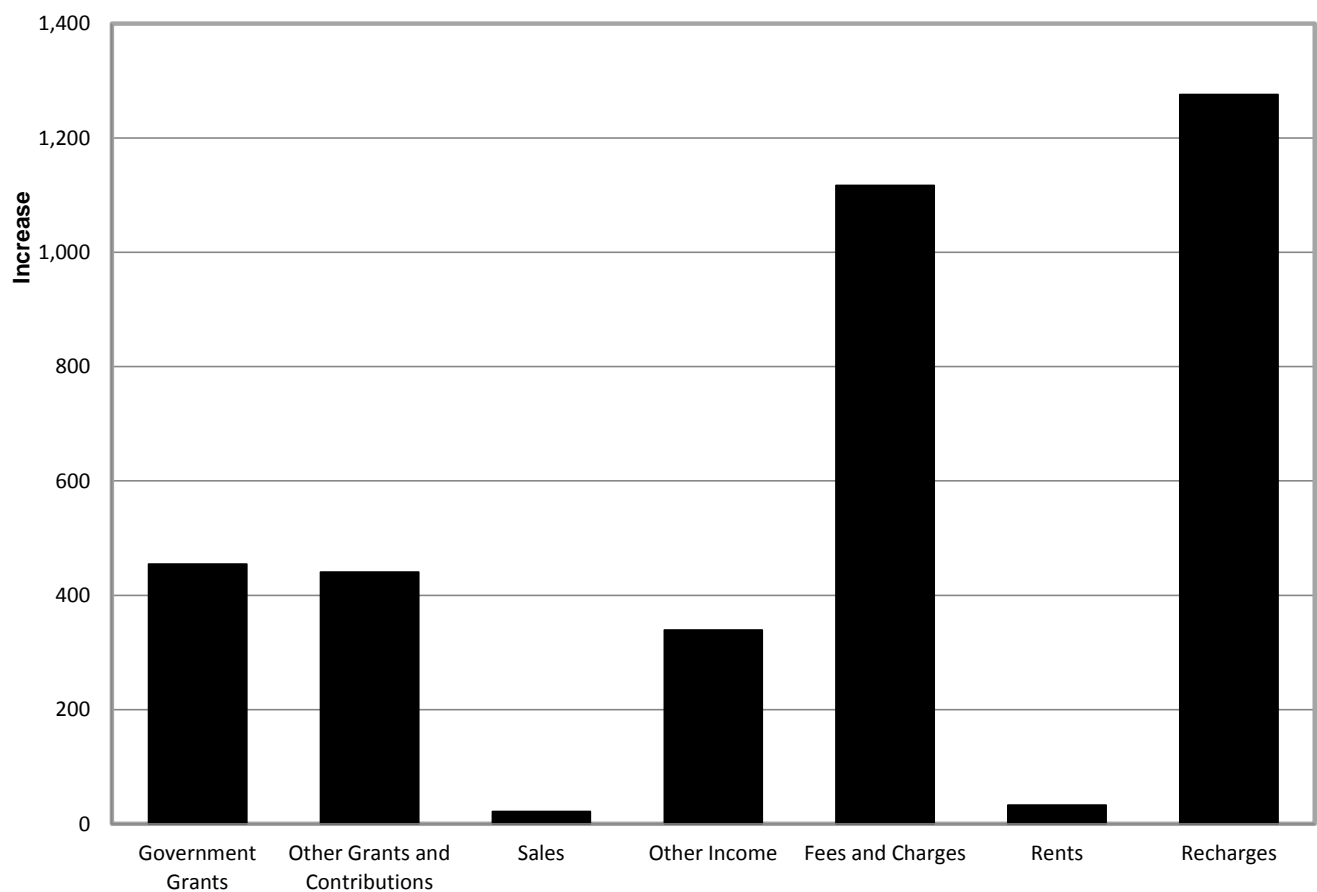
ACTUAL GENERAL FUND SERVICES INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)

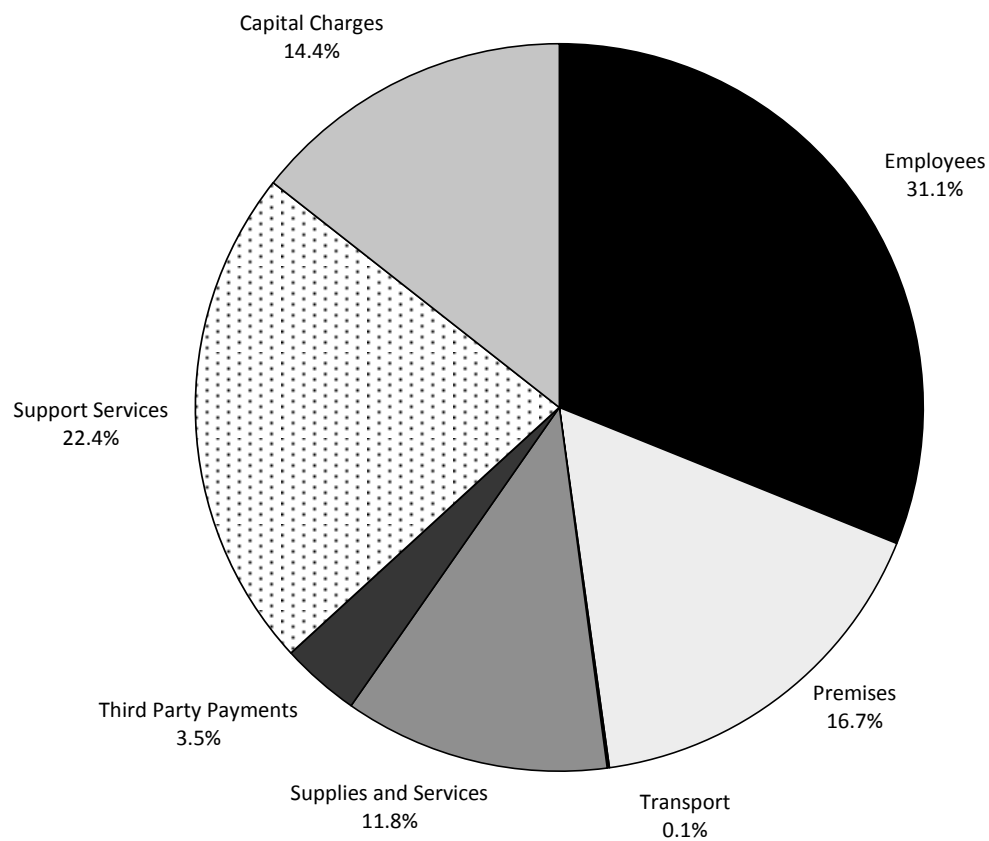


INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)

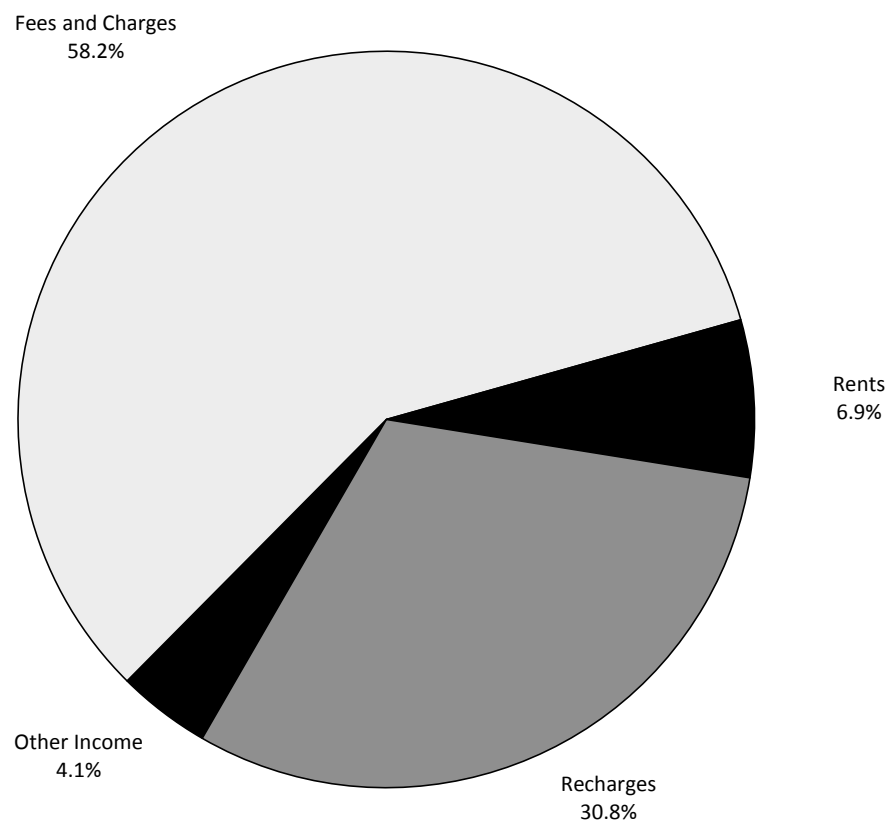


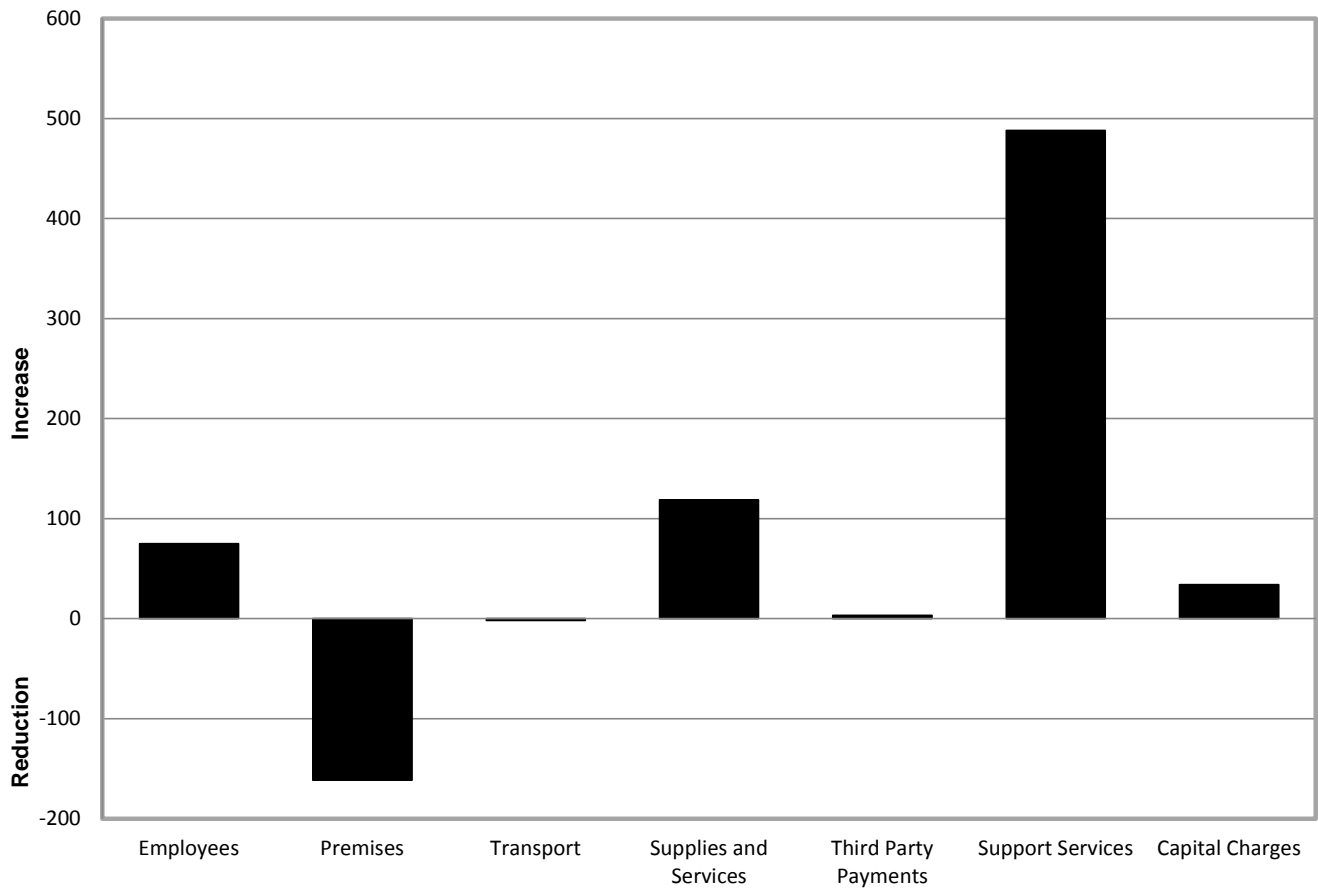
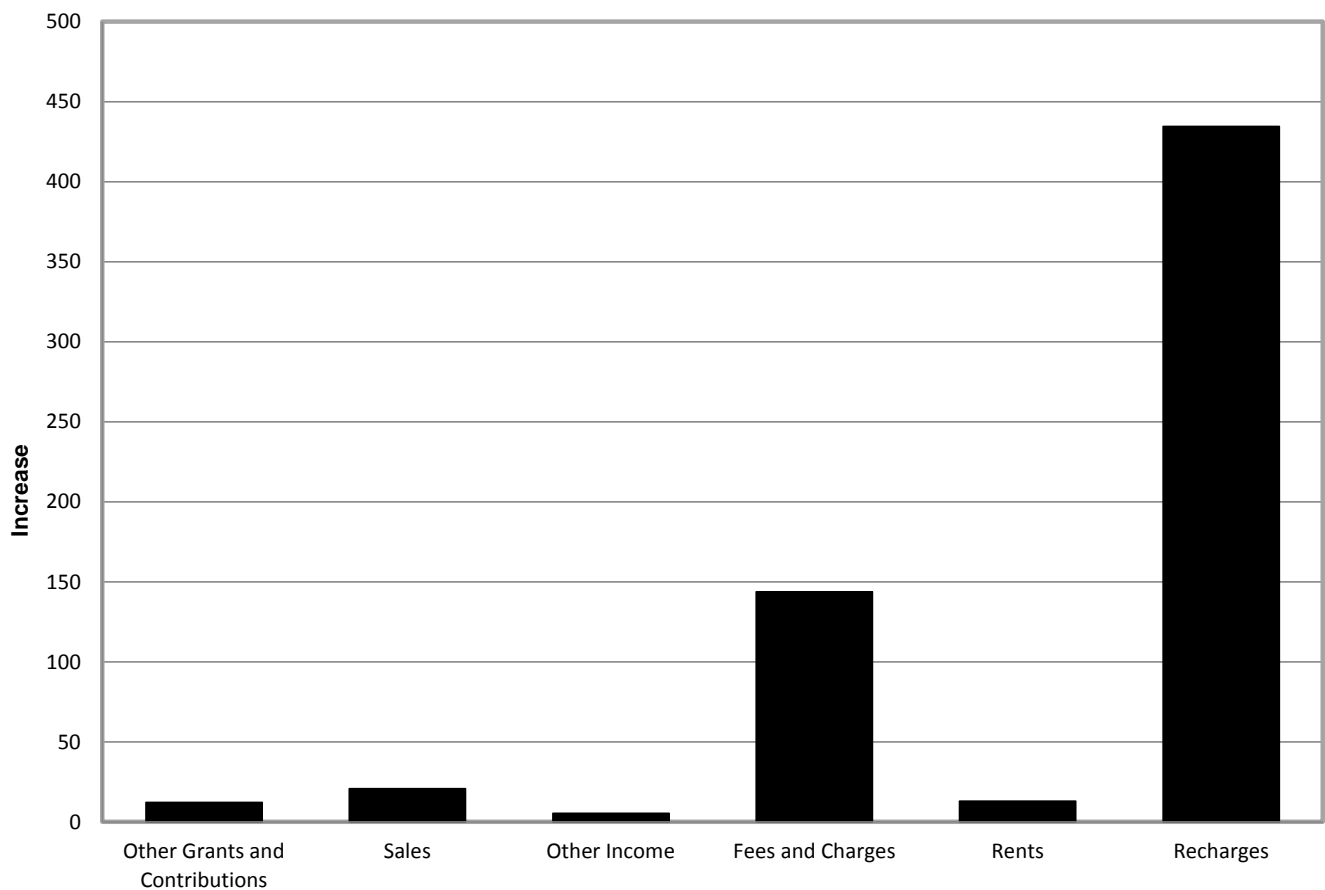
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>CULTURE</u>				
S1275 GOLF COURSE	(1,000)	32,255	33,255	(A)
S1278 BOWLING FACILITIES	158,000	148,112	(9,888)	(F)
S1280 EDMONDSCOTE SPORTS TRACK	107,000	106,570	(430)	(F)
S1289 OPEN SPACES EVENTS	636,800	435,432	(201,368)	(F)
S1295 LILLINGTON COMM CENTRE	3,600	4,790	1,190	(A)
S1305 YOUTH SPORT DEVELOPMENT	134,900	150,400	15,500	(A)
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	19,800	-	(19,800)	(F)
S1330 TOWN HALL FACILITIES	45,800	-	(45,800)	(F)
S1335 ROYAL SPA CENTRE	712,500	816,273	103,773	(A)
S1356 CATERING CONTRACT	(46,400)	(35,467)	10,933	(A)
S1365 SPORTS FACILITIES ADMIN	234,100	80	(234,020)	(F)
S1370 ST. NICHOLAS PARK	417,600	603,342	185,742	(A)
S1375 ABBEY FIELDS	479,100	443,234	(35,866)	(F)
S1380 NEWBOLD COMYN	365,000	494,832	129,832	(A)
S1385 CASTLE FARM	168,400	248,363	79,963	(A)
S1390 MYTON SCHOOL DUAL USE	35,700	19,378	(16,322)	(F)
S1400 MEADOW COMMUNITY SPORTS CENTRE	65,200	53,695	(11,505)	(F)
S1405 ROYAL PUMP ROOMS	926,700	867,062	(59,638)	(F)
TOTAL CULTURE	4,462,800	4,388,351	(74,449)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,957,700	3,032,538	74,838	(A)
Premises	1,786,300	1,624,753	(161,547)	(F)
Transport	10,500	8,686	(1,814)	(F)
Supplies and Services	1,032,400	1,151,063	118,663	(A)
Third Party Payments	340,400	343,634	3,234	(A)
Support Services	1,703,300	2,191,396	488,096	(A)
Capital Charges	1,368,900	1,402,731	33,831	(A)
TOTAL EXPENDITURE	9,199,500	9,754,801	555,301	(A)
<u>INCOME:</u>				
Other Grants and Contributions	(21,300)	(33,533)	(12,233)	(F)
Sales	(154,200)	(174,977)	(20,777)	(F)
Other Income	(4,400)	(9,895)	(5,495)	(F)
Fees and Charges	(2,981,500)	(3,125,267)	(143,767)	(F)
Rents	(358,200)	(371,109)	(12,909)	(F)
Recharges	(1,217,100)	(1,651,669)	(434,569)	(F)
TOTAL INCOME	(4,736,700)	(5,366,450)	(629,750)	(F)
NET EXPENDITURE	4,462,800	4,388,351	(74,449)	(F)

ACTUAL CULTURE EXPENDITURE 2015/16



ACTUAL CULTURE INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1275 GOLF COURSE				
DIRECT EXPENDITURE				
Premises	8,400	12,995	4,595	(A)
Third Party Payments	-	528	528	(A)
TOTAL DIRECT EXPENDITURE	8,400	13,523	5,123	(A)
DIRECT INCOME				
Rents	(22,300)	(22,589)	(289)	(F)
TOTAL DIRECT INCOME	(22,300)	(22,589)	(289)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(13,900)	(9,066)	4,834	(A)
Support Services	12,400	23,121	10,721	(A)
Capital Charges	500	18,200	17,700	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(1,000)	32,255	33,255	(A)

Variations:Support Services:

Changes in allocations 10,700 (A)

Capital Charges:

Increased depreciation charges 17,700 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1278 BOWLING FACILITIES				
DIRECT EXPENDITURE				
Premises	46,900	30,316	(16,584)	(F)
Supplies and Services	55,500	36,300	(19,200)	(F)
Third Party Payments	51,600	53,210	1,610	(A)
TOTAL DIRECT EXPENDITURE	154,000	119,826	(34,174)	(F)
DIRECT INCOME				
Fees and Charges	(23,700)	(21,472)	2,228	(A)
Rents	(15,100)	(14,800)	300	(A)
TOTAL DIRECT INCOME	(38,800)	(36,272)	2,528	(A)
NET DIRECT EXPENDITURE / (INCOME)	115,200	83,554	(31,646)	(F)
Support Services	15,700	25,982	10,282	(A)
Capital Charges	27,100	38,576	11,476	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	158,000	148,112	(9,888)	(F)

Variations:Premises:

Repairs and Maintenance works delayed	(15,500)	(F)
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Supplies and Services:

General underspend	(19,200)	(F)
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Support Services:

Changes in allocations	10,300	(A)
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Capital Charges:

Increased depreciation charges	11,500	(A)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S1280 EDMONDSCOTE SPORTS TRACK			
DIRECT EXPENDITURE			
Premises	24,700	12,821	(11,879) (F)
Supplies and Services	1,500	1,076	(424) (F)
Third Party Payments	11,700	7,581	(4,119) (F)
TOTAL DIRECT EXPENDITURE	37,900	21,478	(16,422) (F)
DIRECT INCOME			
Fees and Charges	(15,000)	(17,272)	(2,272) (F)
Rents	(200)	(244)	(44) (F)
TOTAL DIRECT INCOME	(15,200)	(17,516)	(2,316) (F)
NET DIRECT EXPENDITURE / (INCOME)	22,700	3,962	(18,738) (F)
Support Services	18,900	33,058	14,158 (A)
Capital Charges	65,400	69,550	4,150 (A)
NET EXPENDITURE / (INCOME) TO SUMMARY	107,000	106,570	(430) (F)

Variations:Support Services:

Changes in allocations

14,200 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1289 OPEN SPACES EVENTS				
DIRECT EXPENDITURE				
Employees	73,700	77,357	3,657	(A)
Premises	223,600	178,623	(44,977)	(F)
Transport	1,600	861	(739)	(F)
Supplies and Services	20,900	22,026	1,126	(A)
Third Party Payments	22,400	8,947	(13,453)	(F)
TOTAL DIRECT EXPENDITURE	342,200	287,814	(54,386)	(F)
DIRECT INCOME				
Other Grants and Contributions	(1,500)	-	1,500	(A)
Fees and Charges	(77,400)	(72,567)	4,833	(A)
Rents	(146,000)	(149,814)	(3,814)	(F)
TOTAL DIRECT INCOME	(224,900)	(222,381)	2,519	(A)
NET DIRECT EXPENDITURE / (INCOME)	117,300	65,433	(51,867)	(F)
Support Services	93,600	95,399	1,799	(A)
Capital Charges	450,000	300,000	(150,000)	(F)
Recharges	(24,100)	(25,400)	(1,300)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	636,800	435,432	(201,368)	(F)

Variations:**Premises:**

Repairs and Maintenance works delayed	(27,900)	(F)
Revised Repairs and Maintenance programme	(13,200)	(F)

Capital Charges:

West Midlands Reserve & Cadets Force new building - slippage	(100,000)	(F)
St Mary's Lands Business Strategy - slippage	(50,000)	(F)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1295 LILLINGTON COMM CENTRE				
DIRECT EXPENDITURE				
Employees	4,200	2,873	(1,327)	(F)
Premises	2,800	2,944	144	(A)
Supplies and Services	200	269	69	(A)
TOTAL DIRECT EXPENDITURE	7,200	6,086	(1,114)	(F)
DIRECT INCOME				
Rents	(6,000)	(5,535)	465	(A)
TOTAL DIRECT INCOME	(6,000)	(5,535)	465	(A)
NET DIRECT EXPENDITURE / (INCOME)	1,200	551	(649)	(F)
Support Services	1,000	1,899	899	(A)
Capital Charges	1,400	2,340	940	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	3,600	4,790	1,190	(A)
S1305 YOUTH SPORT DEVELOPMENT				
DIRECT EXPENDITURE				
Employees	45,600	42,358	(3,242)	(F)
Transport	1,300	673	(627)	(F)
Supplies and Services	36,400	35,237	(1,163)	(F)
TOTAL DIRECT EXPENDITURE	83,300	78,268	(5,032)	(F)
DIRECT INCOME				
Fees and Charges	(1,500)	(887)	613	(A)
TOTAL DIRECT INCOME	(1,500)	(887)	613	(A)
NET DIRECT EXPENDITURE / (INCOME)	81,800	77,381	(4,419)	(F)
Support Services	53,100	73,019	19,919	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	134,900	150,400	15,500	(A)

Variations:Support Services:

Changes in allocations 19,900 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM				
DIRECT EXPENDITURE				
Employees	191,400	196,005	4,605	(A)
Premises	-	3	3	(A)
Transport	900	628	(272)	(F)
Supplies and Services	13,200	12,373	(827)	(F)
Third Party Payments	-	428	428	(A)
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TOTAL DIRECT EXPENDITURE	205,500	209,437	3,937	(A)
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DIRECT INCOME				
Other Income	-	(4,559)	(4,559)	(F)
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TOTAL DIRECT INCOME	-	(4,559)	(4,559)	(F)
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NET DIRECT EXPENDITURE / (INCOME)	205,500	204,878	(622)	(F)
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Support Services	72,000	60,024	(11,976)	(F)
Recharges	(257,700)	(264,902)	(7,202)	(F)
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NET EXPENDITURE / (INCOME) TO SUMMARY	19,800	-	(19,800)	(F)
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Variations:Support Services:

Changes in allocations

(7,200) (F)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1330 TOWN HALL FACILITIES				
DIRECT EXPENDITURE				
Employees	168,800	170,635	1,835	(A)
Premises	134,000	118,280	(15,720)	(F)
Transport	-	163	163	(A)
Supplies and Services	14,000	12,573	(1,427)	(F)
Third Party Payments	-	1,884	1,884	(A)
TOTAL DIRECT EXPENDITURE	316,800	303,535	(13,265)	(F)
DIRECT INCOME				
Fees and Charges	(85,000)	(76,666)	8,334	(A)
Rents	(27,000)	(26,702)	298	(A)
TOTAL DIRECT INCOME	(112,000)	(103,368)	8,632	(A)
NET DIRECT EXPENDITURE / (INCOME)	204,800	200,167	(4,633)	(F)
Support Services	102,800	169,188	66,388	(A)
Capital Charges	56,200	85,934	29,734	(A)
Recharges	(318,000)	(455,289)	(137,289)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	45,800	-	(45,800)	(F)

Variations:**Premises:**

Repairs and Maintenance works delayed	(10,300)	(F)
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Support Services:

Changes in allocations	66,400	(A)
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Capital Charges:

Increased depreciation charges	29,700	(A)
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Recharges:

Change in costs to be allocated	(137,300)	(F)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S1335 ROYAL SPA CENTRE			
DIRECT EXPENDITURE			
Employees	427,600	475,825	48,225 (A)
Premises	135,500	130,998	(4,502) (F)
Transport	400	530	130 (A)
Supplies and Services	565,600	741,384	175,784 (A)
Third Party Payments	4,200	1,468	(2,732) (F)
TOTAL DIRECT EXPENDITURE	1,133,300	1,350,205	216,905 (A)
DIRECT INCOME			
Sales	(126,600)	(144,499)	(17,899) (F)
Fees and Charges	(635,500)	(816,274)	(180,774) (F)
TOTAL DIRECT INCOME	(762,100)	(960,773)	(198,673) (F)
NET DIRECT EXPENDITURE / (INCOME)	371,200	389,432	18,232 (A)
Support Services	182,100	218,942	36,842 (A)
Capital Charges	159,200	207,899	48,699 (A)
NET EXPENDITURE / (INCOME) TO SUMMARY	712,500	816,273	103,773 (A)

Variations:Employees:

Increased casual staff usage and overtime 47,300 (A)

Supplies and Services:

Increased cost of Artiste Fees 167,800 (A)

Sales:

Bar and Catering sales (13,700) (F)

Fees and Charges:

Increased admissions (158,100) (F)

Increased other charges income (27,300) (F)

Support Services:

Changes in allocations 36,800 (A)

Capital Charges:

Increased depreciation charges 48,700 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1356 CATERING CONTRACT				
DIRECT EXPENDITURE				
Premises	22,900	26,323	3,423	(A)
Supplies and Services	-	2,167	2,167	(A)
Third Party Payments	3,400	114	(3,286)	(F)
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TOTAL DIRECT EXPENDITURE	26,300	28,604	2,304	(A)
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DIRECT INCOME				
Rents	(72,700)	(73,808)	(1,108)	(F)
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TOTAL DIRECT INCOME	(72,700)	(73,808)	(1,108)	(F)
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NET DIRECT EXPENDITURE / (INCOME)	(46,400)	(45,204)	1,196	(A)
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Support Services	-	9,737	9,737	(A)
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NET EXPENDITURE / (INCOME) TO SUMMARY	(46,400)	(35,467)	10,933	(A)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1365 SPORTS FACILITIES ADMIN				
DIRECT EXPENDITURE				
Employees	175,500	180,926	5,426	(A)
Transport	4,500	3,623	(877)	(F)
Supplies and Services	39,300	36,813	(2,487)	(F)
Third Party Payments	243,800	268,086	24,286	(A)
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TOTAL DIRECT EXPENDITURE	463,100	489,448	26,348	(A)
Support Services	356,500	384,890	28,390	(A)
Capital Charges	29,100	29,120	20	(A)
Recharges	(614,600)	(903,378)	(288,778)	(F)
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NET EXPENDITURE / (INCOME) TO SUMMARY	234,100	80	(234,020)	(F)
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Variations:Third Party Payments:

Increased Legal Services charge	16,900	(A)
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Support Services:

Changes in allocations	28,400	(A)
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Recharges:

Change in costs to be allocated	(288,800)	(F)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1370 ST. NICHOLAS PARK				
DIRECT EXPENDITURE				
Employees	422,800	425,115	2,315	(A)
Premises	275,200	287,541	12,341	(A)
Supplies and Services	27,100	25,567	(1,533)	(F)
Third Party Payments	1,900	495	(1,405)	(F)
TOTAL DIRECT EXPENDITURE	727,000	738,718	11,718	(A)
DIRECT INCOME				
Sales	(7,100)	(4,352)	2,748	(A)
Other Income	(900)	(750)	150	(A)
Fees and Charges	(599,100)	(566,443)	32,657	(A)
Rents	(2,400)	(7,456)	(5,056)	(F)
TOTAL DIRECT INCOME	(609,500)	(579,001)	30,499	(A)
NET DIRECT EXPENDITURE / (INCOME)	117,500	159,717	42,217	(A)
Support Services	165,800	304,775	138,975	(A)
Capital Charges	134,300	138,850	4,550	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	417,600	603,342	185,742	(A)

Variations:Premises:

Revised Repairs and Maintenance programme	11,700	(A)
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Fees and Charges:

Reduced swimming income	20,800	(A)
Reduced Sports Hall income	7,700	(A)

Support Services:

Changes in allocations	139,000	(A)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1375 ABBEY FIELDS				
DIRECT EXPENDITURE				
Employees	294,100	272,014	(22,086)	(F)
Premises	250,400	183,493	(66,907)	(F)
Supplies and Services	20,300	19,504	(796)	(F)
Third Party Payments	500	248	(252)	(F)
TOTAL DIRECT EXPENDITURE	565,300	475,259	(90,041)	(F)
DIRECT INCOME				
Sales	(6,200)	(4,241)	1,959	(A)
Other Income	(900)	(524)	376	(A)
Fees and Charges	(266,400)	(255,706)	10,694	(A)
Rents	(2,000)	(2,011)	(11)	(F)
TOTAL DIRECT INCOME	(275,500)	(262,482)	13,018	(A)
NET DIRECT EXPENDITURE / (INCOME)	289,800	212,777	(77,023)	(F)
Support Services	96,800	129,657	32,857	(A)
Capital Charges	92,500	100,800	8,300	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	479,100	443,234	(35,866)	(F)

Variations:Employees:

Reduced staffing costs	(25,200)	(F)
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Premises:

Repairs and Maintenance works delayed	(88,600)	(F)
Revised Repairs and Maintenance programme	12,400	(A)

Fees and Charges:

Reduced swimming income	10,400	(A)
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Support Services:

Changes in allocations	32,900	(A)
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CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1380 NEWBOLD COMYN				
DIRECT EXPENDITURE				
Employees	574,300	593,342	19,042	(A)
Premises	296,600	339,571	42,971	(A)
Supplies and Services	45,300	47,812	2,512	(A)
Third Party Payments	-	100	100	(A)
TOTAL DIRECT EXPENDITURE	916,200	980,825	64,625	(A)
DIRECT INCOME				
Sales	(12,300)	(15,651)	(3,351)	(F)
Other Income	(1,600)	(1,472)	128	(A)
Fees and Charges	(959,400)	(989,758)	(30,358)	(F)
TOTAL DIRECT INCOME	(973,300)	(1,006,881)	(33,581)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(57,100)	(26,056)	31,044	(A)
Support Services	236,400	293,088	56,688	(A)
Capital Charges	185,700	227,800	42,100	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	365,000	494,832	129,832	(A)

Variations:Employees:

Increased IAS19 Pension Adjustments 17,800 (A)

Premises:

Revised Repairs and Maintenance programme 26,500 (A)

Increased fuel usage 15,500 (A)

Fees and Charges:

Increased swimming income (30,500) (F)

Support Services:

Changes in allocations 56,700 (A)

Capital Charges:

Increased depreciation charges 42,100 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1385 CASTLE FARM				
DIRECT EXPENDITURE				
Employees	139,000	158,273	19,273	(A)
Premises	93,900	73,942	(19,958)	(F)
Supplies and Services	8,500	9,456	956	(A)
Third Party Payments	400	-	(400)	(F)
TOTAL DIRECT EXPENDITURE	241,800	241,671	(129)	(F)
DIRECT INCOME				
Sales	(100)	-	100	(A)
Fees and Charges	(190,100)	(184,456)	5,644	(A)
Rents	(700)	2,186	2,886	(A)
TOTAL DIRECT INCOME	(190,900)	(182,270)	8,630	(A)
NET DIRECT EXPENDITURE / (INCOME)	50,900	59,401	8,501	(A)
Support Services	57,500	134,942	77,442	(A)
Capital Charges	60,000	54,020	(5,980)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	168,400	248,363	79,963	(A)

Variations:Employees:

Increased staffing costs 12,900 (A)

Premises:

Repairs and Maintenance works delayed (8,400) (F)

Revised Repairs and Maintenance programme (4,400) (F)

Reduced fuel usage (7,300) (F)

Support Services:

Changes in allocations 77,400 (A)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1390 MYTON SCHOOL DUAL USE				
DIRECT EXPENDITURE				
Employees	46,000	36,295	(9,705)	(F)
Premises	12,900	14,864	1,964	(A)
Supplies and Services	1,700	1,290	(410)	(F)
TOTAL DIRECT EXPENDITURE	60,600	52,449	(8,151)	(F)
DIRECT INCOME				
Fees and Charges	(70,000)	(64,024)	5,976	(A)
TOTAL DIRECT INCOME	(70,000)	(64,024)	5,976	(A)
NET DIRECT EXPENDITURE / (INCOME)	(9,400)	(11,575)	(2,175)	(F)
Support Services	45,100	30,953	(14,147)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	35,700	19,378	(16,322)	(F)

Variations:Support Services:

Changes in allocations (14,100) (F)

S1400 MEADOW COMMUNITY SPORTS CENTRE

DIRECT EXPENDITURE				
Employees	63,000	67,106	4,106	(A)
Premises	14,800	15,262	462	(A)
Supplies and Services	3,300	2,970	(330)	(F)
TOTAL DIRECT EXPENDITURE	81,100	85,338	4,238	(A)
DIRECT INCOME				
Fees and Charges	(55,100)	(56,080)	(980)	(F)
TOTAL DIRECT INCOME	(55,100)	(56,080)	(980)	(F)
NET DIRECT EXPENDITURE / (INCOME)	26,000	29,258	3,258	(A)
Support Services	39,200	24,437	(14,763)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	65,200	53,695	(11,505)	(F)

Variations:Support Services:

Changes in allocations (14,800) (F)

CULTURE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1405 ROYAL PUMP ROOMS				
DIRECT EXPENDITURE				
Employees	331,700	334,414	2,714	(A)
Premises	243,700	196,777	(46,923)	(F)
Transport	1,800	2,208	408	(A)
Supplies and Services	179,600	144,246	(35,354)	(F)
Third Party Payments	500	545	45	(A)
TOTAL DIRECT EXPENDITURE	757,300	678,190	(79,110)	(F)
DIRECT INCOME				
Other Grants and Contributions	(19,800)	(33,533)	(13,733)	(F)
Sales	(1,900)	(6,234)	(4,334)	(F)
Other Income	(1,000)	(2,590)	(1,590)	(F)
Fees and Charges	(3,300)	(3,662)	(362)	(F)
Rents	(63,800)	(70,336)	(6,536)	(F)
TOTAL DIRECT INCOME	(89,800)	(116,355)	(26,555)	(F)
NET DIRECT EXPENDITURE / (INCOME)	667,500	561,835	(105,665)	(F)
Support Services	154,400	178,285	23,885	(A)
Capital Charges	107,500	129,642	22,142	(A)
Recharges	(2,700)	(2,700)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	926,700	867,062	(59,638)	(F)

Variations:**Premises:**

Repairs and Maintenance works delayed	(20,600)	(F)
Revised Repairs and Maintenance programme	(21,600)	(F)

Supplies and Services:

Arts Development Programme and Exhibitions rolling forward	(33,100)	(F)
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Support Services:

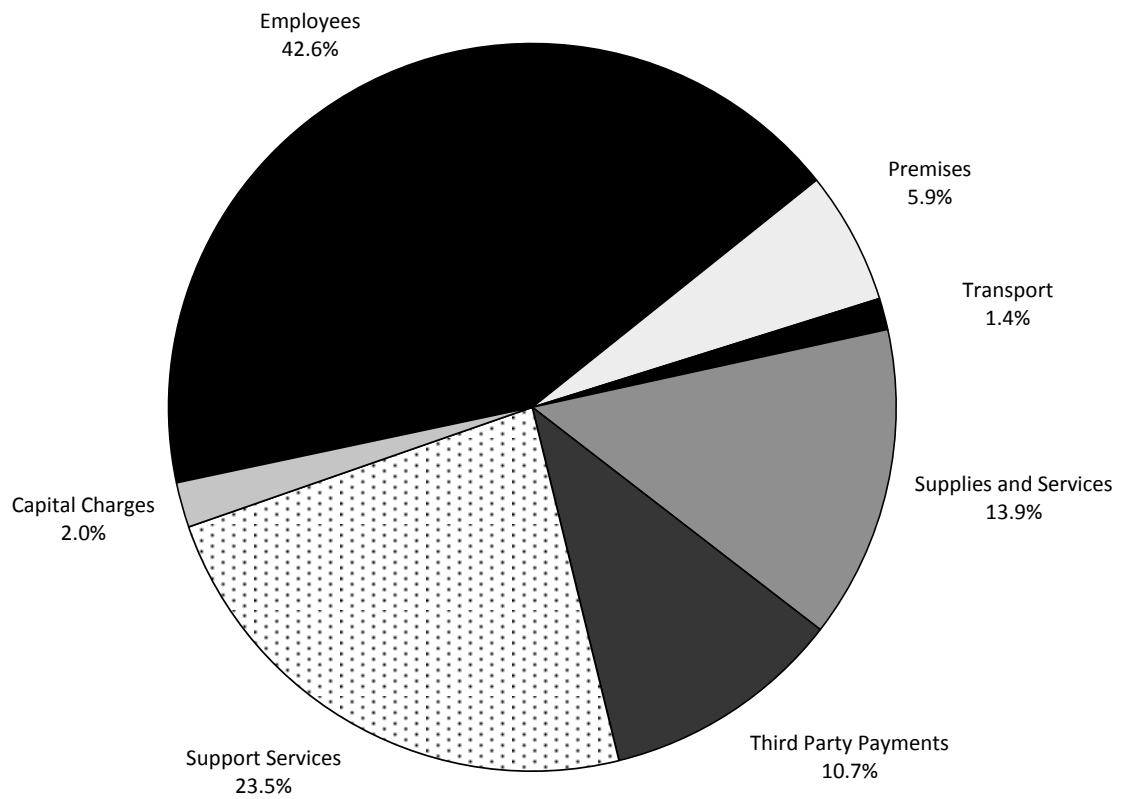
Changes in allocations	23,900	(A)
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Capital Charges:

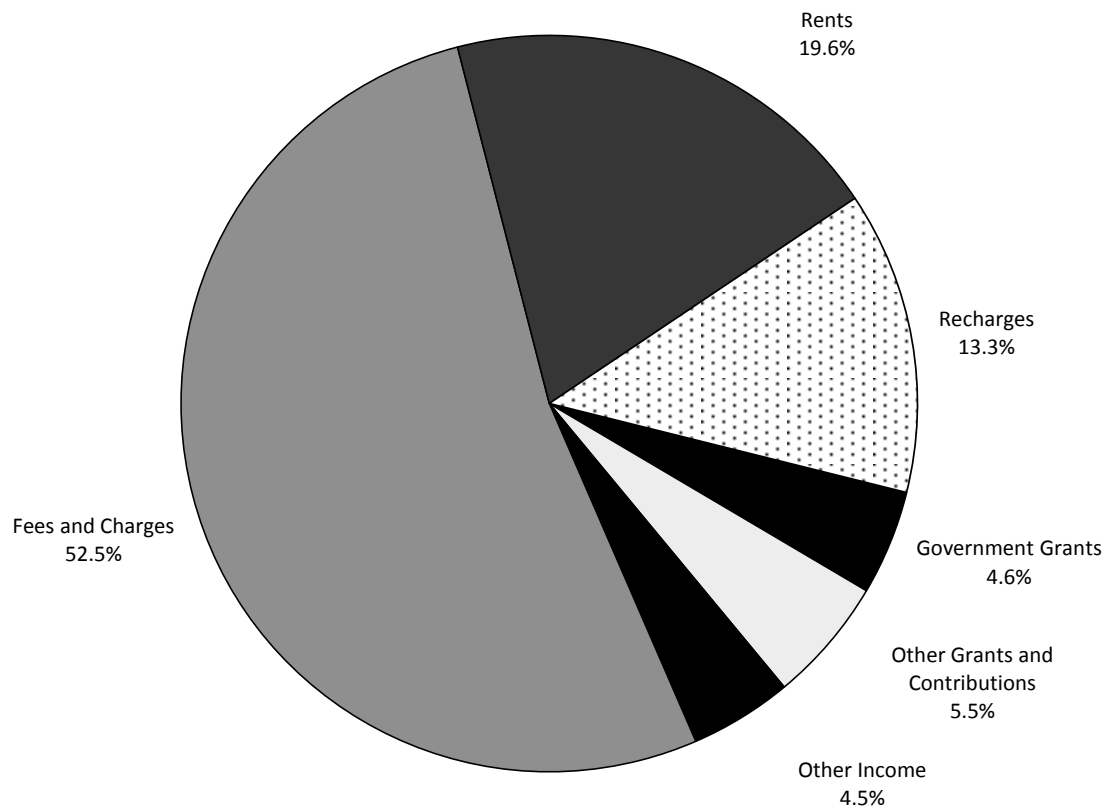
Increased depreciation charges	22,100	(A)
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	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>DEVELOPMENT SERVICES</u>				
S1025 TCM - LEAMINGTON	50,400	49,288	(1,112)	(F)
S1030 TCM - KENILWORTH	47,900	50,126	2,226	(A)
S1035 CHRISTMAS ILLUMINATIONS	43,200	49,964	6,764	(A)
S1040 TCM - WARWICK	45,700	47,702	2,002	(A)
S1240 MARKETS	(19,500)	(16,464)	3,036	(A)
S1650 ESTATE MANAGEMENT	87,900	(166,009)	(253,909)	(F)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	68,900	50,840	(18,060)	(F)
S3550 TOURISM	221,500	212,908	(8,592)	(F)
S3600 ECONOMIC DEVELOPMENT	742,900	189,515	(553,385)	(F)
S3650 ECONOMIC REGENERATION	171,100	140,529	(30,571)	(F)
S3660 ENTERPRISE DEVELOPMENT	16,700	42,486	25,786	(A)
S3676 26HT	(500)	(6,585)	(6,085)	(F)
S4510 DEVELOPMENT SERVICES MGT	(58,800)	-	58,800	(A)
S4540 DEVELOPMENT CONTROL	831,000	358,129	(472,871)	(F)
S4570 POLICY, PROJECTS & CONSERVATION	690,000	487,875	(202,125)	(F)
S4600 BUILDING CONTROL	159,900	151,273	(8,627)	(F)
S4840 LOCAL LAND CHARGES	(79,600)	(101,447)	(21,847)	(F)
TOTAL DEVELOPMENT SERVICES	3,018,700	1,540,130	(1,478,570)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,399,000	2,455,886	56,886	(A)
Premises	501,700	340,945	(160,755)	(F)
Transport	86,900	82,653	(4,247)	(F)
Supplies and Services	782,900	800,061	17,161	(A)
Third Party Payments	591,700	617,907	26,207	(A)
Support Services	1,375,800	1,356,884	(18,916)	(F)
Capital Charges	788,400	115,010	(673,390)	(F)
TOTAL EXPENDITURE	6,526,400	5,769,346	(757,054)	(F)
<u>INCOME:</u>				
Government Grants	(127,600)	(192,608)	(65,008)	(F)
Other Grants and Contributions	(19,200)	(234,200)	(215,000)	(F)
Sales	(13,200)	(13,978)	(778)	(F)
Other Income	(161,400)	(177,764)	(16,364)	(F)
Fees and Charges	(1,755,700)	(2,220,022)	(464,322)	(F)
Rents	(816,600)	(827,539)	(10,939)	(F)
Recharges	(614,000)	(563,105)	50,895	(A)
TOTAL INCOME	(3,507,700)	(4,229,216)	(721,516)	(F)
NET EXPENDITURE	3,018,700	1,540,130	(1,478,570)	(F)

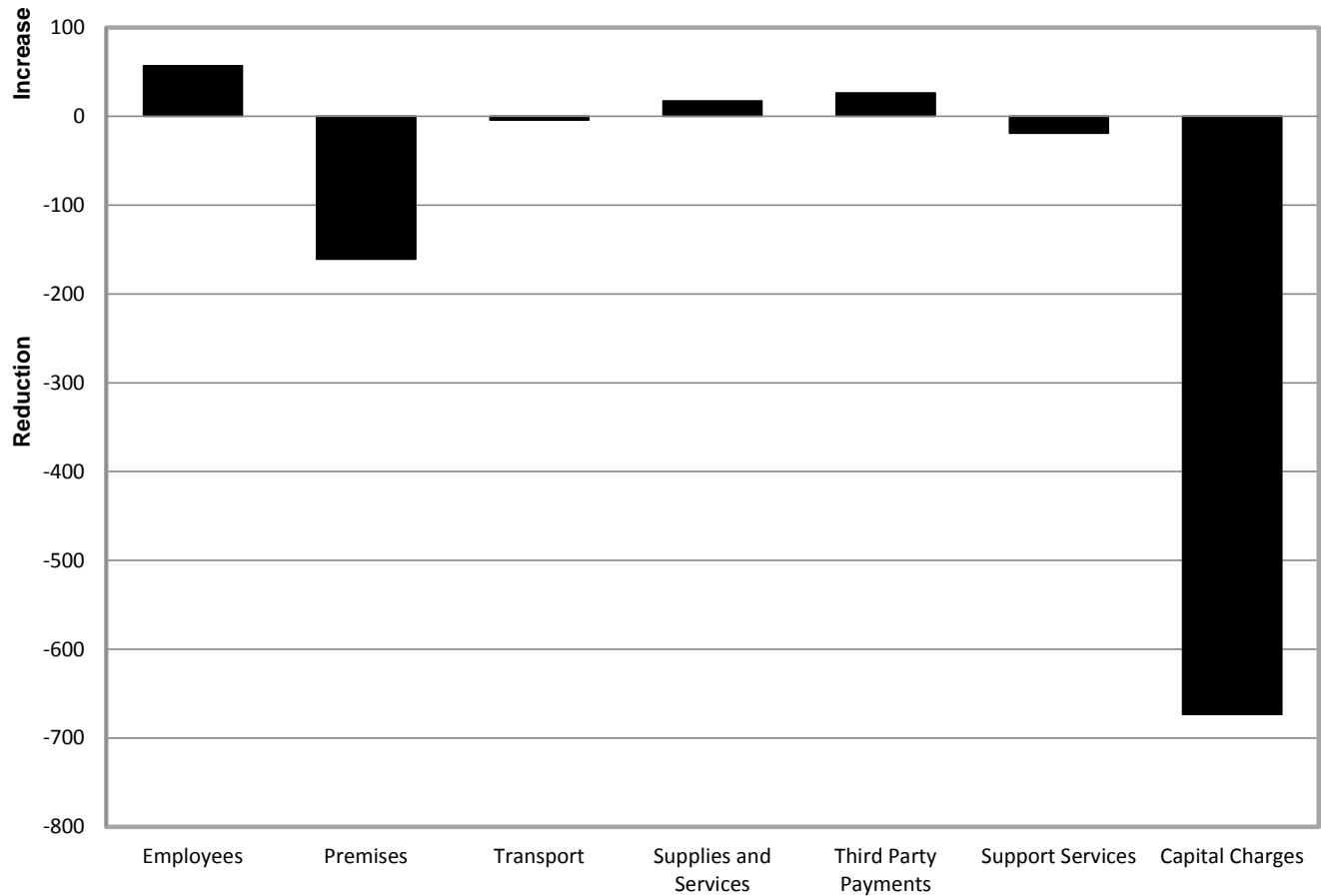
ACTUAL DEVELOPMENT EXPENDITURE 2015/16



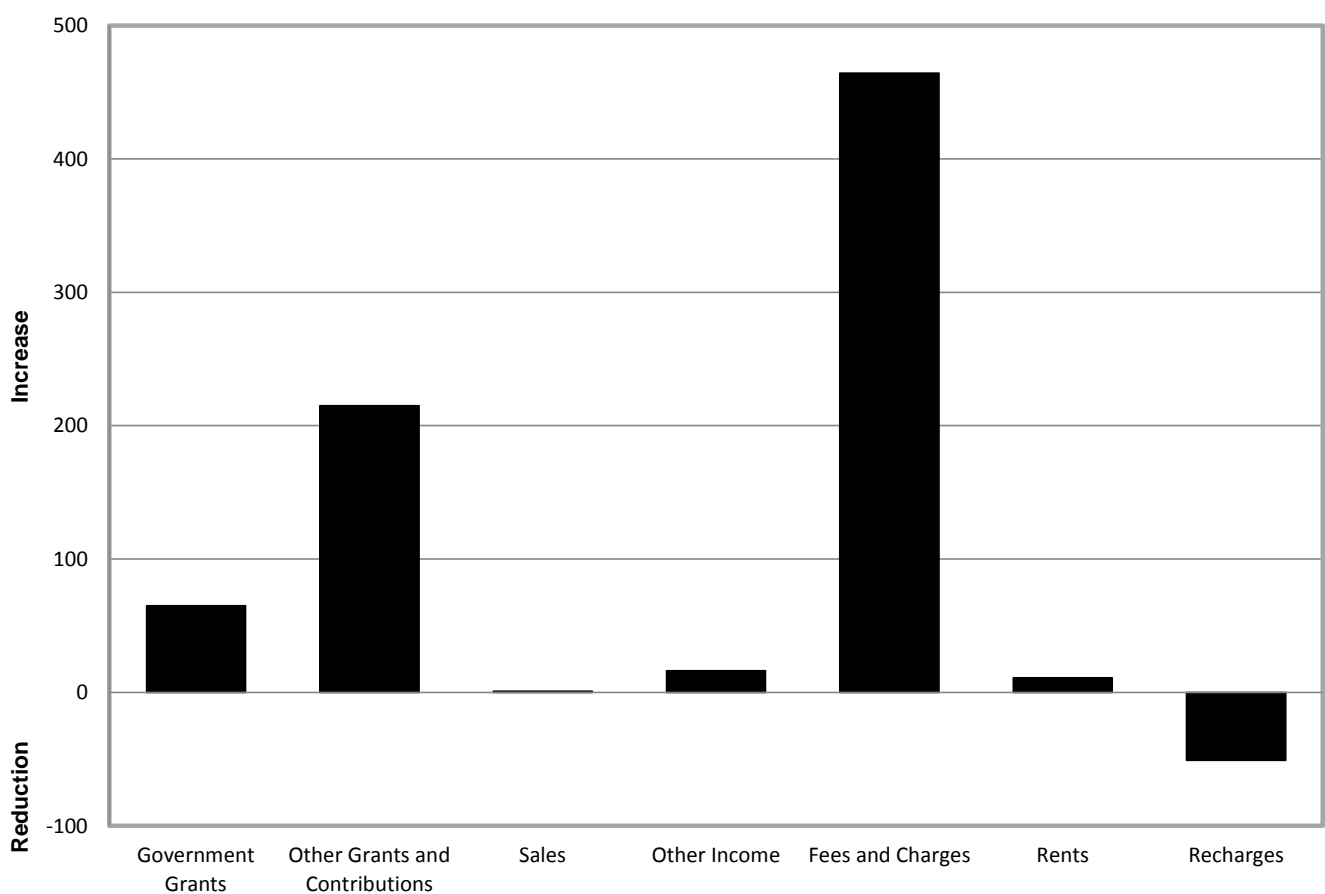
ACTUAL DEVELOPMENT INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1025 TCM - LEAMINGTON				
DIRECT EXPENDITURE				
Employees	36,900	37,898	998	(A)
Transport	600	553	(47)	(F)
Supplies and Services	11,300	10,456	(844)	(F)
TOTAL DIRECT EXPENDITURE	48,800	48,907	107	(A)
DIRECT INCOME				
Other Grants and Contributions	(7,900)	(8,298)	(398)	(F)
TOTAL DIRECT INCOME	(7,900)	(8,298)	(398)	(F)
NET DIRECT EXPENDITURE / (INCOME)	40,900	40,609	(291)	(F)
Support Services	25,400	20,579	(4,821)	(F)
Recharges	(15,900)	(11,900)	4,000	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	50,400	49,288	(1,112)	(F)
S1030 TCM - KENILWORTH				
DIRECT EXPENDITURE				
Employees	38,300	39,755	1,455	(A)
Transport	600	168	(432)	(F)
Supplies and Services	10,000	9,700	(300)	(F)
TOTAL DIRECT EXPENDITURE	48,900	49,623	723	(A)
DIRECT INCOME				
Other Grants and Contributions	(5,000)	(3,940)	1,060	(A)
Other Income	-	(115)	(115)	(F)
TOTAL DIRECT INCOME	(5,000)	(4,055)	945	(A)
NET DIRECT EXPENDITURE / (INCOME)	43,900	45,568	1,668	(A)
Support Services	21,800	20,758	(1,042)	(F)
Recharges	(17,800)	(16,200)	1,600	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	47,900	50,126	2,226	(A)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1035 CHRISTMAS ILLUMINATIONS				
DIRECT EXPENDITURE				
Premises	-	2,376	2,376	(A)
Supplies and Services	66,400	80,337	13,937	(A)
TOTAL DIRECT EXPENDITURE	66,400	82,713	16,313	(A)
DIRECT INCOME				
Other Income	(36,400)	(46,436)	(10,036)	(F)
TOTAL DIRECT INCOME	(36,400)	(46,436)	(10,036)	(F)
NET DIRECT EXPENDITURE / (INCOME)	30,000	36,277	6,277	(A)
Support Services	13,200	13,687	487	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	43,200	49,964	6,764	(A)

Variations:**Supplies and Services:**

Increased activities funded from external contributions 12,500 (A)

Other Income:

Additional funding (10,000) (F)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1040 TCM - WARWICK				
DIRECT EXPENDITURE				
Employees	39,400	40,949	1,549	(A)
Transport	600	865	265	(A)
Supplies and Services	10,000	12,403	2,403	(A)
TOTAL DIRECT EXPENDITURE	50,000	54,217	4,217	(A)
DIRECT INCOME				
Other Grants and Contributions	(6,300)	(6,500)	(200)	(F)
Other Income	-	(4,519)	(4,519)	(F)
TOTAL DIRECT INCOME	(6,300)	(11,019)	(4,719)	(F)
NET DIRECT EXPENDITURE / (INCOME)	43,700	43,198	(502)	(F)
Support Services	25,300	15,004	(10,296)	(F)
Recharges	(23,300)	(10,500)	12,800	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	45,700	47,702	2,002	(A)

Variations:Support Services:

Changes in allocations (10,300) (F)

Recharges:

Changes in time allocations 12,800 (A)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1240 MARKETS				
DIRECT EXPENDITURE				
Premises	4,700	4,631	(69)	(F)
Supplies and Services	1,500	1,576	76	(A)
Third Party Payments	-	120	120	(A)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT EXPENDITURE	6,200	6,327	127	(A)
	<hr/>	<hr/>	<hr/>	
DIRECT INCOME				
Rents	(37,000)	(30,792)	6,208	(A)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT INCOME	(37,000)	(30,792)	6,208	(A)
	<hr/>	<hr/>	<hr/>	
NET DIRECT EXPENDITURE / (INCOME)	(30,800)	(24,465)	6,335	(A)
	<hr/>	<hr/>	<hr/>	
Support Services	11,300	8,001	(3,299)	(F)
	<hr/>	<hr/>	<hr/>	
NET EXPENDITURE / (INCOME) TO SUMMARY	(19,500)	(16,464)	3,036	(A)
	<hr/>	<hr/>	<hr/>	

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1650 ESTATE MANAGEMENT				
DIRECT EXPENDITURE				
Premises	330,600	160,485	(170,115)	(F)
Supplies and Services	6,800	4,916	(1,884)	(F)
Third Party Payments	58,900	89,524	30,624	(A)
TOTAL DIRECT EXPENDITURE	396,300	254,925	(141,375)	(F)
DIRECT INCOME				
Other Grants and Contributions	-	(163)	(163)	(F)
Other Income	(7,300)	(11,365)	(4,065)	(F)
Fees and Charges	(4,300)	(3,650)	650	(A)
Rents	(510,400)	(522,777)	(12,377)	(F)
TOTAL DIRECT INCOME	(522,000)	(537,955)	(15,955)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(125,700)	(283,030)	(157,330)	(F)
Support Services	159,100	112,358	(46,742)	(F)
Capital Charges	54,500	4,663	(49,837)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	87,900	(166,009)	(253,909)	(F)

Variations:Premises:

Repairs and Maintenance works delayed	(130,300)	(F)
Revised Repairs and Maintenance programme	(43,900)	(F)

Third Party Payments:

Valuation Fees	44,700	(A)
Legal Service Charges	(13,400)	(F)

Rents:

Dilapidation Repairs Contributions	(10,000)	(F)
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Support Services:

Changes in allocations	(46,700)	(F)
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Capital Charges:

Change in depreciation charges	(49,800)	(F)
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DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3170 KENILWORTH PUBLIC SERVICE CENTRE				
DIRECT EXPENDITURE				
Premises	62,600	52,142	(10,458)	(F)
Supplies and Services	1,500	127	(1,373)	(F)
Third Party Payments	9,200	266	(8,934)	(F)
TOTAL DIRECT EXPENDITURE	73,300	52,535	(20,765)	(F)
DIRECT INCOME				
Fees and Charges	-	(21)	(21)	(F)
Rents	(45,000)	(50,541)	(5,541)	(F)
TOTAL DIRECT INCOME	(45,000)	(50,562)	(5,562)	(F)
NET DIRECT EXPENDITURE / (INCOME)	28,300	1,973	(26,327)	(F)
Support Services	22,400	30,987	8,587	(A)
Capital Charges	18,200	17,880	(320)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	68,900	50,840	(18,060)	(F)

Variations:**Premises:**

Business Rates Revaluation and Refund	(17,900)	(F)
Revised Repairs and Maintenance programme	12,700	(A)

S3550 TOURISM

DIRECT EXPENDITURE				
Employees	29,400	26,880	(2,520)	(F)
Premises	15,800	15,689	(111)	(F)
Supplies and Services	156,600	160,009	3,409	(A)
Third Party Payments	500	-	(500)	(F)
TOTAL DIRECT EXPENDITURE	202,300	202,578	278	(A)
DIRECT INCOME				
Sales	(12,500)	(13,336)	(836)	(F)
Fees and Charges	(500)	-	500	(A)
TOTAL DIRECT INCOME	(13,000)	(13,336)	(336)	(F)
NET DIRECT EXPENDITURE / (INCOME)	189,300	189,242	(58)	(F)
Support Services	32,200	23,666	(8,534)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	221,500	212,908	(8,592)	(F)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3600 ECONOMIC DEVELOPMENT				
DIRECT EXPENDITURE				
Employees	147,500	155,237	7,737	(A)
Transport	3,600	3,267	(333)	(F)
Supplies and Services	23,100	14,290	(8,810)	(F)
Third Party Payments	98,900	38,471	(60,429)	(F)
TOTAL DIRECT EXPENDITURE	273,100	211,265	(61,835)	(F)
Support Services	82,000	106,450	24,450	(A)
Capital Charges	559,000	-	(559,000)	(F)
Recharges	(171,200)	(128,200)	43,000	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	742,900	189,515	(553,385)	(F)

Variations:**Third Party Payments:**

Skills Development - Earmarked Reserve Request	(28,200)	(F)
Reserve Fund Consultants Fees re St. Marys Lands slippage	(31,800)	(F)

Support Services:

Changes in allocations	24,500	(A)
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Capital Charges:

Fen End - City Deal: Slippage	(559,000)	(F)
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Recharges:

Change in costs to be allocated	43,000	(A)
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S3650 ECONOMIC REGENERATION

DIRECT EXPENDITURE				
Supplies and Services	53,300	52,292	(1,008)	(F)
TOTAL DIRECT EXPENDITURE	53,300	52,292	(1,008)	(F)
DIRECT INCOME				
Other Income	-	(262)	(262)	(F)
TOTAL DIRECT INCOME	-	(262)	(262)	(F)
NET DIRECT EXPENDITURE / (INCOME)	53,300	52,030	(1,270)	(F)
Support Services	117,800	88,499	(29,301)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	171,100	140,529	(30,571)	(F)

Variations:**Support Services:**

Changes in allocations	(29,300)	(F)
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DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3660 ENTERPRISE DEVELOPMENT				
DIRECT EXPENDITURE				
Employees	48,100	43,802	(4,298)	(F)
Premises	72,900	86,721	13,821	(A)
Transport	2,500	1,877	(623)	(F)
Supplies and Services	23,700	18,229	(5,471)	(F)
Third Party Payments	2,700	8,526	5,826	(A)
TOTAL DIRECT EXPENDITURE	149,900	159,155	9,255	(A)
DIRECT INCOME				
Fees and Charges	-	(3,575)	(3,575)	(F)
Rents	(202,200)	(200,748)	1,452	(A)
Fees and Charges	(16,600)	(17,846)	(1,246)	(F)
TOTAL DIRECT INCOME	(218,800)	(222,169)	(3,369)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(68,900)	(63,014)	5,886	(A)
Support Services	29,300	53,769	24,469	(A)
Capital Charges	56,300	51,731	(4,569)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	16,700	42,486	25,786	(A)

Variations:**Support Services:**

Changes in allocations	24,500	(A)
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S3676 26HT

DIRECT EXPENDITURE				
Premises	7,600	5,912	(1,688)	(F)
Supplies and Services	13,500	8,758	(4,742)	(F)
Third Party Payments	-	1,054	1,054	(A)
TOTAL DIRECT EXPENDITURE	21,100	15,724	(5,376)	(F)
DIRECT INCOME				
Rents	(22,000)	(22,681)	(681)	(F)
Fees and Charges	(200)	(176)	24	(A)
TOTAL DIRECT INCOME	(22,200)	(22,857)	(657)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(1,100)	(7,133)	(6,033)	(F)
Support Services	600	548	(52)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(500)	(6,585)	(6,085)	(F)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4510 DEVELOPMENT SERVICES MGT				
DIRECT EXPENDITURE				
Employees	83,000	87,960	4,960	(A)
Transport	700	376	(324)	(F)
Supplies and Services	13,500	12,241	(1,259)	(F)
TOTAL DIRECT EXPENDITURE	97,200	100,577	3,377	(A)
Support Services	67,100	50,363	(16,737)	(F)
Capital Charges	900	847	(53)	(F)
Recharges	(224,000)	(151,787)	72,213	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(58,800)	-	58,800	(A)

Variations:**Support Services:**

Changes in allocations (16,700) (F)

Recharges:

Change in costs to be allocated 72,200 (A)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4540 DEVELOPMENT CONTROL				
DIRECT EXPENDITURE				
Employees	928,300	944,157	15,857	(A)
Transport	21,900	21,375	(525)	(F)
Supplies and Services	67,800	67,518	(282)	(F)
Third Party Payments	297,600	303,552	5,952	(A)
TOTAL DIRECT EXPENDITURE	1,315,600	1,336,602	21,002	(A)
DIRECT INCOME				
Sales	(700)	(642)	58	(A)
Other Income	(100)	(121)	(21)	(F)
Fees and Charges	(886,500)	(1,296,406)	(409,906)	(F)
TOTAL DIRECT INCOME	(887,300)	(1,297,169)	(409,869)	(F)
NET DIRECT EXPENDITURE / (INCOME)	428,300	39,433	(388,867)	(F)
Support Services	461,600	443,774	(17,826)	(F)
Recharges	(58,900)	(125,078)	(66,178)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	831,000	358,129	(472,871)	(F)

Variations:**Employees:**

IAS19 Pension Adjustments	10,300	(A)
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Fees and Charges:

Increased activity	(409,900)	(F)
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Support Services:

Changes in allocations	(17,800)	(F)
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Recharges:

Change in costs to be allocated	(66,200)	(F)
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DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4570 POLICY, PROJECTS & CONSERVATION				
DIRECT EXPENDITURE				
Employees	331,600	348,691	17,091	(A)
Transport	1,500	1,679	179	(A)
Supplies and Services	125,100	141,797	16,697	(A)
Third Party Payments	76,500	125,266	48,766	(A)
TOTAL DIRECT EXPENDITURE	534,700	617,433	82,733	(A)
DIRECT INCOME				
Government Grants	-	(65,000)	(65,000)	(F)
Other Grants and Contributions	-	(163,732)	(163,732)	(F)
TOTAL DIRECT INCOME	-	(228,732)	(228,732)	(F)
NET DIRECT EXPENDITURE / (INCOME)	534,700	388,701	(145,999)	(F)
Support Services	140,000	143,485	3,485	(A)
Capital Charges	99,500	39,889	(59,611)	(F)
Recharges	(84,200)	(84,200)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	690,000	487,875	(202,125)	(F)

Variations:**Employees:**

Increased staffing costs 17,600 (A)

Supplies and Services:

Whitnash Neighbourhood Plan - vired from Third Party Payments 16,000 (A)
 Climate Change work ongoing - see Earmarked Reserve Request (12,000) (F)
 Climate Change work externally funded work 9,500 (A)

Third Party Payments:

Whitnash Neighbourhood Plan - vired to Supplies and Services (16,000) (F)
 Reduced Legal Services charge (17,100) (F)
 Increased Consultants Fees - Local Plan 106,400 (A)
 Reduced Legal Fees re HS2 (20,300) (F)

Government Grants:

Contribution towards Core Strategy (65,000) (F)

Other Grants and Contributions:

S106 Contributions received (154,300) (F)
 Contribution towards Climate Change work (9,500) (F)

Capital Charges:

Historic Building Grants slippage (59,600) (F)

DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4600 BUILDING CONTROL				
DIRECT EXPENDITURE				
Employees	698,300	720,284	21,984	(A)
Premises	7,500	12,989	5,489	(A)
Transport	54,700	52,493	(2,207)	(F)
Supplies and Services	60,000	69,828	9,828	(A)
Third Party Payments	15,700	1,847	(13,853)	(F)
TOTAL DIRECT EXPENDITURE	836,200	857,441	21,241	(A)
DIRECT INCOME				
Other Grants and Contributions	-	(51,567)	(51,567)	(F)
Other Income	(117,000)	(114,946)	2,054	(A)
Fees and Charges	(687,600)	(710,305)	(22,705)	(F)
TOTAL DIRECT INCOME	(804,600)	(876,818)	(72,218)	(F)
NET DIRECT EXPENDITURE / (INCOME)	31,600	(19,377)	(50,977)	(F)
Support Services	147,000	205,890	58,890	(A)
Recharges	(18,700)	(35,240)	(16,540)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	159,900	151,273	(8,627)	(F)

Variations:**Employees:**

IAS19 Pension Adjustments	10,600	(A)
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Third Party Payments:

Reduced call on Consultants	(13,400)	(F)
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Other Grants and Contributions:

Contributions from Other Local Authorities re Shared Service	(51,600)	(F)
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Fees and Charges:

Increased activity	(22,700)	(F)
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Support Services:

Changes in allocations	58,900	(A)
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Recharges:

Change in costs to be allocated	(16,500)	(F)
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DEVELOPMENT SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4840 LOCAL LAND CHARGES				
DIRECT EXPENDITURE				
Employees	18,200	10,273	(7,927)	(F)
Transport	200	-	(200)	(F)
Supplies and Services	138,800	135,584	(3,216)	(F)
Third Party Payments	31,700	49,281	17,581	(A)
TOTAL DIRECT EXPENDITURE	188,900	195,138	6,238	(A)
DIRECT INCOME				
Government Grants	(127,600)	(127,608)	(8)	(F)
Other Income	(600)	-	600	(A)
Fees and Charges	(160,000)	(188,043)	(28,043)	(F)
TOTAL DIRECT INCOME	(288,200)	(315,651)	(27,451)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(99,300)	(120,513)	(21,213)	(F)
Support Services	19,700	19,066	(634)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(79,600)	(101,447)	(21,847)	(F)

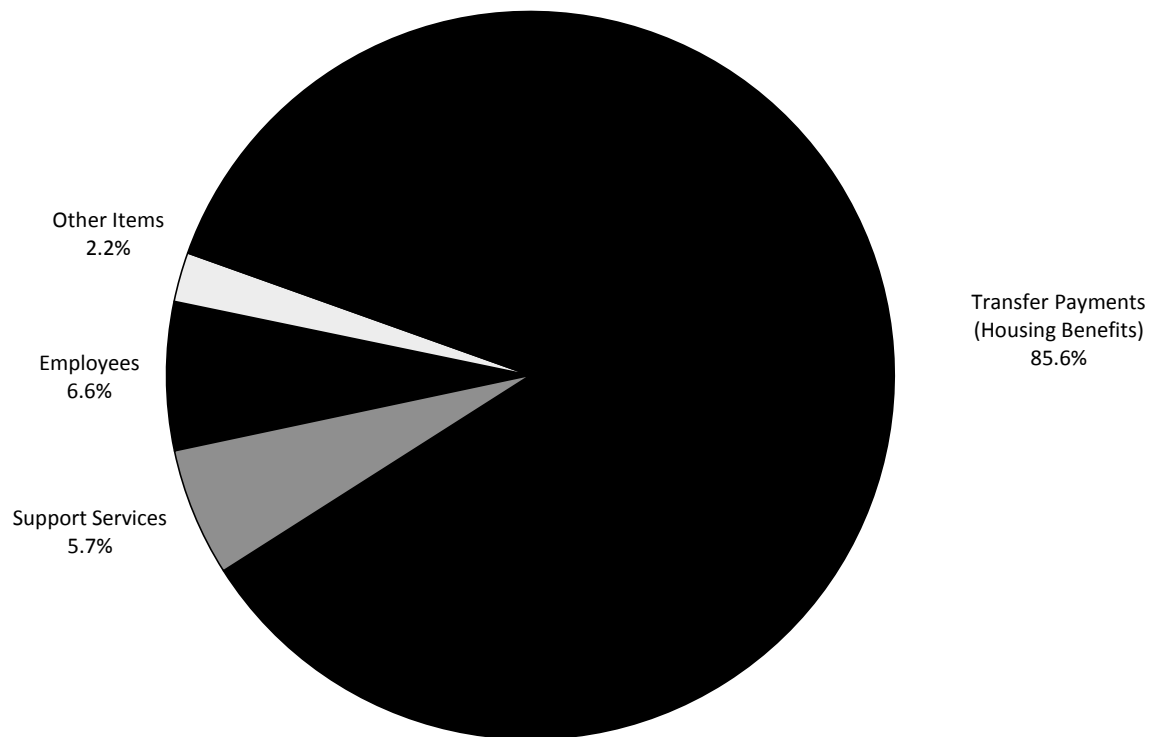
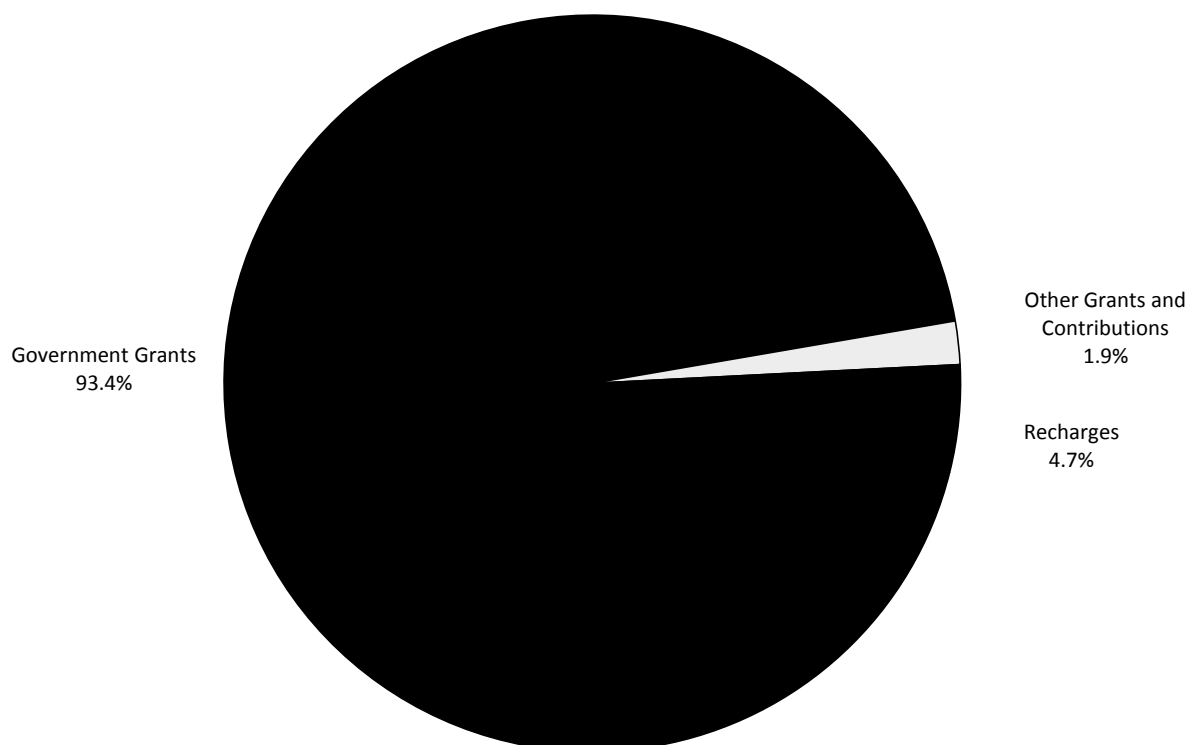
Variations:**Third Party Payments:**

Fees due to Warwickshire County Council re increased activity	17,900	(A)
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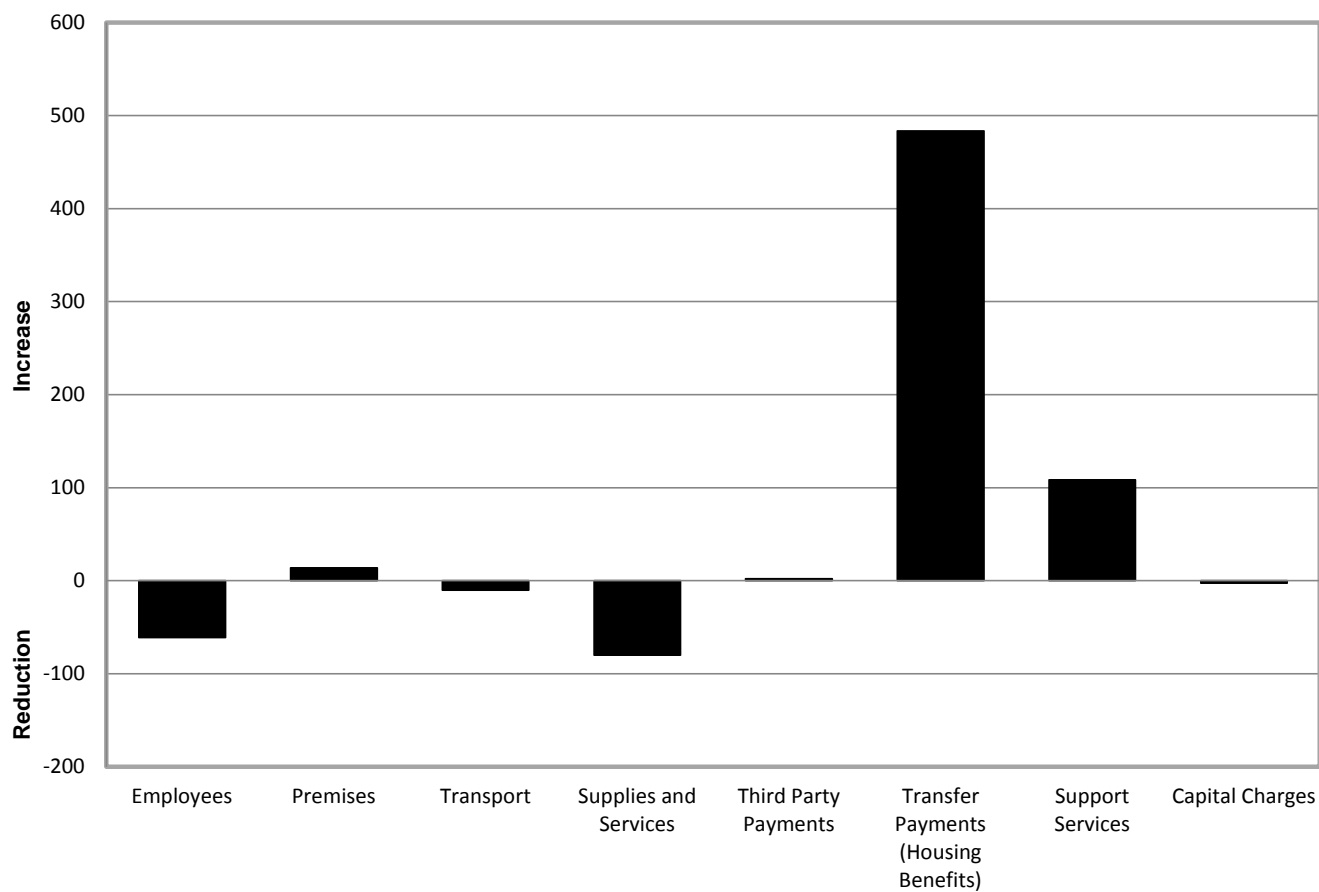
Fees and Charges:

Increased activity	(28,000)	(F)
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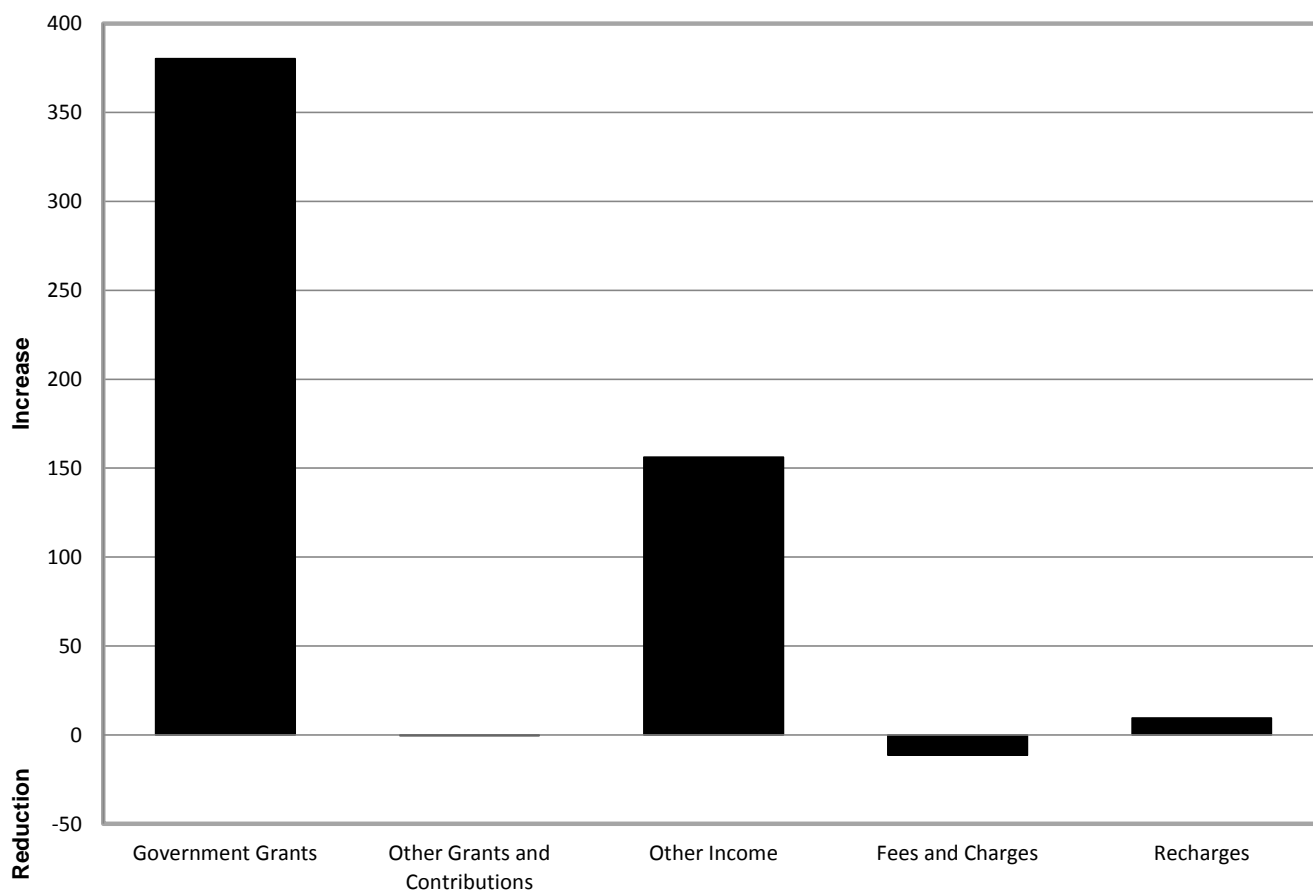
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>FINANCE</u>				
S1410 FINANCE MANAGEMENT	(11,000)	-	11,000	(A)
S1417 PROCUREMENT	9,000	-	(9,000)	(F)
S1418 FINANCIAL SERVICES TEAM	20,800	-	(20,800)	(F)
S1425 ACCOUNTANCY	14,600	-	(14,600)	(F)
S1440 NON-DISTRIBUTED COSTS	135,400	140,009	4,609	(A)
S1460 TREASURY MANAGEMENT	35,600	(42,578)	(78,178)	(F)
S1461 CONTINGENCIES	4,700	-	(4,700)	(F)
S1465 CORPORATE MANAGEMENT	513,500	618,985	105,485	(A)
S1468 CONCURRENT SERVICES	157,800	156,304	(1,496)	(F)
S1578 AUDIT AND RISK	(6,800)	-	6,800	(A)
S3050 REVENUES	660,200	690,955	30,755	(A)
S3250 BENEFITS	597,500	490,005	(107,495)	(F)
S3661 CUP - UNITED REFORM CHURCH	47,500	45,099	(2,401)	(F)
TOTAL FINANCE	2,178,800	2,098,779	(80,021)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,397,700	2,336,700	(61,000)	(F)
Premises	-	13,797	13,797	(A)
Transport	18,600	8,278	(10,322)	(F)
Supplies and Services	682,700	602,636	(80,064)	(F)
Third Party Payments	104,700	106,920	2,220	(A)
Transfer Payments (Housing Benefits)	29,946,600	30,430,017	483,417	(A)
Support Services	1,900,700	2,009,215	108,515	(A)
Capital Charges	56,400	53,721	(2,679)	(F)
TOTAL EXPENDITURE	35,107,400	35,561,284	453,884	(A)
<u>INCOME:</u>				
Government Grants	(30,872,000)	(31,252,233)	(380,233)	(F)
Other Grants and Contributions	(75,100)	(74,603)	497	(A)
Other Income	(14,000)	(170,094)	(156,094)	(F)
Fees and Charges	(392,900)	(381,497)	11,403	(A)
Recharges	(1,574,600)	(1,584,078)	(9,478)	(F)
TOTAL INCOME	(32,928,600)	(33,462,505)	(533,905)	(F)
NET EXPENDITURE	2,178,800	2,098,779	(80,021)	(F)

ACTUAL FINANCE EXPENDITURE 2015/16**ACTUAL FINANCE INCOME 2015/16**

EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1410 FINANCE MANAGEMENT				
DIRECT EXPENDITURE				
Employees	105,600	108,550	2,950	(A)
Transport	300	257	(43)	(F)
Supplies and Services	7,200	6,513	(687)	(F)
Third Party Payments	-	314	314	(A)
TOTAL DIRECT EXPENDITURE	113,100	115,634	2,534	(A)
DIRECT INCOME				
Other Income	-	(20)	(20)	(F)
TOTAL DIRECT INCOME	-	(20)	(20)	(F)
NET DIRECT EXPENDITURE / (INCOME)	113,100	115,614	2,514	(A)
Support Services	37,800	47,639	9,839	(A)
Recharges	(161,900)	(163,253)	(1,353)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(11,000)	-	11,000	(A)

S1417 PROCUREMENT

DIRECT EXPENDITURE				
Employees	113,800	89,488	(24,312)	(F)
Transport	800	268	(532)	(F)
Supplies and Services	3,100	1,528	(1,572)	(F)
Third Party Payments	600	343	(257)	(F)
TOTAL DIRECT EXPENDITURE	118,300	91,627	(26,673)	(F)
DIRECT INCOME				
Other Income	(2,800)	(2,774)	26	(A)
TOTAL DIRECT INCOME	(2,800)	(2,774)	26	(A)
NET DIRECT EXPENDITURE / (INCOME)	115,500	88,853	(26,647)	(F)
Support Services	14,500	25,380	10,880	(A)
Recharges	(121,000)	(114,233)	6,767	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	9,000	-	(9,000)	(F)

Variations:**Employees:**

Staff vacancies (17,300) (F)

Support Services:

Changes in allocations 10,900 (A)

FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1418 FINANCIAL SERVICES TEAM				
DIRECT EXPENDITURE				
Employees	173,500	167,128	(6,372)	(F)
Transport	100	62	(38)	(F)
Supplies and Services	7,000	8,530	1,530	(A)
TOTAL DIRECT EXPENDITURE	180,600	175,720	(4,880)	(F)
DIRECT INCOME				
Other Grants and Contributions	(8,500)	(8,500)	-	
TOTAL DIRECT INCOME	(8,500)	(8,500)	-	
NET DIRECT EXPENDITURE / (INCOME)	172,100	167,220	(4,880)	(F)
Support Services	100,400	86,023	(14,377)	(F)
Recharges	(251,700)	(253,243)	(1,543)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	20,800	-	(20,800)	(F)

Variations:**Support Services:**

Changes in allocations

(14,400) (F)

FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1425 ACCOUNTANCY				
DIRECT EXPENDITURE				
Employees	494,400	475,916	(18,484)	(F)
Transport	1,000	471	(529)	(F)
Supplies and Services	49,400	46,500	(2,900)	(F)
TOTAL DIRECT EXPENDITURE	544,800	522,887	(21,913)	(F)
DIRECT INCOME				
Other Income	-	(6)	(6)	(F)
TOTAL DIRECT INCOME	-	(6)	(6)	(F)
NET DIRECT EXPENDITURE / (INCOME)	544,800	522,881	(21,919)	(F)
Support Services	104,800	130,279	25,479	(A)
Recharges	(635,000)	(653,160)	(18,160)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	14,600	-	(14,600)	(F)

Variations:**Employees:**

Reduction in Holiday accruals (32,700) (F)

Support Services:

Changes in allocations 25,500 (A)

Recharges:

Change in costs to be allocated (18,200) (F)

S1440 NON-DISTRIBUTED COSTS

DIRECT EXPENDITURE				
Employees	145,200	135,608	(9,592)	(F)
TOTAL DIRECT EXPENDITURE	145,200	135,608	(9,592)	(F)
Capital Charges	12,500	28,490	15,990	(A)
Recharges	(22,300)	(24,089)	(1,789)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	135,400	140,009	4,609	(A)

Variations:**Capital Charges:**

Change in depreciation charges 16,000 (A)

FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1460 TREASURY MANAGEMENT				
DIRECT EXPENDITURE				
Supplies and Services	35,600	46,716	11,116	(A)
Third Party Payments	2,100	-	(2,100)	(F)
TOTAL DIRECT EXPENDITURE	37,700	46,716	9,016	(A)
DIRECT INCOME				
Other Income	-	(129,023)	(129,023)	(F)
TOTAL DIRECT INCOME	-	(129,023)	(129,023)	(F)
NET DIRECT EXPENDITURE / (INCOME)	37,700	(82,307)	(120,007)	(F)
Support Services	900	42,830	41,930	(A)
Recharges	(3,000)	(3,101)	(101)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	35,600	(42,578)	(78,178)	(F)

Variations:Other Income:

Unidentifiable receipts written out	(76,000)	(F)
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Support Services:

Changes in allocations	41,900	(A)
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S1461 CONTINGENCIES

DIRECT EXPENDITURE				
Supplies and Services	4,700	-	(4,700)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	4,700	-	(4,700)	(F)

S1465 CORPORATE MANAGEMENT

DIRECT EXPENDITURE				
Supplies and Services	74,300	73,847	(453)	(F)
TOTAL DIRECT EXPENDITURE	74,300	73,847	(453)	
Support Services	457,300	563,238	105,938	(A)
Recharges	(18,100)	(18,100)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	513,500	618,985	105,485	

Variations:Support Services:

Changes in allocations	105,900	(A)
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FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1468 CONCURRENT SERVICES				
DIRECT EXPENDITURE				
Supplies and Services	100,000	100,485	485	(A)
Third Party Payments	53,200	53,240	40	(A)
TOTAL DIRECT EXPENDITURE	153,200	153,725	525	(A)
Support Services	4,600	2,579	(2,021)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	157,800	156,304	(1,496)	(F)
S1578 AUDIT AND RISK				
DIRECT EXPENDITURE				
Employees	224,000	233,725	9,725	(A)
Transport	1,400	757	(643)	(F)
Supplies and Services	34,100	33,717	(383)	(F)
Third Party Payments	5,000	8,500	3,500	(A)
TOTAL DIRECT EXPENDITURE	264,500	276,699	12,199	(A)
DIRECT INCOME				
Other Income	(11,200)	(16,588)	(5,388)	(F)
TOTAL DIRECT INCOME	(11,200)	(16,588)	(5,388)	(F)
NET DIRECT EXPENDITURE / (INCOME)	253,300	260,111	6,811	(A)
Support Services	64,100	51,026	(13,074)	(F)
Recharges	(324,200)	(311,137)	13,063	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(6,800)	-	6,800	(A)

Variations:**Support Services:**

Changes in allocations (13,100) (F)

Recharges:

Change in costs to be allocated 13,100 (A)

FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3050 REVENUES				
DIRECT EXPENDITURE				
Employees	606,600	582,701	(23,899)	(F)
Transport	2,700	1,846	(854)	(F)
Supplies and Services	106,200	108,405	2,205	(A)
Third Party Payments	25,800	30,168	4,368	(A)
TOTAL DIRECT EXPENDITURE	741,300	723,120	(18,180)	(F)
DIRECT INCOME				
Government Grants	(216,500)	(214,945)	1,555	(A)
Other Grants and Contributions	(66,600)	(66,103)	497	(A)
Fees and Charges	(390,000)	(378,812)	11,188	(A)
TOTAL DIRECT INCOME	(673,100)	(659,860)	13,240	(A)
NET DIRECT EXPENDITURE / (INCOME)	68,200	63,260	(4,940)	(F)
Support Services	592,000	627,695	35,695	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	660,200	690,955	30,755	(A)

Variations:**Employees:**

Staff vacancies (25,800) (F)

Fees and Charges:

Reduction in charges recovered 11,200 (A)

Support Services:

Changes in allocations 35,700 (A)

FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3250 BENEFITS				
DIRECT EXPENDITURE				
Employees	534,600	543,584	8,984	(A)
Transport	12,300	4,617	(7,683)	(F)
Supplies and Services	261,100	176,395	(84,705)	(F)
Third Party Payments	18,000	12,620	(5,380)	(F)
Transfer Payments (Housing Benefits)	29,946,600	30,430,017	483,417	(A)
TOTAL DIRECT EXPENDITURE	30,772,600	31,167,233	394,633	(A)
DIRECT INCOME				
Government Grants	(30,655,500)	(31,037,288)	(381,788)	(F)
Other Income	-	(21,683)	(21,683)	(F)
Fees and Charges	(2,900)	(2,685)	215	(A)
TOTAL DIRECT INCOME	(30,658,400)	(31,061,656)	(403,256)	(F)
NET DIRECT EXPENDITURE / (INCOME)	114,200	105,577	(8,623)	(F)
Support Services	520,700	428,190	(92,510)	(F)
Recharges	(37,400)	(43,762)	(6,362)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	597,500	490,005	(107,495)	(F)

Variations:**Supplies and Services:**

Reduced bad debts requirement	(57,000)	(F)
Various underspendings	(27,700)	(F)

Transfer Payments (Housing Benefits):

Increased Benefits claimed / granted	483,000	(A)
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Government Grants:

Additional subsidy re increased payments	(373,800)	(F)
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Other Income:

Contribution towards Universal Credit work	(21,700)	(F)
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Support Services:

Changes in allocations	(92,500)	(F)
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FINANCE

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3661 CUP - UNITED REFORM CHURCH				
DIRECT EXPENDITURE				
Premises	-	13,797	13,797	(A)
Third Party Payments	-	1,735	1,735	(A)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT EXPENDITURE	-	15,532	15,532	(A)
Support Services	3,600	4,336	736	(A)
Capital Charges	43,900	25,231	(18,669)	(F)
	<hr/>	<hr/>	<hr/>	
NET EXPENDITURE / (INCOME) TO SUMMARY	47,500	45,099	(2,401)	(F)
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Variations:Premises:

Revised Repairs and Maintenance programme	9,400	(A)
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Capital Charges:

Change in depreciation charges	(18,700)	(F)
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	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>HEALTH & COMMUNITY PROTECTION</u>				
S1001 COMMUNITY DEVELOPMENT	1,325,600	1,028,601	(296,999)	(F)
S1045 CCTV	208,600	115,921	(92,679)	(F)
S1640 GRANTS TO VOLUNTARY BODIES	32,100	33,183	1,083	(A)
S2102 COMMUNITY FORUMS	46,200	33,159	(13,041)	(F)
S2110 COMMUNITY PARTNERSHIP	183,100	176,801	(6,299)	(F)
S2141 CIVIL CONTINGENCIES	104,500	101,095	(3,405)	(F)
S2300 OFFICE ACCOMMODATION	(600)	-	600	(A)
S2360 LICENSING & REGISTRATION	27,400	117,111	89,711	(A)
S4210 EH ENVIRONMENTAL HEALTH CORE	(18,800)	57	18,857	(A)
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	418,400	427,144	8,744	(A)
S4300 ENVIRONMENTAL PROTECTION	664,500	590,362	(74,138)	(F)
S4350 COMMUNITY SAFETY	131,900	203,746	71,846	(A)
S4810 ALLEVIATION OF FLOODING	163,500	164,658	1,158	(A)
TOTAL HEALTH & COMMUNITY PROTECTION	3,286,400	2,991,838	(294,562)	(F)

GENERAL FUND SUBJECTIVE ANALYSIS:**EXPENDITURE:**

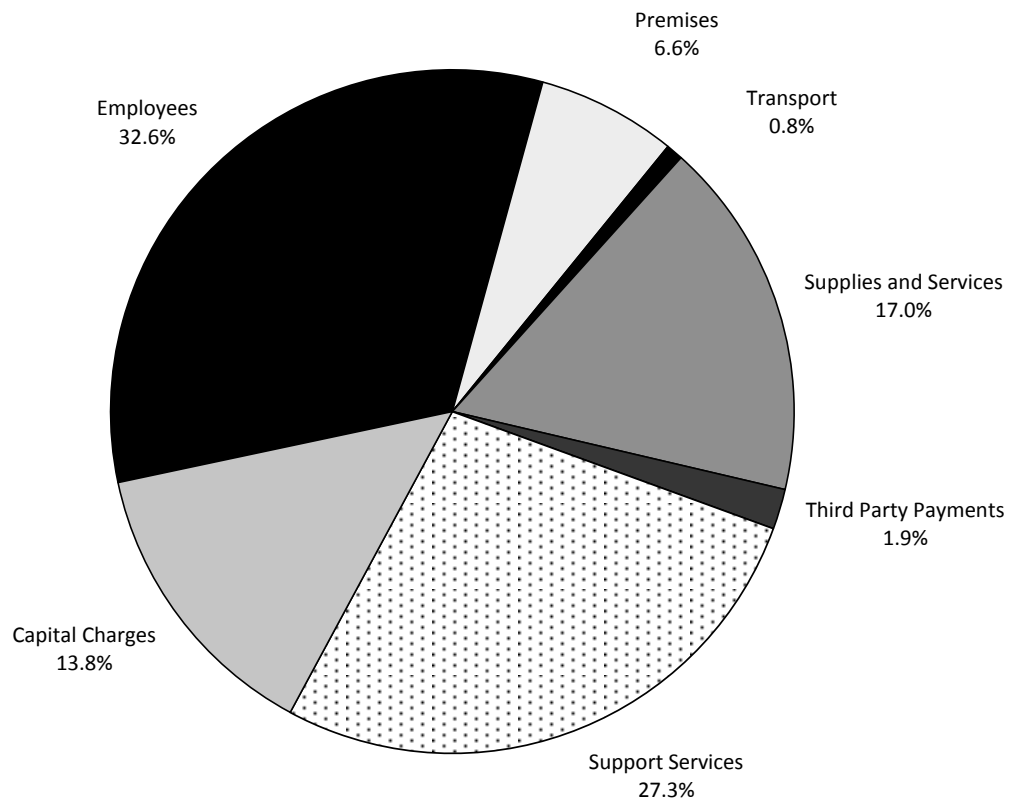
Employees	1,716,600	1,772,727	56,127	(A)
Premises	364,600	355,881	(8,719)	(F)
Transport	81,700	42,307	(39,393)	(F)
Supplies and Services	988,800	923,200	(65,600)	(F)
Third Party Payments	105,800	102,537	(3,263)	(F)
Support Services	1,475,300	1,484,432	9,132	(A)
Capital Charges	1,045,300	747,605	(297,695)	(F)
TOTAL EXPENDITURE	5,778,100	5,428,689	(349,411)	(F)

INCOME:

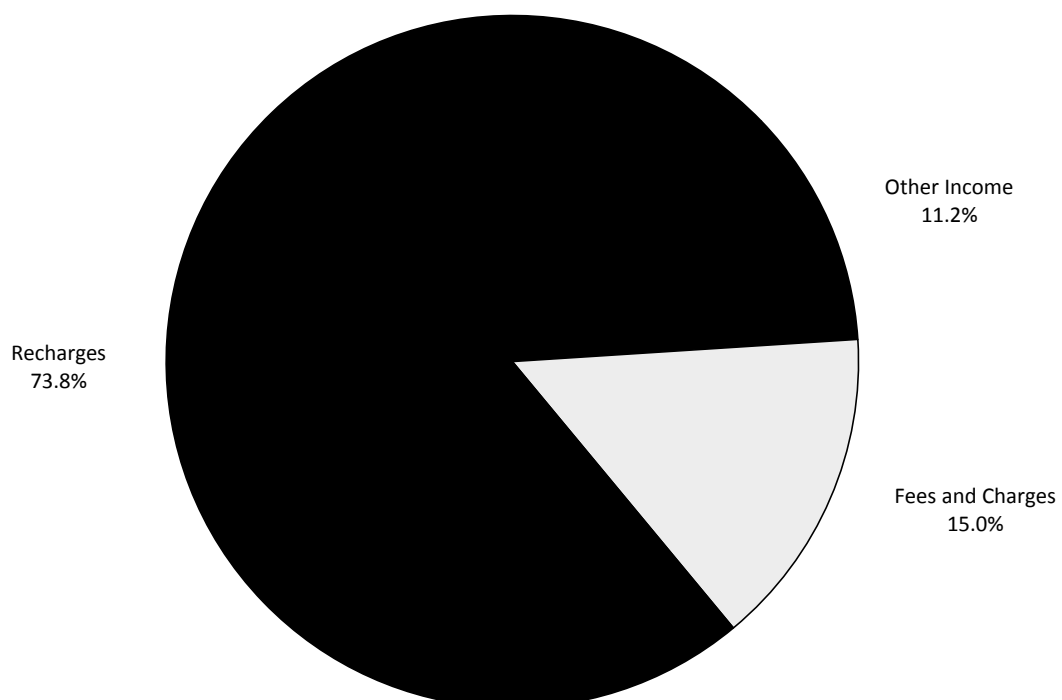
Government Grants	(3,000)	(835)	2,165	(A)
Other Grants and Contributions	(206,300)	(218,799)	(12,499)	(F)
Other Income	(50,400)	(52,377)	(1,977)	(F)
Fees and Charges	(398,300)	(366,074)	32,226	(A)
Recharges	(1,833,700)	(1,798,766)	34,934	(A)
TOTAL INCOME	(2,491,700)	(2,436,851)	54,849	(A)

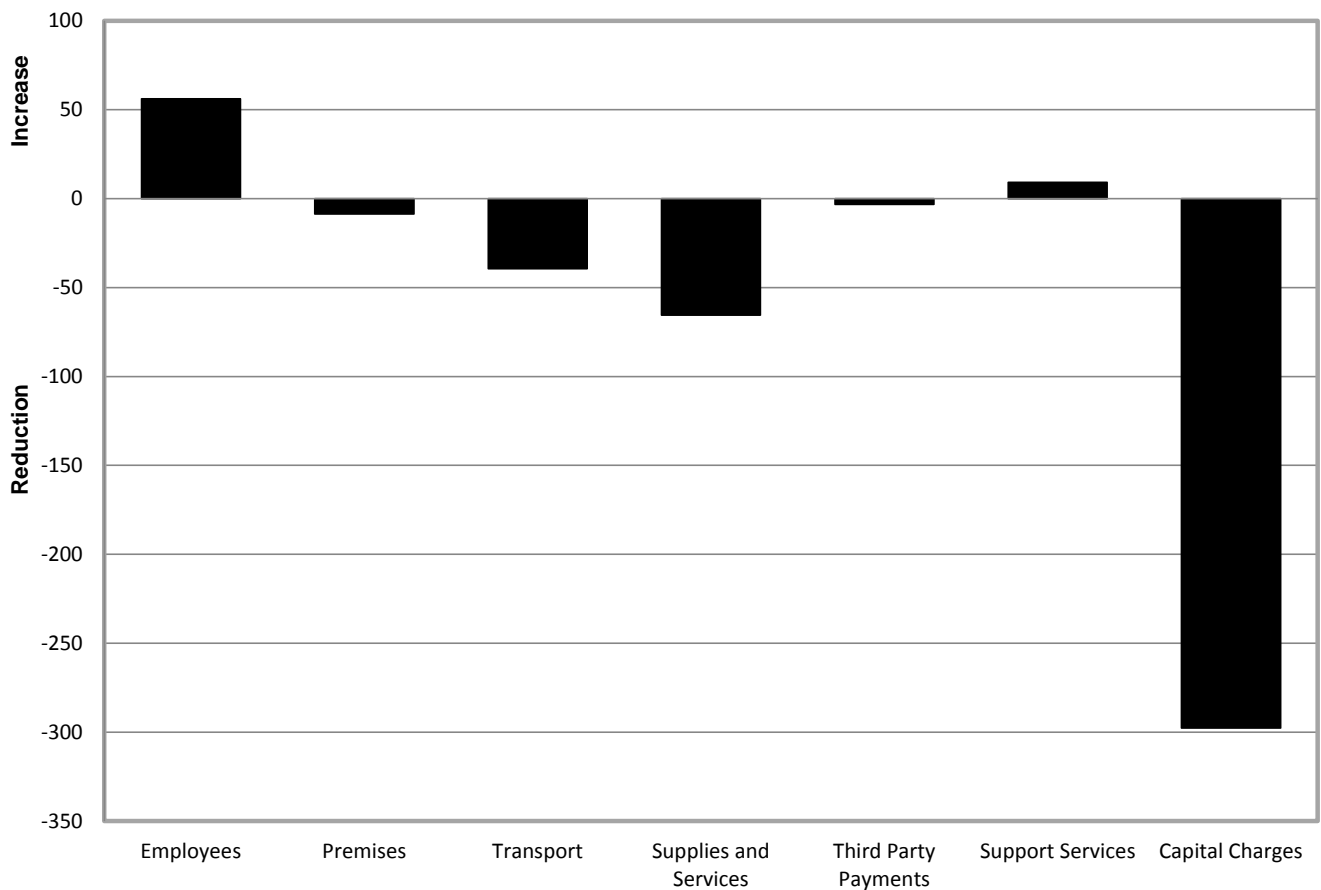
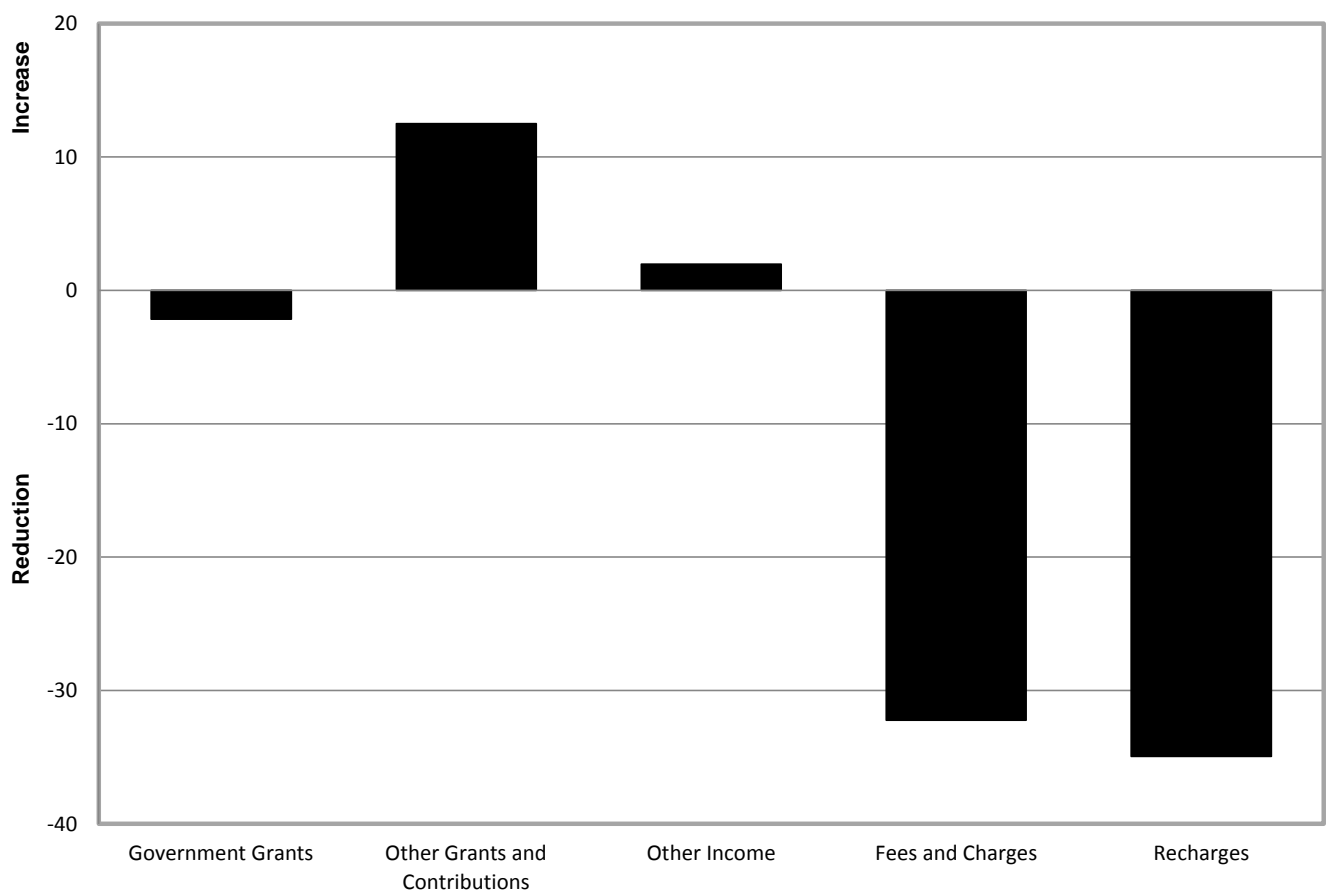
NET EXPENDITURE	3,286,400	2,991,838	(294,562)	(F)
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ACTUAL HEALTH & COMMUNITY PROTECTION EXPENDITURE 2015/16



ACTUAL HEALTH & COMMUNITY PROTECTION INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1001 COMMUNITY DEVELOPMENT				
DIRECT EXPENDITURE				
Supplies and Services	333,300	334,281	981	(A)
TOTAL DIRECT EXPENDITURE	333,300	334,281	981	(A)
Support Services	32,600	32,315	(285)	(F)
Capital Charges	959,700	662,005	(297,695)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	1,325,600	1,028,601	(296,999)	(F)

Variations:**Capital Charges:**

Rural and Urban Initiative Grants slippage	(146,600)	(F)
Bishops Tachbrook Community Centre slippage	(316,100)	(F)
King Georges Playing Fields, Barford	165,000	(A)

S1045 CCTV

DIRECT EXPENDITURE				
Employees	220,900	216,936	(3,964)	(F)
Premises	7,000	7,783	783	(A)
Transport	700	688	(12)	(F)
Supplies and Services	157,400	147,306	(10,094)	(F)
Third Party Payments	300	-	(300)	(F)
TOTAL DIRECT EXPENDITURE	386,300	372,713	(13,587)	(F)
DIRECT INCOME				
Other Grants and Contributions	(14,700)	(14,700)	-	
Other Income	(8,000)	(8,169)	(169)	(F)
TOTAL DIRECT INCOME	(22,700)	(22,869)	(169)	(F)
NET DIRECT EXPENDITURE / (INCOME)	363,600	349,844	(13,756)	(F)
Support Services	105,500	93,551	(11,949)	(F)
Capital Charges	40,400	40,426	26	(A)
Recharges	(300,900)	(367,900)	(67,000)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	208,600	115,921	(92,679)	(F)

Variations:**Support Services:**

Changes in allocations	(11,900)	(F)
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Recharges:

Change in costs to be allocated	(67,000)	(F)
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HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1640 GRANTS TO VOLUNTARY BODIES				
DIRECT EXPENDITURE				
Supplies and Services	13,900	13,982	82	(A)
TOTAL DIRECT EXPENDITURE	13,900	13,982	82	(A)
Support Services	18,200	19,201	1,001	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	32,100	33,183	1,083	(A)
S2102 COMMUNITY FORUMS				
DIRECT EXPENDITURE				
Supplies and Services	121,200	108,159	(13,041)	(F)
TOTAL DIRECT EXPENDITURE	121,200	108,159	(13,041)	(F)
DIRECT INCOME				
Other Grants and Contributions	(75,000)	(75,000)	-	
TOTAL DIRECT INCOME	(75,000)	(75,000)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	46,200	33,159	(13,041)	(F)

Variations:Supplies and Services:

Slippage

(13,000)

HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2110 COMMUNITY PARTNERSHIP				
DIRECT EXPENDITURE				
Employees	154,100	175,786	21,686	(A)
Premises	1,700	1,261	(439)	(F)
Transport	1,400	1,180	(220)	(F)
Supplies and Services	3,500	5,373	1,873	(A)
Third Party Payments	400	13	(387)	(F)
TOTAL DIRECT EXPENDITURE	161,100	183,613	22,513	(A)
DIRECT INCOME				
Other Grants and Contributions	(25,000)	(33,154)	(8,154)	(F)
TOTAL DIRECT INCOME	(25,000)	(33,154)	(8,154)	(F)
NET DIRECT EXPENDITURE / (INCOME)	136,100	150,459	14,359	(A)
Support Services	92,000	71,342	(20,658)	(F)
Recharges	(45,000)	(45,000)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	183,100	176,801	(6,299)	(F)

Variations:**Employees:**

Increased staffing costs 14,900 (A)

Support Services:

Changes in allocations (20,700) (F)

S2141 CIVIL CONTINGENCIES

DIRECT EXPENDITURE				
Supplies and Services	16,700	12,142	(4,558)	(F)
TOTAL DIRECT EXPENDITURE	16,700	12,142	(4,558)	(F)
Support Services	87,800	88,953	1,153	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	104,500	101,095	(3,405)	(F)

HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2300 OFFICE ACCOMMODATION				
DIRECT EXPENDITURE				
Premises	330,200	329,123	(1,077)	(F)
Supplies and Services	28,200	20,339	(7,861)	(F)
Third Party Payments	4,800	-	(4,800)	(F)
TOTAL DIRECT EXPENDITURE	363,200	349,462	(13,738)	(F)
Recharges	(363,800)	(349,462)	14,338	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(600)	-	600	(A)

Variations:**Recharges:**

Changes in costs to be allocated	14,300	(A)
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S2360 LICENSING & REGISTRATION

DIRECT EXPENDITURE				
Employees	110,700	114,037	3,337	(A)
Transport	1,400	853	(547)	(F)
Supplies and Services	19,800	20,540	740	(A)
Third Party Payments	17,300	16,058	(1,242)	(F)
TOTAL DIRECT EXPENDITURE	149,200	151,488	2,288	(A)
DIRECT INCOME				
Other Income	-	(975)	(975)	(F)
Fees and Charges	(361,000)	(324,551)	36,449	(A)
TOTAL DIRECT INCOME	(361,000)	(325,526)	35,474	(A)
NET DIRECT EXPENDITURE / (INCOME)	(211,800)	(174,038)	37,762	(A)
Support Services	242,500	291,149	48,649	(A)
Recharges	(3,300)	-	3,300	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	27,400	117,111	89,711	(A)

Variations:**Fees and Charges:**

Taxi Licences	38,700	(A)
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Support Services:

Changes in allocations	48,600	(A)
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HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4210 EH ENVIRONMENTAL HEALTH CORE				
DIRECT EXPENDITURE				
Employees	90,600	93,807	3,207	(A)
Transport	3,000	1,541	(1,459)	(F)
Supplies and Services	60,900	47,810	(13,090)	(F)
Third Party Payments	52,000	42,410	(9,590)	(F)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT EXPENDITURE	206,500	185,568	(20,932)	(F)
Support Services	99,200	91,404	(7,796)	(F)
Capital Charges	700	733	33	(A)
Recharges	(325,200)	(277,648)	47,552	(A)
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NET EXPENDITURE / (INCOME) TO SUMMARY	(18,800)	57	18,857	(A)
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Variations:**Recharges:**

Change in costs to be allocated	47,600	(A)
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HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH				
DIRECT EXPENDITURE				
Employees	408,600	424,887	16,287	(A)
Transport	15,200	12,472	(2,728)	(F)
Supplies and Services	5,300	2,172	(3,128)	(F)
Third Party Payments	10,300	25,079	14,779	(A)
TOTAL DIRECT EXPENDITURE	439,400	464,610	25,210	(A)
DIRECT INCOME				
Other Income	-	(1,142)	(1,142)	(F)
Fees and Charges	(7,100)	(8,665)	(1,565)	(F)
TOTAL DIRECT INCOME	(7,100)	(9,807)	(2,707)	(F)
NET DIRECT EXPENDITURE / (INCOME)	432,300	454,803	22,503	(A)
Support Services	90,200	95,941	5,741	(A)
Recharges	(104,100)	(123,600)	(19,500)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	418,400	427,144	8,744	(A)

Variations:**Employees:**

Increased staffing costs 12,100 (A)

Third Party Payments:

Increased Legal charges 15,200 (A)

Recharges:

Change in costs to be allocated (19,500) (F)

HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4300 ENVIRONMENTAL PROTECTION				
DIRECT EXPENDITURE				
Employees	446,100	447,889	1,789	(A)
Premises	1,500	-	(1,500)	(F)
Transport	51,200	17,005	(34,195)	(F)
Supplies and Services	45,900	38,241	(7,659)	(F)
Third Party Payments	15,900	8,006	(7,894)	(F)
TOTAL DIRECT EXPENDITURE	560,600	511,141	(49,459)	(F)
DIRECT INCOME				
Government Grants	(3,000)	(835)	2,165	(A)
Other Income	-	(155)	(155)	(F)
Fees and Charges	(16,900)	(20,126)	(3,226)	(F)
TOTAL DIRECT INCOME	(19,900)	(21,116)	(1,216)	(F)
NET DIRECT EXPENDITURE / (INCOME)	540,700	490,025	(50,675)	(F)
Support Services	421,600	399,916	(21,684)	(F)
Capital Charges	4,300	4,221	(79)	(F)
Recharges	(302,100)	(303,800)	(1,700)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	664,500	590,362	(74,138)	(F)

Variations:**Transport:**

Electric Car Share Scheme slippage - see Earmarked Reserve Requests	(27,000)	(F)
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Support Services:

Changes in allocations	(21,700)	(F)
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HEALTH & COMMUNITY PROTECTION

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4350 COMMUNITY SAFETY				
DIRECT EXPENDITURE				
Employees	285,600	299,385	13,785	(A)
Transport	8,800	8,568	(232)	(F)
Supplies and Services	171,400	161,355	(10,045)	(F)
Third Party Payments	4,300	7,482	3,182	(A)
TOTAL DIRECT EXPENDITURE	470,100	476,790	6,690	(A)
DIRECT INCOME				
Other Grants and Contributions	(77,600)	(77,526)	74	(A)
Other Income	(42,400)	(41,936)	464	(A)
Fees and Charges	(13,300)	(12,732)	568	(A)
TOTAL DIRECT INCOME	(133,300)	(132,194)	1,106	(A)
NET DIRECT EXPENDITURE / (INCOME)	336,800	344,596	7,796	(A)
Support Services	183,900	190,010	6,110	(A)
Capital Charges	500	496	(4)	(F)
Recharges	(389,300)	(331,356)	57,944	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	131,900	203,746	71,846	(A)

Variations:**Supplies and Services:**

Safety Forum slippage	(9,800)	(F)
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Recharges:

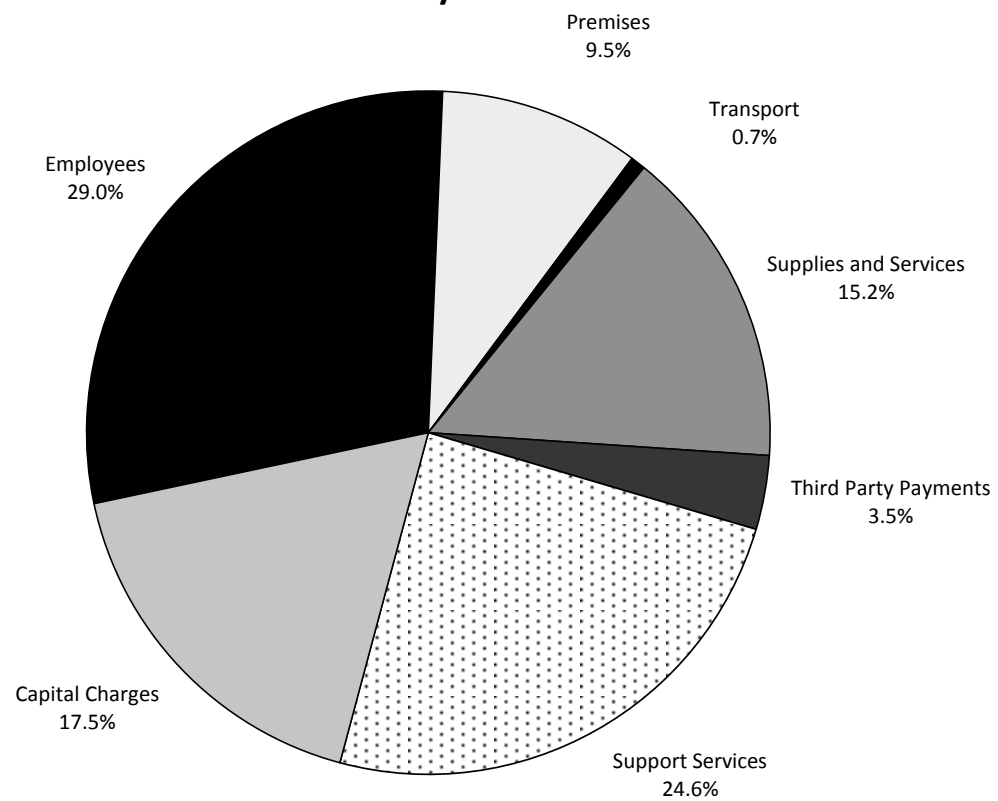
Change in time allocations to be recharged	57,900	(A)
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S4810 ALLEVIATION OF FLOODING

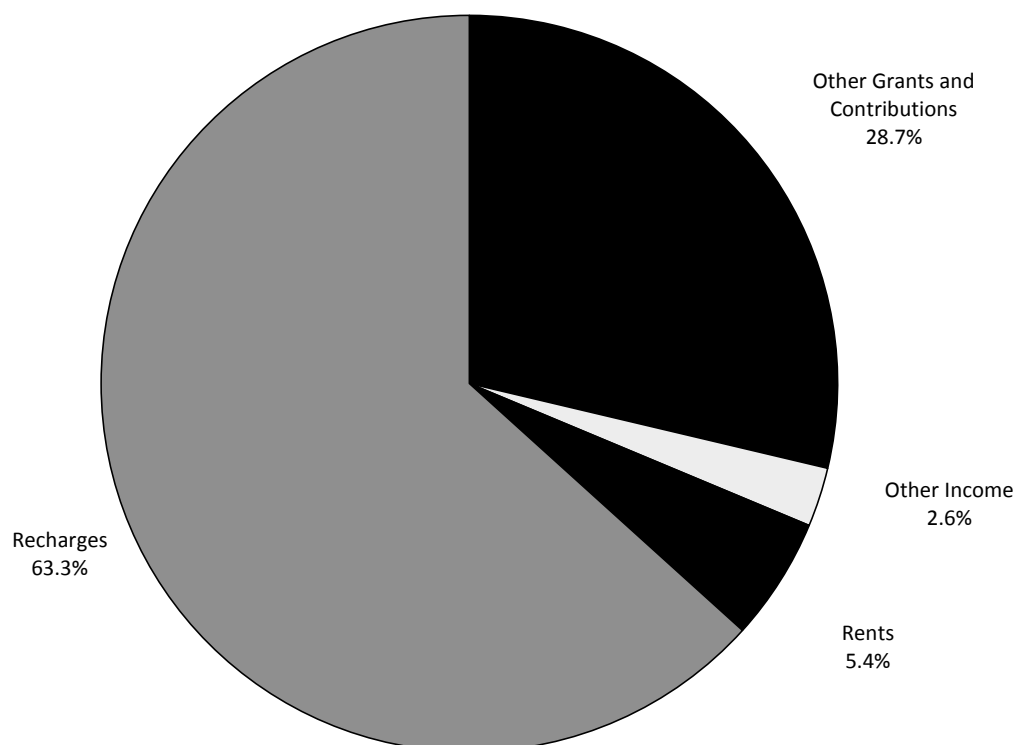
DIRECT EXPENDITURE				
Premises	24,200	17,714	(6,486)	(F)
Supplies and Services	11,500	11,500	-	
Third Party Payments	500	3,489	2,989	(A)
TOTAL DIRECT EXPENDITURE	36,200	32,703	(3,497)	(F)
DIRECT INCOME				
Other Grants and Contributions	(14,000)	(18,419)	(4,419)	(F)
TOTAL DIRECT INCOME	(14,000)	(18,419)	(4,419)	(F)
NET DIRECT EXPENDITURE / (INCOME)	22,200	14,284	(7,916)	(F)
Support Services	101,600	110,650	9,050	(A)
Capital Charges	39,700	39,724	24	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	163,500	164,658	1,158	(A)

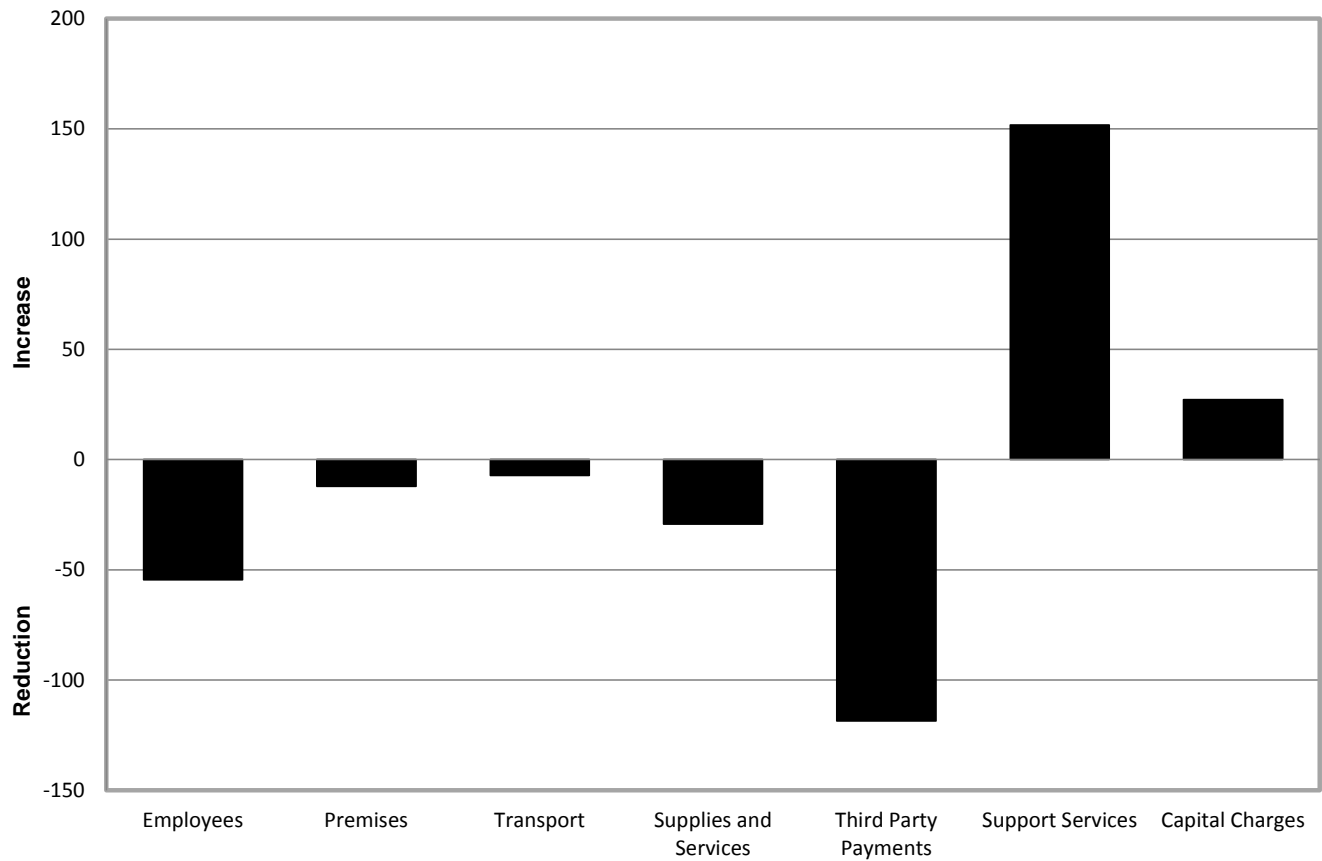
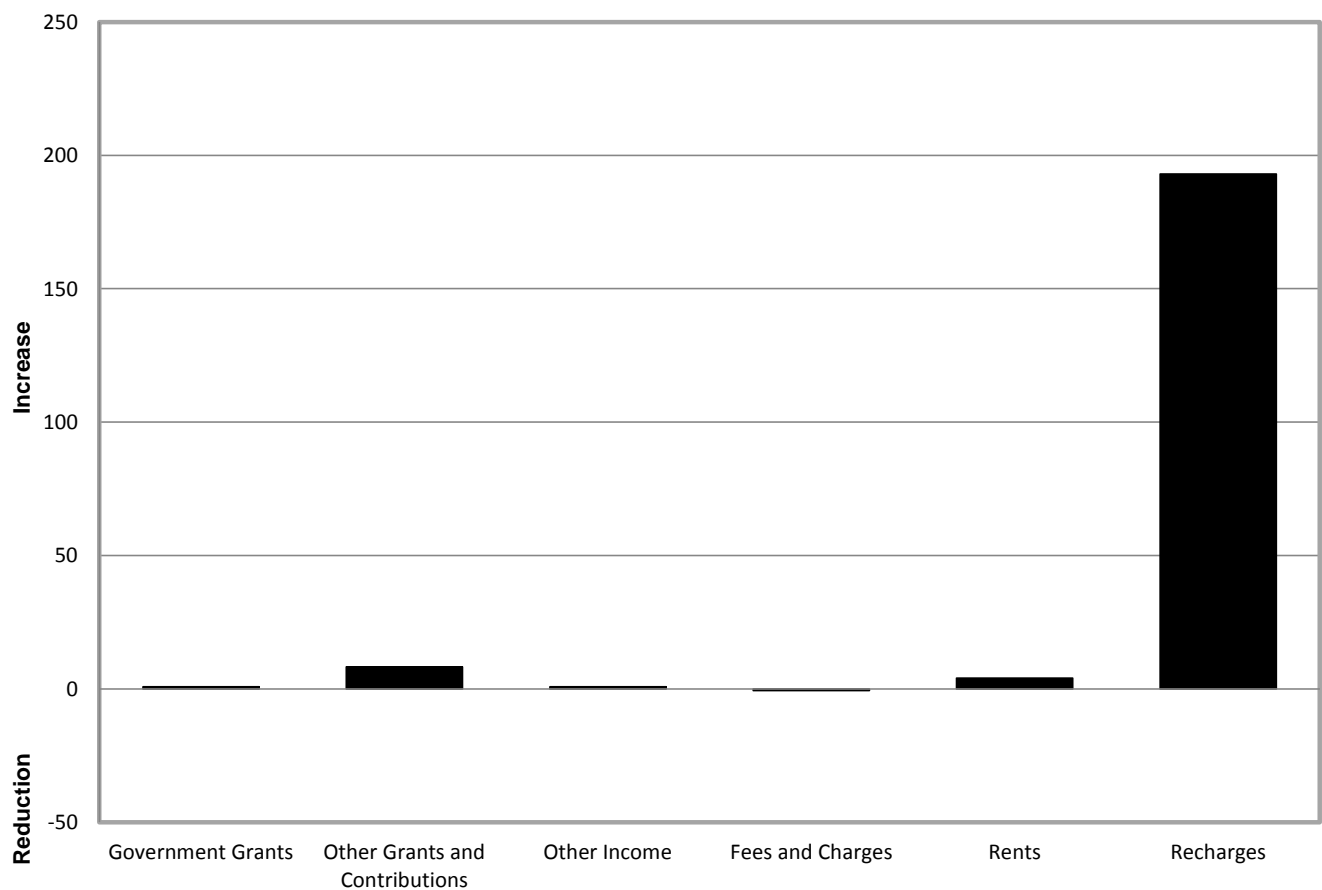
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>HOUSING & PROPERTY SERVICES</u>				
S1050 PUBLIC CONVENIENCES	201,500	180,513	(20,987)	(F)
S1590 HOMELESSNESS/HOUSING ADVICE	567,500	516,194	(51,306)	(F)
S1605 HOUSING STRATEGY	466,500	383,135	(83,365)	(F)
S1610 OTHER HOUSING PROPERTY	(100)	(5,314)	(5,214)	(F)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	-	
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	
S1630 PRIVATE SECTOR HOUSING	736,200	707,858	(28,342)	(F)
S1645 ASSET MANAGEMENT	114,000	297	(113,703)	(F)
S1660 WARWICK PLANT MAINTENANCE	19,900	-	(19,900)	(F)
S2300 OFFICE ACCOMMODATION	(25,500)	-	25,500	(A)
S4780 WDC HIGHWAYS	173,900	195,902	22,002	(A)
SW000 CORPORATE R+M UNALLOCATED	(26,600)	-	26,600	(A)
TOTAL HOUSING & PROPERTY SERVICES	2,265,200	2,016,485	(248,715)	(F)
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,639,800	1,585,348	(54,452)	(F)
Premises	530,700	518,609	(12,091)	(F)
Transport	47,500	40,331	(7,169)	(F)
Supplies and Services	862,000	832,677	(29,323)	(F)
Third Party Payments	307,900	189,305	(118,595)	(F)
Support Services	1,190,900	1,342,702	151,802	(A)
Capital Charges	931,100	958,305	27,205	(A)
TOTAL EXPENDITURE	5,509,900	5,467,277	(42,623)	(F)
 <u>INCOME:</u>				
Government Grants	-	(761)	(761)	(F)
Other Grants and Contributions	(983,700)	(991,895)	(8,195)	(F)
Other Income	(1,300)	(2,062)	(762)	(F)
Fees and Charges	(86,900)	(86,283)	617	(A)
Rents	(181,700)	(185,728)	(4,028)	(F)
Recharges	(1,991,100)	(2,184,063)	(192,963)	(F)
TOTAL INCOME	(3,244,700)	(3,450,792)	(206,092)	(F)
 NET EXPENDITURE	 2,265,200	 2,016,485	 (248,715)	 (F)

ACTUAL HOUSING & PROPERTY SERVICES EXPENDITURE 2015/16



ACTUAL HOUSING & PROPERTY SERVICES INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1050 PUBLIC CONVENIENCES				
DIRECT EXPENDITURE				
Premises	157,000	132,860	(24,140)	(F)
Supplies and Services	-	177	177	(A)
TOTAL DIRECT EXPENDITURE	157,000	133,037	(23,963)	(F)
Support Services	17,200	20,909	3,709	(A)
Capital Charges	27,300	26,567	(733)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	201,500	180,513	(20,987)	(F)

Variations:**Premises:**

Repairs and Maintenance works delayed	(14,700)	(F)
Revised Repairs and Maintenance programme		

S1590 HOMELESSNESS/HOUSING ADVICE

DIRECT EXPENDITURE				
Employees	393,600	370,666	(22,934)	(F)
Premises	102,700	93,061	(9,639)	(F)
Transport	5,300	4,987	(313)	(F)
Supplies and Services	190,900	162,311	(28,589)	(F)
Third Party Payments	-	2,122	2,122	(A)
TOTAL DIRECT EXPENDITURE	692,500	633,147	(59,353)	(F)
DIRECT INCOME				
Other Grants and Contributions	(44,800)	(44,059)	741	(A)
Other Income	-	(8)	(8)	(F)
Rents	(146,100)	(141,271)	4,829	(A)
Fees and Charges	(2,800)	(2,832)	(32)	(F)
TOTAL DIRECT INCOME	(193,700)	(188,170)	5,530	(A)
NET DIRECT EXPENDITURE / (INCOME)	498,800	444,977	(53,823)	(F)
Support Services	415,700	466,357	50,657	(A)
Recharges	(347,000)	(395,140)	(48,140)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	567,500	516,194	(51,306)	(F)

Variations:**Employees:**

Staff vacancies	(15,700)	(F)
IAS19 Pension adjustments	(9,100)	(F)

Support Services:

Changes in allocations	50,700	(A)
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Recharges:

Change in costs to be allocated	(48,100)	(F)
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HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1605 HOUSING STRATEGY				
DIRECT EXPENDITURE				
Employees	46,100	47,630	1,530	(A)
Transport	1,300	559	(741)	(F)
Supplies and Services	131,000	129,955	(1,045)	(F)
Third Party Payments	292,600	155,559	(137,041)	(F)
TOTAL DIRECT EXPENDITURE	471,000	333,703	(137,297)	(F)
Support Services	148,300	168,454	20,154	(A)
Recharges	(152,800)	(119,022)	33,778	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	466,500	383,135	(83,365)	(F)

Variations:**Third Party Payments:**

Lillington Development Study - See Earmarked Reserve requests	(30,000)	(F)
Lillington Development Study - other slippage	(55,000)	(F)
Strategic Opportunity - See Earmarked Reserve requests	(85,600)	(F)
Legal Service charges	30,300	(A)

Support Services:

Changes in allocations	20,200	(A)
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Recharges:

Change in costs to be allocated	33,800	(A)
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S1610 OTHER HOUSING PROPERTY

DIRECT EXPENDITURE				
Premises	100	1,477	1,377	(A)
TOTAL DIRECT EXPENDITURE	100	1,477	1,377	(A)
DIRECT INCOME				
Fees and Charges	-	(220)	(220)	(F)
Rents	(35,600)	(44,457)	(8,857)	(F)
TOTAL DIRECT INCOME	(35,600)	(44,677)	(9,077)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(35,500)	(43,200)	(7,700)	(F)
Support Services	8,300	8,291	(9)	(F)
Capital Charges	27,100	29,595	2,495	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(100)	(5,314)	(5,214)	(F)

HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1615 CONTRIBUTIONS TO HRA				
DIRECT EXPENDITURE				
Supplies and Services	37,900	37,900	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	37,900	37,900	-	
S1625 SUPPORTING PEOPLE TO HRA				
DIRECT EXPENDITURE				
Supplies and Services	463,700	463,739	39 (A)	
TOTAL DIRECT EXPENDITURE	463,700	463,739	39 (A)	
DIRECT INCOME				
Other Grants and Contributions	(463,700)	(463,739)	(39) (F)	
TOTAL DIRECT INCOME	(463,700)	(463,739)	(39) (F)	
NET EXPENDITURE / (INCOME) TO SUMMARY	-	-	-	

HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1630 PRIVATE SECTOR HOUSING				
DIRECT EXPENDITURE				
Employees	377,900	371,283	(6,617)	(F)
Transport	9,800	8,787	(1,013)	(F)
Supplies and Services	24,100	19,450	(4,650)	(F)
Third Party Payments	11,400	23,612	12,212	(A)
TOTAL DIRECT EXPENDITURE	423,200	423,132	(68)	(F)
DIRECT INCOME				
Government Grants	-	(761)	(761)	(F)
Other Grants and Contributions	(475,200)	(484,097)	(8,897)	(F)
Other Income	(1,300)	(2,054)	(754)	(F)
Fees and Charges	(84,100)	(83,231)	869	(A)
TOTAL DIRECT INCOME	(560,600)	(570,143)	(9,543)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(137,400)	(147,011)	(9,611)	(F)
Support Services	261,000	239,576	(21,424)	(F)
Capital Charges	746,800	726,668	(20,132)	(F)
Recharges	(134,200)	(111,375)	22,825	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	736,200	707,858	(28,342)	(F)

Variations:**Support Services:**

Changes in allocations (21,400) (F)

Capital Charges:

Changes in depreciation charges (20,100) (F)

Recharges:

Change in costs to be allocated 22,800 (A)

HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1645 ASSET MANAGEMENT				
DIRECT EXPENDITURE				
Employees	705,000	672,833	(32,167)	(F)
Premises	(3,500)	-	3,500	(A)
Transport	22,300	17,197	(5,103)	(F)
Supplies and Services	13,900	11,839	(2,061)	(F)
Third Party Payments	3,900	2,067	(1,833)	(F)
TOTAL DIRECT EXPENDITURE	741,600	703,936	(37,664)	(F)
Support Services	199,300	221,833	22,533	(A)
Recharges	(826,900)	(925,472)	(98,572)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	114,000	297	(113,703)	(F)

Variations:**Employees:**

Staff vacancies	(20,900)	(F)
IAS19 Pension adjustments	(10,200)	(F)

Support Services:

Changes in allocations	22,500	(A)
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Recharges:

Change in costs to be allocated	(98,600)	(F)
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S1660 WARWICK PLANT MAINTENANCE

DIRECT EXPENDITURE				
Employees	117,200	124,685	7,485	(A)
Transport	8,800	8,801	1	(A)
Supplies and Services	500	1,000	500	(A)
TOTAL DIRECT EXPENDITURE	126,500	134,486	7,986	(A)
Support Services	6,000	11,819	5,819	(A)
Recharges	(112,600)	(146,305)	(33,705)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	19,900	-	(19,900)	(F)

Variations:**Recharges:**

Change in costs to be allocated	(33,700)	(F)
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HOUSING & PROPERTY SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2300 OFFICE ACCOMMODATION				
DIRECT EXPENDITURE				
Premises	222,500	220,825	(1,675)	(F)
Supplies and Services	-	6,290	6,290	(A)
Third Party Payments	-	5,945	5,945	(A)
TOTAL DIRECT EXPENDITURE	222,500	233,060	10,560	(A)
Support Services	58,700	97,141	38,441	(A)
Capital Charges	110,900	156,548	45,648	(A)
Recharges	(417,600)	(486,749)	(69,149)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(25,500)	-	25,500	(A)

Variations:Support Services:

Changes in allocations 38,400 (A)

Capital Charges:

Changes in depreciation charges 45,600 (A)

Recharges:

Change in costs to be allocated (69,100) (F)

S4780 WDC HIGHWAYS

DIRECT EXPENDITURE				
Employees	-	(1,749)	(1,749)	(F)
Premises	78,500	70,386	(8,114)	(F)
Supplies and Services	-	16	16	(A)
TOTAL DIRECT EXPENDITURE	78,500	68,653	(9,847)	(F)
Support Services	76,400	108,322	31,922	(A)
Capital Charges	19,000	18,927	(73)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	173,900	195,902	22,002	(A)

Variations:Support Services:

Changes in allocations 31,900 (A)

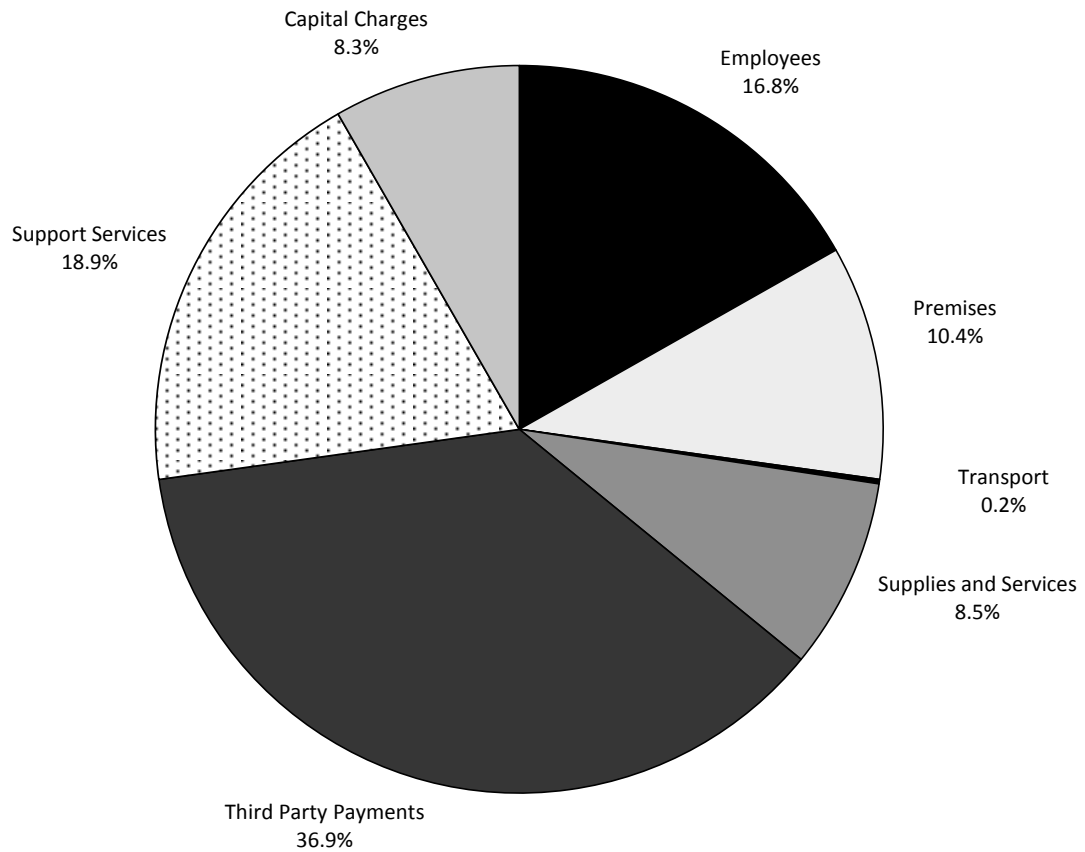
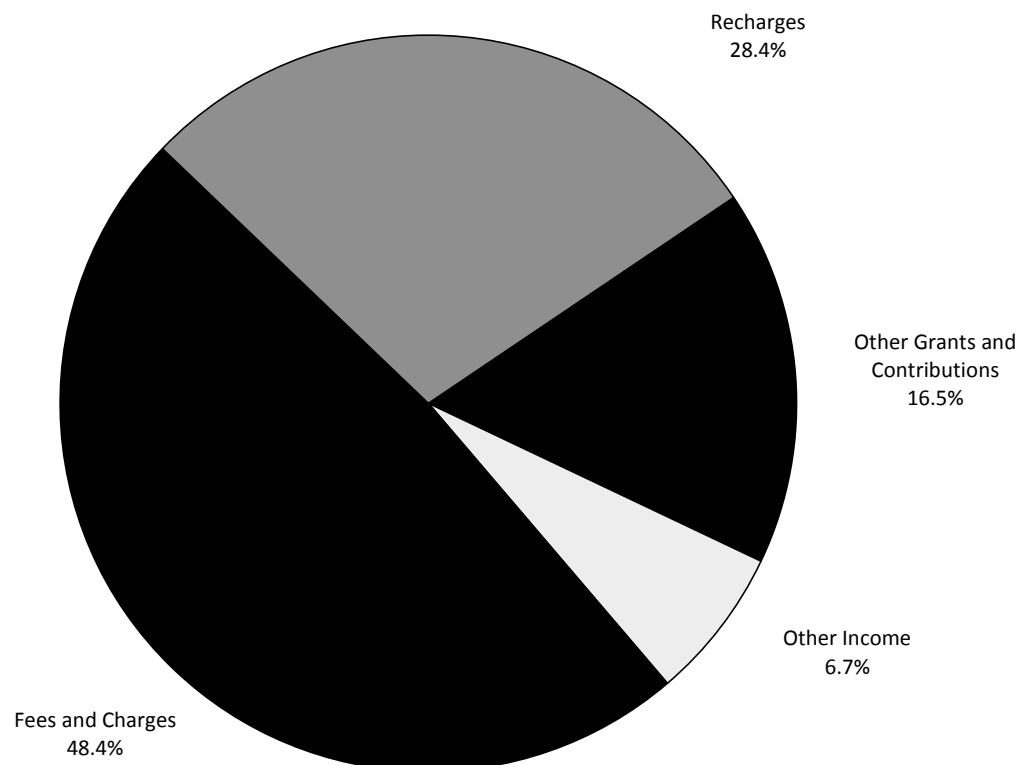
HOUSING & PROPERTY SERVICES

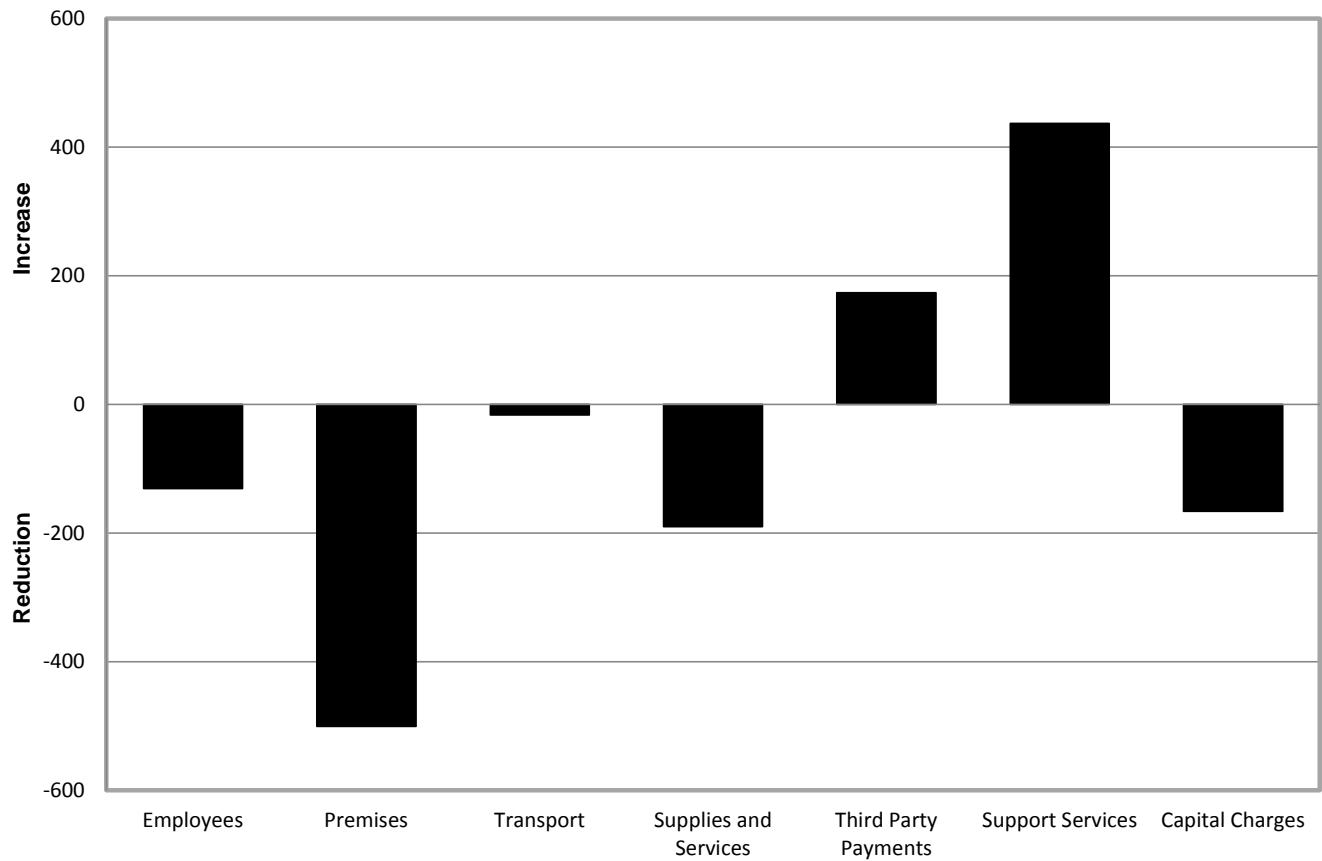
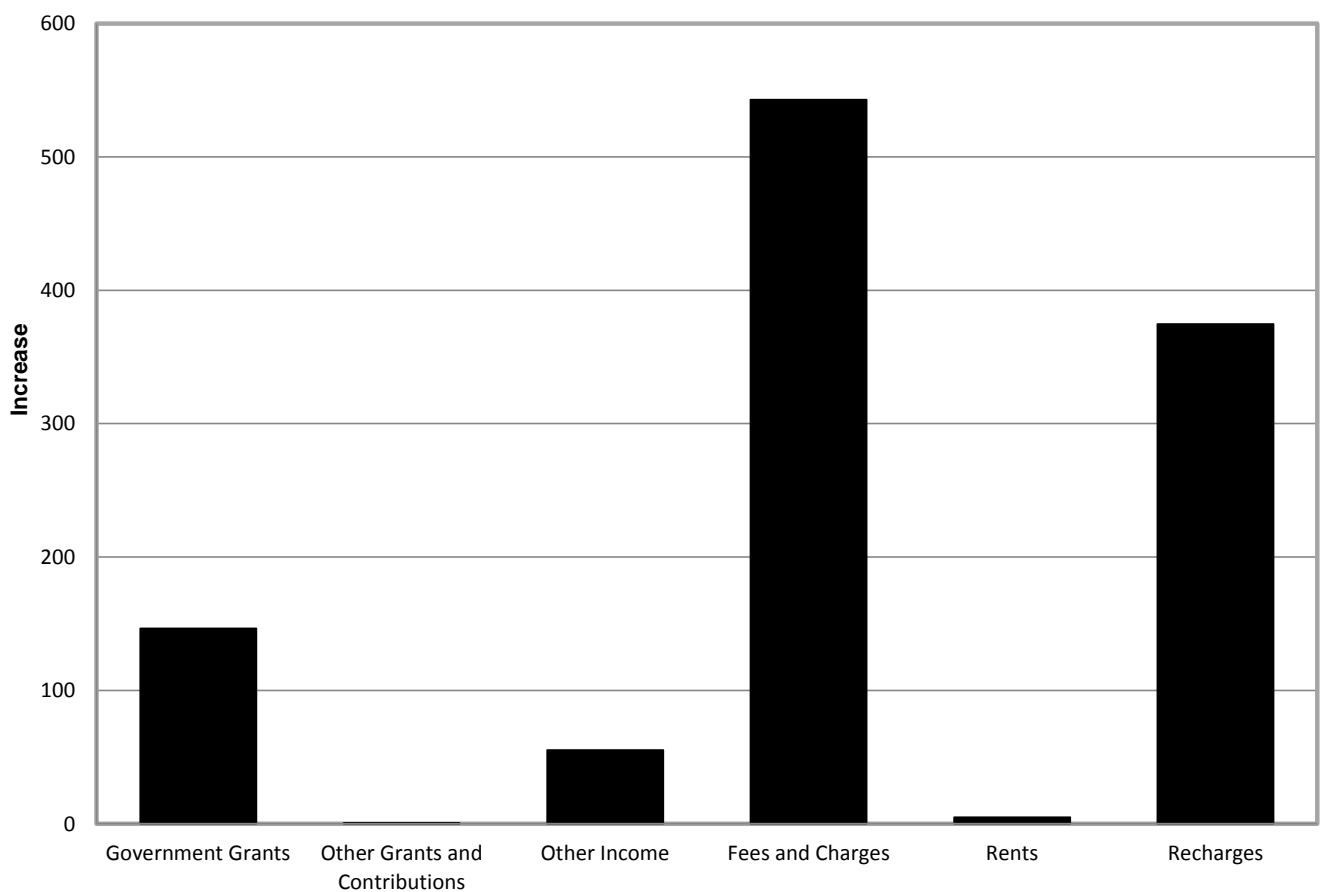
	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
SW000 CORPORATE R+M UNALLOCATED				
DIRECT EXPENDITURE				
Premises	(26,600)	-	26,600	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(26,600)	-	26,600	(A)

Variations:Premises:

General Discretionary savings target - absorbed within direct expenditure 26,600 (A)

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>NEIGHBOURHOOD SERVICES</u>				
S1020 NEIGHBOURHOOD SERVICES	9,100	-	(9,100)	(F)
S1105 CAR PARKS	(124,800)	(663,562)	(538,762)	(F)
S1250 WCC HIGHWAYS	21,200	17,644	(3,556)	(F)
S1258 GREEN SPACES CONTRACT MGT	498,100	475,451	(22,649)	(F)
S1270 GREEN SPACE DEVELOPMENT	1,337,200	1,219,500	(117,700)	(F)
S1320 BEREAVEMENT SERVICES	135,500	(413,941)	(549,441)	(F)
S3100 ONE STOP SHOPS	26,300	203	(26,097)	(F)
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	46,300	-	(46,300)	(F)
S3400 PAYMENT CHANNELS	60,000	55	(59,945)	(F)
S3450 CUSTOMER SERVICE CENTRE	33,200	-	(33,200)	(F)
S4060 STREET CLEANSING	1,180,800	1,171,775	(9,025)	(F)
S4090 WASTE MANAGEMENT	(1,200)	641	1,841	(A)
S4130 WASTE COLLECTION	2,269,900	2,163,494	(106,406)	(F)
S4180 ABANDONED VEHICLES	300	1,201	901	(A)
TOTAL NEIGHBOURHOOD SERVICES	5,491,900	3,972,461	(1,519,439)	(F)
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,334,800	2,203,764	(131,036)	(F)
Premises	1,862,100	1,361,174	(500,926)	(F)
Transport	48,100	31,644	(16,456)	(F)
Supplies and Services	1,302,900	1,112,827	(190,073)	(F)
Third Party Payments	4,669,000	4,842,475	173,475	(A)
Support Services	2,045,200	2,482,396	437,196	(A)
Capital Charges	1,260,000	1,093,596	(166,404)	(F)
TOTAL EXPENDITURE	13,522,100	13,127,876	(394,224)	(F)
<u>INCOME:</u>				
Other Grants and Contributions	(1,364,400)	(1,510,863)	(146,463)	(F)
Sales	-	(550)	(550)	(F)
Other Income	(484,900)	(540,288)	(55,388)	(F)
Fees and Charges	(3,884,500)	(4,427,577)	(543,077)	(F)
Rents	(66,300)	(71,271)	(4,971)	(F)
Recharges	(2,230,100)	(2,604,866)	(374,766)	(F)
TOTAL INCOME	(8,030,200)	(9,155,415)	(1,125,215)	(F)
NET EXPENDITURE	5,491,900	3,972,461	(1,519,439)	(F)

ACTUAL NEIGHBOURHOOD SERVICES EXPENDITURE 2015/16**ACTUAL NEIGHBOURHOOD SERVICES INCOME 2015/16**

EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1020 NEIGHBOURHOOD SERVICES				
DIRECT EXPENDITURE				
Employees	81,300	85,058	3,758	(A)
Transport	100	61	(39)	(F)
Supplies and Services	1,000	30	(970)	(F)
TOTAL DIRECT EXPENDITURE	82,400	85,149	2,749	(A)
Support Services	34,400	41,299	6,899	(A)
Recharges	(107,700)	(126,448)	(18,748)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	9,100	-	(9,100)	(F)

Variations:**Recharges:**

Change in costs to be allocated

(18,700) (F)

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1105 CAR PARKS				
DIRECT EXPENDITURE				
Employees	456,200	456,819	619	(A)
Premises	658,500	698,745	40,245	(A)
Transport	13,300	5,982	(7,318)	(F)
Supplies and Services	183,800	167,130	(16,670)	(F)
Third Party Payments	222,300	332,580	110,280	(A)
TOTAL DIRECT EXPENDITURE	1,534,100	1,661,256	127,156	(A)
DIRECT INCOME				
Other Grants and Contributions	-	(57,695)	(57,695)	(F)
Other Income	(50,000)	(50,953)	(953)	(F)
Fees and Charges	(2,746,100)	(2,939,408)	(193,308)	(F)
Rents	(9,400)	(11,720)	(2,320)	(F)
TOTAL DIRECT INCOME	(2,805,500)	(3,059,776)	(254,276)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(1,271,400)	(1,398,520)	(127,120)	(F)
Support Services	435,900	484,101	48,201	(A)
Capital Charges	710,700	578,457	(132,243)	(F)
Recharges	-	(327,600)	(327,600)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(124,800)	(663,562)	(538,762)	(F)

Variations:**Premises:**

Revised Repair and Maintenance programme	26,300	(A)
Increased utility costs	21,500	(A)

Third Party Payments:

Share of Station Approach income due to Waterloo Housing Association	116,200	(A)
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Other Grants and Contributions:

Contribution from Waterloo Housing Association towards running costs of Station Approach	(57,700)	(F)
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Fees and Charges:

Station Approach income (due to Waterloo Housing Association)	(116,200)	(F)
Increased fee income	(76,400)	(F)

Support Services:

Changes in allocations	48,200	(A)
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Capital Charges:

Changes in depreciation charges	(132,200)	(F)
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Recharges:

Ranger Service charged out	(327,600)	(F)
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NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1250 WCC HIGHWAYS				
DIRECT EXPENDITURE				
Supplies and Services	1,100	1,092	(8)	(F)
Third Party Payments	106,400	100,434	(5,966)	(F)
TOTAL DIRECT EXPENDITURE	107,500	101,526	(5,974)	(F)
DIRECT INCOME				
Other Grants and Contributions	(112,300)	(113,311)	(1,011)	(F)
TOTAL DIRECT INCOME	(112,300)	(113,311)	(1,011)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(4,800)	(11,785)	(6,985)	(F)
Support Services	26,000	29,429	3,429	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	21,200	17,644	(3,556)	(F)
S1258 GREEN SPACES CONTRACT MGT				
DIRECT EXPENDITURE				
Premises	4,300	4,315	15	(A)
Supplies and Services	227,500	219,654	(7,846)	(F)
Third Party Payments	117,300	115,234	(2,066)	(F)
TOTAL DIRECT EXPENDITURE	349,100	339,203	(9,897)	(F)
DIRECT INCOME				
Other Grants and Contributions	(43,700)	(39,643)	4,057	(A)
Sales	-	(550)	(550)	(F)
Other Income	-	(3,703)	(3,703)	(F)
TOTAL DIRECT INCOME	(43,700)	(43,896)	(196)	(F)
NET DIRECT EXPENDITURE / (INCOME)	305,400	295,307	(10,093)	(F)
Support Services	192,700	180,144	(12,556)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	498,100	475,451	(22,649)	(F)

Variations:**Support Services:**

Changes in allocations

(12,600) (F)

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1270 GREEN SPACE DEVELOPMENT				
DIRECT EXPENDITURE				
Premises	666,800	247,768	(419,032)	(F)
Supplies and Services	94,200	98,197	3,997	(A)
Third Party Payments	866,100	878,960	12,860	(A)
TOTAL DIRECT EXPENDITURE	1,627,100	1,224,925	(402,175)	(F)
DIRECT INCOME				
Other Grants and Contributions	(734,900)	(934,080)	(199,180)	(F)
Other Income	(14,800)	(6,369)	8,431	(A)
Fees and Charges	(5,000)	(5,150)	(150)	(F)
Rents	(33,000)	(33,646)	(646)	(F)
TOTAL DIRECT INCOME	(787,700)	(979,245)	(191,545)	(F)
NET DIRECT EXPENDITURE / (INCOME)	839,400	245,680	(593,720)	(F)
Support Services	313,800	790,905	477,105	(A)
Capital Charges	184,000	182,915	(1,085)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	1,337,200	1,219,500	(117,700)	(F)

Variations:Premises:

Repairs and Maintenance works delayed	(351,100)	(F)
Reduced water charges	(11,500)	(F)
Reduced Grounds Maintenance charges	(50,200)	(F)

Third Party Payments:

Declassified Capital Expenditure	20,500	(A)
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Other Grants and Contributions:

Open Space Planning Gain Reserve Contributions	(177,800)	(F)
Contribution towards Pump Room Garden Project	(19,500)	(F)

Support Services:

Changes in allocations	210,800	(A)
Ranger Service	266,300	(A)

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S1320 BEREAVEMENT SERVICES				
DIRECT EXPENDITURE				
Employees	230,000	236,255	6,255	(A)
Premises	507,500	386,027	(121,473)	(F)
Transport	6,300	5,236	(1,064)	(F)
Supplies and Services	139,300	123,802	(15,498)	(F)
Third Party Payments	122,300	137,449	15,149	(A)
TOTAL DIRECT EXPENDITURE	1,005,400	888,769	(116,631)	(F)
DIRECT INCOME				
Other Grants and Contributions	(2,900)	(13,636)	(10,736)	(F)
Other Income	(100)	(4,471)	(4,371)	(F)
Fees and Charges	(1,076,200)	(1,423,435)	(347,235)	(F)
Rents	(23,900)	(25,905)	(2,005)	(F)
TOTAL DIRECT INCOME	(1,103,100)	(1,467,447)	(364,347)	(F)
NET DIRECT EXPENDITURE / (INCOME)	(97,700)	(578,678)	(480,978)	(F)
Support Services	112,900	77,474	(35,426)	(F)
Capital Charges	120,300	87,263	(33,037)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	135,500	(413,941)	(549,441)	(F)

Variations:**Premises:**

Repairs and Maintenance works delayed	(44,400)	(F)
Revised Repairs and Maintenance Programme	(57,300)	(F)
Reduced energy costs	(20,700)	(F)

Supplies and Services:

Crematorium generator - see Earmarked Reserve Requests	(11,000)	(F)
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Third Party Payments:

Declassified Capital Expenditure	11,400	(A)
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Other Grants and Contributions:

Cameo Abatement of Mercury Contribution	(13,400)	(F)
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Fees and Charges:

Additional fee income	(347,200)	(F)
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Support Services:

Changes in allocations	(35,400)	(F)
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Capital Charges:

Changes in depreciation charges	(33,000)	(F)
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NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3100 ONE STOP SHOPS				
DIRECT EXPENDITURE				
Employees	220,800	204,319	(16,481)	(F)
Transport	700	236	(464)	(F)
Supplies and Services	2,700	(5,192)	(7,892)	(F)
TOTAL DIRECT EXPENDITURE	224,200	199,363	(24,837)	(F)
DIRECT INCOME				
Other Income	-	(961)	(961)	(F)
TOTAL DIRECT INCOME	-	(961)	(961)	(F)
NET DIRECT EXPENDITURE / (INCOME)	224,200	198,402	(25,798)	(F)
Support Services	19,100	21,926	2,826	(A)
Recharges	(217,000)	(220,125)	(3,125)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	26,300	203	(26,097)	(F)

Variations:**Employees:**

Staff vacancies (14,700) (F)

S3200 RECEPTION FACILITIES & LEAMINGTON OSS

DIRECT EXPENDITURE				
Employees	205,700	173,734	(31,966)	(F)
Transport	300	20	(280)	(F)
Supplies and Services	1,700	2,051	351	(A)
TOTAL DIRECT EXPENDITURE	207,700	175,805	(31,895)	(F)
Support Services	108,300	125,060	16,760	(A)
Recharges	(269,700)	(300,865)	(31,165)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	46,300	-	(46,300)	(F)

Variations:**Employees:**

Staff vacancies (31,400) (F)

Support Services:

Changes in allocations 16,800 (A)

Recharges:

Change in costs to be allocated (31,200) (F)

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3400 PAYMENT CHANNELS				
DIRECT EXPENDITURE				
Supplies and Services	34,000	30,569	(3,431)	(F)
Third Party Payments	131,200	139,763	8,563	(A)
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TOTAL DIRECT EXPENDITURE	165,200	170,332	5,132	(A)
Support Services	14,100	20,945	6,845	(A)
Recharges	(119,300)	(191,222)	(71,922)	(F)
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NET EXPENDITURE / (INCOME) TO SUMMARY	60,000	55	(59,945)	(F)
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Variations:Recharges:

Change in costs to be allocated

(71,900) (F)

NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S3450 CUSTOMER SERVICE CENTRE			
DIRECT EXPENDITURE			
Employees	600,700	491,597	(109,103) (F)
Transport	1,700	2,831	1,131 (A)
Supplies and Services	537,200	405,219	(131,981) (F)
Third Party Payments	51,800	32,295	(19,505) (F)
TOTAL DIRECT EXPENDITURE	1,191,400	931,942	(259,458) (F)
DIRECT INCOME			
Other Grants and Contributions	(470,600)	(352,498)	118,102 (A)
TOTAL DIRECT INCOME	(470,600)	(352,498)	118,102 (A)
NET DIRECT EXPENDITURE / (INCOME)	720,800	579,444	(141,356) (F)
Support Services	79,500	43,736	(35,764) (F)
Recharges	(767,100)	(623,180)	143,920 (A)
NET EXPENDITURE / (INCOME) TO SUMMARY	33,200	-	(33,200) (F)

Variations:Employees:

Staff vacancies / early contract termination	(79,800) (F)
IAS19 Pension adjustments	(25,300) (F)

Supplies and Services:

Shared Service - early contract termination	(117,300) (F)
IT costs - early contract termination	(13,400) (F)

Third Party Payments:

Customer Service Centre Review	(19,800) (F)
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Other Grants and Contributions:

Shared Service - early contract termination	(118,100) (F)
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Support Services:

Changes in allocations	(35,800) (F)
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Recharges:

Change in costs to be allocated	143,900 (A)
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NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4060 STREET CLEANSING				
DIRECT EXPENDITURE				
Premises	25,000	24,315	(685)	(F)
Transport	800	800	-	
Supplies and Services	38,900	34,818	(4,082)	(F)
Third Party Payments	964,200	980,115	15,915	(A)
TOTAL DIRECT EXPENDITURE	1,028,900	1,040,048	11,148	(A)
Support Services	151,900	131,727	(20,173)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	1,180,800	1,171,775	(9,025)	(F)

Variations:Employees:

Cleansing contract	14,900	(A)
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Support Services:

Changes in allocations	(20,200)	(F)
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S4090 WASTE MANAGEMENT

DIRECT EXPENDITURE				
Employees	540,100	555,982	15,882	(A)
Premises	-	4	4	(A)
Transport	24,100	15,678	(8,422)	(F)
Supplies and Services	37,600	31,087	(6,513)	(F)
Third Party Payments	2,900	233	(2,667)	(F)
TOTAL DIRECT EXPENDITURE	604,700	602,984	(1,716)	(F)
Support Services	143,400	213,083	69,683	(A)
Recharges	(749,300)	(815,426)	(66,126)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	(1,200)	641	1,841	(A)

Variations:Employees:

IAS19 Pension adjustments	14,400	(A)
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Support Services:

Changes in allocations	69,700	(A)
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Recharges:

Change in costs to be allocated	(66,100)	(F)
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NEIGHBOURHOOD SERVICES

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S4130 WASTE COLLECTION				
DIRECT EXPENDITURE				
Transport	800	800	-	
Supplies and Services	3,900	4,370	470	(A)
Third Party Payments	2,084,500	2,125,412	40,912	(A)
TOTAL DIRECT EXPENDITURE	2,089,200	2,130,582	41,382	(A)
DIRECT INCOME				
Other Income	(420,000)	(473,831)	(53,831)	(F)
Fees and Charges	(57,200)	(59,584)	(2,384)	(F)
TOTAL DIRECT INCOME	(477,200)	(533,415)	(56,215)	(F)
NET DIRECT EXPENDITURE / (INCOME)	1,612,000	1,597,167	(14,833)	(F)
Support Services	412,900	321,366	(91,534)	(F)
Capital Charges	245,000	244,961	(39)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	2,269,900	2,163,494	(106,406)	(F)

Variations:**Third Party Payments:**

Declassified capital expenditure	46,500	(A)
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Other Income:

Additional recycling credits	(53,800)	(F)
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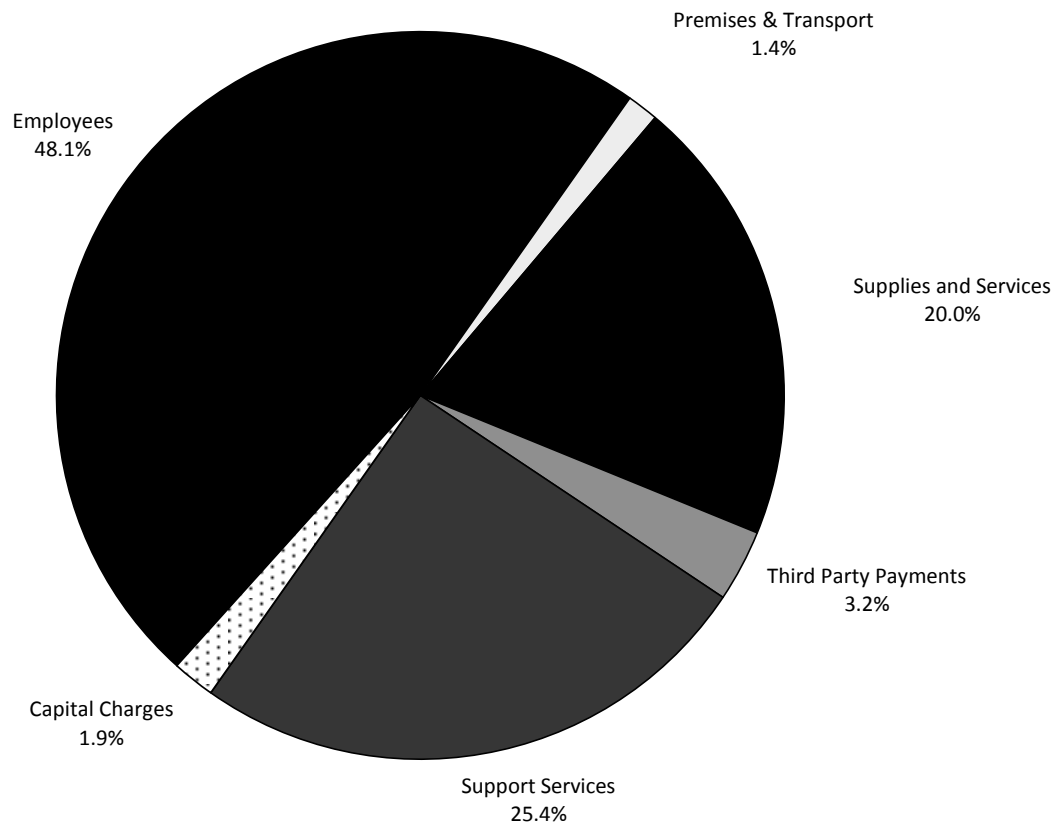
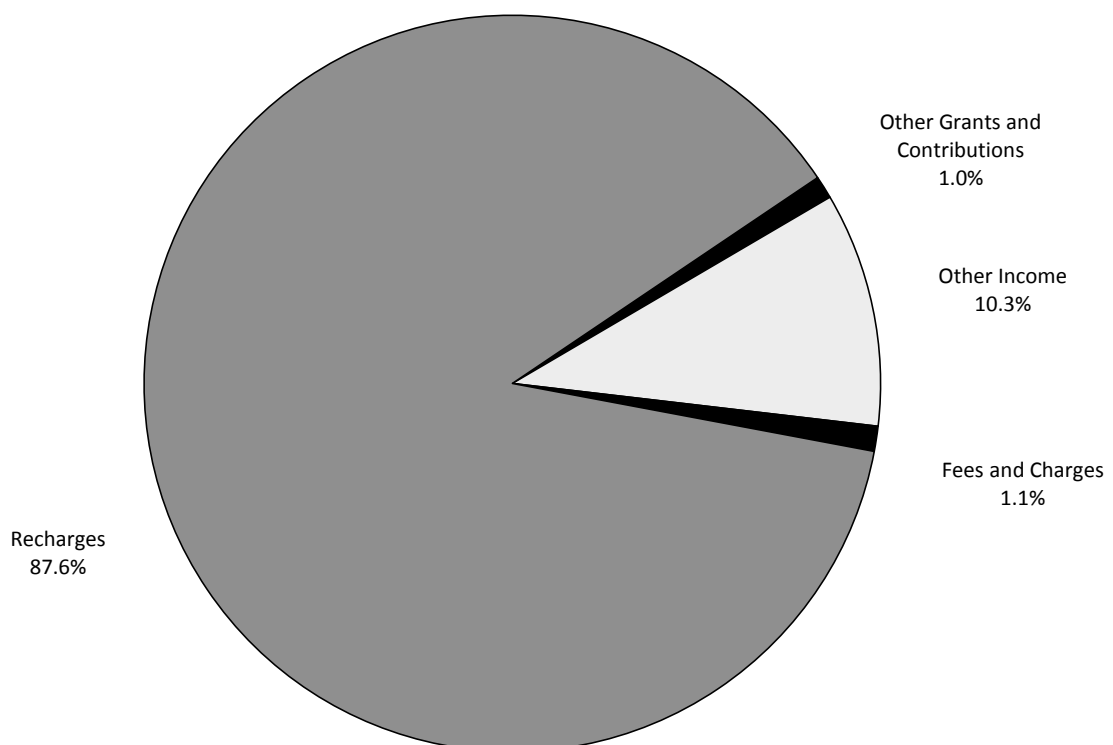
Support Services:

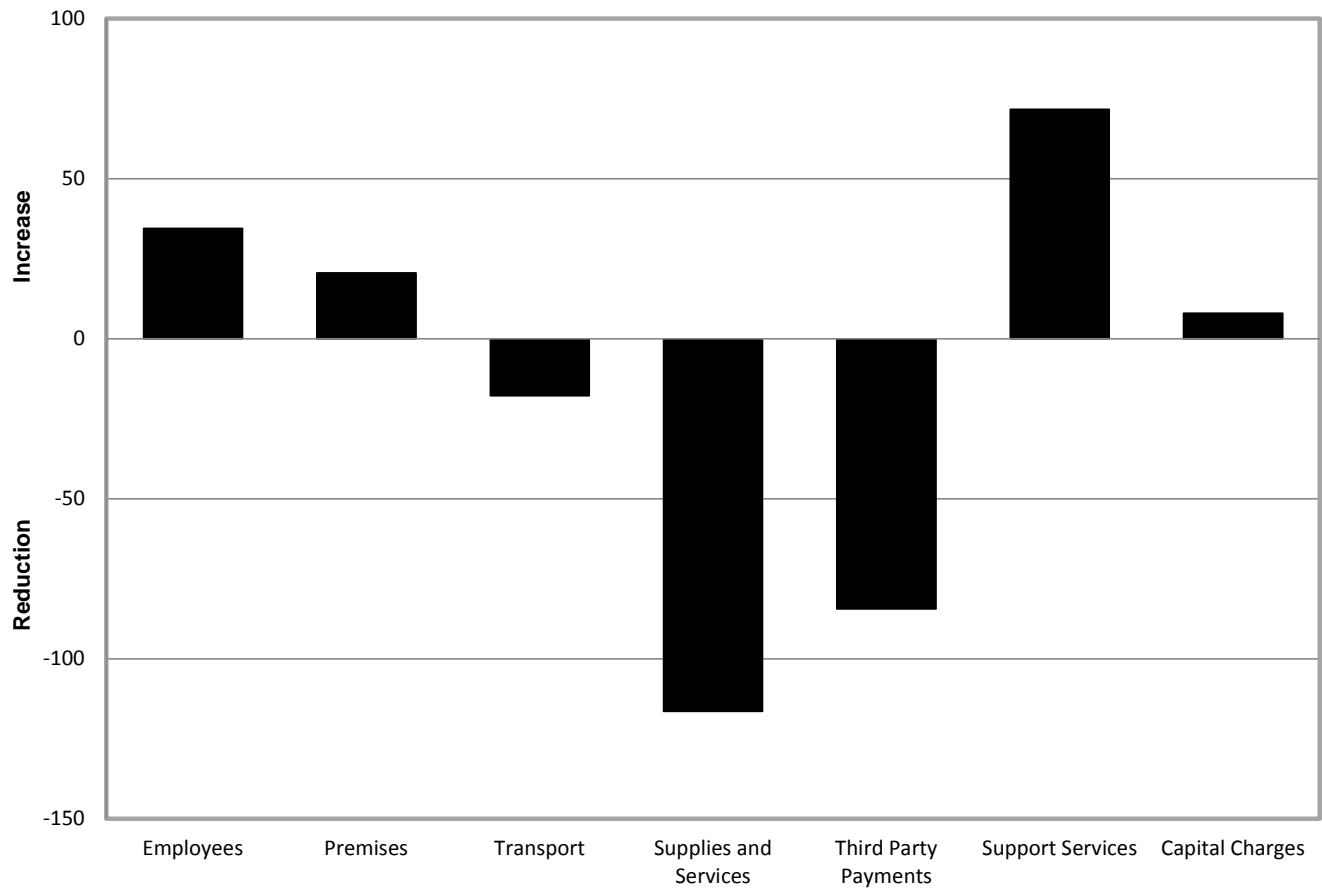
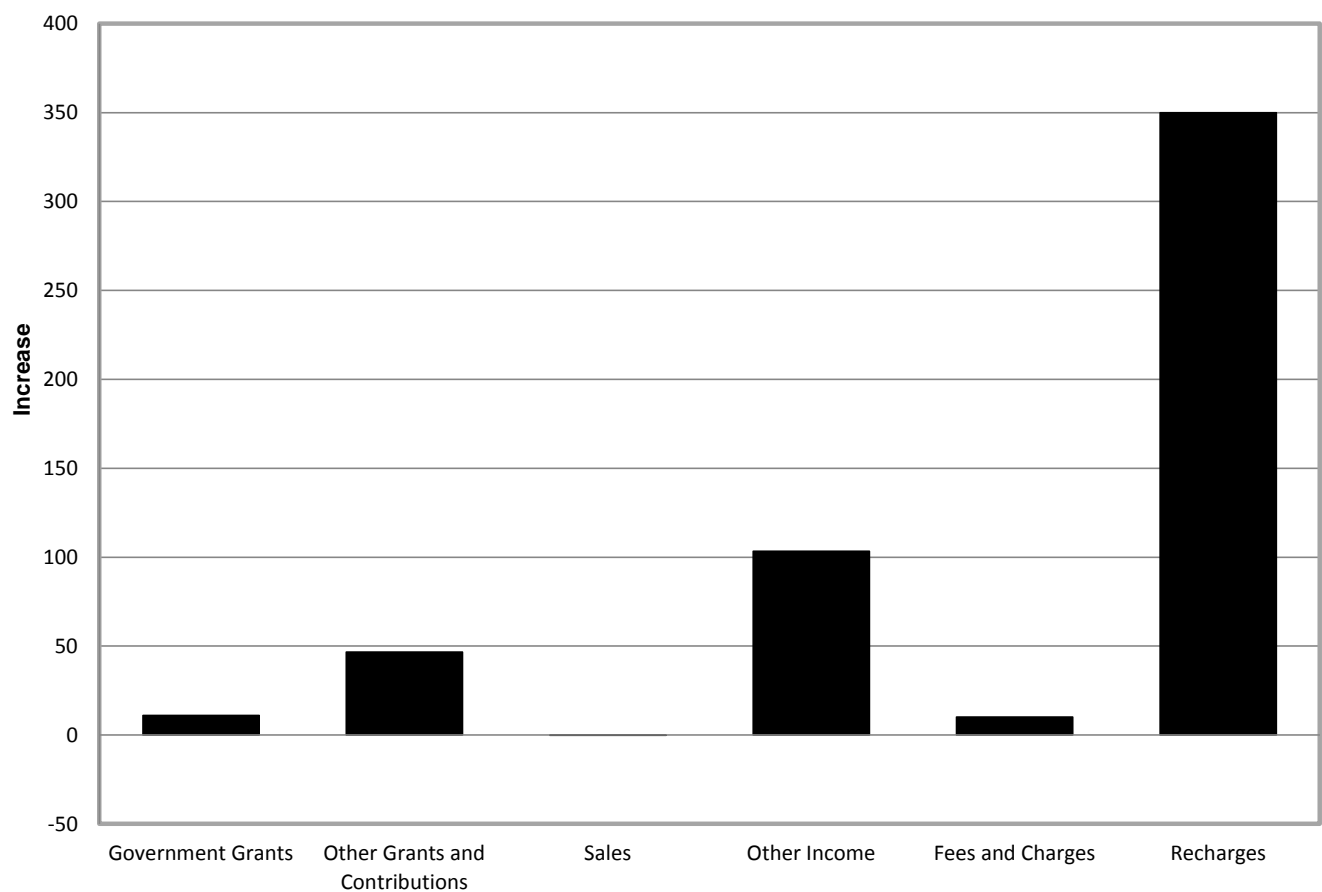
Changes in allocations	(91,500)	(F)
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S4180 ABANDONED VEHICLES

INDIRECT EXPENDITURE				
Support Services	300	1,201	901	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	300	1,201	901	(A)

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>STRATEGIC LEADERSHIP</u>				
S2000 CHIEF EXECUTIVE'S OFFICE	(61,300)	20,001	81,301	(A)
S2010 CORPORATE PROJECTS	246,500	24,710	(221,790)	(F)
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	5,500	742	(4,758)	(F)
S2060 HUMAN RESOURCES	63,800	9,615	(54,185)	(F)
S2080 MEMBER TRAINING	5,600	5,948	348	(A)
S2100 ORGANISATIONAL DEVELOPMENT	1,400	9	(1,391)	(F)
S2121 CONSULTATION	4,600	-	(4,600)	(F)
S2200 COMMITTEE SERVICES	81,900	(6)	(81,906)	(F)
S2220 DEMOCRATIC REPRESENTATION	938,200	924,768	(13,432)	(F)
S2240 ELECTIONS	171,000	197,222	26,222	(A)
S2260 ELECTORAL REGISTRATION	287,800	284,912	(2,888)	(F)
S2280 CHAIR OF THE COUNCIL	57,400	61,931	4,531	(A)
S2340 MEDIA ROOM	45,400	28,148	(17,252)	(F)
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	55,700	50,725	(4,975)	(F)
S3215 ASSISTED TRAVEL (WCC)	-	50	50	(A)
S3350 DOCUMENT MANAGEMENT CENTRE	99,200	-	(99,200)	(F)
S3452 CUSTOMER CONTACT MANAGER	1,900	-	(1,900)	(F)
S3470 WEB SERVICES	101,000	-	(101,000)	(F)
S3500 ICT SERVICES	96,400	(7,482)	(103,882)	(F)
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	4,900	900	(4,000)	(F)
TOTAL STRATEGIC LEADERSHIP	2,206,900	1,602,193	(604,707)	(F)
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	3,024,700	3,059,175	34,475	(A)
Premises	54,100	74,725	20,625	(A)
Transport	31,500	13,736	(17,764)	(F)
Supplies and Services	1,386,500	1,270,058	(116,442)	(F)
Third Party Payments	289,000	204,551	(84,449)	(F)
Support Services	1,542,900	1,614,611	71,711	(A)
Capital Charges	113,500	121,497	7,997	(A)
TOTAL EXPENDITURE	6,442,200	6,358,353	(83,847)	(F)
 <u>INCOME:</u>				
Government Grants	-	(10,963)	(10,963)	(F)
Other Grants and Contributions	-	(46,668)	(46,668)	(F)
Sales	(2,400)	(2,181)	219	(A)
Other Income	(374,600)	(477,965)	(103,365)	(F)
Fees and Charges	(44,000)	(54,123)	(10,123)	(F)
Recharges	(3,814,300)	(4,164,260)	(349,960)	(F)
TOTAL INCOME	(4,235,300)	(4,756,160)	(520,860)	(F)
 NET EXPENDITURE	 2,206,900	 1,602,193	 (604,707)	 (F)

ACTUAL STRATEGIC LEADERSHIP EXPENDITURE 2015/16**ACTUAL STRATEGIC LEADERSHIP INCOME 2015/16**

EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)**

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2000 CHIEF EXECUTIVE'S OFFICE				
DIRECT EXPENDITURE				
Employees	416,500	422,183	5,683	(A)
Transport	2,000	619	(1,381)	(F)
Supplies and Services	28,400	29,950	1,550	(A)
Third Party Payments	22,100	18,660	(3,440)	(F)
TOTAL DIRECT EXPENDITURE	469,000	471,412	2,412	(A)
DIRECT INCOME				
Other Income	-	(720)	(720)	(F)
TOTAL DIRECT INCOME	-	(720)	(720)	(F)
NET DIRECT EXPENDITURE / (INCOME)	469,000	470,692	1,692	(A)
Support Services	76,400	80,794	4,394	(A)
Recharges	(606,700)	(531,485)	75,215	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	(61,300)	20,001	81,301	(A)

Variations:**Recharges:**

Change in costs to be allocated

75,200 (A)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2010 CORPORATE PROJECTS				
DIRECT EXPENDITURE				
Employees	116,700	116,730	30	(A)
Transport	400	448	48	(A)
Supplies and Services	500	818	318	(A)
Third Party Payments	120,900	66,810	(54,090)	(F)
TOTAL DIRECT EXPENDITURE	238,500	184,806	(53,694)	(F)
DIRECT INCOME				
Other Grants and Contributions	-	(46,668)	(46,668)	(F)
TOTAL DIRECT INCOME	-	(46,668)	(46,668)	(F)
NET DIRECT EXPENDITURE / (INCOME)	238,500	138,138	(100,362)	(F)
Support Services	8,000	8,223	223	(A)
Recharges	-	(121,651)	(121,651)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	246,500	24,710	(221,790)	(F)

Variations:**Third Party Payments:**

Riverside House relocation - slippage

(87,200) (F)

Refurbish St Michael's House

37,500 (A)

Other Grants and Contributions:

Contributions re Refurbishment of St Michael's House

(46,700) (F)

Recharges:

Change in costs to be allocated

(121,700) (F)

S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE

DIRECT EXPENDITURE				
Supplies and Services	2,900	382	(2,518)	(F)
Third Party Payments	2,600	-	(2,600)	(F)
TOTAL DIRECT EXPENDITURE	5,500	382	(5,118)	(F)
Support Services	-	360	360	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	5,500	742	(4,758)	(F)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2060 HUMAN RESOURCES				
DIRECT EXPENDITURE				
Employees	413,400	422,060	8,660	(A)
Transport	500	453	(47)	(F)
Supplies and Services	55,100	40,872	(14,228)	(F)
Third Party Payments	28,800	24,641	(4,159)	(F)
TOTAL DIRECT EXPENDITURE	497,800	488,026	(9,774)	(F)
DIRECT INCOME				
Fees and Charges	-	(33)	(33)	(F)
TOTAL DIRECT INCOME	-	(33)	(33)	(F)
NET DIRECT EXPENDITURE / (INCOME)	497,800	487,993	(9,807)	(F)
Support Services	84,900	119,595	34,695	(A)
Recharges	(518,900)	(597,973)	(79,073)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	63,800	9,615	(54,185)	(F)

Variations:**Supplies and Services:**

Payroll Contract - see Earmarked Reserve requests	(11,000)	(F)
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Support Services:

Changes in allocations	34,700	(A)
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Recharges:

Change in costs to be allocated	(79,100)	(F)
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S2080 MEMBER TRAINING

DIRECT EXPENDITURE				
Employees	4,600	5,948	1,348	(A)
TOTAL DIRECT EXPENDITURE	4,600	5,948	1,348	(A)
Support Services	1,000	-	(1,000)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	5,600	5,948	348	(A)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2100 ORGANISATIONAL DEVELOPMENT				
DIRECT EXPENDITURE				
Employees	93,100	90,911	(2,189)	(F)
Transport	400	60	(340)	(F)
Supplies and Services	2,400	1,801	(599)	(F)
Third Party Payments	4,300	-	(4,300)	(F)
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TOTAL DIRECT EXPENDITURE	100,200	92,772	(7,428)	(F)
Support Services	93,400	62,525	(30,875)	(F)
Recharges	(192,200)	(155,288)	36,912	(A)
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NET EXPENDITURE / (INCOME) TO SUMMARY	1,400	9	(1,391)	(F)
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Variations:Support Services:

Changes in allocations (30,900) (F)

Recharges:

Change in costs to be allocated 36,900 (A)

S2121 CONSULTATION

DIRECT EXPENDITURE				
Third Party Payments	4,600	-	(4,600)	(F)
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NET EXPENDITURE / (INCOME) TO SUMMARY	4,600	-	(4,600)	(F)
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STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S2200 COMMITTEE SERVICES			
DIRECT EXPENDITURE			
Employees	194,900	182,973	(11,927) (F)
Transport	400	187	(213) (F)
Supplies and Services	24,200	20,220	(3,980) (F)
Third Party Payments	38,000	30,330	(7,670) (F)
TOTAL DIRECT EXPENDITURE	257,500	233,710	(23,790) (F)
Support Services	72,700	103,130	30,430 (A)
Recharges	(248,300)	(336,846)	(88,546) (F)
NET EXPENDITURE / (INCOME) TO SUMMARY	81,900	(6)	(81,906) (F)

Variations:Employees:

Staff vacancies (9,500) (F)

Support Services:

Changes in allocations 30,400 (A)

Recharges:

Change in costs to be allocated (88,500) (F)

S2220 DEMOCRATIC REPRESENTATION

DIRECT EXPENDITURE			
Employees	23,500	7,812	(15,688) (F)
Transport	8,900	5,286	(3,614) (F)
Supplies and Services	328,400	315,271	(13,129) (F)
Third Party Payments	14,900	3,178	(11,722) (F)
TOTAL DIRECT EXPENDITURE	375,700	331,547	(44,153) (F)
Support Services	634,700	665,424	30,724 (A)
Capital Charges	1,300	1,297	(3) (F)
Recharges	(73,500)	(73,500)	-
NET EXPENDITURE / (INCOME) TO SUMMARY	938,200	924,768	(13,432) (F)

Variations:Third Party Payments:

Fees not required (9,200) (F)

Support Services:

Changes in allocations 30,700 (A)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2240 ELECTIONS				
DIRECT EXPENDITURE				
Employees	220,100	273,807	53,707	(A)
Premises	50,500	74,725	24,225	(A)
Transport	8,900	418	(8,482)	(F)
Supplies and Services	153,900	173,717	19,817	(A)
TOTAL DIRECT EXPENDITURE	433,400	522,667	89,267	(A)
DIRECT INCOME				
Other Income	(314,700)	(403,480)	(88,780)	(F)
TOTAL DIRECT INCOME	(314,700)	(403,480)	(88,780)	(F)
NET DIRECT EXPENDITURE / (INCOME)	118,700	119,187	487	(A)
Support Services	52,300	78,035	25,735	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	171,000	197,222	26,222	(A)

Variations:Employees:

District Council Elections	29,400	(A)
Parish / Town Elections	8,800	(A)
Parliamentary Election	15,900	(A)

Premises:

Parliamentary Election	17,800	(A)
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Supplies and Services:

Parliamentary Election	10,000	(A)
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Other Income:

Parish / Town Elections	(56,800)	(F)
Parliamentary Election	(27,500)	(F)

Support Services:

Changes in allocations	25,700	(A)
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STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2260 ELECTORAL REGISTRATION				
DIRECT EXPENDITURE				
Employees	99,900	100,143	243	(A)
Premises	3,000	-	(3,000)	(F)
Transport	500	1,366	866	(A)
Supplies and Services	125,900	120,198	(5,702)	(F)
Third Party Payments	3,000	2,954	(46)	(F)
TOTAL DIRECT EXPENDITURE	232,300	224,661	(7,639)	(F)
DIRECT INCOME				
Government Grants	-	(10,963)	(10,963)	(F)
Sales	(2,400)	(2,181)	219	(A)
TOTAL DIRECT INCOME	(2,400)	(13,144)	(10,744)	(F)
NET DIRECT EXPENDITURE / (INCOME)	229,900	211,517	(18,383)	(F)
Support Services	73,600	89,095	15,495	(A)
Recharges	(15,700)	(15,700)	-	
NET EXPENDITURE / (INCOME) TO SUMMARY	287,800	284,912	(2,888)	(F)

Variations:**Government Grants:**

Contribution towards Individual Electoral Registration costs	(11,000)	(F)
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Support Services:

Changes in allocations	15,500	(A)
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S2280 CHAIR OF THE COUNCIL

DIRECT EXPENDITURE				
Employees	25,400	29,280	3,880	(A)
Premises	600	-	(600)	(F)
Transport	3,700	2,572	(1,128)	(F)
Supplies and Services	20,000	27,867	7,867	(A)
TOTAL DIRECT EXPENDITURE	49,700	59,719	10,019	(A)
DIRECT INCOME				
Other Income	-	(10,701)	(10,701)	(F)
TOTAL DIRECT INCOME	-	(10,701)	(10,701)	(F)
NET DIRECT EXPENDITURE / (INCOME)	49,700	49,018	(682)	(F)
Support Services	10,300	12,913	2,613	(A)
Recharges	(2,600)	-	2,600	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	57,400	61,931	4,531	(A)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S2340 MEDIA ROOM				
DIRECT EXPENDITURE				
Employees	213,400	215,274	1,874	(A)
Transport	900	35	(865)	(F)
Supplies and Services	75,200	56,734	(18,466)	(F)
Third Party Payments	400	-	(400)	(F)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT EXPENDITURE	289,900	272,043	(17,857)	(F)
	<hr/>	<hr/>	<hr/>	
DIRECT INCOME				
Other Income	(58,400)	(54,924)	3,476	(A)
Fees and Charges	(4,000)	(4,830)	(830)	(F)
	<hr/>	<hr/>	<hr/>	
TOTAL DIRECT INCOME	(62,400)	(59,754)	2,646	(A)
	<hr/>	<hr/>	<hr/>	
NET DIRECT EXPENDITURE / (INCOME)	227,500	212,289	(15,211)	(F)
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Support Services	88,900	86,109	(2,791)	(F)
Capital Charges	31,200	31,173	(27)	(F)
Recharges	(302,200)	(301,423)	777	(A)
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NET EXPENDITURE / (INCOME) TO SUMMARY	45,400	28,148	(17,252)	(F)
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Variations:Supplies and Services:

Less consumables used	(10,400)	(F)
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STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3210 ASSIST TRAVEL-TRANSPORT TOKENS				
DIRECT EXPENDITURE				
Supplies and Services	200	530	330	(A)
Third Party Payments	40,000	45,125	5,125	(A)
TOTAL DIRECT EXPENDITURE	40,200	45,655	5,455	(A)
DIRECT INCOME				
Other Income	(1,500)	(5,520)	(4,020)	(F)
TOTAL DIRECT INCOME	(1,500)	(5,520)	(4,020)	(F)
NET DIRECT EXPENDITURE / (INCOME	38,700	40,135	1,435	(A)
Support Services	17,000	10,590	(6,410)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	55,700	50,725	(4,975)	(F)
S3215 ASSISTED TRAVEL (WCC)				
DIRECT EXPENDITURE				
Third Party Payments	-	1,570	1,570	(A)
TOTAL DIRECT EXPENDITURE	-	1,570	1,570	(A)
DIRECT INCOME				
Other Income	-	(1,520)	(1,520)	(F)
TOTAL DIRECT INCOME	-	(1,520)	(1,520)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	-	50	50	(A)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3350 DOCUMENT MANAGEMENT CENTRE				
DIRECT EXPENDITURE				
Employees	203,800	171,403	(32,397)	(F)
Transport	400	77	(323)	(F)
Supplies and Services	30,400	8,434	(21,966)	(F)
TOTAL DIRECT EXPENDITURE	234,600	179,914	(54,686)	(F)
DIRECT INCOME				
Other Income	-	(1,100)	(1,100)	(F)
TOTAL DIRECT INCOME	-	(1,100)	(1,100)	(F)
NET DIRECT EXPENDITURE / (INCOME)	234,600	178,814	(55,786)	(F)
Support Services	89,600	64,240	(25,360)	(F)
Capital Charges	5,500	5,516	16	(A)
Recharges	(230,500)	(248,570)	(18,070)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	99,200	-	(99,200)	(F)

Variations:**Employees:**

Staff vacancies (26,300) (F)

Supplies and Services:

Scanning project delayed (20,000) (F)

Support Services:

Changes in allocations (25,400) (F)

Recharges:

Change in costs to be allocated (18,100) (F)

S3452 CUSTOMER CONTACT MANAGER

DIRECT EXPENDITURE				
Employees	50,300	51,714	1,414	(A)
Transport	100	81	(19)	(F)
Supplies and Services	16,200	2,336	(13,864)	(F)
TOTAL DIRECT EXPENDITURE	66,600	54,131	(12,469)	(F)
Support Services	3,100	10,151	7,051	(A)
Recharges	(67,800)	(64,282)	3,518	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	1,900	-	(1,900)	(F)

Variations:**Supplies and Services:**

Staff Engagement - see Earmarked Reserve Requests (9,000) (F)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3470 WEB SERVICES				
DIRECT EXPENDITURE				
Employees	46,600	47,788	1,188	(A)
Transport	100	-	(100)	(F)
Supplies and Services	104,400	62,655	(41,745)	(F)
Third Party Payments	1,000	960	(40)	(F)
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TOTAL DIRECT EXPENDITURE	152,100	111,403	(40,697)	(F)
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Support Services	43,800	25,224	(18,576)	(F)
Recharges	(94,900)	(136,627)	(41,727)	(F)
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NET EXPENDITURE / (INCOME) TO SUMMARY	101,000	-	(101,000)	(F)
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Variations:

<u>Supplies and Services:</u>		
Customer Contact Centre - IT changes delayed	(40,000)	(F)
<u>Support Services:</u>		
Changes in allocations	(18,600)	(F)
<u>Recharges:</u>		
Change in costs to be allocated	(41,700)	(F)

STRATEGIC LEADERSHIP

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S3500 ICT SERVICES				
DIRECT EXPENDITURE				
Employees	902,500	921,149	18,649	(A)
Transport	4,300	2,134	(2,166)	(F)
Supplies and Services	418,400	408,273	(10,127)	(F)
Third Party Payments	7,100	10,922	3,822	(A)
TOTAL DIRECT EXPENDITURE	1,332,300	1,342,478	10,178	(A)
DIRECT INCOME				
Fees and Charges	(40,000)	(48,271)	(8,271)	(F)
TOTAL DIRECT INCOME	(40,000)	(48,271)	(8,271)	(F)
NET DIRECT EXPENDITURE / (INCOME)	1,292,300	1,294,207	1,907	(A)
Support Services	179,100	183,390	4,290	(A)
Capital Charges	75,500	83,511	8,011	(A)
Recharges	(1,450,500)	(1,568,590)	(118,090)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	96,400	(7,482)	(103,882)	(F)

Variations:**Employees:**

IAS19 Pension Adjustments	13,600	(A)
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Recharges:

Change in costs to be allocated	(118,100)	(F)
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S4871 LEGAL SERVICES (SHARED SERVICE WCC)

DIRECT EXPENDITURE				
Third Party Payments	1,300	(599)	(1,899)	(F)
TOTAL DIRECT EXPENDITURE	1,300	(599)	(1,899)	(F)
DIRECT INCOME				
Fees and Charges	-	(989)	(989)	(F)
TOTAL DIRECT INCOME	-	(989)	(989)	(F)
NET DIRECT EXPENDITURE / (INCOME)	1,300	(1,588)	(2,888)	(F)
Support Services	14,100	14,813	713	(A)
Recharges	(10,500)	(12,325)	(1,825)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	4,900	900	(4,000)	(F)

EARMARKED RESERVE REQUESTS

£

GENERAL FUND**DEVELOPMENT SERVICES****Skills Initiative**

Unspent balance agreed by Executive to be carried forward for match funding of schemes over the next three years.

28,200

TOTAL DEVELOPMENT SERVICES

28,200

FINANCE**Procurement Training**

Professional training of procurement staff delayed due to staff changes and subsequent selection of appropriate course.

6,200

TOTAL FINANCE

6,200

HEALTH & COMMUNITY PROTECTION**Electric Pool Vehicles**

Procurement process delayed and lease costs will be paid on a quarterly basis. Vehicles now on order.

27,000

Heat Distribution Network

Part of the Climate Control Strategy / Sustainability Action Plan. Government funding notification not received until February hence delay in procurement of appropriate consultant.

21,200

TOTAL HEALTH & COMMUNITY PROTECTION

48,200

HOUSING & PROPERTY SERVICES**Lillington Regeneration**

Most of the feasibility work has been completed. Work delayed whilst co-operation of third party landowner sought.

30,000

Europa Way Strategic Opportunity Proposal

Delays in information provision by external organisations and time required to assess the impact of new legislation.

85,600

TOTAL HOUSING & PROPERTY SERVICES

115,600

NEIGHBOURHOOD SERVICES**St Mary's Lands**

Demolition of unsafe and derelict structures around site - delays due to changes in third party organisations that subsequently delayed their required approvals.

50,200

Crematorium

Rebranding of Crematorium, including new signage, etc. delayed due to delays in the capital works. Re-branding delayed as resources might be needed for additional drainage works.

24,000

Crematorium generator - installation delayed due to delays in capital works. Generator now on order.

11,000

TOTAL NEIGHBOURHOOD SERVICES

85,200

EARMARKED RESERVE REQUESTS

£

STRATEGIC LEADERSHIP**Media Room**

New monitors required to replace old equipment. Delays due to staff changes and compatibility assessments.

2,500

DMC Relocation

Move delayed due to potential heating issues in proposed new location and subsequent restructuring of Democratic Services.

8,000

Payroll Development

Ongoing development of system has taken a phased approach with Coventry due to resource issues.

11,000

Staff Engagement

Other changes to staff engagement work, staffing and workloads has delayed implementation.

9,000

Master's House Site Investigation and Feasibility Study

Contractor delays

4,100

Customer Segmentation in Culture

Technical issues have caused delays. Work now progressing.

4,600

TOTAL STRATEGIC LEADERSHIP**39,200****TOTAL GENERAL FUND SERVICES****322,600****HOUSING REVENUE ACCOUNT****New Carpeting for Sheltered Schemes**

Carpets need to be replaced on a regular basis. Procurement underway.

10,700

Stock Condition Survey - HRA Stock

Preparation of software to allow full compatibility of field-work survey findings with ActiveH (housing Repairs System) took longer than was originally anticipated.

84,000

Chandos Court New Mobility Scooter Store

Change in Contract and Contractor for provision of Disabled Adaptations Works.

33,000

Fire Precaution Works Across HRA Blocks of Flats

Awaiting completion of Fire Risk Assessments in order to programme works and issue to contractor.

60,000

Sheltered Schemes Alarm Systems

Upgrades required for all Schemes will provide better value for money by procuring a larger contract.

71,000

TOTAL HOUSING REVENUE ACCOUNT**258,700**

GENERAL FUND AND H.R.A. RESERVES, PROVISIONS AND INVESTMENTS

	BALANCE AT 31/3/2015 £	LATEST ESTIMATE 2015/16 £	BALANCE AT 31/3/2016 £	CHANGE BETWEEN YEARS £	CHANGE FROM LATEST ESTIMATE £
GENERAL FUND RESERVES					
Art Fund	63,634	64,634	66,945	3,311	2,311
Art Gallery Gift	56,666	56,666	56,666	-	-
Biodiversity Offsetting	51	51	51	-	-
Building Control	292,524	274,566	248,642	(43,882)	(25,924)
Business Rate Retention Volatility	3,427,313	2,469,457	3,352,733	(74,580)	883,276
Capital Investment	3,550,949	2,842,512	3,046,994	(503,955)	204,482
Car Parking Repairs and Maintenance	219,651	181,951	506,028	286,377	324,077
Community Forums	136,200	80,000	118,983	(17,217)	38,983
Corporate Assets	1,338,351	1,164,151	1,842,206	503,855	678,055
Covent Garden Multi Storey Reserve	-	-	900,000	900,000	900,000
Election Expenses	94,822	14,822	14,822	(80,000)	-
Energy Management	98,347	103,424	103,422	5,075	(2)
Enterprise Projects Reserve	21,300	21,300	59,331	38,031	38,031
Equipment Renewals	456,055	777,450	830,400	374,345	52,950
General Fund Early Retirements	84,700	126,620	102,677	17,977	(23,943)
Gym Equipment	93,961	122,503	122,503	28,542	-
Hill Close Gardens	-	80,000	80,000	80,000	-
ICT Replacement Reserve	1,028,543	859,775	864,971	(163,572)	5,196
Insurance	322,257	322,257	322,257	-	-
Local Plan Delivery Reserve	237,500	189,500	153,781	(83,719)	(35,719)
Other Commuted Sums	282,539	537,203	538,336	255,797	1,133
Planning Appeals	513,605	500,849	564,011	50,406	63,162
Public Amenity	837,601	696,905	747,182	(90,419)	50,277
Public Open Spaces Planning Gain	350,324	748,334	926,091	575,767	177,757
Rent Bond Scheme	22,100	22,100	22,100	-	-
Revenue Grants / Contributions In Advance (See analysis on next page)	851,679	685,075	773,451	(78,228)	88,376
Right to Bid	20,347	20,347	20,347	-	-
Right to Challenge	25,572	25,572	25,572	-	-
Riverside House Maintenance	-	30,000	30,000	30,000	-
Service Transformation	1,901,914	848,842	1,385,092	(516,822)	536,250
Tourism	44,425	39,425	39,425	(5,000)	-
TOTAL GENERAL FUND RESERVES	16,372,930	13,906,291	17,865,019	1,492,089	3,958,728
H.R.A. RESERVES					
H.R.A. Early Retirements	109,003	117,003	113,927	4,924	(3,076)
H.R.A. Revenue Grants/Contributions In Advance	10,000	10,000	10,000	-	-
Housing Capital Investment	21,558,832	21,325,032	20,724,982	(833,850)	(600,050)
Major Repairs Allowance (MRA)	2,080,171	3,893,518	4,611,303	2,531,132	717,785
TOTAL H.R.A. RESERVES	23,758,006	25,345,553	25,460,212	1,702,206	114,659
PROVISIONS					
General Fund Insurance	274,266	313,469	290,680	16,414	(22,789)
Housing Revenue Account Insurance	206,903	220,010	219,285	12,382	(725)
Local Land Charges	198,139	185,206	185,866	(12,273)	660
Tree Preservation Orders Compensation	117,300	117,300	117,300	-	-
TOTAL PROVISIONS	796,608	835,985	813,131	16,523	(22,854)
INVESTMENTS					
Consols Account	45	45	45	-	-
Parish Property Account	234	234	234	-	-
TOTAL INVESTMENTS	279	279	279	-	-
GRAND TOTAL	40,927,823	40,088,108	44,138,641	3,210,818	4,050,533

GENERAL FUND AND H.R.A. RESERVES, PROVISIONS AND INVESTMENTS

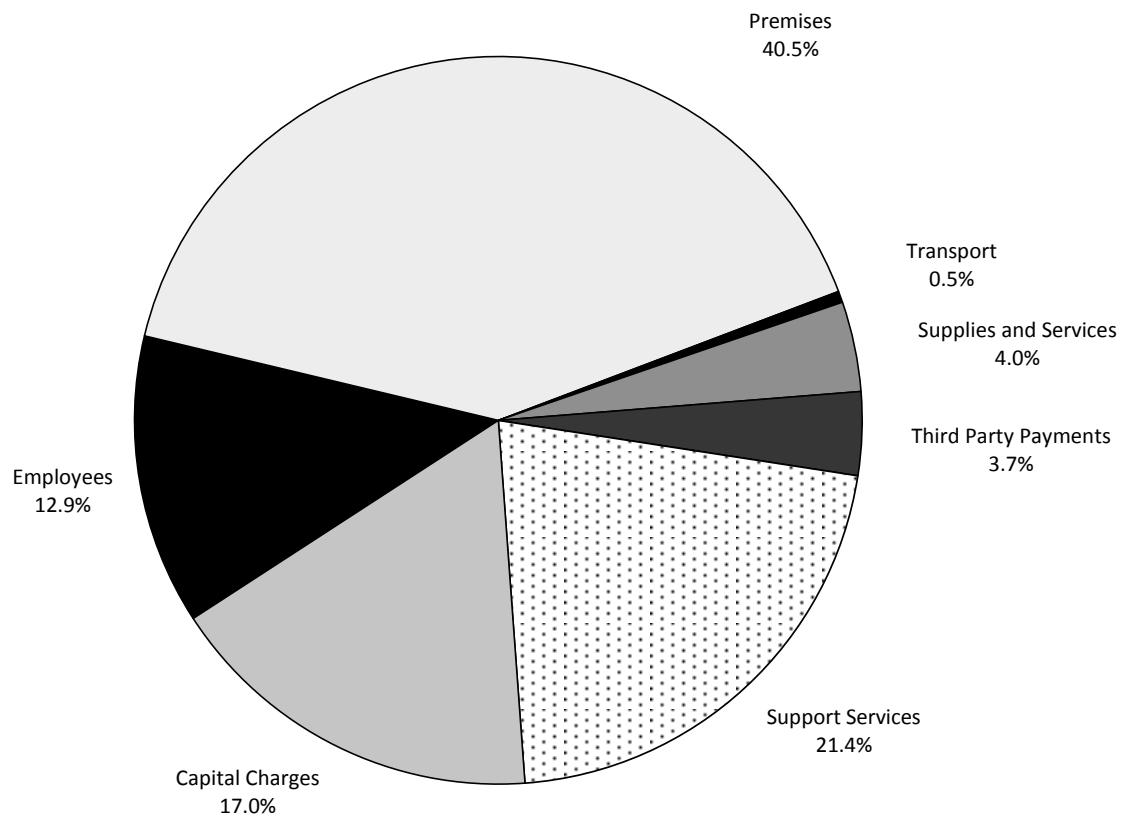
	BALANCE AT 31/3/2015 £	BALANCE AT 31/3/2016 £	CHANGE 2015/16 £
EARMARKED RESERVES			
Earmarked Reserves b/fwd from 2014/15	638,700	-	(638,700)
Already Approved (Feb 16) & New Requests (see Appendix 'F')	-	380,700	380,700
TOTAL EARMARKED RESERVES	638,700	380,700	(258,000)

	BALANCE AT 31/3/2016 £
REVENUE GRANTS / CONTRIBUTIONS IN ADVANCE	
(Included in Reserve figures above)	
General Fund:	
Area Based Grant Funding Family Intervention Project	109,759
Arts Development contributions	11,115
Council Tax Support New Burdens S31 Grant	129,900
Crematorium Bequest	-
DCLG Site Delivery Grant 2014/15	25,448
Empty Homes Strategy	10,493
EU Inspire	7,100
Exhibitions Programme Funding	32,015
Forbes Youth Shelter Funding	1,600
Government Grant re additional Benefits Staff	25,275
Government Grant re Homelessness Packs	823
Gypsy and Traveller Assessment	2,975
Mortgage Rescue Scheme	48,500
Other LA Contributions Funding Family Intervention Project	10,000
Partnership Working with WCC	40,000
Portas Pilot Grant	-
Preventing Repossessions	31,239
Prevention Work	156,320
Right to Move	37,457
RSL Contributions	46,880
St Michaels Leper Hospital	9,200
Unallocated revenue Planning Delivery Grant	30,126
Warwick Rocks Project	330
Young Persons Training	6,896
Total General Fund	773,451
Housing Revenue Account:	
Housing Fraud Initiative	10,000
Total Housing Revenue Account	10,000
TOTAL REVENUE GRANTS/CONTRIBUTIONS IN ADVANCE	783,451

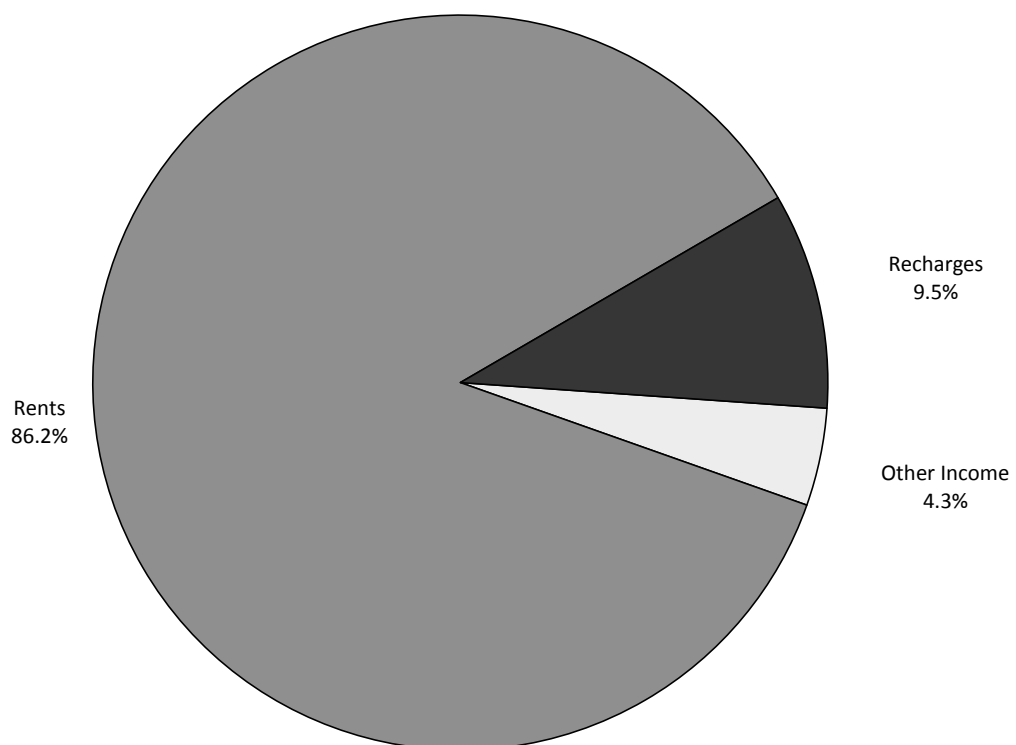
HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,393,800	2,312,903	(80,897)	(F)
Premises	8,094,800	7,286,439	(808,361)	(F)
Transport	101,800	87,295	(14,505)	(F)
Supplies and Services	984,000	724,633	(259,367)	(F)
Third Party Payments	797,300	673,361	(123,939)	(F)
Support Services	3,984,400	3,854,183	(130,217)	(F)
Capital Charges	3,132,200	3,061,425	(70,775)	(F)
TOTAL EXPENDITURE	19,488,300	18,000,239	(1,488,061)	(F)
<u>INCOME:</u>				
Other Grants and Contributions	(521,600)	(526,016)	(4,416)	(F)
Other Income	(96,400)	(109,862)	(13,462)	(F)
Fees and Charges	(700,600)	(707,599)	(6,999)	(F)
Rents	(26,671,700)	(26,726,988)	(55,288)	(F)
Recharges	(2,899,300)	(2,945,432)	(46,132)	(F)
TOTAL INCOME	(30,889,600)	(31,015,897)	(126,297)	(F)
NET INCOME FROM SERVICES	(11,401,300)	(13,015,658)	(1,614,358)	(F)

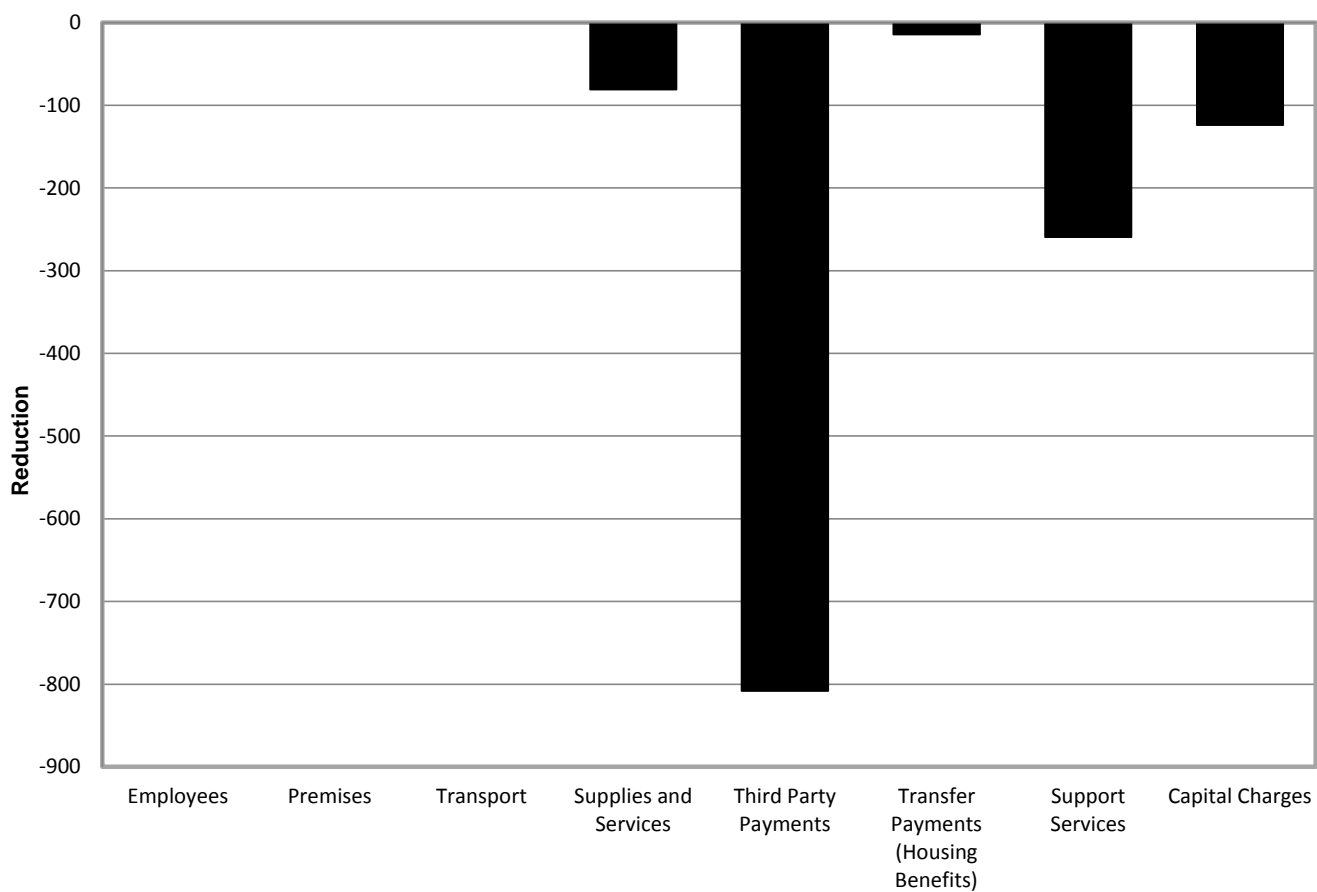
ACTUAL HRA EXPENDITURE 2015/16



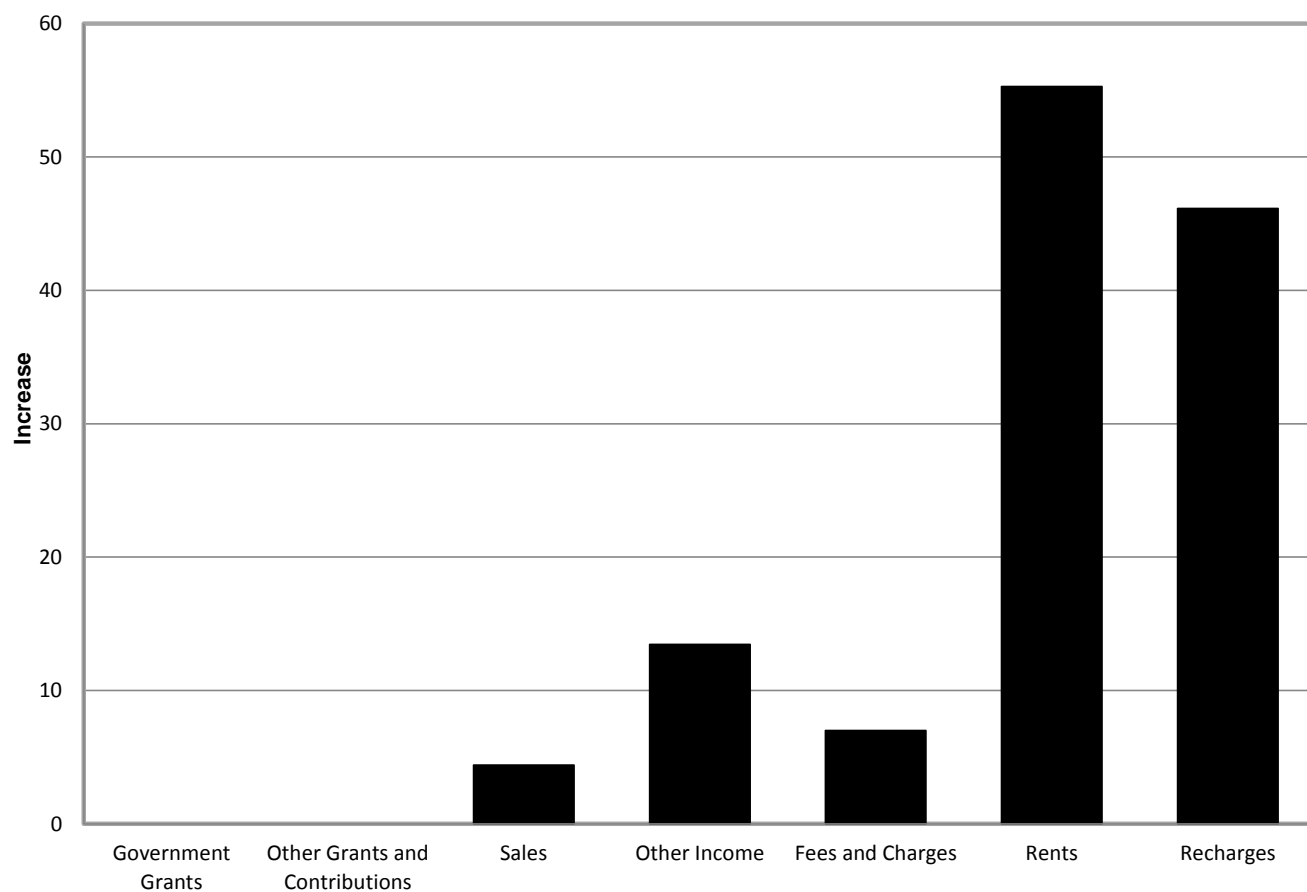
ACTUAL HRA INCOME 2015/16



EXPENDITURE: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



INCOME: ACTUAL VARIATION FROM 2015/16 LATEST BUDGET (£'000)



HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7000 HOUSING REVENUE AC				
Housing Repairs Supervision	682,300	781,758	99,458	(A)
HRA Repairs and Maintenance (See Page H12)	6,607,700	5,832,110	(775,590)	(F)
Electricity	300	-	(300)	(F)
Rates	1,400	(2,089)	(3,489)	(F)
Council Tax	19,500	19,675	175	(A)
Water Charges-Metered	32,600	35,755	3,155	(A)
	
Premises	7,343,800	6,667,209	(676,591)	(F)
	
Debt Recovery Agency Costs	3,900	-	(3,900)	(F)
Contributions To Provisions	36,000	55,639	19,639	(A)
Bad Debts Provision	437,000	215,124	(221,876)	(F)
	
Supplies and Services	476,900	270,763	(206,137)	(F)
	
S7200 Housing Services (See Page H7)	1,200	-	(1,200)	(F)
S7010 Hsg Sup+Man General (See Page H6)	2,819,100	2,443,766	(375,334)	(F)
S7015 HSG SUP+MAN SPECIAL (See Pages H8 to H11)	2,284,400	2,083,478	(200,922)	(F)
	
Supervision and Management	5,104,700	4,527,244	(577,456)	(F)
	
REFCUS amortised to revenue	119,500	48,817	(70,683)	(F)
Depreciation on Council Dwellings	2,626,000	2,638,776	12,776	(A)
Depreciation on Other HRA Properties	362,100	349,262	(12,838)	(F)
Depreciation on Equipment	24,600	24,570	(30)	(F)
	
Capital Charges	3,132,200	3,061,425	(70,775)	(F)
	
TOTAL EXPENDITURE	16,057,600	14,526,641	(1,530,959)	(F)
	
INCOME				
Other Income	-	(2,950)	(2,950)	(F)
Other Licences	(4,100)	(4,007)	93	(A)
Heating Charges	(102,900)	(118,298)	(15,398)	(F)
Service Charges	(131,200)	(131,157)	43	(A)
Service Charges Supporting People	(147,500)	(155,259)	(7,759)	(F)
Water Charges	(31,100)	(32,004)	(904)	(F)
Service Charges Leasehold	-	(1,154)	(1,154)	(F)
Rents-Housing	(25,725,000)	(25,751,983)	(26,983)	(F)
Rents-Shared Ownership	-	(22,174)	(22,174)	(F)
Rents-Garages	(495,500)	(501,216)	(5,716)	(F)
Rents-Others	(320,000)	(320,458)	(458)	(F)
General Fund	(37,900)	(37,900)	-	
General Fund- SP	(463,700)	(463,739)	(39)	(F)
	
TOTAL INCOME	(27,458,900)	(27,542,299)	(83,399)	(F)
	
NET EXPENDITURE / (INCOME) FROM SERVICES	(11,401,300)	(13,015,658)	(1,614,358)	(F)
	
Interest-Balances	(172,200)	(198,600)	(26,400)	(F)
Capital Charges - Adj	(119,500)	(48,817)	70,683	(A)
Depreciation Adj - Other HRA Property	-	386,653	386,653	(A)
	
NET OPERATIONAL EXPENDITURE / INCOME	(11,693,000)	(12,876,422)	(1,183,422)	(F)
	

HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7000 HOUSING REVENUE AC (Continued)				
NET OPERATIONAL EXPENDITURE / INCOME	(11,693,000)	(12,876,422)	(1,183,422)	(F)
APPROPRIATIONS:				
External Interest	4,765,600	4,765,564	(36)	(F)
Appropriation Re Depn + MRA	3,001,500	2,486,755	(514,745)	(F)
Cap Fin-Rev Contr to Cap Outlay(GF+HIP)	347,600	357,199	9,599	(A)
Cont from Reserves	8,000	8,000	-	
Contrib HRA Capital Invest Reserve (Dr)	3,703,300	5,388,163	1,684,863	(F)
Cont from Reserves	(6,100)	(3,076)	3,024	(A)
employee benefits accruals (cr)	-	(8,218)	(8,218)	(F)
IAS19 Pension Adjustments	(159,400)	(150,465)	8,935	(A)
TAKEN FROM / (TO) BALANCES	(32,500)	(32,500)	-	
Balance Brought Forward	(1,353,400)	(1,353,400)	-	
BALANCE CARRIED FORWARD	(1,385,900)	(1,385,900)	-	

Variations:

Housing Repairs Supervision:

Change in allocations

HRA Repairs and Maintenance:

See page H12

Contributions to Provisions:

Increased assessment from HRA Insurances Provision

19,600 (A)

Bad Debts Provision:

Revised assessment

(221,900) (F)

Supervision and Management:

See pages H6, Page H7 and Pages H8 to H11

Heating Charges:

Reduced level of voids

(15,400) (F)

Rents:

Reduced level of voids and Greatfield Drive shared ownership income

(55,300) (F)

Interest on Balances:

Increase in the level of HRA balances due to reduced level of capital expenditure

(26,400) (F)

Contribution to HRA Capital Investment Reserve:

Net change in service income and expenditure

1,684,900 (F)

HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S7010 HSG SUP+MAN GENERAL			
DIRECT EXPENDITURE			
Employees	33,100	26,527	(6,573) (F)
Premises	167,800	171,811	4,011 (A)
Supplies and Services	119,600	92,416	(27,184) (F)
Third Party Payments	291,800	203,650	(88,150) (F)
TOTAL DIRECT EXPENDITURE	612,300	494,404	(117,896) (F)
DIRECT INCOME			
Other Income	(41,000)	(35,603)	5,397 (A)
Fees and Charges	(137,100)	(93,720)	43,380 (A)
Other Grants and Contributions	(20,000)	(23,884)	(3,884) (F)
TOTAL DIRECT INCOME	(198,100)	(153,207)	44,893 (A)
NET DIRECT EXPENDITURE / (INCOME)	414,200	341,197	(73,003) (F)
Support Services	3,087,200	2,884,327	(202,873) (F)
Recharges	(682,300)	(781,758)	(99,458) (F)
NET EXPENDITURE / (INCOME) TO SUMMARY	2,819,100	2,443,766	(375,334) (F)

Variations:**Supplies and Services:**

Reduced cost of software	(16,900) (F)
Reduced External Audit Fee	(8,700) (F)

Third Party Payments:

Stock Condition Survey - Earmarked Reserve Request	(84,000) (F)
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Fees and Charges:

Reduced Solar Panel Income due to ongoing dispute with the accuracy of meters	49,000 (A)
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Support Services:

Changes in allocations	(202,900) (F)
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Recharges:

Change in costs to be allocated	(99,500) (F)
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HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7200 HOUSING SERVICES				
DIRECT EXPENDITURE				
Employees	1,355,200	1,332,967	(22,233)	(F)
Premises	-	412	412	(A)
Transport	40,900	38,620	(2,280)	(F)
Supplies and Services	192,900	158,295	(34,605)	(F)
Third Party Payments	139,800	101,148	(38,652)	(F)
TOTAL DIRECT EXPENDITURE	1,728,800	1,631,442	(97,358)	(F)
DIRECT INCOME				
Other Income	(39,600)	(41,302)	(1,702)	(F)
Fees and Charges	(47,000)	(45,364)	1,636	(A)
TOTAL DIRECT INCOME	(86,600)	(86,666)	(66)	(F)
NET DIRECT EXPENDITURE / (INCOME)	1,642,200	1,544,776	(97,424)	(F)
Support Services	546,800	591,898	45,098	(A)
Recharges	(2,187,800)	(2,136,674)	51,126	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	1,200	-	(1,200)	(F)

Variations:

Employees:

IAS19 Pension Adjustments	(12,600)	(F)
Staff changes	(12,900)	(F)

Supplies and Services:

Postages	(10,200)	(F)
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Third Party Payments:

Reduced Legal Service fees	(31,400)	(F)
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Support Services:

Changes in allocations	45,100	(A)
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Recharges:

Change in costs to be allocated	51,100	(A)
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HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
<u>S7015 HSG SUP+MAN SPECIAL</u>				
S7410 WARWICK RESPONSE	674,600	625,032	(49,568)	(F)
S7440 HOUSING SUPPORT	418,800	394,104	(24,696)	(F)
S7450 CENTRAL HEATING	170,100	159,907	(10,193)	(F)
S7460 COMMUNITY CENTRES	11,100	3,650	(7,450)	(F)
S7620 HSG OPEN SPACES	411,000	382,190	(28,810)	(F)
S7630 HSG COMMUNAL AREAS	447,500	387,203	(60,297)	(F)
S7635 ESTATE SUPERVISORS	151,300	131,392	(19,908)	(F)
NET EXPENDITURE / (INCOME) TO SUMMARY	2,284,400	2,083,478	(200,922)	(F)
S7410 WARWICK RESPONSE				
DIRECT EXPENDITURE				
Employees	597,600	585,879	(11,721)	(F)
Premises	5,600	7,237	1,637	(A)
Transport	44,500	35,987	(8,513)	(F)
Supplies and Services	105,600	111,934	6,334	(A)
Third Party Payments	400	387	(13)	(F)
TOTAL DIRECT EXPENDITURE	753,700	741,424	(12,276)	(F)
DIRECT INCOME				
Other Grants and Contributions	-	(348)	(348)	(F)
Other Income	-	(8,727)	(8,727)	(F)
Fees and Charges	(228,100)	(252,233)	(24,133)	(F)
TOTAL DIRECT INCOME	(228,100)	(261,308)	(33,208)	(F)
NET DIRECT EXPENDITURE / (INCOME	525,600	480,116	(45,484)	(F)
Support Services	149,000	144,916	(4,084)	(F)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	674,600	625,032	(49,568)	(F)

Variations:**Employees:**

Staff changes	(17,300)	(F)
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Fees and Charges:

Telecare income from WCC	(20,900)	(F)
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HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7440 HOUSING SUPPORT				
DIRECT EXPENDITURE				
Employees	270,100	238,710	(31,390)	(F)
Premises	8,700	7,298	(1,402)	(F)
Transport	14,200	10,595	(3,605)	(F)
Supplies and Services	68,700	58,452	(10,248)	(F)
Third Party Payments	500	4,643	4,143	(A)
TOTAL DIRECT EXPENDITURE	362,200	319,698	(42,502)	(F)
DIRECT INCOME				
Other Income	(200)	-	200	(A)
Fees and Charges	(2,800)	(5,534)	(2,734)	(F)
Other Grants and Contributions	-	(145)	(145)	(F)
TOTAL DIRECT INCOME	(3,000)	(5,679)	(2,679)	(F)
NET DIRECT EXPENDITURE / (INCOME)	359,200	314,019	(45,181)	(F)
Support Services	61,800	80,085	18,285	(A)
Recharges	(2,200)	-	2,200	(A)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	418,800	394,104	(24,696)	(F)

Variations:**Employees:**

Reduced overtime	(17,500)	(F)
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Support Services:

Changes in allocations	18,300	(A)
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S7450 CENTRAL HEATING

DIRECT EXPENDITURE				
Premises	167,800	157,993	(9,807)	(F)
Supplies and Services	1,900	1,651	(249)	(F)
TOTAL DIRECT EXPENDITURE	169,700	159,644	(10,056)	(F)
Support Services	400	263	(137)	(F)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	170,100	159,907	(10,193)	(F)

HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7460 COMMUNITY CENTRES				
DIRECT EXPENDITURE				
Premises	7,300	4,197	(3,103)	(F)
Supplies and Services	4,200	173	(4,027)	(F)
TOTAL DIRECT EXPENDITURE	11,500	4,370	(7,130)	(F)
DIRECT INCOME				
Other Income	(700)	(720)	(20)	(F)
TOTAL DIRECT INCOME	(700)	(720)	(20)	(F)
NET DIRECT EXPENDITURE / (INCOME)	10,800	3,650	(7,150)	(F)
Support Services	300	-	(300)	(F)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	11,100	3,650	(7,450)	(F)
 S7620 HSG OPEN SPACES				
DIRECT EXPENDITURE				
Premises	30,200	4,537	(25,663)	(F)
Supplies and Services	3,000	914	(2,086)	(F)
Third Party Payments	315,000	319,904	4,904	(A)
TOTAL DIRECT EXPENDITURE	348,200	325,355	(22,845)	(F)
Support Services	62,800	56,835	(5,965)	(F)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	411,000	382,190	(28,810)	(F)

Variations:

Premises:

Reduced Grounds Maintenance charge	(20,400)	(F)
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HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £
S7630 HSG COMMUNAL AREAS			
DIRECT EXPENDITURE			
Premises	386,800	309,683	(77,117) (F)
Supplies and Services	600	215	(385) (F)
TOTAL DIRECT EXPENDITURE	387,400	309,898	(77,502) (F)
Support Services	60,100	77,305	17,205 (A)
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	447,500	387,203	(60,297) (F)

Variations:

Premises:

Reduced electricity charges	(12,700) (F)
New Cleaning Contract not yet in place	(62,700) (F)

Support Services:

Changes in allocations	17,200 (A)
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S7635 ESTATE SUPERVISORS

DIRECT EXPENDITURE			
Employees	137,800	128,820	(8,980) (F)
Premises	16,000	6,841	(9,159) (F)
Transport	2,200	2,113	(87) (F)
Supplies and Services	6,300	4,037	(2,263) (F)
Third Party Payments	-	461	461 (A)
TOTAL DIRECT EXPENDITURE	162,300	142,272	(20,028) (F)
Support Services	16,000	16,120	120 (A)
Recharges	(27,000)	(27,000)	-
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	151,300	131,392	(19,908) (F)

HOUSING REVENUE ACCOUNT

	LATEST BUDGET 2015/16 £	ACTUAL 2015/16 £	VARIATION 2015/16 £	
S7900 HOUSING REPAIRS - MAJOR				
7900 PAINTING & DECORATIONS	980,000	948,316	(31,684)	(F)
7901 CONCRETE REPAIRS	40,000	30,786	(9,214)	(F)
7903 COMMUNAL FLOORING/CARPETS	40,000	29,244	(10,756)	(F)
7910 ELECTRICAL REPAIRS	681,800	531,764	(150,036)	(F)
7912 GAS/HEATING MAINTENANCE	594,100	557,800	(36,300)	(F)
7914 HRA LIFT MAINTENANCE	39,400	18,677	(20,723)	(F)
7916 DOOR ENTRY & SECURITY MAINTENANCE	60,000	58,754	(1,246)	(F)
7918 SHOP MAINTENANCE	10,700	14,697	3,997	(A)
7920 HRA STAIRLIFT MAINTENANCE	75,400	10,340	(65,060)	(F)
7922 LEGIONELLA TESTING	63,600	10,741	(52,859)	(F)
7926 FIRE PREVENTION WORKS	150,000	52,450	(97,550)	(F)
7927 SHELTERED SCHEME FIRE ALARM SYSTEMS	71,000	-	(71,000)	(F)
7930 HRA PATHS AND SURFACING	100,000	86,794	(13,206)	(F)
7940 HRA ASBESTOS WORKS	637,600	683,076	45,476	(A)
NET EXPENDITURE / (INCOME) TO SUMMARY	3,543,600	3,033,439	(510,161)	(F)

Variations:

The growth in the base budget requested by the service and approved has not been fully utilised in year

Change to Repair contracts from Open Book to Schedule of Rates

7900 Painting & Decorating has underspent due to timing of planned works and delivery constraints. (31,684) (F)

7910 Electrical Repairs: Delays in programme whilst awaiting completion of service redesign and extension of contract (150,036) (F)

7927 Fire Prevention: Sheltered Scheme Fire Alarm Systems Upgrade to proceed 2016/17 (71,000) (F)

7922 Legionella Testing: Legionella management programme in development (52,859) (F)

7926 Fire Prevention Works: No planned programme, contingency for reactive works underspent (97,550) (F)

7920 HRA Stairlift Maintenance (20,723) (F)

7912 Gas/Heating Maintenance - Timing of maintenance contracts and delivery constraints (36,300) (F)

7914 HRA Lift Maintenance (65,060) (F)

7940 HRA Asbestos works: contracts now in place catch up on outstanding works 45,476 (A)

Smaller variances (30,325) (F)

S7950 HOUSING REPAIRS - RESPONSIVE

7960 VOID REPAIR CONTRACT	1,378,600	1,158,341	(220,259)	(F)
7964 OUT OF HOURS CONTRACT	-	683	683	(A)
7966 DAY TO DAY REPAIRS CONTRACT	1,621,800	1,605,237	(16,563)	(F)
7968 GARAGES: RESPONSIVE REPAIRS	63,700	34,410	(29,290)	(F)
	3,064,100	2,798,671	(265,429)	(F)

Variations:**Void Repairs:**

Demand lower than anticipated due to reduced void levels (220,300) (F)

Responsive / Out of Hours Repairs:

Tighter control on expenditure arising from change to charging mechanism from "Open Book" to "Schedule of Rates" (45,200) (F)

Housing Revenue Account related balances and reserve

	Latest Budget 2015/16 £	Actual 2015/16 £	Variation 2015/16 £	
B910 Housing Revenue Account (HRA) Balances				
Balance Brought Forward	(1,353,400)	(1,353,400)	-	=
Transfer from Revenue Account	(32,500)	(32,500)	-	=
Balance Carried Forward	(1,385,900)	(1,385,900)	-	=
B935 HRA Capital Investment Reserve (HRA-CIR)				
Balance Brought Forward	(21,540,832)	(21,540,832)	-	=
Transfer from Housing Revenue Account	(3,704,500)	(5,388,163)	(1,683,663)	(F)
Transfer to Fund Capital Expenditure	11,651,100	6,204,013	(5,447,087)	(F)
Balance Carried Forward	(13,594,232)	(20,724,982)	(7,130,750)	(F)
B850 Major Repairs Reserve (MRR)				
Balance Brought Forward	(2,598,818)	(2,598,818)	-	
Major Repairs Allowance	(5,627,500)	(5,886,016)	(258,516)	(F)
MRR Contribution to Capital Expenditure	5,086,100	3,873,532	(1,212,568)	(F)
Balance Carried Forward	(3,140,218)	(4,611,302)	(1,471,084)	(F)
B904 HRA Early Retirement Reserve (HRA-ERR)				
Balance Brought Forward	(109,003)	(109,003)	-	
Contribution from HRA	(8,000)	(8,000)	-	=
Contribution to HRA	6,100	3,076	(3,024)	(F)
Balance Carried Forward	(110,903)	(113,927)	(3,024)	(F)

COLLECTION FUND 2015/16

	Council Tax £	Business Rates £	Total £
INCOME			
Council Tax Receivable	(79,858,434)	-	(79,858,434)
Business Rates Receivable	-	(68,202,960)	(68,202,960)
	(79,858,434)	(68,202,960)	(148,061,394)
Contribution towards earlier years' Collection Fund Deficit:			
- Central Government	-	(1,497,410)	-
- Warwickshire County Council	-	(299,482)	(299,482)
- Warwick District Council	-	(1,197,928)	(1,197,928)
	-	(2,994,820)	(2,994,820)
TOTAL INCOME	(79,858,434)	(71,197,780)	(151,056,214)
EXPENDITURE			
Precepts and Demands:			
- Central Government	-	34,224,014	34,224,014
- Warwickshire County Council	61,062,030	6,844,803	67,906,833
- The Office of the Warwickshire Police and Crime Commissioner	9,569,197	-	9,569,197
- Warwick District Council	8,698,947	27,379,211	36,078,158
	79,330,174	68,448,028	147,778,202
Charges to the Collection Fund:			
- Write-offs of uncollectable amounts	286,173	345,737	631,910
- Warwick District Council: Cost of Collection Allowance	-	214,945	214,945
- Increase / (Decrease) in Bad Debts Provision	100,000	-	100,000
- Transitional Protection Payments receivable	-	465,325	465,325
- Increase / (Decrease) in Provision for Appeals	-	1,430,590	1,430,590
	386,173	2,456,597	2,842,770
Net (Surplus) / Deficit for Year	(142,087)	(293,155)	(435,242)
(Surplus) / Deficit brought forward 1 April	(500,905)	9,307,653	8,806,748
(Surplus) / Deficit carried forward 31 March	(642,992)	9,014,498	8,371,506

User Defined Balance Reports

	Cost Cent	Description	Subjective
B912-B511BAD DEBT	B912	Council Tax Income Account	B511
BAD DEBTS			
B913-B000BALANCE	B913	Collection Fund balance	B000
BALANCE B/fwd			
B926-B551Benefits	B926	GF Transfer re CTB	B551
BENEFITS			
B912-B051CTAX	B912	Council Tax Income Account	B051
B912-B073CTAX	B912	Council Tax Income Account	B073
B912-B074CTAX	B912	Council Tax Income Account	B074
B912-B139CTAX	B912	Council Tax Income Account	B139
B912-B155CTAX	B912	Council Tax Income Account	B155
B912-B307CTAX	B912	Council Tax Income Account	B307
B912-B581CTAX	B912	Council Tax Income Account	B581
CTAX			
B928-B011NNDR	B928	NNDR Income Account	B011
B928-B075NNDR	B928	NNDR Income Account	B075
B928-B097NNDR	B928	NNDR Income Account	B097
B928-B103NNDR	B928	NNDR Income Account	B103
B928-B155NNDR	B928	NNDR Income Account	B155
B928-B174NNDR	B928	NNDR Income Account	B174
B928-B267NNDR	B928	NNDR Income Account	B267
B928-B307NNDR	B928	NNDR Income Account	B307
B928-B581NNDR	B928	NNDR Income Account	B581
B928-B672NNDR	B928	NNDR Income Account	B672
B928-B763NNDR	B928	NNDR Income Account	B763
NNDR			
B932-B219NNDR ALL	B932	NNDR Cost of Collection Allowance	B219
NNDR ALLOWANCE			
B913-B141POOL PAY	B913	Collection Fund balance	B141
POOL PAYMENT			
B920-B839PRIOR WC	B920	WCC cont to/from CF Balance	B839
B920-B845PRIOR WC	B920	WCC cont to/from CF Balance	B845
PRIOR WCC			
B924-B763PRIOR WC	B924	WDC cont to/from CF Balance	B763
PRIOR WDC			
B922-B839PRIOR WF	B922	WPA cont to/from CF Balance	B839
B922-B845PRIOR WF	B922	WPA cont to/from CF Balance	B845
PRIOR WPA			
-			
B914-B345WCC	B914	WCC Precept	B345
WCC			
B918-B263WDC	B918	WDC Demand on Collection Fund	B263
WDC			
B916-B345WPA	B916	WPA Precept	B345
WPA			
B912-B267WRITE-OF	B912	Council Tax Income Account	B267
WRITE-OFFS			
BALANCE CARRIED FORWARD			

B912-B051 Council Ta B912	Council Tax Income Account	B051
B912-B053 Council Ta B912	Council Tax Income Account	B053
B912-B073 Council Ta B912	Council Tax Income Account	B073
B912-B074 Council Ta B912	Council Tax Income Account	B074
B912-B139 Council Ta B912	Council Tax Income Account	B139
B912-B155 Council Ta B912	Council Tax Income Account	B155
B912-B267 Council Ta B912	Council Tax Income Account	B267
B912-B307 Council Ta B912	Council Tax Income Account	B307
B912-B511 Council Ta B912	Council Tax Income Account	B511
B912-B581 Council Ta B912	Council Tax Income Account	B581
B913-B000 Collection IB913	Collection Fund balance	B000
B913-B079 Collection IB913	Collection Fund balance	B079
B913-B141 Collection IB913	Collection Fund balance	B141
B913-B219 Collection IB913	Collection Fund balance	B219
B913-B263 Collection IB913	Collection Fund balance	B263
B913-B267 Collection IB913	Collection Fund balance	B267
B913-B345 Collection IB913	Collection Fund balance	B345
B913-B511 Collection IB913	Collection Fund balance	B511
B913-B551 Collection IB913	Collection Fund balance	B551
B913-B553 Collection IB913	Collection Fund balance	B553
B913-B579 Collection IB913	Collection Fund balance	B579
B913-B612 Collection IB913	Collection Fund balance	B612
B913-B811 Collection IB913	Collection Fund balance	B811
B914-B345 Precepts B914	WCC Precept	B345
B914-B731 Precepts B914	WCC Precept	B731
B916-B345 Precepts B916	WPA Precept	B345
B916-B731 Precepts B916	WPA Precept	B731
B918-B263 Precepts B918	WDC Demand on Collection Fund	B263
B918-B731 Precepts B918	WDC Demand on Collection Fund	B731
B920-B000 Collection IB920	WCC cont to/from CF Balance	B000
B920-B231 Collection IB920	WCC cont to/from CF Balance	B231
B920-B731 Collection IB920	WCC cont to/from CF Balance	B731
B920-B845 Collection IB920	WCC cont to/from CF Balance	B845
B922-B000 Collection IB922	WPA cont to/from CF Balance	B000
B922-B231 Collection IB922	WPA cont to/from CF Balance	B231
B922-B731 Collection IB922	WPA cont to/from CF Balance	B731
B922-B845 Collection IB922	WPA cont to/from CF Balance	B845
B924-B231 Collection IB924	WDC cont to/from CF Balance	B231
B924-B763 Collection IB924	WDC cont to/from CF Balance	B763
B926-B231 CT Transfe B926	GF Transfer re CTB	B231
B926-B551 CT Transfe B926	GF Transfer re CTB	B551
B928-B011 NNDR Incc B928	NNDR Income Account	B011
B928-B075 NNDR Incc B928	NNDR Income Account	B075
B928-B097 NNDR Incc B928	NNDR Income Account	B097

B928-B103 NNDR Incc B928	NNDR Income Account	B103
B928-B112 NNDR Incc B928	NNDR Income Account	B112
B928-B155 NNDR Incc B928	NNDR Income Account	B155
B928-B174 NNDR Incc B928	NNDR Income Account	B174
B928-B267 NNDR Incc B928	NNDR Income Account	B267
B928-B307 NNDR Incc B928	NNDR Income Account	B307
B928-B581 NNDR Incc B928	NNDR Income Account	B581
B928-B672 NNDR Incc B928	NNDR Income Account	B672
B928-B763 NNDR Incc B928	NNDR Income Account	B763
B932-B219 Collection I B932	NNDR Cost of Collection Allowance	B219
B932-B713 Collection I B932	NNDR Cost of Collection Allowance	B713
B940-B000 B940	Collection Fund - WCC & WPA Element	B000
B940-B731 B940	Collection Fund - WCC & WPA Element	B731

5 (LEDGER - Ledger Print - Total Year)

Description	Outturn	Outturn £'000
BDP - Increase in year	0.00	
	0.00	-
Balance b/fwd	0.00	
	0.00	-
Council Tax Benefits	0.00	
	0.00	-
Council Tax Benefits	0.00	
Discounts	0.00	
Disregards (Dr)	0.00	
Personal Disability	0.00	
Property Exemptions	0.00	
Cash Rcd	0.00	
Due in year	0.00	
	0.00	-
BDP - Increase in year	0.00	
Dis Rate Relief	0.00	
Inter on refunds	0.00	
Mandatory Relief	0.00	
Property Exemptions	0.00	
Small Business Relief (Dr)	0.00	
Write offs	0.00	
Cash Rcd	0.00	
Due in year	0.00	
Small Business Relief Supplement (Cr)	0.00	
WDC share	0.00	
	0.00	-
Tran to Revenue ac	0.00	
	0.00	-
Pool Cont due for year	0.00	
	0.00	-
Paid/reimbursed re prior year		
Precepts paid	0.00	
	0.00	-
WDC share	0.00	
	0.00	-
Paid/reimbursed re prior year		
Precepts paid	0.00	
	0.00	-
Precepts paid	0.00	
	0.00	-
WDC share	0.00	
	0.00	-
Precepts paid	0.00	
	0.00	-
Write offs	0.00	
	0.00	-
	0.00	-

Council Tax Benefits	
Council Tax net debit	
Discounts	
Disregards (Dr)	
Personal Disability	
Property Exemptions	
Write offs	
Cash Rcd	
BDP - Increase in year	1
Due in year	
Balance b/fwd	
Dis Relief Previous Year	
Pool Cont due for year	
Tran to Revenue ac	
WDC share	
Write offs	
Precepts paid	
BDP - Increase in year	1
Council Tax Benefits	
Council Tax net debit	
Dis Relief Previous Year	
NNDR Net Debit (Cr)	
Conts in year	
Precepts paid	
Trans in/out	
Precepts paid	
Trans in/out	
WDC share	
Trans in/out	
Balance b/fwd	
Trans in/out	
Trans in/out	
Precepts paid	
Balance b/fwd	
Trans in/out	
Trans in/out	
Precepts paid	
Trans in/out	
WDC share	
Trans in/out	
Council Tax Benefits	
BDP - Increase in year	
Dis Rate Relief	
Inter on refunds	

Mandatory Relief
NNDR Net Debit (Dr)
Property Exemptions
Small Business Relief (Dr)
Write offs
Cash Rcd
Due in year
Small Business Relief Supplement (Cr)
WDC share
Tran to Revenue ac
Tran to Exp Cash Book (cancelled chqs)
Balance b/fwd
Trans in/out

18,000.00	(18,000)
18,000.00	(18,000)
638,214.78	(638,215)
638,214.78	(638,215)
-6,343,913.05	6,343,913
-6,343,913.05	6,343,913
6,343,913.05	(6,343,913)
58,849,766.16	(58,849,766)
6,426,137.59	(6,426,138)
262,807.59	(262,808)
92,385.25	(92,385)
912.32	(912)
71,975,921.96	(71,975,922)
204,072.19	(204,072)
-204,072.19	204,072
-108,431.97	108,432
95,640.22	(95,640)
-204,072.19	204,072
-52,530,856.68	52,530,857
27,000.00	(27,000)
232,302.96	(232,303)
59,554.48	(59,554)
2,532,787.41	(2,532,787)
-49,896,075.77	49,896,076
216,197.19	(216,197)
216,197.19	(216,197)
52,314,659.81	(52,314,660)
52,314,659.81	(52,314,660)
-61,014.00	61,014
-549,128.00	549,128
-610,142.00	610,142
-87,523.00	87,523
-87,523.00	87,523
-8,516.00	8,516
-76,642.00	76,642
-85,158.00	85,158
51,100,631.59	(51,100,632)
51,100,631.59	(51,100,632)
7,381,358.71	(7,381,359)
7,381,358.71	(7,381,359)
7,127,201.58	(7,127,202)
7,127,201.58	(7,127,202)
148,627.70	(148,628)
148,627.70	(148,628)
133,898,001.50	(133,898,002)

-	B912	Council Ta: B051	Council Tax Benefits
-	B912	Council Ta: B053	Council Tax net debit
-	B912	Council Ta: B073	Discounts
-	B912	Council Ta: B074	Disregards (Dr)
-	B912	Council Ta: B139	Personal Disability
-	B912	Council Ta: B155	Property Exemptions
-	B912	Council Ta: B267	Write offs
-	B912	Council Ta: B307	Cash Rcd
-			
-	B912	Council Ta: B581	Due in year
-	B913	Collection IB000	Balance b/fwd
-	B913	Collection IB079	Dis Relief Previous Year
-	B913	Collection IB141	Pool Cont due for year
-	B913	Collection IB219	Tran to Revenue ac
-	B913	Collection IB263	WDC share
-	B913	Collection IB267	Write offs
-	B913	Collection IB345	Precepts paid
-			
-	B913	Collection IB551	Council Tax Benefits
-	B913	Collection IB553	Council Tax net debit
-	B913	Collection IB579	Dis Relief Previous Year
-	B913	Collection IB612	NNDR Net Debit (Cr)
-	B913	Collection IB811	Conts in year
-	B914	WCC Precept B345	Precepts paid
-	B914	WCC Precept B731	Trans in/out
-	B916	WPA Precept B345	Precepts paid
-	B916	WPA Precept B731	Trans in/out
-	B918	WDC Dem: B263	WDC share
-	B918	WDC Dem: B731	Trans in/out
-	B920	WCC cont: B000	Balance b/fwd
-	B920	WCC cont: B231	Trans in/out
-	B920	WCC cont: B731	Trans in/out
-	B920	WCC cont: B845	Precepts paid
-	B922	WPA cont: B000	Balance b/fwd
-	B922	WPA cont: B231	Trans in/out
-	B922	WPA cont: B731	Trans in/out
-	B922	WPA cont: B845	Precepts paid
-	B924	WDC cont: B231	Trans in/out
-	B924	WDC cont: B763	WDC share
-	B926	GF Transfe B231	Trans in/out
-	B926	GF Transfe B551	Council Tax Benefits
-	B928	NNDR Incc B011	BDP - Increase in year
-	B928	NNDR Incc B075	Dis Rate Relief
-	B928	NNDR Incc B097	Inter on refunds

-	B928	NNDR Incc B103	Mandatory Relief
-	B928	NNDR Incc B112	NNDR Net Debit (Dr)
-	B928	NNDR Incc B155	Property Exemptions
-	B928	NNDR Incc B174	Small Business Relief (Dr)
-	B928	NNDR Incc B267	Write offs
-	B928	NNDR Incc B307	Cash Rcd
-	B928	NNDR Incc B581	Due in year
-	B928	NNDR Incc B672	Small Business Relief Supplem
-	B928	NNDR Incc B763	WDC share
-	B932	NNDR Cos B219	Tran to Revenue ac
-	B932	NNDR Cos B713	Tran to Exp Cash Book (cance
-	B940	Collection I B000	Balance b/fwd
-	B940	Collection I B731	Trans in/out

ent (Cr)

lled chqs)

COLLECTION FUND STATISTICS
PROVISION FOR BAD DEBTS

	2014/15	2015/16	CHANGE
	£'000	£'000	£'000
1). <u>Council Tax</u>			
Net amount collectable	77,280	79,858	2,578
Gross Arrears at 31 March	2,305	2,426	121
Provision for bad debts	750	850	100
2). <u>Business Rates</u>			
Net amount collectable	66,381	68,203	1,822
Gross Arrears at 31 March	984	1,121	137
Provision for bad debts	500	500	-
Provision for appeals	8,514	8,514	-
3). <u>Totals</u>			
Net amount collectable	143,661	148,061	4,400
Gross Arrears at 31 March	3,289	3,547	258
Provision for bad debts	1,250	1,350	100
Provision for appeals	8,514	8,514	-
	0.85%	0.89%	
Provision for bad debts divided by the sum of the net amount collectable and gross arrears at the end of the year			
	12.83%	12.48%	
Provision for Business Rate appeals divided by the sum of the Business Rates net amount collectable			

GLOSSARY OF TERMS

This section explains some uncommon terms used in this document.

Accruals

Cost of goods and services received but not paid for at the accounting date.

Actuarial gain (loss)

The changes in the pension fund's deficits or surpluses that arise because of:

- a) Events have not coincided with the assumption used by the actuary when carrying out the previous triennial valuation of the fund; or
- b) The actuary changing the assumptions used in the current triennial valuation exercise from those used previously.

Agency

Where one Authority (the main Authority) pays another Authority (the agent) to do work for them.

Amortisation

The drop in value of intangible assets throughout their economic lives (the equivalent of "depreciation" on Property, Plant and Equipment).

Asset

An item which has positive value to the organisation.

Band D Equivalent

Council Tax is a tax on domestic properties. Each domestic property is placed in a 'band' from A to H based on the capital value of that property in April 1991. Band D is the middle band and the other bands are weighted in relation to Band D. (E.g. Band A is weighted 5/9ths of Band D and Band H is 18/9ths of Band D). Using the weighted number of the domestic properties in the area produced the Band D Equivalent number of properties.

"Below the Line"

General Fund revenue expenditure can be roughly divided into two parts: "Above the Line" which is all of the costs of providing the services to the public; and "Below the Line" which is the capital, financing and reserve accounting adjustments required to the service expenditure in order to arrive at the Council Tax requirement.

Budget

A statement of our spending plans for a financial year, which starts on 1 April and ends on 31 March.

Business Rates (National Non-Domestic Rates – NNDR)

Businesses pay these rates to their billing authority instead of Council Tax. Business rates are pooled nationally and a share is given back to local authorities based on the number of people living in the area. The amount charged is calculated by multiplying the rateable value of each business property by the national rate in the pound which is set annually by the Government. From 1 April Government reforms have amended this process by allowing some degree of Business Rate retention.

Business Rate Retention Scheme

From 1 April 2013 Councils will be able to keep a proportion of the business rates revenue as well as growth on the revenue that is generated in their area. It will

GLOSSARY OF TERMS

provide a direct link between business rates growth and the amount of money councils have to spend on local people and local services.

Capital expenditure

Expenditure on the acquisition of a Non-Current Asset or which enhances the value, usage or life of an existing Non-Current Asset.

Capital charges

The cost of servicing debt and depreciation of non-current assets.

CIPFA

Chartered Institute of Public Finance and Accountancy. One of the major accountancy institutes, CIPFA specialises in the public sector.

Collection Fund Account

There is a statutory requirement for billing authorities to maintain a separate Collection Fund Account. This account details the transactions relating to the collection of Council Tax and National Non-Domestic Rates (NNDR). The Council is responsible for collecting Council Tax on behalf of Warwickshire County Council, Warwickshire Police and Crime Commissioner and the town and parish councils. The Council is also responsible for collecting NNDR on behalf of the Government.

Corporate and democratic core

Expenditure on the many services we provide to the public including the cost of member representation and activities associated with public accountability.

Council Tax

A tax charged on domestic householders dependant on which of eight Council Tax Bands their property falls into. There is a reduction for empty properties or if you live on your own. From 1 April 2013 Councils must have a Council Tax Reduction Scheme which allows for Council Tax reductions of people, or classes of people, that are considered to be in financial need. In Warwickshire, the District and Borough Councils issue Council Tax bills and collect the Council Tax.

Council Tax Base

The total number of dwellings in a Billing Authority's area calculated by converting all the dwellings into Band D equivalents and deducting an allowance for non-collection, new builds and the Council Tax Reduction Scheme.

Current Assets

Cash or assets that or could reasonably be expected to be converted into cash within one year.

Depreciation

The fall in value of Property, Plant and Equipment. This is normally determined by division of the Balance Sheet value of the asset by its economic life.

Earmarked Reserves

Money set aside for a specific purpose.

General Fund Expenditure

This comprises all of the Council's services funded by Revenue Support Grant and Council Tax.

GLOSSARY OF TERMS

Housing Revenue Account (HRA)

This is a statutory account which identifies the income and expenditure associated with the provision of housing for council tenants. The main function of the account is to isolate, or 'ring fence', all transactions relating to council housing from the rest of the Council's functions which are funded from the General Fund.

IAS19 Adjustments

International Accounting Standard 19 (IAS 19) requires an authority to recognise the cost of retirement benefits when they are earned by employees, rather than when the benefits are eventually paid as pensions. We can only charge the actual value of benefits paid out against Council Tax. An IAS19 adjustment is made "below the line" to account for the difference.

IFRS

International Financial Reporting Standards – standards to which we have been required to produce accounts since 1 April 2010.

Intangible Assets

Intangible Assets - are non-current assets which have no physical presence but have an economic life of more than one year. Examples are software, patents and intellectual property.

Major Repairs Reserve Account

An account required by statute to fund capital repairs and maintenance or repay debt within the HRA.

Non-Current Assets

Assets which are not easily convertible to cash or not expected to become cash within the next year. These include, for example, Property (land & buildings), Plant and Equipment and Long-term Investments

Precept

The amount each non-billing Authority (e.g. County Council, Police Authority) asks the billing Authority (this Council) to collect every year to meet their spending requirements.

Provisions

Funds set aside to meet specific liabilities the payment of which is highly likely but for which there is no definite date of payment.

Prudential Code

A statutory code of practice for Local Authority capital finance that ensures:

- Capital expenditure plans are affordable;
- All external borrowing and other long term liabilities are within prudent and sustainable levels; and
- Treasury management decisions are taken in accordance with professional good practice.

GLOSSARY OF TERMS**Rateable Value (RV)**

A value placed on all non-domestic properties (businesses) on which rates have to be paid, broadly based on the rent that the property might earn, after deducting the cost of repairs and insurance. The rateable value is determined by the Inland Revenue's Valuation Office Agency.

Reserves

These are amounts set aside for future policy purposes or to cover contingencies. . When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service revenue account in that year.

REFCUS (previously known as Deferred Charges)


This stands for Revenue Expenditure Financed from Capital Under Statute which is expenditure which may be deferred, but which does not result in, or remain matched with, assets controlled by the Council.

Revenue Expenditure

The day to day running expenses incurred by the Council in providing its services.

Support Services

The cost of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA Best Value Accounting Code of Practice. The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received.

 Executive 2nd June 2015		Agenda Item No. 3
Title	Policies for Hackney Carriage/Private Hire Drivers and Operators.	
For further information about this report please contact	Marianne Rolfe, Head of Health and Community Protection, Health and Community Protection. 01926 456700 Marianne.rolfe@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality and Sustainability Impact Assessment Undertaken	Yes

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17/05/16	Andrew Jones
Head of Service	17/05/16	Marianne Rolfe
CMT	17/05/16	Chris Elliott, Bill Hunt
Section 151 Officer	17/05/16	Mike Snow
Monitoring Officer	17/05/16	Andrew Jones
Finance	17/05/16	Mike Snow
Portfolio Holder(s)	17/05/16	Moria Ann Grainger
Consultation & Community Engagement		
Consultation has taken place with all licence holders who own, drive or operate Hackney Carriages and Private Hire Vehicles, Warwickshire Police, Town Councils, disability representative groups, Warwickshire County Council, Warwick University, Warwick University Students Union, Guide Dogs for the Blind, Councillors and has been available on the website.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 To present the reviewed Policies which are applicable to Drivers, Vehicle owners and operators of Hackney Carriages and Private Hire vehicles.

2. **RECOMMENDATION**

- 2.1 That the Executive approve the proposed policy which will be used for the assessment of all new and renewing Hackney Carriage and Private Hire drivers, operators and vehicles.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 Officers have reviewed all policies and standards associated with the licensing of hackney carriages and private hire activities in line with the request made by the Executive during their meeting on the 1st October 2014.
- 3.2 The draft policy has been consulted upon and the comments received reviewed against the proposed policy. The resulting policy is the attached appendix 1.
- 3.3 The changes to the policy are wide ranging and are designed to ensure the safety of the general public by ensuring that the applicants and renewing drivers are fit and proper.
- 3.4 The proposed policy is a consolidation of all of the existing policies which have been amended, updated and reviewed. Many of the standards laid down in the revised policy are the same or similar to the current policy. The existing policies are available on the council website and can be provided as a hardcopy at the Executive Meeting.
- 3.5 There are proposed changes that have been made to specific policies and conditions applicable to licences which increase the standards to which licence holders are held and/or aligned with neighbouring authorities standards. Appendix 3 highlights these changes.
- 3.6 The Licensing and Regulatory Committee are due to review the proposed policy at their meeting on the 31st May 2016. Their comments will be made available to Executive.
- 3.7 Subject to the approval of the policy all of the licence application forms will require amending to reflect the adopted policy.

4. **POLICY FRAMEWORK**

- 4.1 This will consolidate, update and amend the policies of all applicants and existing license holders upon their renewal for the driving, owning and operating of Hackney Carriages and Private Hire Vehicles.

4.2 **Fit for the Future**

- 4.3 The Policy provides guidance, consistency, best practices, transparency, and proportionality and promotes the safety and wellbeing of the community. It directly contributes therefore to the Health and Well Being theme of the Sustainable Community Strategy which aims to help make Warwick District a great place to work, live and visit.

- 4.4 The proposal to clarify the Council's policy is wholly in line with the Service strand of the Fit for the Future strategy of the Council in seeking to maintain or improve the Council's services.

5. BUDGETARY FRAMEWORK

- 5.1 There are no budgetary implications resulting from the change of policy.

6. RISKS

- 6.1 If the proposed policy document is not adopted there would not be an impact upon the licence holders or the conditions to which they must operate as a licence holder.
- 6.2 Failing to implement the proposed policy will result in the current outdated policies continuing to be applied. This will result in lower standards, expectations and quality of operation and service by Warwick District Council Licence Holders.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 The current policy continues being used. However, the Executive asked officers to review the policies to address the concerns that were being raised about standards by councillors, general public and licence holders.
- 7.2 The comments received during the consultation period have been reviewed and each of the comments given consideration. Some of the comments have been incorporated into the document. However, other suggestions have not as they were not considered suitable for the promotion of public safety, effective operation of the licensing regime, contrary to legislation or for their inability to be enforced. Executive may consider that these suggestions should also be included in the document. The amendments that have been included in the document are outlined in Appendix 4.
- 7.3 Any comments received questions the need for the conduct scheme, stating that the current system works well. This policy has been proposed to make the measures taken against inappropriate licence holder conduct transparent and consistent. It provides a framework by which poor conduct can be measured. Upon consideration of all of the comments received it is believed that the conduct scheme is still required.

8. BACKGROUND

- 8.1 The current policies are used for the assessment of every new applicant and renewal applications for Hackney Carriage and Private Hire Driver, Hackney Carriage, Private Hire Vehicle and Private Hire Operator Licences.
- 8.2 During the Executive's consideration of the fares increase for Hackney Carriages on 1st October 2014, officers were tasked with reviewing all of the policies associated with the licensing regime to ensure that they were fit for purpose thus addressing the concerns of the officers, general public and councillors.
- 8.3 Applicants for drivers, vehicle and operator licences at the committee and in communications with officers have stated that the reason that they have

applied to be work in the WDC area is that it is easier to get a license with WDC. For drivers this impression that Warwick District is an easier place to obtain a licence has been significantly reduced following the implementation of the relevant convictions and cautions policy which is included as appendix C of the Taxi Handbook document attached to this report as appendix 1.

- 8.4 Officers have reviewed the policies, procedures and guidance documents for the licensing regime of Hackney Carriage and Private Hire. They have compared them to neighbouring authorities and sought input from relevant stakeholders throughout the process. This has included the Drivers and Operators Forum, Medical Professionals and Persons with Disability representatives.
- 8.5 Legal opinion has been obtained throughout the drafting of the policy. Officers have drafted the policy to define a framework by which both officers and the committee can determine applications and applicants can understand the process, and the standards to which they will be held accountable.
- 8.6 The policy is a framework to enable officers and members applying it to be consistent and proportionate in their decision making. The policy will not fetter the discretion of the Council and it is for the decision maker to determine whether there are reasons for departing from it in the circumstances of a particular case.
- 8.7 The policy was sent out for public consultation which closed on the 13th May 2015. Appendix 2 outlines the comments received.
- 8.8 In addition 3 comments were received which formed a complaint regarding vehicle and driver behaviour. These have been investigated and appropriate action taken by officers.
- 8.9 All of the comments have been considered and amendments made to the policy where necessary. All comments and amendments have been considered in conjunction with legal advice from council legal representatives and from a legal firm who specialise in taxi law.
- 8.10 Appendix 3 contains a summary of the changes from the current policy and Appendix 4 the amendments that have been made to the policy following the consultation.

Appendix 2: Comment received

1.	Stakeholders:
2.	<p>Community Partnership Team – Warwick district Council</p> <p>In my view the handbook from an equality perspective is very clear and concise. The guidance provided is compliant with sections 165 (places duties on drivers of wheelchair accessible taxis) and 167 (allows licensing authorities to maintain a list of ‘designated vehicles, this is, a list of wheelchair accessible taxis) of the Equality Act, which deals with the imposition of duties on drivers of wheelchair accessible taxis to assist passengers who use wheelchairs.</p> <p>However it would be useful to add something around Section 166 of the Equality Act, which allows licensing authorities to exempt drivers from duties 165 and 167 to assist passengers in wheelchairs if they are satisfied that it is appropriate to do so on medical grounds or because the driver’s physical condition makes it impossible or unreasonably difficult for him or her to comply with the duties as laid down in the Equality Act 2010.</p>
3.	<p>Equality and Diversity Advisor, West Midlands Equality and Diversity Network.</p> <p>Disability Awareness</p> <p>Reference to ‘Ambulant and Non-Ambulant Disabled’ etc looks like it is based on the medical model of disability and not the social model. Can the person be included e.g. Ambulant disabled people? Guide and Assistance Dogs - London Taxis have a yellow exemption sticker in the Cab which may be useful?</p>
4.	<p>Guide Dogs for the Blind</p> <p>I would advise that the training given to drivers should have a shelf life. Laws change as do practises and to have a clause to highlight that this training must be undertaken and furthermore should be repeated each 5 years would appear sensible.</p>
5.	<p>Health and Wellbeing Lead – Warwick District Council</p> <p>do we/should we refer out to: https://www.gov.uk/health-conditions-and-driving</p>
6.	<p>Kenilworth Town Council</p> <p>I can confirm that the Council supports all amendments, alterations or additions to the current policies as set out in the draft Handbook.</p>
7.	<p>Leamington Town Council</p> <p>There was some confusion as to the references to the carrying of infants- specifically children under the age of 3 years. The document refers to the exemption that a child up to the age of three may, if a restraint is not available in a licensed hackney carriage or private hire vehicle, travel unrestrained. However guidance provided by Government qualifies this more strictly as follows:- If the licensed taxi or minicab has a fixed partition that separates the front and rear seats: children under 3 can travel without a child’s car seat or seat belt, but only on a rear seat : children aged 3 or older can travel in a front or rear seat without a child’s car seat if they wear an adult seat belt</p>
8.	<p>Shop Mobility</p> <p>Generally I think this whole document is VERY well written, and at the Town Council committee when we looked at it, all Councillors gave approval. I have looked at it again since and my first impressions were confirmed. It is well written, and I like the training offered.</p> <p>Only one bullet point, that you may or may not wish to add. In the section under wheelchair users, you could add a 4th bullet point - Don't make a face when you see a wheelchair.(I have seen them do this, as though they are happy to have a fare, until they see a wheelchair and then they look disappointed. I have had to help them put the wheelchair in the taxi, for fear they would drive off without the person.)</p> <p>But that is my only comment.</p>

9.	<p>Warwickshire County Council – Schools contract provision</p> <p>Clarification required surrounding the definition of bald tyre.</p> <p>If a vehicle is presented at Mot with such defects would the points in the conduct scheme be applied.</p> <p>If a vehicle fails an MOT but still is with the date of the last MOT undertaken would the vehicle be treated as driving a vehicle that has not been properly maintained?</p> <p>There is no reference to lights in the conduct scheme or the correct securing of a wheelchair using passenger and believe that there should be.</p> <p>Recommend that licensing reviews failure certificates as well as the pass certificate for vehicles to demonstrate how the vehicle is being maintained not just after the safety repairs have been conducted.</p>
10.	<p>Warwickshire Police (Town Centre)</p> <p>All looks good to me</p>
11.	<p>Warwickshire Police (CSE Team)</p> <p>I have looked through the document and agree with the content. I particularly support the 'Prevention of CSE' section and see this a really positive step forward for the prevention and detection of these type of offences.</p> <p>The 'Fit and proper' section, particularly in relation to non-convictions, is positive because it allows discretion where there may be evidence/ information in relation to an applicant but not a conviction. This offers further safeguarding measures in addition to the usual DBS considerations.</p> <p>I cannot think of any reasons why window tinting should be permitted but I can think of lots of reasons not to.</p>
12.	<p>Warwick Town Council</p> <p>I am happy to advise you that the Town Council support the changes being proposed.</p>
13.	<p>Warwick University</p> <p>We discussed the provision of a dedicated, marked drop off area on the Warwickshire side of campus, but decided against it for a number of reasons including: confusion for users; expectation from users and possibly taxi drivers that it would be for pick-ups; disrupting the existing use of the areas; and so on.</p> <p>We have included the following advice as part of our taxi information communicated to staff and students:</p> <p>If you're getting a taxi from a Warwickshire town to campus, you can avoid the border issue by asking the driver to drop you off on the Warwickshire side of campus (e.g. the Cryfield Village area).</p>
14.	<p>Warwickshire Vision</p> <p>It is good that you have a requirement that Drivers undertake the My guide Training in order to get their licence. The appendix reference to how to help a visually impaired person is also useful. I think that it is worth mentioning that many older people have sight loss so it would be good practice to ask them if they need any help. Sometimes a person feels better supported if they can put their arm through yours rather than take your elbow.</p>
15.	Driver:
16.	I am against the proposed changes to the handbook.

17.	I am against the proposed changes to the handbook.
18.	I do NOT agree with the proposed changes to the handbook.
19.	<ul style="list-style-type: none"> • New applicants procedure seems to be long and involved with many sections and courses to pass before becoming a licensed driver and the initial high costs must put off a lot of prospective drivers from getting involved in the taxi trade. There seems to be little mention of the process for existing drivers to renew their licenses and the sections that apply within the handbook. • Also it seems no mention has been made of the NVQ that many drivers undertook several years ago is this still applicable as if taken drivers were able to get a reduction/discount in the licence fee there was an idea that this course of learning may have become mandatory. • Page 12 Disclosure and Barring service first paragraph refers to information received from the police but is this not included in the DBS certificate has the DBS process involves Police checks in the application itself and results displayed on the certificate. • Page 17 use of mobile phones should it not read hand held devices when vehicle in motion. • Page 23 last paragraph transport for persons if payment is taken should this fall within the remit of licensing or is this exemption for certain types of work ie hospital cars where only a charge is made to cover the actual costs and expenses of the trip not for profit. • Page 24 Table 1 should the third row accept pre booked journeys apply to Private hire vehicles. • Page 33 Display of licence plates have the use of additional plates similar to other councils be supplied to attach to the sides of the doors and would be more clearly visible to taxi users and include information giving the plate number and type of vehicle ie hackney or private hire and with private hire to include wording as “pre booked only” or “no booking no insurance” or similar wording to ensure customers know it is a private hire vehicle. • Page 76 section 7 when acting as private hire driver to prevent any of the offences suggest the procedure or identify places where private hire cars may go so as not to be visible to public persons wishing to get a taxi. • Page 79 21a is it really necessary to carry a copy of the handbook/ conditions passengers hirers would not really be bothered in reading there only interest is to travel from A to B and would rely on the councils licensing procedures to ensure all aspects comply. • Page 79 22b use of mobile phones when carrying passengers should be allowed as the relevance of the call may be important in the efficient running of the work some cars may not have working radio system. the call may be important regarding the current passengers welfare or safety, if there are delays or drop off point changes, or in the case of school contracts important information regarding any changes to drop off or prolonged delays due traffic problems incidents. Only using appropriate hands free devices. • Licence holders conduct scheme is this really appropriate and applicable some of the offences should not be included for points as they do not apply in certain cases. • Page 109 1b operator records to be taken seem to be excessive the time taken to record all information would prolong phone calls not practicable in a busy office where there may be multiple phones ringing at the same time, good telephone practise is to answer all calls as soon as possible not to keep callers waiting too long not good for business could lose vital work or miss important calls.
20.	<p>Your draft policy says we can only stop on a double yellow area if a paying customer present in the car requests this. I believe this needs to be looked at again. If a private hire vehicle or hackney is booked to pick up from an address where there are no parking spaces then it is unreasonable to expect the customer to have to walk 50 yards ,100 yards or if at night where parking spaces can be hard to find to the next street when there may well be a safe space to collect them adjacent to the premises on a double yellow line . Add to this the person booking may be disabled or have a walking difficulty so physically cannot walk such a distance . You will then get a flood of complaints and rightly so as the booking may well be to take them to a doctor or hospital appointment . Should your department force this through under the current wording it could be construed as discriminating against disabled people .</p> <p>A)Use of two way radio</p>

B) use of handsfree mobile phones .

This starts out fine with the paragraph on page 17 Quote ' It is contrary to road traffic law to use a mobile telephone when the vehicle is in motion. When in motion, drivers should only use the telephone using a hands free kit attached to the car, or a voice activated hard -wired or blue tooth connection. to maintain maximum concentration on the road , the council advise drivers to offer to call the person back when the vehicle is stationary.

However on page 79 Quote : 'Drivers will not use mobile phones whilst carrying passengers. The use of a mobile phone is restricted to hands free but not while carrying passengers. The use of radio equipment between vehicle and base is not permitted whilst passengers are on board , save for confirmation and in an emergency'

a] I have held a hackney licence for around 30 years . PMR [private mobile radio] has been around to my knowledge at least that long . It was i understand at one time used by the emergency services . I have never heard of a problem regarding accidents due to the driver using a radio. Communication is vital for the taxi/phv business . If a phv driver has a passenger and hits heavy traffic with for example a school run to follow he can radio through and the base operator who can ring the parents and advise them of the likely time delay . This would not constitute an emergency but it is nevertheless important. The same can be said with a return school run . The driver could be returning on the bypass with a customer [paying passenger] heading into leamington with a school pick up in leamington to follow and he hits slow moving traffic due to an accident he can radio through and the operator can dispatch another driver or ring the school and advise the teacher to keep the child inside for safety .

PMR is for business use only and i believe use of it should be allowed to continue.

b] It is legal to receive and end a call through a bluetooth earpiece . For the owner operator[and a phv driver out of radio range] it is necessary to be able to take a call . A lot of people we pick up are unable to drive for various reasons including those who need to travel whilst seated in their wheelchair and those with visual problems. More often than not the people making that outward journey will want to come back . The driver who picks them up whether it be from a rank at the railway station or a house address is best placed to pick them up again . The customer can ask to go anywhere in the district or out of district. This can be common locations where there are a lot of people to obscure addresses out in the country .The driver who takes them will know where to go and that particular customers limitations i.e. if they have sight problems he can guide them back to the front door of their home. He will also recognise them making it easier to spot them in a crowd . If the driver accepts a fixed time and receives no further calls i.e. the customer sticks to the time then there is not a problem . however should the customer decide they need to change the time then they expect to be able to contact the driver to make a new booking . They may need to go home for a family emergency and getting picked up earlier would mean they could get an earlier train .If they can't get through because the driver can't answer due to the fact he has a passenger on board they will consider the service from the driver a particularly poor one . It could well be that the driver is in the vicinity and upon answering the phone can collect them in a matter of minutes leaving the customer happy . People cannot always say a definite time in advance with regard to bookings . This is often the case with hospital bookings . For example If a price is agreed for a run to coventry hospital and the driver doesn't pick up the phone for the return run you may well argue they could get a taxi from there . A taxi from coventry would likely be considerably more and the customer may not have the additional money . Also the customer is likely to be far more relaxed in the knowledge that the driver [who may well be one that takes them on a regular basis] has got them there safely so they anticipate the same on the return run. If a customer is taken to a village there may not be a nearby private hire business that they can call .They will be reliant on the driver who took them to pick them up. A driver who doesn't answer the phone will leave any customer frustrated and annoyed. If the driver is only 5 minutes from dropping off not answering the phone may not be so much of a problem but if he is on a twenty to twenty five minute run the customer is likely to get distressed. They are likely to believe they have been left stranded . Leaving someone in that predicament especially at night would be irresponsible particularly if they are disabled .

Drivers also have partners with illnesses / disabilities . It is important that a driver can answer a call from a family member / partner as it may be an emergency .

During the course of a journey a customer may well ask the driver to wait at the pre agreed drop off

	<p>and then go onto another destination . If the call a driver has just ignored was an emergency call he is then going to find himself in an awkward position and will not be viewed as professional by the customer if he has to then go and tell them the position .</p> <p>In the above examples the common factor is the person making the call needs to know what time the driver can get to them . The time it will take to answer on a handsfree is no longer than the time it will take in your recommendation above to offer to call the person back when the vehicle is stationary . Anyone ringing for an advance booking can simply be asked if they mind waiting until the driver can check and get back to them .</p> <p>When someone talks on a handsfree both hands are on the wheel . Passengers generally choose to talk . There is no difference talking on a handsfree or talking to someone in the car . A driver needs to be in proper control of his vehicle at all times . If the police believe the driver has been driving without proper control then they will look to prosecute . prosecution means points and you already have a system in place whereby 7 points attracts the attention of your office .</p> <p>You have done some good work by improving the condition of vehicles which is good for the business and increases the likelihood of people using taxis/phv vehicles . I sincerely hope you have a look at the use of handsfree again . I have spoken to a number of drivers about this and none said they would object if a rule was brought in whereby handsfree is only for brief business calls and to ensure that there is not a family emergency .</p> <p>This leads me onto my next point . Dashcams . I have done some research on this and it seems that forward facing dash cams only require a window sticker if they record inside the vehicle which of course is not appropriate . With regard to memory there was mention that the forward facing ones recording the road didn't come into privacy laws as people couldn't reasonably expect privacy on a public road . all of the ones i have seen on sale seem to have a playback facility . Can you make it clear what is and what isn't proposed to because i am unclear as the dash cam paragraph makes reference to the cctv section . Cyclists break every highway rule in the book and are allowed to do so by the police yet in an accident the driver always seems to get the blame . I intend to buy one for this reason as this will be my witness .</p>
21.	<p>15 point letter attached but summarised below x 121 drivers</p> <ul style="list-style-type: none"> • No need for the points based system • Parking is permissible on yellow lines • Illegal ranking to enforce this ranks size needs to be reviewed • Vehicle transfers should be completed on the same day. • Make clearer that some hackney carriages are not wheelchair accessible. • Define which aspects of the MOT are to a higher standard. • Window tint requirements are not required • Private hire vehicles should return to base when have no passengers • Fares review period should be specified. i.e. annually • Page 59 – is this not applicable to private hire? • Pg79 22b – mobile phones and CB radios should be used when there are passengers in the vehicle. • Pg 87 failure to give assistance with luggage should be reviewed • Pg 88 – some vehicles do not need or are provided with spare wheel and tools • States hackney carriages cannot do corporate work. • Details that operators are being asked to keep should be less.
22.	<p>The above 15 point letter X1 with additional comments:</p> <ul style="list-style-type: none"> • If a points system is implemented should this be applied to bus drivers? • An extra charge should be made for baggage help • Any changes should require a 75% plus vote pass and this should not be forced upon the taxi drivers (vote by taxi drivers)
23.	<p>The above 15 point letter X1 with additional comments:</p> <ul style="list-style-type: none"> • Mobile phones and CB radios – a proviso point could be added “with the customers approval & only for short duration”

24.	<p>The above 15 point letter X1 with additional comments:</p> <ul style="list-style-type: none"> • Illegal ranking – loading bays could double up as ranks after a certain time. • I do not feel that there is the need for the number of wheelchair accessible vehicles. Open the window for saloon vehicles. • I also consider my baseball cap as traditional. This does not make me look in any way scruffy and does not affect my standard as a taxi driver. I refuse to conform to a particular dress code. I do understand there is a need for the drivers to look neat and tidy. Please outline what you consider traditional.
25.	<p>This is the response from request for comments to the draft handbook (Draft v18) from Hackney Carriage Driver and member of the drivers committee. This document also highlights issues/concerns raised by other Hackney Carriage drivers.</p> <p>Section 1:</p> <p>This section appears to apply to both new and renewing licence holders. It should be clearly stated who this applies to. As it looks like a new driver application.</p> <p>It would be helpful to split the requirements into two groups; one for those that are undertaken only once; and the second that have to be taken on a recurring basis i.e. medical and DBS.</p> <p>(b) Have passed the Driving Standards Agency (DSA) driving test for Hackney Carriage/Private Hire Drivers.</p> <p>Is this a requirement for all drivers applying for a licence; existing and new? Will existing licence holders be exempt?</p> <p>(e)For consistency, it should be stated that medical is required every 3 years. (See also general comments related to this section above).</p> <p>Section 2:</p> <p>Table 1: outlines the differences between a Hackney Carriage and Private Hire Vehicle. Some of the types of work should be applicable to private hire vehicles e.g. accept pre-booked journeys from licenced private hire operator.</p> <p>Type of vehicle: A Hackney Carriage must be:</p> <ul style="list-style-type: none"> • Must be clearly identifiable as a Hackney carriage - Details should be provided on what constitutes clearly identifiable. • Capable of carrying a wheelchair using passenger safely (except a limited number of specific plates). Rear loading wheelchair accessible vehicles will not be acceptable. – Specific details should be provided on ‘a limited number of specific plates’ and car type. It is requested that this clause specifically state that the ‘exceptions’ can be saloon cars; and that it states that these include all current plates operating with a saloon car. • No unauthorised signs or advertisements. -- This should refer the section related to advertisements. <p>Any vehicle over 8 years old with significant paintwork, bodywork, interior, structural, mechanical defects or faults will not be determined to have been maintained in a safe condition and therefore may not be suitable for licensing. This should apply to any car with displaying these issues, not just cars that are over 8 years old.</p> <p>Table 3:</p> <p>**Drivers must inform parents/carers that the decision to permit children to travel in the vehicle, without the correctly sized seat restraints (as permitted by relevant legislation) and with the obvious risks associated with such an action, remains with the parent/carer responsible for the children and not with the driver of the vehicle.</p> <p>This would be more realistic if it conceded that by allowing the child to travel with correctly sized restraints the parents/carer is giving implicit agreement that they are responsible for making the</p>

decision to travel with correct restraints.

If a driver is asked if they have correct restraints then the driver must inform that they t don't and that the parents/carers that the decision to permit children to travel in the vehicle, without the correctly sized seat restraints (as permitted by relevant legislation) and with the obvious risks associated with such an action, remains with the parent/carer responsible for the children and not with the driver of the vehicle.

Appendix D:

1: General conduct of diver:

(a) The driver must: (a) convey a passenger's luggage and afford all reasonable assistance with such luggage;

4. Safety Equipment

(a) The driver must ensure that every vehicle he drives is fitted with a 1kg BC Dry Powder Type Fire Extinguisher BSEN3 (European Standard), which must be kept full and pressurised.

Is this still a requirement? Is the driver required to use the fire extinguisher in case of a fire in the car?

(b)The driver must ensure that every vehicle he drives carries a basic first aid kit with suitable contents, in order to treat themselves.

Are these really required? If the first aid kit is to treat only themselves, then surely it should not be a requirement to carry one and should be left to the discretion of the driver?

21: Notifications, Licence Conditions & Renewals.

(a) The driver shall at all times, when driving carry, with him a copy of these conditions and make them available for inspection by hirer, any other passenger, Police, Licensing Officer or other agent of the Council upon request. – Are you asking drivers to carry a copy of this handbook with them at all times? Could this be held in electronic format?

22: Mobiles Phones, Radios, MP3/Ipods.

(a) Driver must not make use of a personal radio, MP3 player/ipod, DVD player etc. whilst carrying passengers. The relay of video images is only permitted in the rear of the vehicle.

This I assume refers to the driver listening using headphones and that radio/ipod are permitted if used through car speaker system and with acceptance/request of the passenger.

Appendix E:

- You must not hold a passenger against their will. i.e. lock doors in order to obtain payment or to take them to a Police Station.

If you are not allowed to take a passenger who is refusing to pay to the police station – what is the appropriate action?

- It is not acceptable to use a mobile phone/ hands free mobile phone when you have a passenger on board. – There should be some leeway to allow calls to be taken with the express permission of the passenger.

Issuing of points under the License Holder Conduct Scheme

8: Points

Behaviour Matters

Failure to give assistance with loading/unloading luggage to or from any building or place.

Drivers should provide assistance with loading and unloading of luggage to and from the vehicle. I don't believe a driver should be penalised if they do not assist a person in bringing the luggage to the vehicle from/to a building. I do believe it is good conduct, but any assistance beyond the vehicle, should be at the discretion of the driver.

For example;

If a passenger is dropped off at apartment block/flats, are they expected to help the passenger with luggage to the apartment, which may be several floors up?

If a passengers building or place is not accessible directly by a vehicle. Is the driver expected to provide assistance all the way to the building?

If this requires the vehicle to be parked in a paid for zone, who would incur the charge? The driver is

	<p>only allowed to charge the meter rate. In these instances; a complaint could be made and upheld based in these guidelines.</p> <p>Driving whilst using a mobile phone:</p> <ul style="list-style-type: none"> - This should state ' unless using a headset, built in car system' <p>Vehicle Matters</p> <p>Failure to carry legal spare wheel and tools.</p> <ul style="list-style-type: none"> - Some vehicles do not carry spare wheels. For example the car may operate on run –flat tyres.
26.	<p>These are the points I have picked up from the draft handbook. Please take these into consideration when revising the final copy.</p> <p>There had been a bit of confusion as to to the deadline for the consultation as the letter stated 13th May and other correspondence 12th May. I understand it has been confirmed as 13th May.</p> <p>Page 10 – It says that all documents to be received 8 weeks from start of application process. It can currently take 2 months to get a driving test booked and approximately 4 weeks for a medical. I am assuming that any applicant will start the process after making their initial application or would it be possible for the applicant to pass the DSA test and medical before making their initial application? If this is not permissible then I would suggest that the time of 8 weeks be increased to take account of the time scales of other requirements.</p> <p>Page 16 Mentions that religious / traditional dress is permitted – I disagree with this- Only professional dress code should be permitted, that is smart, smart casual or casual. However items symbolising religious affiliation should be permitted e.g turban, cap, cross. If any driver was employed they would not go to work in traditional dress.</p> <p>Page 18 – Guide and Assistance dogs. The handbook states that if a driver requires exemption on medical grounds then evidence must be submitted from a medical practitioner other than their own GP. It is now the case in most GP practices that a person does not have a particular GP but sees whichever GP is present at their surgery. Is the requirement to gain evidence form another doctor necessary? It should be noted that access to any other doctors / consultants is usually through the persons own GP surgery in the first instance.</p> <p>Page 19 – The last sentence does not make sense – 'You can now renew your licence immediately you receive your reminder.' Should this read 'You can now renew your licence immediately after you receive your reminder'?</p> <p>Page 20 – In the last paragraph it mentions about renewing a lapsed licence. It mentions that if a lapse is less than 6 months then the DSA test will not need to be taken but alongside this it says that the knowledge test and relevant courses will have to be taken. Is it necessary that for a short lapse such as under 1 month that these also have to be taken? Just as a person will not have forgotten how to drive they will not have forgotten where all the roads and destinations are nor will they have forgotten what they had learnt on the courses.</p> <p>Page 22 – At the top it says 'If the relevant documents are not received within 8 weeks of the start of your application, your application will be considered to have failed. In addition, if during this period the vehicle exceeds the age limit requirement, then your application will be considered to have failed.'</p> <p>Is this really necessary? The person may have spent thousands of pounds on a replacement vehicle and this clause would put an un necessary burden upon them. I feel that a better clause would be that an application won't be accepted without all of the required documentation.</p> <p>Page 24 – Table 1- You have omitted executive hire / corporate work for hackney carriages – a large number of the older 'saloon' plates are licenced to prestige vehicle and I know that business</p>

customers prefer to travel in these type of vehicle. I can say from experience I have saved a company 50% on their travel costs. Previously they were using a WDC chauffeur operator - when they started using the executive Hackneys available their costs dropped significantly both the customer (company) and drivers are very happy! Please be aware that this does happen as hackneys are used for a lot of the work (prebooked, executive, corporate and of course rank work). I have also known both HC and PH vehicles to be booked for use at weddings (Iconic Black Cabs). In fact a lot of the chauffeur operators have a large part of their business based on weddings. Also I think that it should be clear that a vehicle with over 8 passenger seats plus driver can not be licenced as a HC or PH vehicle and that they come under the remit of VOSA as minibuses.

Page 25 - Type of Vehicle – Hackney Carriage – In the bullet points it is clear that hackney carriages must be able to carry a passenger who wishes to travel whilst remaining seated in their wheelchair – you have added in brackets to this point that this does not apply to a certain number of plates. I understand this to quite rightly mean that the 'saloon' type plates do not need to meet this requirement. Could you please make this clearer and more specific? Perhaps a separate bullet point? SUGGESTION – 'The existing Hackney Carriage licences issued that are currently licenced to non wheelchair accessible vehicles do not need to meet the previous requirement in regards to wheelchair accessibility.

Page 25 – I think the word 'taximetre' should be spelt 'taxi meter' – Additionally it does not mention in the Hackney Carriage Vehicle requirements as in the Private Hire Vehicle requirements the need for the vehicle to have a drivers door, passenger door etc? Although this is common sense I think that it would be a good idea to add this.

Window Tinting - The stated requirement to have windows permitting a certain amount of light into the vehicle. – is this necessary? Any vehicle that has the tinting (usually to the rear windows) will have been fitted at time of manufacture so approved according to the various regulations. As stated any additions to a vehicle such as after market window tinting will have to be approved by the council as a change to the vehicle so there should not be any vehicle with dark tints that are not manufacturer specification.

Page 30 – Table 2 mentions that part of the inspection are MOT items to a higher standard than that set for an MOT. Is this really necessary? An example would be buses which can carry up to 80 people at a time can have tyres at a tread depth of 1mm whereas for an MOT the limit is 1.6 mm. If the items are going to have to meet a higher standard, the standard expected needs to be clearly stated in the handbook or as an appendix, justification should also be given in addition to travelling higher miles for the need to have these items meet a higher standard when a large proportion of vehicles already have 2 tests per year.

Page 33 – Licence plates must be affixed using the sticky rear surface of the plate to the vehicle directly. In my personal experience when removing a stuck on licence plate to replace with a new one on renewal it has been on for 6-12 months and on removal it leaves a sticky residue that is very difficult to clean. In addition to this on 2 occasions removing the sticker has stripped the paint from the vehicle. I have known a few colleagues who had inspection advisory points because of similar incidents. Please allow other approved methods of fixing as provided by the plate supplier VIP. Likewise for the table of fares a lot of drivers have laminated the card and stuck them down this gives the fare card a lot more durability. There should be no issue in regards to this so long the items are clearly visible to the public.

Page 35 Indicates that PH vehicles can only wait for passengers at a pre arranged collection point. A statement should be included as to where they should go when they are not waiting for passengers. Should they return to their base? Currently there a lot of private hire vehicles that loiter around the town especially on weekend nights.

Page 36 – Level of Fares – I believe that in the last fare increase proposal it was agreed that the fares would be reviewed on a 12 monthly basis. If this is incorrect please can a statement be added to

state when they will be reviewed – 12 month? 18 months? 24 months? By application?

Page 46 and 47 – Mentions a 10 day processing time. Is this working days or total days? This is fine for renewals but could this please be amended for transfers? As this is usually when the driver is off the road and not earning. It does mention in special circumstances the council will take special measures to prevent the loss of service (my personal experience is that in such circumstances the licensing department are extremely helpful and quick) but could a time frame please be put down for transfers in the handbook 24 / 48 hours?

Page 49 States that - The vehicles dispatched and the licenced drivers of those vehicles must also be licenced by WDC. Does this mean that the operator can not give work out to vehicles / drivers licenced by other authorities? Page 53 Indicates otherwise. Please clarify this.

Page 59 This is in blue but it states that the enforcement of hackney carriage and licensing provision is essential – this makes no mention of private hire- why is this?

Page 77 – Mentions that the dial of the taximeter is kept properly illuminated throughout any part of a hiring which is between half-an-hour after sunset and half-an hour before sunrise is this necessary because all taxi meters are now digital so they are always illuminated and there is no way for them to be not illuminated as the displays are all led.

Page 79- 22B – Mobile phones and CB radios – It is not appropriate for drivers not to be able to use them whilst passengers are on board. There are vast number of safety reasons for both driver and passenger that they should be permitted. Passengers may want to change or cancel a booking, the driver would need to be able to accept the call to receive information of the next fare or cancelled fare that he / she is on the way to collect. If the driver is conveying vulnerable passengers they may need to advise their carer that they have been delayed or vice versa. It should be permitted to use mobiles as stated in road traffic law with appropriate hands free equipment not to hold conversations but to take brief and necessary calls.

Page 86 – Dishonoured cheques – 6 points – A persons bank account can become overdrawn for many unexpected reasons which could lead to a cheque being dishonoured – to issue points for this is completely unacceptable. – Please remove this. In general the points system is not required!

Page 87 - Failure to give assistance with loading/unloading luggage to or from any building or place. This is a grey area – drivers should not be expected to carry any luggage from a building or place – this would mean that all drivers would need to carry out HSE lifting at work training also insurance issues may arise - public liability will not cover if for example the driver is on someone elses property and causes damage. Yes in to and out of a vehicle and to the property boundary with the highway but no further than this. Expecting this would be like expecting a sainsburys home delivery driver to come and unpack all of your shopping – their deliveries are made to the front door. Please remove this.

Illegal Ranking – this will only be appropriate if there are enough rank spaces for the number of hackney carriages in the vicinity of the busy areas otherwise ranks will have to be formed. In Coventry they have small ranks outside each busy pub / club / restaurant within the whole city and not just in the city centre.

Page 87 States that points will be issued for - Waiting or stopping on a double yellow area, bus stop or private land (without the owner's permission) unless requested by a paying customer present in the vehicle. This is inappropriate and not required. I believe there is case law which confirms that taxis are permitted to stop, pick up, drop off and wait for a customer on double yellow lines. In London taxis and ph vehicles are even permitted to do this on double red lines!

Page 88 – Failure to carry a legal spare wheel and tools. Some vehicles come with no spare wheel and have no space to carry one. It is becoming the norm with most newer vehicles to not have a

	<p>spare wheel from manufacture. Please remove this.</p> <p>Page 89 – Mentions that if you appeal your points to the committee you will get 12 points. Please clarify this?</p> <p>Page 90 – number 12 – It would also be advisable to also write to someone who has been given points when issued.</p> <p>Page 95 lists Fiat Freedom provided by cab direct as an approved vehicle – FYI this is a rear loading wheelchair accessible vehicle – it is my understanding that rear loading vehicles were not permitted. FXII is also listed this should read LTI TX models – TX4 is the current model and the TX2 is no obsolete – Bernard Mansell is no longer operating as a business – please revise list accordingly – FYI – the majority of the vehicles are supplied by cab direct and SVA – SVA is a local vehicle builder based in Coventry and they build the very popular Citroen Sentinel which is a very common vehicle in WDC.</p> <p>Page 97 – States that Licences cannot be transferred without the permission of the council – what does this mean? Please clarify</p> <p>If the points system is to implemented which I do not agree with as there is no need when the current system works fine. A suitable appeals process also needs to be implemented such as the one present with dvla driving licence points, a driver should be able to appeal to the committee and then to magistrates if they are not happy with any of the decisions made in relation to the points being issued.</p> <p>Is a fire extinguisher really necessary? – please let common sense prevail, lets be honest how many people are going to take their small fire extinguisher out and attempt to fight a very dangerous potentially fatal vehicle fire?</p> <p>There is also some contradictory information. In some places it says that an accident should be reported in 7 days and other it says 72 hours. To avoid confusion the notification period should be kept the same for detail change such as address, medical and accidents. 7 days would be more appropriate. Please clarify.</p> <p>I would also request that a special forum meeting be held to discuss this handbook following analysis of the consultation and before it is presented to the committee.</p>
27.	<p>Response to your 114 document regarding the review of the current hand book.</p> <p>Firstly I didn't think it was fair for such a very long document to be read and digested with a view to a response in such a very short time. Ideally more time is needed for a proper response.</p> <p>However, I do have some areas that need to be addressed</p> <p>Page 16 Conduct of a driver</p> <p>Where you state Religious or traditional dress is acceptable.</p> <p>I agree that every driver needs to be of smart appearance; our drivers are always business smart, which is appropriate according to the style of business, which our field is. However I don't agree that religious or traditional dress should be allowed, as this would offend passengers. This would include any head wear, also every driver should be a great ambassador of there county and should be reflected in the way they dress.</p> <p>Page 17 Use of a mobile phone</p> <p>All our drivers use a Bluetooth head set which is perfectly safe and maintains concentration. The</p>

	<p>council advises drivers to offer a call back service, this is not appropriate if the call is for there and then, 90% of our jobs are for now, so to offer a call back service would see a loss of trade. However if like yesterday we had a call and a booking for October 2016 we offered a call back service.</p> <p>Page 19 Large format of the drivers ID</p> <p>This is not appropriate as we change vehicles regularly. More items in the vehicle will make it look like a builders dashboard and finally ID photos are never flattering. When confirming a booking we always inform the customer of the driver's name.</p> <p>Page 20</p> <p>Is it absolutely necessary to take 10 days to process a driver's application?</p> <p>Page 24 TYPE OF WORK</p> <p>Please could you elaborate with the wordings in column 3,4, & 5 for Private hire please? I cannot comment, as this doesn't make sense to me.</p> <p>Page 30 MOT</p> <p>Please could you elaborate with the meaning in column 2 regarding ending in a fail? I cannot comment, as this doesn't make sense to me</p> <p>The council needs to be more reasonable regarding General condition as in column 4, it seems your expecting showroom condition cars at all times when it's so easy to pick up a stone chip and you expect us to spend money to repair such a minor issue. Margins are normally small so common sense would help in this area.</p> <p>Page 31 Vehicle Inspections</p> <p>Is it absolutely necessary to involve E.g. Licensing Enforcement Officers, Police, Vehicle and Operator Standards Agency, Inland Revenue, HM Customs and Excise, Benefits Agency and other Council Departments such as Council Tax and Housing Benefits on inspections, surely there is a huge cost to this which would be greatly reduced if you kept it to a minimum?</p> <p>Page 75 First Aid Kit</p> <p>I'm sure this has been mentioned before but, I don't think it's necessary to have a basic kit to treat ourselves, how would a driver harm himself while driving?</p> <p>Page 76 Acting as a Private hire Driver</p> <p>It is normal for a member of the public to approach a PHD and ask for a journey. Our reply is to offer a business card with our number to call for their booking</p> <p>Page 79 22B Mobile Phones & Radio's</p> <p>This is not possible, all licensed drivers in Warwickshire has a phone and since the never ending issuing of new plates have put more pressure on Hackney as they are in longer queues on the ranks and this will also affect p PHV as this is there only way of receiving jobs. Every driver has at least one back up driver to help each other cover jobs. There are a huge amount of independent drivers in the area and this is how they boost there income. A hackney driver cannot earn a respectable income just by sitting on the rank. If the law says it's ok to use hands free in the car then I cant see why the council can say any different.</p> <p>Page 82 When driving a Private hire vehicle</p> <p>It is common practice when we take a booking and the customer gives us a collection time during the journey, however the goal post's do move hourly and not always we are able to cover the return due to delays, so this is when we rely on other licensed to get the customer to there destination. To state this is illegal is utter rubbish as all we are trying to do is get these people home, 90% of our customer base are out of town or abroad.</p> <p>Page 84,85,86,87,88,89 Points system</p> <p>I don't agree to this system, as it's very childish & school frame. We are all mature adults operating in the most professional way. I'm sure council employee's wouldn't be treated like this if they misused a photocopier for example.</p> <p>Other areas need to be discussed in full, I suggest we have a mass meeting with all drivers to attend on a Sunday so all questions and answers can be addressed. I'm sure you will have similar comments from other drivers. It would be a shame just to address questions that I have raised when it can be mentioned to all those concerned.</p> <p>Also can I bring to your attention that some drivers and Operators have not received your letter from 13th April.</p>
28.	Private Hire Operator:

<p>29.</p>	<ul style="list-style-type: none"> • Page 28 - Wheelchair Accessibility: "If seat(s) have to be removed to allow the wheelchair to be carried, the seat(s) must remain permanently removed from the vehicle. A licence will only be granted for a seating capacity EXCLUDING the removed seat(s). This means that if a vehicle is designed to carry 6 passengers, but only 5 with the seat removed for the wheelchair, then a plate for 5 seats only will be issued." This seems counterintuitive. Surely if 5 seats remain and a wheelchair passenger can also be carried, then the vehicle should be licensed for 6 seats as it can carry 6 people in 6 seating positions. Otherwise would not carrying 6 people be in breach of a licence for 5 seats? I also do not understand the rationale for insisting that seats which have to be removed to permit a wheelchair to be carried must be permanently removed from the vehicle. Some vehicles have seats which are designed to be removed from their tracking specifically to provide space for a wheelchair which then can be secured using that tracking and appropriate restraints. <p>Page 28 – Wheelchair Accessibility: "New or replacement vehicles that load wheelchairs from the rear are not permitted." I believe that vehicles with rear access ramps or lifts are inherently better for service users than side-access, where the ramps tend to be much steeper and the access height lower. I should add that my vehicles, which are normally used as ambulances, are designed only have rear access for wheelchairs (as well as stretchers).</p> <ul style="list-style-type: none"> • Page 40 - Unauthorised/Non-Licensed Drivers: "It is an offence to allow an unlicensed driver to drive a Hackney Carriage or Private Hire Vehicle. A licence vehicle is licensed for 365 days of the year and can only be driven by a licensed driver." My primary business is that of a private ambulance service, but we also provide (and have done for many years) school transport for disabled children. For this purpose alone, two of my ambulances are licensed as private hire vehicles to comply with the requirements of Warwickshire County Council for school run contractors (they have 8 or fewer seats). When the vehicles are not engaged on school runs (i.e. most of the time), they work as ambulances and should, I believe, not be subject to this licensing restriction as to who may or may not drive them outside school runs.
<p>30.</p>	<p>Following a recent meeting the owners of Victoria, Fourways, Castle Cars, Easy Cabs and Hackney carriage and Private hire drivers we would like to inform you of our general feelings with regard to the draft handbook currently under consultation.</p> <p>We are seeking to form a uniform and consolidated collaboration of all persons and businesses that will be affected by the new draft document appealing against its implementation in its current form and would like to seek further clarification and consultation prior to its implementation.</p> <p>We are very concerned with several key sections of the draft handbook that would need further investigation of the proposed amendments.</p> <p>We understand the need to make changes but the changes need to be fair and justified for all concerned and we wish to be part of the discussion process in determining the best way forward to achieve a satisfactory and suitable policies to be incorporated into the revised handbook.</p> <p>To facilitate this process we are seeking to form a new Association for the Warwick, Leamington and Kenilworth hackney carriage and private hire operators and drivers to encompass all aspects of the taxi business for the local area covered by Warwick District Council.</p>

May 2016

Ms Marianne Rolfe
Head of Health & Community Protection
Warwick District Council
Riverside House
Milverton Hill
Leamington Spa
Warwickshire
CV32 5HZ

Dear Madam

We would like to raise the following points and request for amendments to be made to the policy before it is implemented.

- 1) There is no need to implement a points based system. The system that is in place at the moment works fine, why change something that already works well?
- 2) Parking on Yellow lines – It is permissible for taxis to stop and wait on yellow lines to pick up passengers. Please refer to the case on 29/11/2010 in the royal courts of justice Case No. CO/4743/2009 - <http://www.mpslaw.co.uk/wp-content/uploads/2010/12/29-11-2010-Royal-Courts-of-Justice-CO-4743-2009.pdf>. In the context of WDC if you look at the makeup of all of the pubs, clubs and restaurants and where they are located you will notice that the majority of them have double yellow lines outside – if this is applied how are we supposed to pick up any passengers from these places? These are very common pickup and drop off locations.
- 3) Illegal ranking – for this to be enforced enough rank spaces need to be provided for the number of hackney carriage vehicles – at present the number of vehicles significantly out number the spaces available.
- 4) Processing time for vehicle transfers - Could this please be changed to same day? Vehicle transfers either for a change of vehicle or for temporary vehicle initially entail the original vehicle being off the road and hence the operator / driver losing money. If a vehicle is supplied by an insurance company for temporary use the cost of the replacement vehicle is usually between £200 and £400 per day dependent on the type of vehicle. Having the processing time at 10 days would have the potential to increase any insurance claim significantly as once the temporary vehicle has been inspected it begins to be charged and a 10 day wait could potentially add an additional £5600 on to the claim. (taking into account weekends between the 10 day window) Ultimately this will be added to the insurance premiums of us all- This is totally unacceptable. Please change to same day service for vehicle transfers.
- 5) Can it be made clearer in the types of vehicle section that certain hackney carriage plates do not have to have a wheelchair accessible vehicle. It is mentioned in brackets but could it please be made clearer with a separate bullet point. For example - vehicles that currently are unable to carry a passenger when travelling in their wheelchair do not need to be changed for wheel chair accessible vehicles.
- 6) It states that parts of the inspection are MOT items to a higher standard than that set for an MOT. If this is going to be part of the inspection – the requirements and the standards also need to be clearly stated – and also when will they come into force? Is this necessary if most of the vehicles are tested twice a year?

- 7) The requirement to have windows permitting a certain amount of light –Is this necessary? Any vehicle that has the tinting would be from manufacture. And any changes to a vehicle as stated would have to be passed by the council so there would not be any with dark tints that are not manufacturer specification.
- 8) It is mentioned that PH vehicles can only wait for passengers at a pre arranged collection point. When they are not waiting for passengers a statement should be made where they should go when they are not waiting for passengers – (back to their base)? As currently there are large numbers of PH vehicles that float around the town.
- 9) It says that the level of fares will reviewed from time to time, is it possible that a review time be inserted – I.E they will be reviewed every 12 – months?
- 10) Page 59 – Although this is in Blue it states – Enforcement of the hackney carriage and licensing provisions is essential – it makes no mention of Private hire?
- 11) Page 79 – 228 – Mobile phones and CB radios – Not being able to use them with passengers on board is not appropriate- it should be permissible. If the next fare is delayed or the pickup point has changed this would be conveyed to the driver by radio or phone. Some hackney carriage drivers have customers who call them directly for pick ups so if they did not answer the call they would lose that customer. Also if a vehicle is on a school contract for example the driver could be on the way to drop off a child and there could be a delay due to whatever reason and this information needs to be relayed to the child's parents to save undue stress and worry. It should be permitted to use them with appropriate hands free appliance as is prescribed in law.
- 12) Page 87 - Failure to give assistance with loading/unloading luggage to or from any building or place. This is a grey area – drivers should not be expected to carry any luggage to or from a building or place – this would mean that all drivers would need to carry out HSE lifting at work training also insurance public liability will not cover if for example the driver is on someone else's property and causes damage. Yes in to out of a vehicle and to the property boundary with the highway but no further than this. Expecting this would be like expecting a supermarket home delivery driver to come and unpack all of your shopping – their deliveries are made to the front door.
- 13) Page 88 - Failure to carry legal spare wheel and tools. Some vehicles now come with no spare wheel and have no space to carry them. It is becoming the norm now with most newer cars not to have a spare wheel.
- 14) It also states that hackney carriage vehicles are unable to do corporate or executive hire. Why is this so? As currently many hackney carriages do this and provide a much cheaper alternative than the private operators do.
- 15) It states that private hire operators are expected to keep details of customers names and addresses and make them available for inspection to the council. For a business to release personal details of its customers to any third party would render the business liable under the data protection act. It also states that the price being charged should be made available – this is sensitive information from the point of view of the business and they would not want to release to any other party. The current system of keeping a record of bookings e.g name, pick up location, drop off location and number is sufficient.

Please give serious consideration to these points and make appropriate amendments as requested above.

Kind Regards

Appendix 3: Main changes to the policies

Introduction	No change
Contacting the Team	No Change
Licence Requirements	No change
How to Apply	No Change
Review of Policies, Procedures and Guidance	Formalises review procedure for policies
Further Information	No change
Section 1: Hackney Carriage and Private Hire Driver Licences	Updated with recent policy changes
Applicants from Outside the UK	Updated/ wording changes
Medical Requirements	Updated/ wording changes
Diabetes	No Change
Disclosure and Barring Service	Updated/ wording changes
Rehabilitation of Offenders	Inserted explanation
Non Convictions (Warnings, Fixed Penalties, Arrests etc)	Inserted explanation
A Fit and Proper Person	No change
Application Processing Procedure	No Change
Conditions	Inserted explanation
Conduct of Driver	Inserted explanation & New Policy
Use of Mobile Phones	Updated/ wording changes
Disability Awareness	Updated/ wording changes
Guide and Assistance Dogs	Updated/ wording changes
Prevention of Child Sexual Exploitation	Inserted explanation. Agreed recent at Executive
Driver's identification Badge	Updated/ wording changes. Requirement for larger copy identification card.
Loss of Driver's Licence or Badge	Updated/ wording changes
Licence Renewal Reminders	Updated/ wording changes
Section 2: Hackney Carriage and Private Hire Vehicle Licences	Updated/ wording changes
Application Processing Procedure	Updated/ wording changes
Condition	Inserted explanation
Licence Type Required	Updated/ wording changes
Age of Vehicle	Updated/ wording changes
Type of Vehicle	Updated/ wording changes
Alternative Fuelled Vehicles	New
Minibuses	Updated/ wording changes
Wedding and Funeral Cars	Updated/ wording changes
Horse Drawn Hackney Carriages	Inserted explanation
Wheelchair Accessibility	Updated/ wording changes
Hackney Carriage Number Limit	Inserted explanation
Frequency of MOT	Inserted explanation
MOT/Garage inspection	Updated/ wording changes Inserted explanation
Compliance, Fleet, Enforcement and other Types of Inspection	Updated/ wording changes Inserted explanation
Insurance	Updated/ wording changes

Private Hire Dispensation	Updated/ wording changes
Displaying of Licence Plates	Updated/ wording changes
Displaying of Passenger Information	Updated/ wording changes
Prohibition of Smoking	Updated/ wording changes
Hackney Carriage Ranks	Inserted explanation
Authorised Fare	Updated/ wording changes
Cross Border Fares	Inserted explanation
Warwick University	New
Plying for Hire	Updated/ wording changes
Wearing of Seat Belts	Updated/ wording changes
Carriage of Goods and Packages	Updated/ wording changes
Authorised and Unauthorised Drivers	Inserted explanation
Advertisements	New
Use of CCTV	New
Dash Cameras	New
Accident Data Recording Devices	New
Loss and theft of Licence and Plates	Updated/ wording changes
Intended Use	New
Changing Vehicle or Transfers	Updated/ wording changes
Licence Renewal Reminders	Updated/ wording changes
Surrendering Plate and Licence	Inserted explanation
Conduct of Vehicle	New
Section 3: Private Hire Operators licences	Updated/ wording changes
A Fit and Proper Person	No change
Application Procedure	Updated/ wording changes
Conditions	Inserted explanation
Guide and Assistance Dogs	Updated/ wording changes
Sub Contracting	Inserted explanation & New
Compliance Inspections	Inserted explanation & New
Renewal Licence Reminders	Inserted explanation
Surrendering a Licence	Updated/ wording changes
Conduct of Private Hire Operator	New
Section 4: Information for all licence types	(No content)
Fees	Inserted explanation
Multiple application submissions	New & Inserted explanation
Declarations on Application	Inserted explanation
Compliments	Updated/ wording changes
Sharing of Information	Inserted explanation
Section 5: Compliance and Enforcement	No Change
Complaints	Inserted explanation
Appropriate Course of Action	No change
Informal Action	No change
Prosecution and Caution	No change
Vehicle Suspension Notice	No change
Immediate Suspension or Revocation of Driver Licence	No change

Appearance before the Licensing and Regulatory Committee	No change
Appeal to Magistrates	No change
Interventions	Inserted explanation
Obstruction of an Officer	Inserted explanation
Appendix A – Diabetes Policy	No change
Appendix B – DBS Policy Statement	No Change
Appendix C – Relevant Convictions and Cautions Policy	No Change
Appendix D – Conditions: Hackney Carriage and Private Hire Drivers licence.	Updated/ wording changes
Appendix E – Law and Good Practise Guide for Drivers	New
Appendix F – Licence Holders Conduct Scheme	New
Appendix G- Providing the Best Customer Experience for Passengers with Disabilities	Updated/ wording changes
Appendix H – Vehicles Currently Approved as Wheelchair Accessible	No Change
Appendix I – Conditions: Hackney Carriage Vehicle Licence	Updated/ wording changes
Appendix J – Conditions: Private Hire Vehicle Licence	Updated/ wording changes
Appendix K – Conditions: Horse Drawn Hackney Carriage Licence	Updated/ wording changes
Appendix L – Licence Plate and Passenger Information Display	Inserted explanation
Appendix M – Conditions: Private Hire Operator Licence	Updated/ wording changes
Glossary	No change

Appendix 4: Comment received

1.	Amendments to policy following consultation.
2.	Change to wording in guidance for ambulant disabled person.
3.	Reference made to the health conditions for drivers on the www.gov.uk website
4.	Addition of points in conduct scheme for missing lights and failing to correctly secure a passenger
5.	Added wording to documents to advise that the full maintained of vehicle will be considered
6.	Table 1 has been corrected
7.	The wording in the licence conditions for the use of mobile phones has been amended
8.	The licensing condition for private hire operators record keeping has been amended
9.	The wording in the section on Dash Cameras has been amended
10.	Clearer direction has been given that some vehicles are not wheelchair accessible
11.	The aspects of the MOT which are to a higher standard has been reworded. Further clarification is in the Wear and Tear guide
12.	The wording has been amended in Section 5 to clearly demonstrate it applies to both Hackney Carriage and Private Hire activities
13.	The wording requiring drivers to provide assistance with luggage has been amended
14.	The wording requiring the provision of a spare wheel and tools has been amended
15.	The wording detailing the licensing of vehicles with significant defects or faults has been amended
16.	The wording in the condition for the use of personal radios/ MP3/Ipods etc has been amended
17.	The wording in the section on guide and assistance dogs has been amended
18.	The last sentence on page 19 has been amended
19.	A sentence has been added into the conduct scheme to make it clear that a licence holder will receive a letter when they are issued with any points
20.	The list of approved wheelchair accessible vehicles has been amended
21.	The contradictions in the timeframe for reporting an accident have been amended
22.	The section on wheelchair accessibility discussing the removal of seats has been amended
23.	The reference to the location of the Warwickshire University Drop Off Point has been removed following a decision by the university to no longer provide one
24.	Sentence regarding stopping or waiting on double yellow lines amended.
25.	Ongoing/ Future areas of works

26.	Refresher requirements for the disability awareness course.
27.	Additional signage provision for vehicles is being considered as part of the Hackney Carriage Fleet Colour piece of work. The comments received will be used to inform that piece of work
28.	A new version of the Wear and Tear guide will be produced to further clarify the requirements of the aspects of the MOT which are to a higher standard
29.	The provision of, size and location of Hackney Carriage Ranks are under currently under review. The comments received will be used to inform that piece of work.
30.	Further details of how a Hackney Carriage is clearly identifiable will be outlined as part of the Hackney Carriage Fleet Colour piece of work. The comments received will be used to inform that piece of work

May 2016

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Head of Health & Community Protection
Warwick District Council
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Kind Regards

 Executive Committee 02 June 2016		Agenda Item No. 4
Title	To consider comments received from the public consultation for the reviewed Sex Establishments Policy for Council following consultation.	
For further information about this report please contact	Jayne Bailey, Public Places and Projects Team Leader, Health and Community Protection. 01926 456742 Jayne.Bailey@warwickdc.gov.uk Marianne Rolfe, Regulatory Manager, Health and Community Protection. 01926 456320 Marianne.rolfe@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	13 January 2016 to Executive for approval for public consultation. 31 May 2016 to L & R for comments for Executive.	
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17/5/2016	Andy Jones
Head of Service	4/5/2016	Marianne Rolfe
CMT		
Section 151 Officer		
Monitoring Officer		
Finance	4/5/2016	Mike Snow
Portfolio Holder(s)		
Legal	4/5/2016	Warwickshire Legal Representatives (Caroline Gutteridge)
Consultation & Community Engagement		

A public consultation took place for a 12 week period which ended on the 25th April 2016.

Final Decision?

No

Suggested next steps (if not final decision please set out below)

This is to be considered for comment for Executive by L & R on 31 May 2016 and will be before Council on 22 June 2016

1. **Summary**

- 1.1 To present the comments received upon the Sexual Establishments Policy which is applicable to all Sex Establishments within the Warwick District Boundary.

2. **Recommendation**

- 2.1 That Executive notes the comments received following public consultation and the meeting of the Licensing and Regulatory Committee on 31st May 2016.
- 2.2 That Executive recommends the proposed Licensing of Sex Establishments Statement of Licensing Policy to Council with any amendments proposed by the Licensing and Regulatory Committee of 31st May 2016 only being agreed if the Council's legal officers are satisfied that they are legally sound.

3. **Reasons for the Recommendation**

- 3.1 The Sex Establishment Policy has been reviewed in accordance with the request of the Executive on the 11th March 2015 and the 13th January 2016 for the approval for public consultation.
- 3.2 L & R will consider the responses for comment for Executive at the L & R Committee on 31 May 2016.
- 3.3 The proposed policy includes changes within both the policy document and the conditions which would be attached to any licence granted.
- 3.4 The existing policy (appendix 1) and the proposed policy (appendix 2) are attached to this report. A summary of the main alterations are included in (appendix 3).
- 3.5 Before the proposed policy can be adopted, the responses from the public consultation must be considered. Responses received (appendix 4).
- 3.6 Comments by L & R following the Committee meeting on 31 May are shown as (appendix 5). (These will be provided when available)

4. **Policy Framework**

- 4.1 The proposed policy would replace the existing and all previous versions of Warwick District Councils Sex Establishment Policy.

4.2 **Fit for the Future**

The policy ensures that the application process, the powers available to the licensing authority and how applications are decided are clearly set out for the benefit of applicants, decision makers, objectors and other interested persons.

4.3 **Impact Assessments**

There has been an impact assessment undertaken.

5. **Budgetary Framework**

- 5.1 There are no budgetary implications resulting from the change of policy.

6. Risks

- 6.1 Failure to consider responses in relation to the public consultation for the proposed policy may result in a judicial review. Judicial reviews are both resource and financially intensive.

7. Alternative Option(s) considered

- 7.1 The Committee choose not to make a comment on the proposed policy responses from public consultation for the Executive.

8. Background

- 8.1 The current Sex Establishment Policy is used to outline the councils approach to applications for the use of premises as sex shops, sex cinemas and sexual entertainment venues within the District.
- 8.2 In 2014, a public consultation was conducted to investigate the feelings of residents and business of Warwick District with regard to the location of sexual entertainment venues. The outcomes of this consultation were reported to the Executive on the 11th March 2015.
- 8.3 The consultation focussed on the four town centre locations within the District. A majority of respondents stated that they believed a nil limit would be appropriate in all four of these areas. These four areas have been highlighted within the proposed policy.
- 8.4 The recommendation from the Task and Finish group which was resolved by Executive, was that the four mapped areas did not have any suitable localities within them that would be appropriate for a sexual entertainment venue and that within these areas there should be a limit of nil placed upon the number of sexual entertainment venues.
- 8.5 It should be noted that even where the Council applies a nil limit for a particular area or locality the Council is unable to reject the application of a premises wishing to trade within one of these areas or refuse to renew/grant a licence solely due to the existence of the limitation. Applications for the grant or renewal of sexual entertainment venue licences will still need to be considered and determined.
- 8.6 It should also be noted that this limitation only applies to Sexual Entertainment Venues and not Sex Shops or Sex Cinemas.
- 8.7 Counsel's advice was sought to assess the outcomes of the consultations and recommendations of the Task and Finish Group to Executive. This advice was attached to the Executive report on the 11th March 2015. The advice recommended that a review of the policy should also include a review of the conditions applied to any licence.
- 8.8 At the Executive meeting on the 11th March 2015, officers were asked to take into account Counsel's advice during the review the policy. A report went before Executive on the 13th January 2016 for approval of the public consultation.
- 8.9 Officers have undertaken a full review of the policy and the proposed conditions that would be attached to any premises granted a licence under the legislation.

- 8.10 Legal opinion has been sought throughout the drafting of the policy to ensure that the proposed policy is robust, proportionate and transparent.
- 8.11 This report introduces the comments that have been received following the public consultation. No comments have been made by us to the responses which are summarised below and shown in Appendix 4:
- 3 positive responses
 - 1 comment regarding concerns.
- 8.12 Any comments received during this consultation period, will be reviewed and amendments will be made to the policy where appropriate.
- 8.13 The amended policy and details of the comments received will be reported to relevant committee: Executive on 02 June 2016 and Council on 22 June 2016.



Statement of Licensing Policy for premises to be licensed as sex establishments

Background

This Statement of Licensing Policy sets out the council's requirements for premises to be licensed as sex establishments within the meaning of schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 (as amended).

Section 2 of the Act provides that local authorities may resolve that schedule 3 will apply to their area, which has the effect of requiring premises operating as sex establishments in that authority's area to be licensed. Adoption of schedule 3 also allows the council to set terms and conditions and fees for the grant, renewal, transfer and variation of such licences and the number of licences that may be issued in the area, including nil.

Warwick District Council has not imposed any restriction on the number of licences to be issued. The fees have been published by the council since it adopted schedule 3 in July 1983.

The Policing and Crime Bill contained an amendment to schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 replacing the existing definition of a 'sex establishment' with the definition of a 'sexual entertainment venue'. This amendment removes the exemption for premises to be licensed where a premises licence under the Licensing Act 2003, which authorises the provision of regulated entertainment, is in force.

Definitions of the different types of 'sex establishment' can be found in the Appendix A to this policy.

Warwick District Council will monitor the continuing expansion of the leisure industry, which provides an essential contribution to the local economy in jobs and revenue in the District, in order to maintain a balance between those interests and the interests of preserving the heritage of the area and protecting the interests of residents.

This 'Statement of Licensing Policy' sets out the policies that the council will generally apply when making decisions on applications. It also sets out information about the application process, what is expected of applicants and how people can make representations about applications. It also sets out the types of controls that are available to the Council when decisions are made about licence applications and explains what action can be taken if complaints are received.

Note: The wording of Section 3.2 was modified by the Council's Regulatory Committee at a meeting on the 16th July 2012.

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1 Introduction

- 1.1 Warwick District Council resolved to apply Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 in originally July 1982, and then resolved to apply the amended Schedule 3 in September 2010 ensuring that anyone wishing to operate a 'sex establishment' within the district must first obtain a licence from the council.
- 1.2 This Statement of Licensing Policy for Sex Establishments sets out the council's requirements for premises to be licensed as 'sex establishments' within the meaning of the Act (as amended).
- 1.3 The advice and guidance contained in the appendices attached to this Statement of Licensing Policy is intended only to assist readers in consulting the policy and should not be interpreted as legal advice or as constituent of Warwick District Council's Statement of Licensing Policy.
- 1.4 Readers are strongly advised to seek their own legal advice if they are unsure of the requirements of the Local Government (Miscellaneous Provisions) Act 1982 or schedules issued under the Act.

2 Definition of 'sex establishment'

- 2.1 A 'sex establishment' is defined under the Act as a 'sex shop', a 'sex cinema' or a 'sexual entertainment venue'. Full definitions of those terms can be found in Appendix A to this policy.
- 2.2 It includes any premises, vehicle, vessel or stall used as a sex establishment but does not apply to the sale, supply or demonstration of articles which are manufactured for use primarily for the purposes of birth control or primarily relate to birth control.

3 Location of Licensed Premises

- 3.1 The council acknowledges that a concentration of licensed premises in a particular area can result in a potential fear of crime, anti-social behaviour, noise pollution and other disturbance to residents. In such cases the amenity of local residents can be placed under severe pressure.
- 3.2 The legislation provides that the Council may refuse an application for the grant or renewal of a licence if it considers that it would be inappropriate, having regard to the character of the relevant locality and the use to which any premises in the vicinity are put.

When considering whether a licence should be refused on this basis, the Council will have regard to the following;

- The proximity of residential premises, including any sheltered housing and accommodation of vulnerable people;
- The proximity of educational establishments;

- The proximity of places of worship;
- Access routes to and from schools, play areas, children's nurseries, children's centres or similar premises in proximity to the premises;
- The proximity of shopping centres;
- The proximity of community facilities/halls and public buildings such as swimming pools, leisure centres, public parks, youth centres/clubs (this list is not exhaustive);
- Any relevant planning considerations;
- Whether there is planned regeneration of the area;
- The proximity of other Sex Establishments;
- The nature and concerns of any representations received from residents and/or establishments objecting to the licence application;
- Any evidence of complaints about noise and/or disturbance caused by the premises;
- Any current licensing permission related to the premises in respect of activities, uses and hours

The Council has not set a limit on the number of Sex Establishments that it thinks is appropriate for any relevant locality and will determine each application on its own merits.

- 3.3 Applications in respect of premises must state the full address of the premises. Applications in respect of a vehicle, vessel or stall must state where it is to be used as a sex establishment.
- 3.4 The council would normally expect that applications for licences for permanent commercial premises should be from businesses with planning consent for the property concerned.

4 Making an application

- 4.1 An application for the grant, renewal, transfer or variation of a licence must be made in writing to the council in accordance with the requirements shown in Appendix B.
- 4.2 A specimen application form and notice for public advertisement is attached in Appendix C.

5 Fees

- 5.1 The application process involves paying a non-returnable application fee, which includes the costs for inspections of the premises and processing the application. The fees are reviewed annually against any rise in council costs of administering the licence regime.

6 Advice and Guidance

- 6.1 The council will seek to liaise with applicants and/or mediate between applicants and others who may make representations, to achieve a satisfactory outcome for all involved, wherever possible and where resources permit.
- 6.2 Where an applicant considers that mediation and liaison may be likely or probable, it is recommended that the applicant discuss his proposal with the licensing section and those from who they think representations are likely prior to submitting their application.

7 Grant, renewal or transfer of licences

- 7.1 The council may grant to any applicant and renew a licence for the use of any premises as a 'sex establishment' and will include the terms and conditions specified by the council in Appendix E, together with any other conditions that may be attached at a hearing. In the case of a 'sexual entertainment venue' any conditions attached to the premises licence issued under the Licensing Act 2003 will remain applicable to any licence issued for a 'sex establishment'
- 7.2 A licence will remain in force for one year, or such shorter period specified in the licence, unless previously cancelled or revoked.
- 7.3 Warwick District Council may, if they think fit, transfer a licence to any other person upon application by that person.
- 7.4 Where an application for renewal or transfer of a licence is made before the date of expiry of the existing licence, the licence shall remain in force until such time as the application has been determined.

8 Variation of licences

- 8.1 The holder of a licence may apply to the council to vary the terms, conditions or restrictions on or subject to which the licence is held.
- 8.2 The process will be similar to the application process whereby the variation requested must be advertised and consulted upon with a hearing to decide the outcome if necessary.

9 Representations

- 9.1 Representations may be made to an application by any person.

- 9.2 An representation must be in writing and state the grounds on which the representation is made.
- 9.3 Representations may only be made within the period of 28 days following the date on which the application was given to the council.
- 9.4 The council will not consider any representation that does not contain the name and address of the person making it.
- 9.5 Where representations are made the council will provide copies to the applicant. The council will not divulge the identity of the representor/s to the applicant without their permission to do so.
- 9.6 Where representations are made and not withdrawn, a hearing before the Council's Regulatory Committee will be held, unless all parties agree a hearing is unnecessary.
- 9.7 Where no representations are made, the council will grant the licence subject to the terms and conditions shown at Appendix E

10 Determining applications

- 10.1 When considering applications, the council will have regard to:
 - (a) the Local Government (Miscellaneous Provisions) Act 1982
 - (b) any supporting regulations;
 - (c) this Statement of Licensing Policy.
- 10.2 This policy does not, however, undermine the rights of any person to apply for a licence and have the application considered on its individual merits, nor does it override the right of any person to make representations on any application where they are permitted to do so under the Act.
- 10.3 When determining applications, the council will take account of any comments made by the Chief Officer of Police as well as any other representations made. The police's comments may include, for example, the results of a community impact assessment undertaken by their architectural liaison team.
- 10.4 In all cases, the council will consider each application on its own merit.

11 Conditions

- 11.1 The council recognises that all applications should be considered on an individual basis and any condition attached to such a licence will be tailored to each individual premises.
- 11.2 No condition will be imposed that cannot be shown to be necessary.
- 11.3 The conditions that may be attached to a licence are shown in Appendix E, but this is not an exhaustive list and others may be added if thought relevant.

12 Refusal of licences

12.1 Except where the council are prohibited from granting, renewing, varying or transferring a licence, the council will not refuse a licence without first: -

- Notifying the applicant or holder of the licence in writing of the reasons;
- Giving the applicant or holder of the licence the opportunity of appearing and making representations before the council's Regulatory Committee.

12.2 The circumstances in which the council must or may refuse a licence are shown in Appendix F

13 Revocation of licences

13.1 The council may revoke a licence: -

- on any of the grounds specified in paragraph 1 of Appendix F of this policy;
- on either of the grounds specified in paragraph 3 (a) and (b) of Appendix F of this policy.

13.2 The council will not revoke a licence without first giving the holder of the licence the opportunity of appearing and making representations before the council's Regulatory Committee.

14 Cancellation of licences

14.1 The licence-holder may surrender the licence at any time and may request the council in writing to cancel the licence. No refund will be applicable.

14.2 In the event of the death of a licence-holder, the licence will be deemed to have been granted to his personal representatives and will remain in force for 3 months from the date of death, unless previously revoked.

14.3 Where the council are satisfied that it is necessary for the purpose of winding up the estate of the deceased licence-holder, it may extend or further extend the period in which the licence remains in force.

15 Complaints

15.1 Where possible and appropriate the council will give early warning to licence holders of any concerns about problems identified at premises and of the need for improvement.

16 Enforcement

16.1 Warwick District Council is responsible for the administration and enforcement of the licensing regime and will have regard to the Department of Business Enterprise & Regulatory Reform's Regulators' Compliance Code and council's own Enforcement

Policy. The council will carry out its regulatory functions in a fair, open and consistent manner.

- 16.2 The council recognises the interests of both citizens and businesses and will work closely, with partners, to assist licence holders to comply with the law and the conditions attached to the licence.
- 16.3 However, proportionate but firm action will be taken against those who commit serious offences or consistently break the law or breach the conditions of the licence.

Definitions

'Sex Cinema'

- 1) A sex cinema is any premises, vehicle, vessel or stall used to a significant degree for the exhibition of moving pictures, by whatever means produced, which—
 - a) are concerned primarily with the portrayal of, or primarily deal with or relate to, or are intended to stimulate or encourage—
 - i) sexual activity; or
 - ii) acts of force or restraint which are associated with sexual activity; or
 - iii) are concerned primarily with the portrayal of, or primarily deal with or relate to, genital organs or urinary or excretory functions.

But does not include a dwelling-house to which the public is not admitted.
- 2) No premises shall be treated a sex cinema by reason only—
 - a) If they may be used for an exhibition of a film (within the meaning of paragraph 15 of schedule 1 of the Licensing Act 2003) by virtue of an authorisation (within the meaning of section 136 of that Act), of their use in accordance with that authorisation; or
 - b) Of their use for an exhibition to which section 6 of that Act (certain non-commercial exhibitions) applies given by an exempted organisation within the meaning of section 6 (6) of the Cinemas Act 1985.

'Sex Shop'

- 1) A sex shop means any premises, vehicle, vessel or stall used for a business which consists to a significant degree of selling, hiring, exchanging, lending, displaying or demonstrating—
 - a) sex articles; or
 - b) other things intended for use in connection with, or for the purpose of stimulating or encouraging—
 - i) sexual activity; or
 - ii) acts of force or restraint which are associated with sexual activity.
- 2) No premises shall be treated as a sex shop by reason only of their use for the exhibition of moving pictures by whatever means produced.

Sex Article

- 3) A sex article means—
 - a) anything made for use in connection with, or for the purpose of stimulating or encouraging—

- i) sexual activity; or
 - ii) acts of force or restraint which are associated with sexual activity;
 - b) anything to which sub-paragraph 4 below applies.
- 4) This sub-paragraph applies to—
- a) any article containing or embodying matter to be read or looked at or anything intended to be used, either alone or as one of a set, for the reproduction or manufacture of any such article; and
 - b) any recording of vision or sound which—
 - i) is concerned primarily with the portrayal of, or primarily deals with or relates to, or is intended to stimulate or encourage, sexual activity or acts of force or restraint which are associated with sexual activity; or
 - ii) is concerned primarily with the portrayal of, or primarily deals with or relates to, genital organs, or urinary or excretory functions.

'Sexual Entertainment Venue'

A 'Sexual Entertainment Venue' is any premises at which relevant entertainment is provided before a live audience for the financial gain of the organiser or the entertainer.

- 1) In this paragraph relevant entertainment means-
 - a) any live performance; or
 - b) any live display of nudity;

which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of the audience (whether by verbal or other means).
- 2) The following are not sexual entertainment venues: -
 - a) sex cinemas and sex shops;
 - b) premises at which relevant entertainment is provided as mentioned in sub-paragraph (1) no more than eleven times within 12 months, not longer than 24 hours on each occasion and more than one month between each event; or
 - c) premises specified or described in an order made by the relevant national authority
- 3) The relevant national authority may by order amend or repeal paragraph 2(b) above
- 4) For the purposes of this Schedule references to the use of any premises as a sexual entertainment venue are to be read as references to their use by the organiser.
- 5) Other definitions:

'audience' includes an audience of one;

"relevant entertainment" means any live performance or any live display of nudity which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of the audience (whether by verbal or other means).

"display of nudity" means—

(a) in the case of a woman, exposure of her nipples, pubic area, genitals or anus;
and

(b) in the case of a man, exposure of his pubic area, genitals or anus;

"the organiser", in relation to the provision of relevant entertainment at premises, means any person who is responsible for the organisation or management of—

(a) the relevant entertainment; or

(b) the premises;

"premises" includes any vessel, vehicle or stall but does not include any private dwelling to which the public is not admitted;

"relevant national authority" means— in relation to England, the Secretary of State;
and for the purposes of sub-paragraphs (1) and (2) it does not matter whether the financial gain arises directly or indirectly from the performance or display of nudity."

Requirements for applying for grant, variation, transfer or renewal of a sex establishment licence

Grant of a licence

- 1) To apply for the grant of a sex establishment licence an applicant must: -
 - a) send the council: -
 - i) a completed application form;
 - ii) a plan to the scale of 1:100 of the premises to which the application relates;
 - iii) the fee;
 - b) display a notice on or near the premises;
 - c) advertise the application in a local newspaper;
 - d) send a copy of the application and plan to the Chief Officer of Police, Warwickshire Police Licensing Team, Police Station, Priory Road, Warwick, CV34 4NA, at the same time as submitting the application to the council.

Plan requirements

- 2) The plan must show: -
 - a) the extent of the boundary of the building, if relevant, and any external and internal walls of the building and, if different, the perimeter of the premises;
 - b) the location of points of access to and egress from the premises;
 - c) the location of escape routes from the premises;
 - d) fixed structures (including furniture) or similar objects temporarily in a fixed location (but not furniture) which may impact on the ability of individuals on the premises to use exits or escape routes without impediment;
 - e) in a case where the premises includes a stage or raised area, the location and height of each stage or area relative to the floor;
 - f) in a case where the premises includes any steps, stairs, elevators or lifts, the location of the steps, stairs, elevators or lifts;
 - g) in the case where the premises includes any room or rooms containing public conveniences, the location of the room or rooms;
 - h) the location and type of any fire safety and any other safety equipment including, if applicable, marine safety equipment; and
 - i) the location of a kitchen, if any, on the premises.
 - j) Any private rooms for adult entertainment
- 3) The plan may include a legend through which the matters mentioned or referred to above are sufficiently illustrated by the use of symbols on the plan.

Public notices

- 4) A notice must be displayed at or on the premises to which the application relates for a continuous period of not less than 21 consecutive days from the day following the day the application was given to the council, where it can be conveniently read from the exterior of the premises.
- 5) Where the premises cover an area of more than 50 square meters, a further identical notice must be displayed every 50 metres along the external perimeter of the premises abutting any highway.
- 6) The notice must be on pale pink paper sized A4 or larger and printed legibly in black ink or typed in black in a font size equal to or larger than 16.
- 7) The notice must state: -
 - a) details of the application and activities that it is proposed will be carried on or from the premises,
 - b) the full name of the applicant,
 - c) the postal address of the premises, or in the case where there is no postal address, a description of the premises sufficient to enable the location and extent of the premises to be identified,
 - d) the date, which should be shown as the day after the application is submitted.
 - e) That it is an offence knowingly or recklessly to make a false statement in connection with an application and the maximum fine (£5000) for which a person is liable on summary conviction for the offence.
- 8) A similar notice must be published in a local newspaper or similar document within 7 days of giving the application to the council.
- 9) A sample public notice is show as Appendix D

Variation of a licence

- 10) The holder of a licence may apply at any time for any variation of the terms, conditions or restrictions on or subject to which the licence is held.
- 11) The process of applying for a variation is the same as that for applying for an initial grant except that a plan of the premises is not required unless the application involves structural alterations to the premises.

Renewal of a licence

- 12) The holder of a licence may apply for renewal of the licence. In order for the licence to continue to have effect during the renewal process, a valid application together with the appropriate fee must be submitted *before the current licence expires*.
- 13) The process of applying for renewal of a licence is the same as that for applying for an initial grant except that a plan of the premises is not required.

Transfer of a licence

- 14) A person may apply for transfer of a licence at any time.
- 15) The process of applying for transfer of a licence is the same as that for applying for an initial grant except that a plan of the premises is not required.



APPLICATION FOR GRANT / RENEWAL / VARIATION / TRANSFER* OF A SEX ESTABLISHMENT LICENCE

Before completing this form please read the guidance notes at the end of the form. If you are completing this form by hand please write legibly in block capitals. In all cases ensure that your answers are inside the boxes and written in black ink. Use additional sheets if necessary.

You may wish to keep a copy of the completed form for your records.

I / We

(Insert name/s of applicant/s – please read guidance note 1)

apply for the Grant / Renewal / Variation / Transfer* of a Sex Establishment Licence for the premises described in Part 1 below (the premises) in accordance with schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 (*delete as necessary)

Part 1 - Premises Details *(Please read guidance note 2)*

Postal address (including trading name, post code and telephone number of premises)

Part 2 - Applicant Details

Please state whether you are applying for a licence as

- | | |
|--|--|
| a) an individual or individuals * | <input type="checkbox"/> please complete section (A & C) |
| b) a person other than an individual * | |
| i. as a limited company | <input type="checkbox"/> please complete all sections |
| ii. as a partnership | <input type="checkbox"/> please complete all sections |
| iii. as an unincorporated association or | <input type="checkbox"/> please complete all sections |

iv other (for example a statutory corporation) ☐ please complete all sections

(A) Individual Applicant Details *(Please read guidance note 3)*

Mr <input type="checkbox"/>	Mrs <input type="checkbox"/>	Miss <input type="checkbox"/>	Ms <input type="checkbox"/>	Other Title	
Family Name				First names	
Date of birth					
Current postal address including post code					
Telephone number					
E-mail address					
National Insurance No.					
Telephone number					
E-mail address					

(Continue on separate page if necessary)

(B) Other Applicants (Company, etc.)

Please provide name and registered address of applicant in full. Where appropriate please give any registered number.

Name	
Address including post code	
Registered number	
Description of applicant (e.g. partnership, company,	

etc.)	
Telephone number	
E-mail address	

(C) Description of Trading Activity

The premises will trade as:						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
A Sex Cinema	A Sex Shop	A Sexual entertainment venue				
I would like the premises will trade on the following days and between the following times:						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
From	From	From	From	From	From	From
To	To	To	To	To	To	To

(D) Licensing History

Has any person or the corporate or unincorporated body referred to in this application: -

Been disqualified from holding a licence for a sex establishment?	
Been refused the grant / renewal / transfer of a licence for a sex establishment?	
Been the holder of a sex establishment licence when that licence has been revoked?	
If 'Yes' to any of the above please provide details:	

Part 3 - Declaration

I/We:

Please tick yes

- Enclose the fee (Please make payable to Warwick District Council) ☐
- Enclose evidence of identity containing a photograph in respect of each individual applicant / partner / director, as applicable ☐
- Enclose either a criminal conviction certificate or criminal record certificate or the results of a subject access search of the police national computer by the National Identification Service ☐
- Understand that if the above requirements have not been complied with my application will be rejected ☐
- Understand that the information given may be used in conjunction with other authorities for the prevention and detection of fraud, and will be held on computer, subject to the Data Protection Act 1998. ☐
- Confirm that the information supplied in this application is true to the best of my / our knowledge and belief. ☐

IT IS AN OFFENCE, LIABLE ON CONVICTION TO A FINE NOT EXCEEDING LEVEL 5 ON THE STANDARD SCALE, TO MAKE A FALSE STATEMENT IN OR IN CONNECTION WITH THIS APPLICATION

(C) Signatures (Please read guidance note 4)

Signature of applicant.

Signature/s	
Date	
Capacity	

(D) Contact Details *(Please read guidance note 5)*

Contact name	
Contact postal address including post code	
Telephone number (if any)	
E-mail address (optional)	

Notes for Guidance

- 1) Insert the name/s of individual applicant/s or partners or the trading name under which the business operates.
- 2) Include the postal address, including name by which the premises that is to be used as a sex establishment is to be known.
- 3) The full name, date of birth and home address of each individual applicant/partner/director must be supplied together with photographic evidence of identity, e.g. a certified copy of passport or driving licence, and either a criminal conviction certificate (issued under section 112 Police Act 1997), a criminal record certificate (issued under section 113A Police Act 1997) or the results of a subject access search under the Data Protection Act 1998 (b) of the Police National Computer by the National Identification Service.
- 4) The application form must be signed. Where there is more than one applicant, all applicants must sign the application form.
- 5) This is the address that we shall use to correspond with you about this application.
- 6) A plan of the premises must be submitted with the application, drawn to a scale of 1:100 showing all external and internal doors and windows and the position of counters, display stands, booths, video / tv / film screens, exhibition areas, dance / performance / stage areas fixed seating and tables, bars / counters from which refreshments are available and private rooms.
- 7) Copies of the application together with a plan of the premises must be submitted to: -
 - Community Protection, Licensing, Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, CV32 5HZ
 - Chief Officer of Police, Warwickshire Police Licensing Team, Police Station, Priory Road, Warwick, CV34 4NA
- 8) A notice containing details of the application must be advertised on the premises to which the application relates for a continuous period of not less than 21 days from the day following the day on which it was given to the licensing authority, in a position from which it can be conveniently read by members of the public.
- 9) A notice containing details of the application must be published in a newspaper circulating in the local vicinity of the premises within 7 days of the application be given to the licensing authority.
- 10) Fees can be obtained via the council's website or by contacting Licensing Services, Warwick District Council at licensing@warwickdc.gov.uk

Local Government (Miscellaneous Provisions) Act 1982

Sex Establishment Licence

Public Notice

[Name of person applying for licence] is applying to Warwick District Council for a *[sex cinema/sex shop/sexual entertainment venue]* licence at *[name and address of premises]*

Any person wishing to make representations in relation to this application may do so by writing to:

Licensing Authority

Warwick District Council

Riverside House

Milverton Hill

Royal Leamington Spa

Warwickshire CV32 5HZ



Representations may be made for 28 consecutive days from the date of this Notice.

A copy of the application for the grant of the above licence is kept by the Licensing Authority at the above address. The application can be viewed Monday to Thursday 9.00 am to 5.00 pm, and 9.00 am to 4.30 pm on Fridays, except Bank Holidays.

It is an offence knowingly or recklessly to make a false statement in connection with an application. The maximum fine for which a person is liable on summary conviction for making a false statement is a Level 5 fine on the Standard Scale.

[Date] – This must show the day after the day that the application was received by the Licensing Authority

Conditions

Access to premises

- 1) Access must be afforded at all reasonable times to authorised officers of the council and the police and fire services.

Hours of Opening

- 2) The hours that a sex shop may open to the public are from 0930 – 1800hrs on weekdays (Monday to Saturday).
- 3) A Sex Shop shall not open on Sundays, Christmas Day or Good Friday.

Management and Staffing of the Licensed Premises

- 4) Where the licensee is a body corporate or an unincorporated body any change of director, company secretary or other person responsible for in the management of the body is to be notified in writing to the council within fourteen days of such change and such written details as the council may require in respect of any new director secretary or manager are to be furnished within fourteen days of a request in writing from the council.
- 5) A person shall only be approved for the purposes of the foregoing condition if the council considers him or her to be a suitable person to have control of the premises.
- 6) At all times during which the premises are open to the public, one or more approved persons shall be present on the premises and shall be responsible for their management.
- 7) No person under the age of 18 shall be admitted to the licensed premises or employed by the licensee to work at the licensed premises.
- 8) The licensee shall ensure that no part of the licensed premises shall be used by prostitutes (male or female) for soliciting or for any immoral purposes.
- 9) Neither the licensee nor any employee or other person shall seek to obtain custom for the licensed premises by means of personal solicitation, by means of flyers, handouts or any like thing, outside or in the vicinity of the licensed premises.
- 10) The copy of the licence and these conditions shall be displayed in accordance with paragraph 14(1) of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 in a conspicuous position at the premises for the customers to see.

External Appearance

- 11) No advertisements or other notices or items shall be displayed so as to be visible from the exterior of the premises, subject to conditions 13 and 14.
- 12) The council shall approve the design of the front elevation of the establishment

- 13) As a general rule the name of the premises shall be of an uncontentious nature
- 14) The exterior and entrance to the licensed premises shall be suitably screened so as to prevent any part of the interior being visible from outside the shop.
- 15) On the external facing of the inner door, there shall be displayed a notice in accordance with the requirements of the Indecent Displays (Control) Act 1981 namely:

"WARNING

Persons passing beyond this notice will find material or activities on display which they may consider indecent. No admittance to persons under 18 years of age"

Maintenance and Repair

- 16) The licensee shall maintain the licensed premises in good order, repair and state of cleanliness at all times, which will include the need to maintain the front and rear of the premises in a clean and tidy condition
- 17) The licensee shall take appropriate measures to ensure that refuse and discarded sex articles or waste stock from the premises are kept secure from public accessibility pending removal from site.
- 18) The licensee shall comply with any fire prevention and safety measures that may be required by the Fire Authority.

General

- 19) No part of the premises shall be let
- 20) Any breach of the conditions above may result in the licence being revoked and the licensee being prosecuted, where appropriate.

Refusals and revocations of licences

1. The council must refuse to grant or transfer a licence to: -
 - (a) A person under the age of 18;
 - (b) A person who is for the time being disqualified from holding a licence;
 - (c) A person who is not resident in the United Kingdom or was not so resident throughout the period of 6 months immediately preceding the date upon which the application was made;
 - (d) A body corporate which is not incorporated in the United Kingdom;
 - (e) A person who has, within the period of 12 months immediately preceding the date upon which the application was made, been refused the grant or renewal of a licence for the premises, vehicle, vessel or stall in respect of which the application is made, unless the refusal has been reversed on appeal.
2. The council may refuse
 - (a) an application for grant or renewal of a licence on one or more of the grounds shown in paragraph 3 below;
 - (b) an application for transfer of a licence on either or both of the grounds shown in paragraph 3 (a) and (b) below.
3. The grounds for refusal are: -
 - (a) That the applicant is unsuitable the licence by reason of having been convicted of an offence or for any other reason;
 - (b) That if the licence were to be granted, renewed or transferred the business to which it relates would be managed by or carried on for the benefit of a person, other than the applicant, who would be refused the grant, renewal or transfer of such a licence if he made the application himself;
 - (c) That the number of sex establishments, or of sex establishments of a particular kind, in the relevant locality at the time the application is determined is equal to or exceeds the number which the council considers is appropriate for that locality;
 - (d) That the grant or renewal of the licence would be inappropriate having regard to: -
 - i. The character of the relevant locality;
 - ii. The use to which any premises in the vicinity are put; or
 - iii. The layout, character or condition of the premises, vehicle, vessel or stall in respect of which the application is made.
4. Nil may be an appropriate number for the purposes of paragraph (3)(c) above.



Licensing of Sex Establishments Statement of Licensing Policy

DRAFT

November 2015

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1. Background

Warwick District Council ("the Council") has an agreed vision for Warwick District. This is encapsulated by the following statement:

Warwick District, a great place to live work and visit, where we aspire to build sustainable, safe, stronger and healthier communities".

The Council believes that the licensing of sex establishments supports and contributes to this vision and helps to create and maintain safe strong and healthy communities for people to live and work in.

The Council adopted Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 ("the Act") in July 1982. This enabled the Council to regulate premises classed as sex shops and sex cinemas. In September 2010 the Council re-adopted Schedule 3 of the Act following amendments made by section 27 of the Policing and Crime Act 2009. This amendment to the Act made provision for the licensing of sexual entertainment venues (for example venues which provide pole dancing, lap dancing and strip clubs or similar). The Council can prescribe terms, conditions or restrictions on licences and charge a fee for the licence application. Sex shops, sex cinemas and sexual entertainment venues are collectively known as sex establishments.

The Act also enables the Council to refuse a licence where it considers that the number of sex establishments or sex establishments of a particular kind is equal to or exceeds the number that the Council considers is appropriate for that locality. In March 2014 the Council carried out a public consultation in relation to the number of sexual entertainment venues that the public believed were appropriate in various localities within Warwick District. The consultation focused on the town centre areas of Royal Leamington Spa, Warwick, Kenilworth and Whitnash as these are areas most associated with the night time economy and believed most likely to attract applications for sexual entertainment venue licences. A majority of respondents stated that they believed that a nil limit would be appropriate for these areas of the District.

A public consultation has taken place prior to the adoption of this policy.

2. Statement of General Principles

- 2.1 Any person who wishes to use any premises, vehicle, vessel or stall as a sex establishment within Warwick District must obtain a licence from the Council. In addition any person who wishes to renew, vary, or transfer an existing sex establishment licence must apply to the Council.

- 2.2 This Statement of Licensing Policy ("the Policy") aims to provide clear guidance for applicants, existing license holders, those who want to object to an application and Members of the Licensing and Regulatory Committee when making a determination. This Policy replaces all previous sex establishment policies issued by the Council and it is intended that it will apply to all applications for sex establishments received after the date on which it is approved by the Council. The Policy will be reviewed every three years.
- 2.3 The Council does not take a moral stance in adopting this policy and recognises that Parliament has made it lawful to operate sex establishments and that such businesses are a legitimate part of the retail and leisure industries. It is the Council's role as Licensing Authority to regulate such premises in accordance with the law.
- 2.4 In adopting this policy the Council has had regard to the Regulators Code. The Code stresses the need for regulation and its enforcement to be proportionate and flexible. The policy aims to help and encourage regulated sex establishments to understand and meet the regulatory requirements.
- 2.5 Policy making and licensing decisions under the Act are made by the Council with regard to the relevant provisions of the following legislation:
- **The Crime and Disorder Act 1998**: The Council must use its powers as a licensing authority to do all that it can to reasonably prevent crime and disorder, anti-social behaviour and the misuse of drugs and other substances.
 - **Provision of Services Regulations 2009**: The refusal of a licence or the imposition of any condition on a licence must be non-discriminatory, necessary and proportionate. The Council will apply these three tests when refusing a licence or imposing conditions.
 - **Equality Act 2010**: This policy is underpinned by an Equality Impact Assessment. When making decisions the Council will consider and give due weight to the views and needs of protected groups with the aim of eliminating discrimination, harassment and victimisation and advancing equality of opportunity and fostering good relations between different people.
 - **Human Rights Act 1998**: The rights that are potentially engaged in sex establishment licensing are likely to include Article 10, the right to freedom of expression and Article 1, the protection of property. These rights, together with any other that may apply, will be considered by the decision maker.
- 2.6 The Council will work in partnership with neighbouring authorities, the Police, South Warwickshire Community Safety Partnership (CWCS), Warwickshire Safeguarding Children Board (WSCB) and those involved with protecting adults from the risk of harm to promote the common objectives of safeguarding vulnerable people.
- 2.7 The Act permits the Council to set a reasonable fee for each application. Fees are reviewed annually and set at a level appropriate to recover the

costs of carrying out the licensing functions under the Act. In setting fees the Council has regard to legislation, any relevant guidance and case law.

- 2.8 The grant of an application under the Act does not constitute approval under any other acts (for example Town and Country Planning Act 1990). The applicant must ensure that all the necessary consents and approvals are obtained prior to operation.
- 2.9 Each application will be dealt with on its own merits. The Council will not apply rigid rules to its decision making although regard will be had to this document, Home Office guidance and to the relevant legislation and case law in reaching any decision.
- 2.10 The Council will give full and clear reasons for its decisions.

3. Types of Sex Establishments

- 3.1 Sex Establishments can be a premises, vehicle, vessel or a stall. A private dwelling to which there is no public admission would not be classed as a Sex Establishment.
- 3.2 There are three types of Sex Establishment defined in the Act. These are a Sexual Entertainment Venue, a Sex Shop and a Sex Cinema.

Sexual Entertainment Venues

- 3.3 Sexual Entertainment Venues are defined as “any premises at which relevant entertainment is provided before a live audience for the financial gain of the organiser or the entertainer”.
- 3.4 “Relevant entertainment” is defined as “any live performance or live display of nudity which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of an audience (whether by verbal or other means)”. An audience can consist of just one person.
- 3.5 The Council considers that the following forms of entertainment will generally be deemed to fall within the definition of relevant entertainment:
 - Lap dancing
 - Pole dancing
 - Table dancing
 - Strip Shows
 - Peep Shows
 - Live sex shows
 - Burlesque shows
 - Exhibition of sexual activity
 - Other types of sexual recreational venues or activities

The above list is not exhaustive and decisions as to whether entertainment or an activity would fall within the definition of relevant entertainment will be made by the Council on a case by case basis and shall depend upon the nature and content of the entertainment and not the name it is given.

- 3.6 Premises which provide relevant entertainment on no more than 11 occasions in any 12 month period, with each occasion lasting no more than 24 hours and separated from another occasion by at least a month are exempt from the need to be licensed as sex establishments.

Sex Shops

- 3.7 Sex shop means any premises, vehicle, vessel, or stall used for a business which consists to a significant degree of selling, hiring, exchanging, lending, displaying or demonstrating sex articles or other things intended for use in connection with, or for the purpose of stimulating or encouraging sexual activity or acts of force or restraint associated therewith. Sex articles are defined at paragraph 4 Schedule 3 of the Act.
- 3.8 The term "significant degree" is not defined in legislation. When deciding whether a business is selling or otherwise dealing in a significant degree of sex articles and requires a licence the Council will consider:
- The ratio of sex articles and associated items to other aspects of the business.
 - The character of the remainder of the business
 - The nature of the displays in the business
 - Turnover generated by sales of sex articles and associated items
 - The nature of literature, publicity or advertising materials
 - Any other factor which appear to be materially relevant.
- 3.9 A licence is not required for the sale supply or demonstration of articles which are manufactured for use primarily for the purposes of birth control or primarily relate to birth control.

Sex Cinemas

- 3.10 Sex cinema means any premises, vehicle, vessel or stall used to a significant degree for the exhibition of moving pictures by whatever means produced which are concerned with the portrayal of, primarily deal with or relate to or are intended to stimulate or encourage sexual activity, acts of force or restraint associated with sexual activity or relate to genital organs or urinary or excretory functions.

4. Applying for a Sex Establishment Licence

Applications for grant, renewal or transfer

- 4.1 Applications for the grant, renewal or transfer of a sex establishment licences must be made on the prescribed forms available on the Council's website and submitted to the Council at www.warwickdc.gov.uk/licensing.
- 4.2 A template notice for public advertisement is attached as **Appendix B** or can be obtained via the Council's website.
- 4.3 Applications must be accompanied by the appropriate fee which can be found on the Council's website. The fee must be paid in full at the time of the application and the application fee is non-refundable.
- 4.4 A licence can be granted for a maximum period of 1 year, although the Council may grant a licence for a shorter period where it thinks fit. It may, for example, be appropriate to grant a licence for a shorter period of time where the applicant requires a licence for a specific purpose, for example an exhibition or a trade show. Applicants should note that the fee will remain the same even though the duration of the licence may be reduced.
- 4.5 Provided that an application for the renewal or transfer of a licence is made prior to the date of expiry, the licence is deemed to continue until the application is withdrawn by the applicant or determined by the Council.
- 4.6 Tacit authorisation, the process by which an application is deemed to be granted if an authority fails to determine it within certain time periods does not apply to sex establishment licences. This means that the licence will not be granted, renewed, transferred or varied until the Council makes a determination.

Variation

- 4.7 Sex establishment licences can be varied on application. Applicants can apply to vary the terms, conditions or restrictions on, or subject to which the licence is held. Applicants must complete the prescribed form and follow the guidance notes available on the Council's website. The Council may make such variations as it considers fit. There is no requirement to advertise a variation application so applicants are advised to contact the Council's licensing team to discuss whether a variation is appropriate or whether a new application would be more suitable.

Waivers

- 4.8 The Act contains provisions where a licensing authority can waive the requirement for a sex establishment licence in circumstances where a licence would be unreasonable or inappropriate.

- 4.9 A waiver can be for a specific period that the Council thinks fit or it can be open ended. An open ended waiver can be terminated by the Council with at least 28 days' notice.
- 4.10 Whilst the Council will consider any request for a licence waiver individually and on its own merits it considers that waivers are only likely to be appropriate in exceptional cases. Examples may include cases where the requirement for a licence under the Act is borderline or the activities are a minor or ancillary part of the business and are not carried out for profit.
- 4.11 To apply for a waiver applicants must contact the Council's licensing team who will advise as to the information that should be provided. The application will then be determined by the Licensing and Regulatory Committee. Where a waiver is granted the applicant will be given a waiver notice. Where a waiver is refused the applicant will be notified and invited to apply for a sex establishment licence.
- 4.12 In accordance with legislation the grant of a waiver does not need to be advertised or consulted upon.

Conditions

- 4.13 The Council has prescribed standard conditions that will apply to every licence granted, varied, renewed or transferred unless they have been expressly excluded or amended. The conditions can be found at **Appendix D.**
- 4.14 Applicants who want to exclude or amend any of the standard conditions from a licence must include this request and the reasons for it within their application. It may also be appropriate for the Council to add specific, non-standard conditions to individual licences in some circumstances.

5. Making Objections or Commenting on an Application

- 5.1 The Act permits any person, to make an objection against an application for the grant, renewal, transfer or variation of a sex establishment licence. It is not necessary for the person to live or work in the vicinity of the premises. Objections can be made by a wide range of people or organisations which could include, but are not limited to, individuals, businesses, residents associations, trade associations, statutory authorities (Environmental Health or Planning) Councillors or MP's.
- 5.2 Objections must be made in writing. They can be submitted via email or upon the template form which is available on the Council's website. Objections must be made no later than 28 days after the date of the application to the Council's Licensing Team and should include the following;

- The name and address of the person or organisation making the objection;
 - The premises to which the objection relates;
 - The grounds for making the objection.
- 5.3 The Council will notify the applicant in writing of the general terms of any objections that have been received within the 28 day period. The Council will not disclose the name and addresses to the applicant without the consent of the person(s) making the objection. Persons who are prepared to consent to the disclosure of their name and address to the applicant may wish to indicate this within their objection.
- 5.4 The Council must consider the validity of all objections when determining an application. Objections which are judged to be frivolous or vexatious will be accorded little or no weight. Objections on purely moral grounds will also be accorded little or no weight as these fall outside of the scope of the Act.
- 5.5 The Council is entitled but not obliged to consider comments about an application that are positive or neutral in content. The Council will exercise its discretion in these circumstances but will usually take into account comments that are made in writing and received no later than 28 days after the date of the application. The weight that will be attached to a comment will depend upon the circumstances of each particular case.

6. Determining Applications

- 6.1 In all cases, the Council will consider each application on its own merits for all types of applications
- 6.2 When determining applications, the Council will have regard to:
- a) the Local Government (Miscellaneous Provisions) Act 1982;
 - b) other relevant statutory considerations including those specified at paragraph 1.4 above;
 - c) this statement of Licensing Policy;
 - d) any relevant guidance or case law
- 6.3 Where the Council has received valid objections to the grant, renewal, transfer or variation of a licence the application will be determined by the Licensing and Regulatory Committee at a hearing. The hearing will be conducted in accordance with normal hearing procedures for the Committee.
- 6.4 If no valid objections are received then the application will be determined by an Officer of the Council in accordance with delegated powers.

7. Grounds of Refusal

Mandatory Grounds of Refusal for Grant, Renewal or Transfer

- 7.1 Applications for the grant, renewal or transfer of a sex establishment licence must not be granted where one or more of the following apply;
- a) the applicant is under the age of 18 at the date of determination;
 - b) the applicant is for the time being disqualified from holding a sex establishment licence;
 - c) the applicant is not a body corporate, and is not resident or has not been resident in an EEA state for 6 months immediately preceding the date of the application;
 - d) the applicant is a body corporate which is not incorporated in an EEA state;
 - e) the applicant has in the period of 12 months preceding the date of the application been refused the grant or renewal of a licence for the premises, vehicle, vessel or stall in respect of the which the application is made, unless the refusal has been reversed on appeal.

Discretionary Grounds of Refusal for Grant, Renewal or Transfer

- 7.2 Applications for the **grant** or **renewal** of a sex establishment licence may be refused on the following grounds:
- a) the applicant is unsuitable to hold the licence by reason of having been convicted of an offence or for any other reasons;
 - b) if the licence were to be granted, renewed or transferred the business to which it relates would be managed by or carried on for the benefit of a person, other than the applicant, who would be refused the grant, renewal or transfer of such a licence if he/she made the application himself/herself;
 - c) the number of sex establishments, or of sex establishments of a particular kind, in the relevant locality at the time the application is made is equal to or exceeds the number which the authority consider is appropriate for the locality;
 - d) the grant or renewal of the licence would be inappropriate, having regard:
 - (i) to the character of the relevant locality; or
 - (ii) to the use to which any premises in the vicinity are put; or
 - (iii) to the layout, character or condition of the premises, vehicle, vessel or stall in respect of which the application is made.
- 7.3 The only discretionary grounds upon which the Council may refuse an application to **transfer** a sex establishment licence are those stated at 7.2 a) and b) above.

Suitability of an Applicant

- 7.4 When determining whether grounds of refusal at 7.2 a) apply the Council will consider such matters as it considers to be relevant including, but not limited to whether the applicant:
- a) has no criminal conviction of a nature that deem him/her unsuitable
 - b) is honest.
 - c) is qualified by experience to run the type of sex establishment in question or will employ suitable individuals with the relevant experience.
 - d) clearly understands the conditions that may be attached to the license.
 - e) has a suitable management structure and business plan which delivers compliance with the conditions.
 - g) has demonstrated compliance with other regulatory and taxation schemes .
- 7.5 The Council will require an applicant to identify the proposed manager and beneficiary of the business in order to establish whether grounds of refusal at 7.2 b) apply. In considering the suitability of these persons the Council will apply the principles at paragraph 7.4

Appropriate number of Sex Establishments

- 7.6 As set out in 7.2 c) above the Council may refuse an application if it is satisfied that the number of sex establishments or sex establishments of a particular kind in a relevant locality is equal to or exceeds the number which the authority considers is appropriate for that locality.
- 7.7 The term relevant locality is not defined in the Act. The Council will consider it to be the locality where the premises are located or the locality where a vehicle, vessel or stall is to be used as a sex establishment. The relevant locality will be decided by the Council on case by case basis.
- 7.8 When determining applications for **sex shop** or **sex cinema** licences the Council will, once the relevant locality has been established, consider, in each case, what the appropriate number of sex establishments in that particular locality is. In determining this, the Council will have regard to the general character of that locality and any other considerations that are deemed relevant and appropriate. Where the Council decides that granting the application would result in the number of sex establishments equalling or exceeding the number that they deem to be appropriate in that particular locality they may refuse the application.
- 7.9 The Council has determined that a limit of nil is appropriate for the number of **sexual entertainment venues** within localities falling within the areas shown outlined on the maps at **Appendix C**. The Council has not set a limit in relation to sex shops and sex cinemas. This limit has been set following a consultation that focused on the town centre areas of Kenilworth, Leamington Spa, Warwick and Whitnash and in which the

majority of respondents supported a nil limit. The Council does not believe that there are any localities within these areas in which it would be appropriate to licence a sexual entertainment venue.

- 7.10 The determination that a nil limit is appropriate within these areas does not prevent any person from applying for or renewing a sexual entertainment venue licence and each application will be considered on its merits.
- 7.11 There are areas of the District which are not subject to the nil limit. This does not mean that the Council considers that these areas are more suitable than the areas specified in Appendix C for the location of sexual entertainment venues. Applications for sexual entertainment venue licences in these areas will be decided on their individual merits.

Character of the Relevant Locality and Use of Premises in the Vicinity

- 7.12 As set out in 7.2 d) above the Council may refuse an application if it is satisfied that granting or renewing a licence would be inappropriate having regard to the character of the relevant locality, or the use to which any other premises in the vicinity are put.
- 7.13 When considering whether an application should be refused on the grounds that it would be inappropriate having regard to the character of the relevant locality the Council will determine the relevant locality in each case and then have regard to the following together with any other factors deemed relevant in assessing the character of the locality;
- a) the number and type of residential premises, including any sheltered housing and accommodation for vulnerable people;
 - b) The number and type of educational establishments and their hours of operation;
 - c) The number and type of places of worship and hours of opening;
 - d) Access routes to and from schools, play areas, children's nurseries, children's centres or other premises catering for vulnerable people and hours of use
 - e) the presence of shopping centres and hours of use;
 - f) the presence of community facilities for example halls and public buildings such as swimming pools, leisure centres, public parks, youth centres/clubs and hours of use
 - g) On-going regeneration of the locality and relevant planning decisions
 - h) the presence of other sex establishments
 - i) the views of residents, owners and occupiers of businesses and other organisations within the locality
 - j) The presence of licensed premises and their activities, uses and hours of operation.
- 7.14 When considering whether an application should be refused on the grounds that it would be inappropriate having regard to the use to which other premises in the vicinity are put the Council will have regard to the following factors together with any others deemed relevant;

- the proximity of premises used as educational establishments, leisure facilities, community centres, places of worship, youth clubs or women's refuges hours of use
- the proximity of residential accommodation and other accommodation for vulnerable people
- evidence of complaints of noise or disturbance from other premises in the vicinity that are either caused by the applicant premises or are likely to increase as a result of granting an application
- the view of the occupiers or owners of premises in the vicinity

7.15 When considering the vicinity, the Council considers the vicinity to be the area immediately surrounding the premises.

8. Refusal of licences

8.1 The Council will not refuse to grant, renew or transfer a licence without first giving the applicant the opportunity of appearing and making representations before the Council's Licensing & Regulatory Committee.

8.2 Where an application for grant renewal or transfer is refused the Council will give the applicant a statement in writing of the reasons for their decision.

9. Revocation of a licence

9.1 The Council can revoke a sex establishment licence at any time on one of the mandatory refusal grounds set out at 7.1 above or on either of the discretionary refusal grounds set out at 7.2 a) and b).

9.2 The Council will not revoke a licence without first giving the licensee the opportunity of appearing before and being heard by the Council's Licensing and Regulatory Committee.

9.3 Where a licence is revoked, the Council shall give the licensee a statement in writing of the reasons for the decision within 7 days of the decision.

9.4 Where a licence is revoked, its holder will be disqualified from holding or obtaining a licence in the area of the Local Authority for a period of 12 months from the date of revocation.

9.5 When the authority revokes a licence, the decision does not take effect until the time for bringing an appeal has expired and if an appeal is brought until the determination or abandonment of that appeal.

10. Cancellation of a licence

- 10.1 The Council may at the written request of the licence holder cancel the licence. No refund of the fee will be made in these circumstances.

11. Death of the License Holder

- 11.1 If a licence holder dies, the licence will be deemed to have been granted to the licence holder's personal representatives and will remain in force for three months from the date of the licence holder's death, unless previously revoked, and will then expire.
- 11.2 The Council can, however, on the application of the licence holder's personal representatives, extend the three month period if the Council is satisfied that an extension is necessary for the purpose of winding up the late licence holder's estate. The Council will only do so where there are no circumstances that make such an extension undesirable.

12. Right of Appeal

- 12.1 Only the applicant or licensee has the right to appeal the Council's decision to the Magistrates Court and only on limited grounds. There is no right of appeal for persons or statutory authorities who have made objections .
- 12.2 The decisions against which a right of appeal lies are refusals of grants, renewals, variations or transfers, the imposition of conditions and revocation.
- 12.3 Appeals can only be made against refusals or revocations made on the mandatory grounds on the basis that the mandatory ground does not apply to the Appellant. The only discretionary grounds of refusal that can be appealed are those set out at 7.2 a) and b) above which relate to the suitability of the applicant, the manager or the beneficiary of the operation. There is no right of appeal against refusals made on the grounds set out at 7.2 c) and d) above.
- 12.4 Appeals must be made to the Magistrates' Court within 21 days, starting from the date the applicant is notified of the Licensing Authority's decision.

13. Enforcement and Compliance

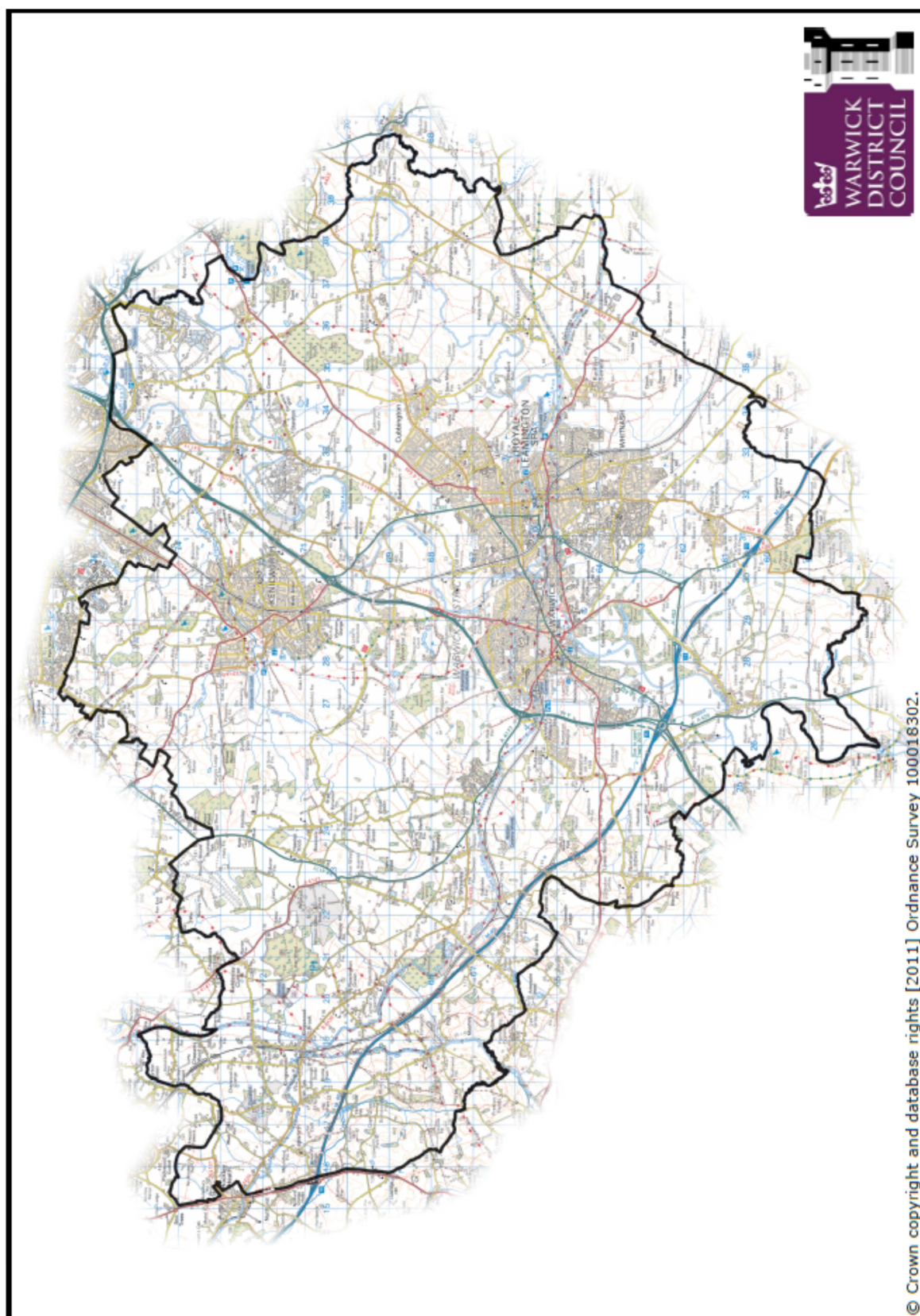
13.1 Compliance inspections of a premises will be carried out on a risk assessed basis.

13.2 There are a number of offences created by the Act in relation to sex establishment licensing. They can be found at paragraphs 20, 21, 22 and 23 of Schedule 3 of the Act.

13.3 Enforcement will be carried out in accordance with the Regulators Code and Council's Enforcement Policy.

DRAFT

Appendix A: Map of Warwick District



Appendix B: Sample Advertisement

Local Government (Miscellaneous Provisions) Act 1982

Sex Establishment Licence

Public Notice

[Name of person applying for licence] is applying to Warwick District Council for a *[sex cinema/sex shop/sexual entertainment venue]* licence at *[name and address of premises]*.

Any person wishing to make representations in relation to this application may do so by writing to:

Licensing Authority **Warwick District Council**
Riverside House
Milverton Hill
Royal Leamington Spa
Warwickshire CV32 5HZ

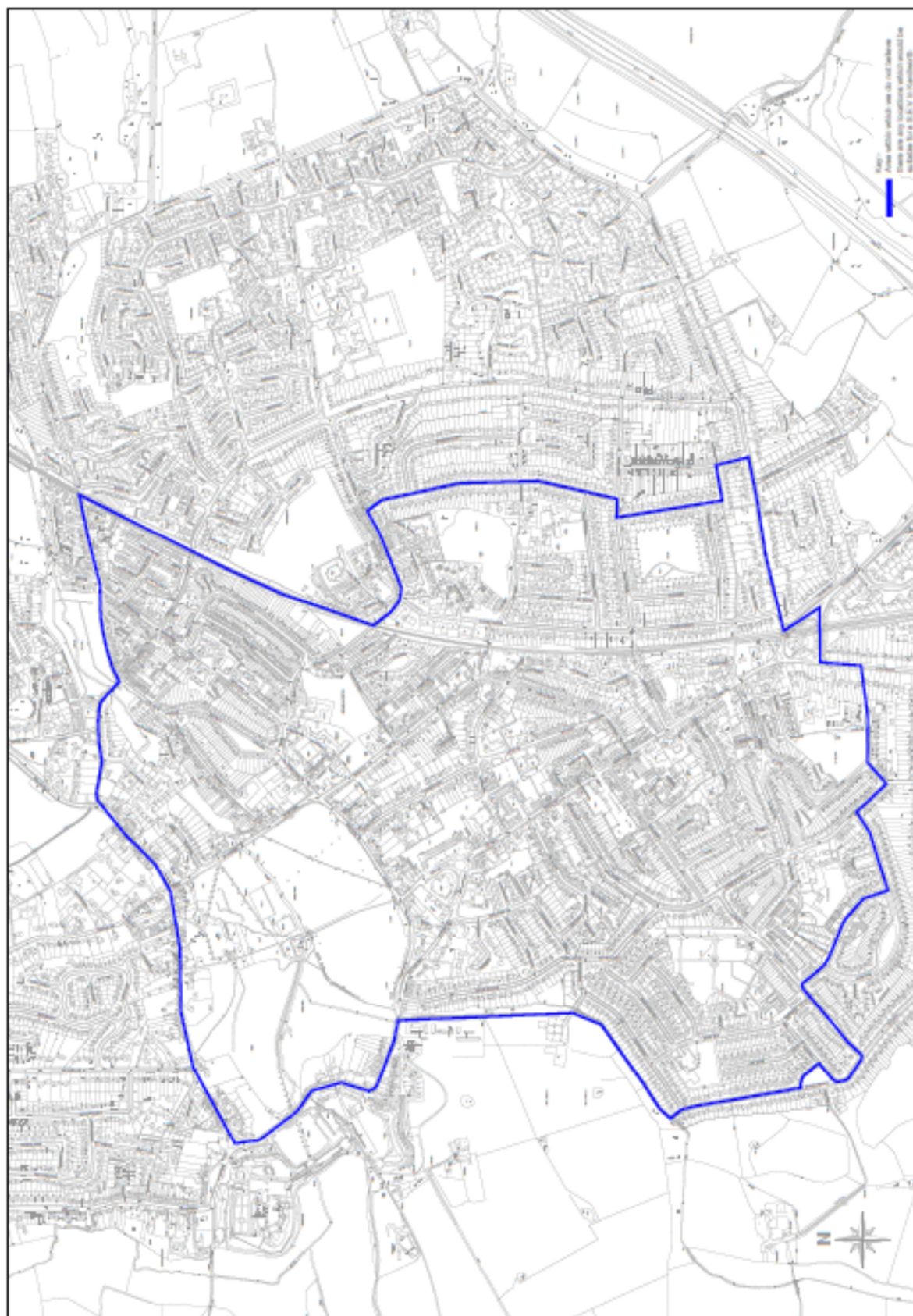
Representations may be made for 28 consecutive days from the date of this Notice.

A copy of the application for the grant of the above licence is kept by the Licensing Authority at the above address. The application can be viewed Monday to Thursday 9.00am to 5pm, and 9.00am to 4.30pm on Fridays, except Bank Holidays.

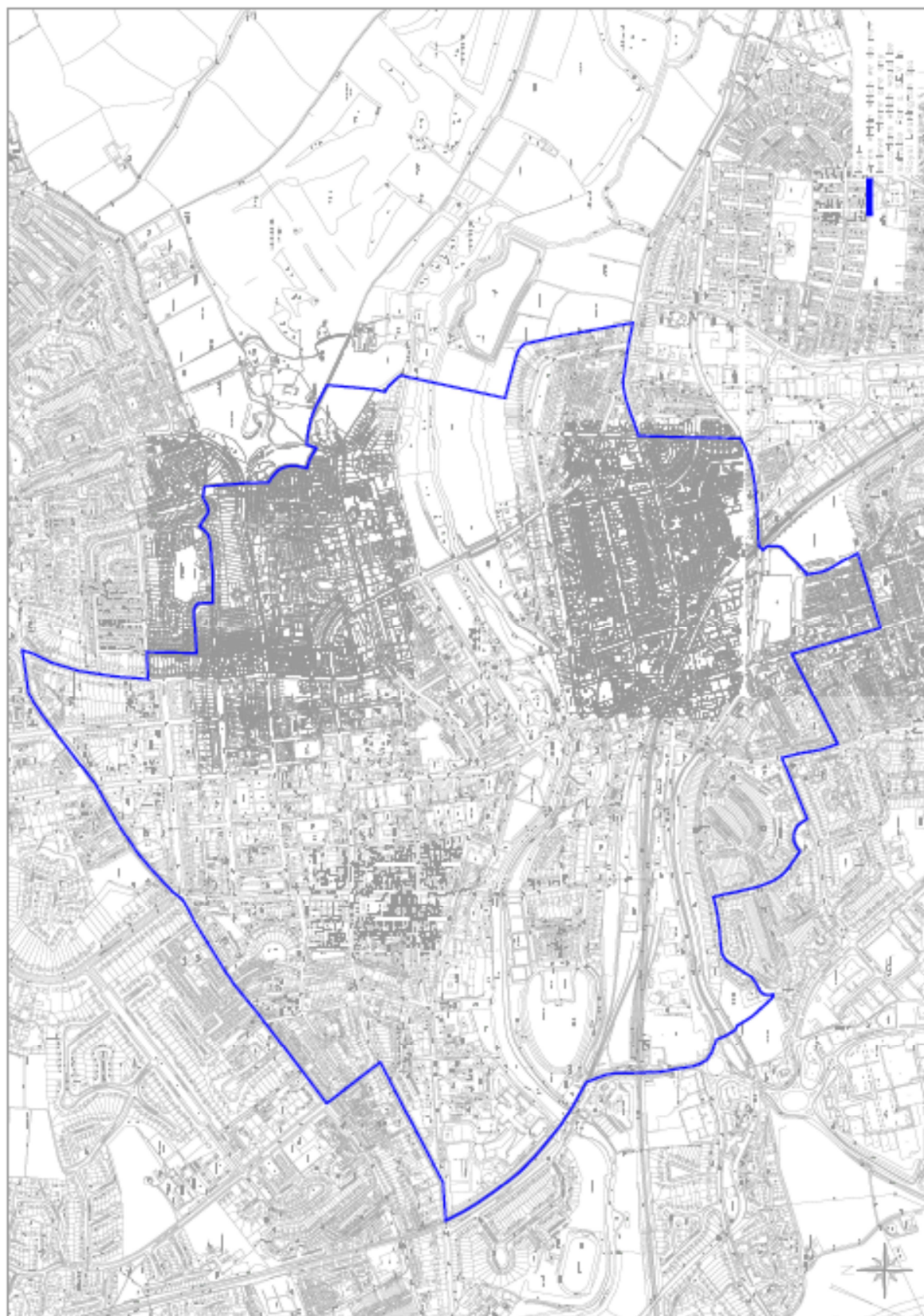
It is an offence knowingly or recklessly to make a false statement in connection with an application. The maximum fine for which a person is liable on summary conviction for making a false statement is a Level 5 fine on the Standard Scale.

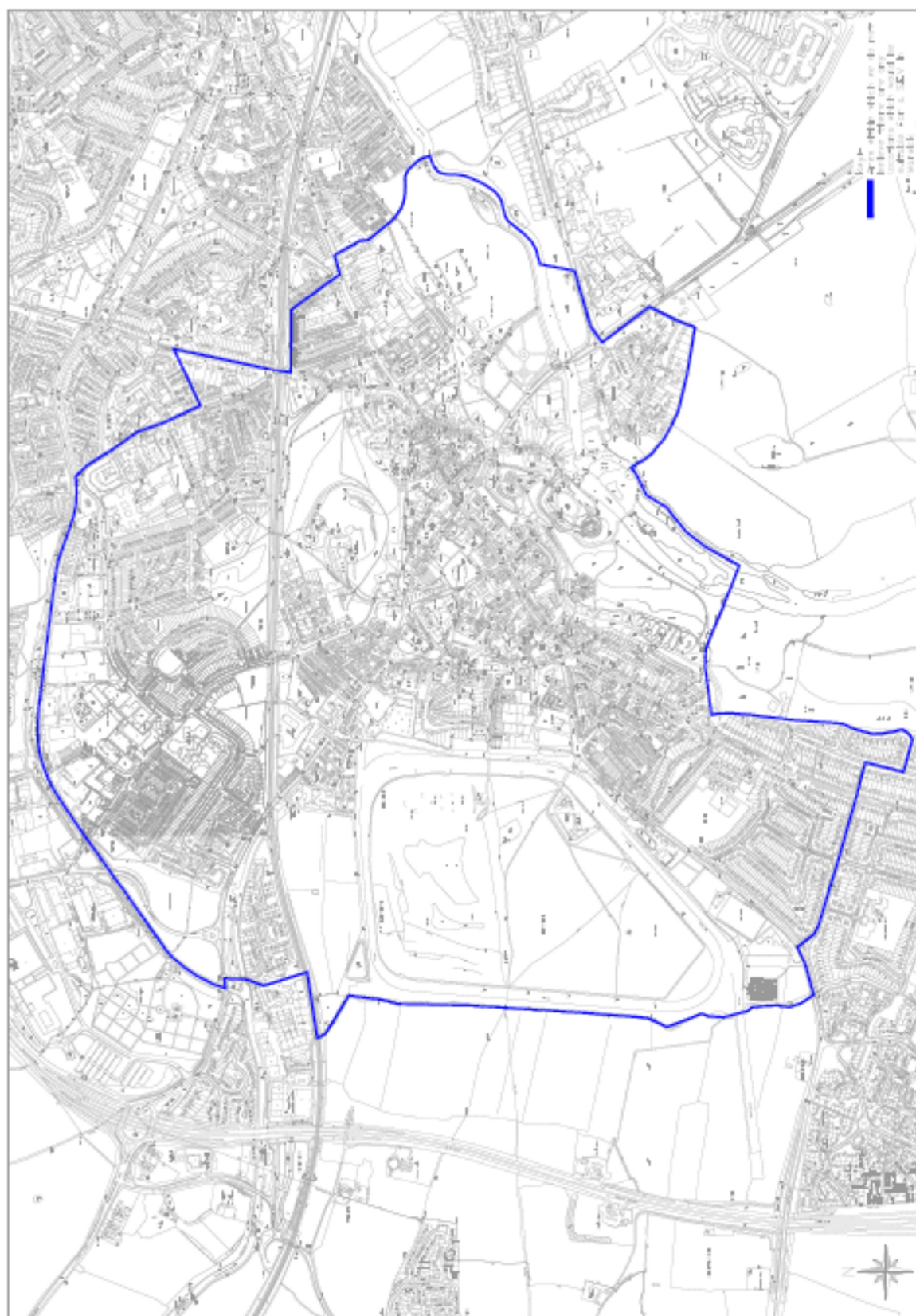
[Date] – This must show the day after the day that the application was received by the Licensing Authority.

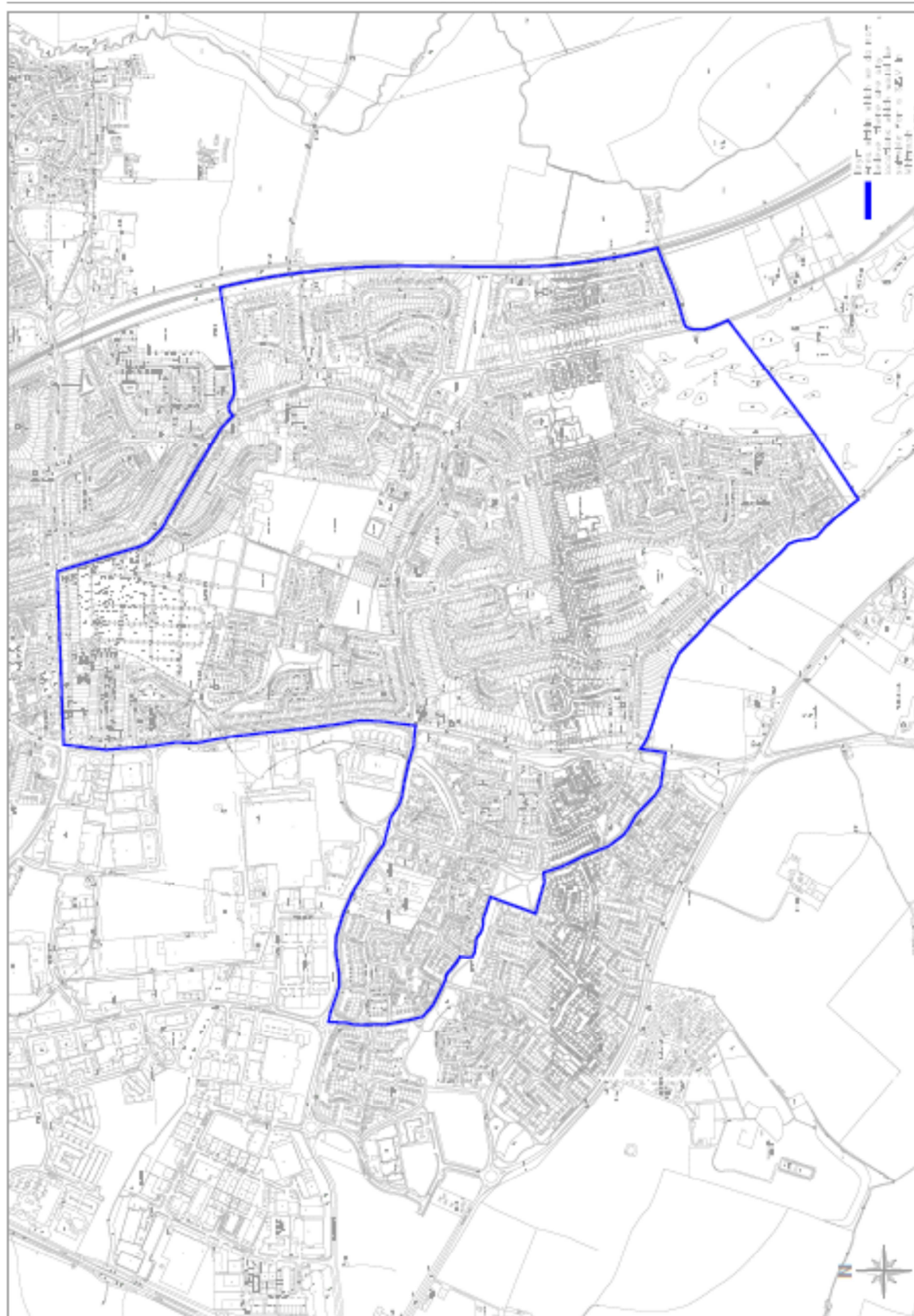


Appendix C: Area Locality Maps**Kenilworth**

Royal Leamington Spa



Warwick

Whitnash

Appendix D:**Sex Establishment Licensing Standard Conditions****Explanatory Note**

There are three types of sex establishment that can be licensed by the Council under Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982. These are;

- Sexual Entertainment Venues
- Sex Cinemas
- Sex Shops

The following standard conditions shall apply to licences granted, renewed or transferred by the Council under the provisions of Schedule 3 to the Local Government (Miscellaneous Provisions) Act 1982.

"Sex Establishments", "Sex Cinemas", "Sex Shop", "Sex Article", "Sexual Entertainment Venue", "relevant entertainment" shall have the meanings ascribed to them in Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982.

Part 1**Sex Establishment General Conditions.**

The following Conditions apply to all Sex Establishments licensed by the Council.

1. General

- 1.1 The Licence or a clear copy of it shall be prominently displayed at all times so as to be readily and easily seen by all persons using the premises.
- 1.2 A copy of the conditions that apply to the Licence shall be retained at the premises in a clear and legible condition and provided to any person using the premises on request.
- 1.3 The premises shall not be open or used for the purposes for which the licence is granted except between the hours prescribed within the licence.

- 1.4 The Licence Holder shall retain control over all areas of the premises and shall not let, licence or surrender possession of any area. The Council must be immediately notified in the event that any area of the premises is affected by the termination of a lease or other event affecting the Licence Holder's control of the Premises.
- 1.5 The Licence Holder shall ensure that members of the public are not admitted to any part of the premises that has not been licensed, other than toilet facilities where provided for customers.
- 1.6 The premises shall be maintained in accordance with the lay out plan attached to the Licence. Amendments to the layout of the premises and/or any structural or physical alteration must be approved by the Council by way of an application for variation of this licence unless otherwise agreed in writing by the Council.
- 1.7 Where the Licence Holder is a corporate body or an unincorporated body any change of director, company secretary or other person responsible for the management of the body is to be notified in writing to the Council within fourteen days of such change and such written details as the Council may require in respect of any new director secretary or manager are to be furnished within fourteen days of a request in writing from the council.
- 1.8 No person under the age of 18 shall be admitted to any part of the premises and the Licence Holder shall adopt the Challenge 25 policy on admissions. The only acceptable forms of identification are recognised photographic identification cards, such as a driving licence or passport. There must be adequate, regular and documented training on admissions for staff and records of that training will be provided to Authorised Officers of the Council and police on request.
- 1.9 A warning notice of not less than 600 mm by 300 mm comprising white letters on a dark background, such letters to be at least 25 mm high, shall be exhibited in a prominent position on each entrance to the premises. The warning notice must contain the following words and no others:-

WARNING

Persons passing beyond this notice may find material of a sexually explicit nature on display. No admittance to persons under 18 years of age.

- (ii) The word "**WARNING**" must appear as a heading.
- (iii) No pictures or other matter shall appear on the notice.
- (iv) The notice must be situated so that no person could reasonably gain access to the premises without being aware of the notice and it must be easily legible by any person gaining such access.

2. Conduct and Management of Premises

- 2.1. A written record shall be kept of anyone refused admission to the premises or refused service. Details contained in this record shall show:
- the basis for the refusal;
 - the person making the decision to refuse; and,
 - the date and time of the refusal

This record shall be retained at the premises for at least one year from the date of refusal and shall be made available for inspection and copying by the Police and Authorised Officers of the Council immediately upon request.

- 2.2. The Licence Holder or some responsible person over 18 years of age nominated by him in writing for the purpose of managing the Sex Establishment in his absence shall be in charge of and present at the premises during the whole time they are open to the public. Such written nomination shall be continuously available for inspection by authorised officers of the Council. The person in charge shall not be engaged on any duties which will prevent him from exercising general supervision and the person in charge shall be conversant with these licence conditions.
- 2.3 The Licence Holder shall maintain a daily register in which shall be recorded the name and address of any person who is to be responsible for managing the Sex Establishment in the Licensee's absence and the names and addresses of those employed or self-employed in the Sex Establishment. The Register is to be completed each day within thirty minutes of the Sex Establishment being opened for business and is to be available for copy and inspection by the police and by authorised officers of the Council.
- 2.4 Persons working at the premises must be aged over 18 and the Licence Holder must undertake adequate identity checks to ensure that they 18 years or over and have the right to work in the UK. Copies of all documents used to verify identities together with name address, photograph, National Insurance Number and date of birth must be securely retained for copy and inspection by the Police or authorised officers of the Council on request.
- 2.5 A bound and sequentially paginated incident and accident book shall be kept to record all instances of crime, disorder, damage to property and personal injury at the premises. This book shall be made available for inspection and copying by the Police and authorised officers of the Council immediately upon request and all such books shall be retained at the premises for at least 1 year from the date of the last entry.
- 2.6 The Licence Holder shall as soon as reasonably practicable provide copies of any documents reasonably required by an authorised officer of the Council to prove compliance with this Licence.
- 2.7 The Licence Holder shall ensure that no part of the premises is used for the purposes of soliciting for prostitution.

- 2.8 The Licence Holder shall maintain good order on the premises and ensure that the Police are notified where criminal behaviour is suspected to have taken place. In particular the Licence Holder shall ensure that the Police are notified immediately of the unlawful possession or supply of illegal drugs or acts of violence taking place on the premises.
- 2.9 The Licence Holder shall inform the Council in writing within 14 days if he , or a person responsible for managing the premises is arrested, convicted or cautioned for any offence.
- 2.10 The Licence Holder shall inform the Council in writing if a person working at the premises is arrested, convicted or cautioned for a criminal offence of a violent or sexual nature.
- 2.11 There must be no activities designed to obtain custom for the licensed premises by means of personal solicitation, touting, or distribution of flyers, handouts or any like thing.
- 2.12 The use of cruising cars by the premises to solicit for custom or to transport people to or from the premises is prohibited.
- 2.13 Where the Council has given notice in writing to the Licensee objecting to an advertisement on the grounds that, if displayed, it would offend against good taste or decency or be likely to encourage or incite to crime or to lead to disorder or to be offensive to public feeling, that advertisement shall not be displayed.

Part 2

Sexual Entertainment Venue Standard Conditions

The Sex Establishment Standard Conditions in Part 1 will apply to a Sexual Entertainment Venue licence in addition to the conditions set out below.

The following conditions are standard conditions that will apply specifically to the type of Sex Establishment known as a Sexual Entertainment Venue.

1. Conduct and Management of Premises

- 1.1 Notices will be displayed at the entrance to the premises advising customers that random searches will be carried out and admission will be refused to customers who do not give their consent to being searched.
- 1.2 The Licence Holder shall ensure that during the hours the Sexual Entertainment Venue is open for business every employee who is not a performer wears a badge of a type to be approved by the Council.

- 1.3 The premises shall subscribe to an approved radio system and radios shall be operational at all times the premises is open to the public.
- 1.4 The prices for entrance and any compulsory purchases within the venue shall be clearly displayed on the exterior of the premises.
- 1.5 All charges for products and services shall be clearly displayed in prominent areas within the premises, and at each customer table and in the bar area.

2. Security

- 2.1 SIA registered door staff shall be employed at the premises, both inside and outside, at all times that the premises are open to the public. The number of door staff required shall be agreed with the Police. Appropriately trained staff shall supervise the admissions desk and all dance and entertainment areas at all times.

3. Premises

- 3.1 Any person who appears to be drunk or intoxicated or under the influence of illegal drugs shall not be permitted entrance to the premises.
- 3.2 Any person found to be in possession of illegal drugs upon entry shall be denied entry and the Police shall be notified. Any persons found using illegal drugs on the premises shall be removed from the premises and the Police notified.
- 3.3 No films may be shown at the premises unless they have been passed by the British Board of Film Classification or the Licensing Authority. No films classified as R18 shall be shown on the premises.
- 3.4 No sex articles or other items intended for use in connection with, or for the purpose of stimulating or encouraging sexual activity or acts of force or restraint which are associated with sexual activity shall be used, displayed, sold, hired, exchanged, loaned or demonstrated at the premises.

4. CCTV

- 4.1 Except in accordance with the requirements for CCTV, no photographs, films or video recordings shall be taken of the performances. Electronic transmissions of a performance shall not be shown outside of the premises except for the purpose of remote management of the premises and in those circumstances, the licensee shall ensure that only managers nominated in writing shall view any photograph, film or recording.

5. Performers

- 5.1 A designated dressing room area shall be provided for performers exclusive use. Such dressing room shall be secured so as not to be accessible to members of the public and shall be sufficient to enable performers to change privately. Only performers and staff authorised by the Licence Holder shall be permitted in to the changing rooms.

- 5.2 A member of staff will be available to escort performers from the premises to secure transport, or safe place at the end of their working day if requested to do so.
- 5.3 No performers shall be allowed to work at the premises if they are under the influence of intoxicating liquor or drugs.
- 5.4 Accurate payment and remuneration records shall be maintained and shall be made available upon request to the Police or an authorised officer of the Council. All fees and charges for performers shall be clearly stated in writing and prominently displayed within the changing area.
- 5.5 Performers who are not performing shall not be in any public area in a state of undress (which includes the displaying of naked female breasts).
- 5.6 There shall be no physical contact between performers and customers at any time, either before, during or after a performance except for the placing of money or tokens in an item of clothing worn by a performer or into the performer's hand before or at the end of the performance and a customary kiss on the cheek of the patron by the performer at the conclusion of the performance. Customers may be led by the hand and escorted to an appropriate area for the dance.
- 5.7 Performers must never intentionally touch the genitals, anus or breasts of another performer or to knowingly permit another performer to intentionally touch their genitals, anus or breasts.
- 5.8 Performers must not simulate any sexual act.
- 5.9 Performers must not use any sexually graphic language during a performance or in the public areas of the premises.
- 5.10 Performers must not sit on or straddle a customer or place their feet on seats.
- 5.11 The Licence Holder must adopt and implement a code of conduct for performers and a code of conduct for customers. The terms must be approved by the Council and any amendments must be approved by the Council.
- 5.12 The Code of Conduct for Customers shall be displayed in prominent positions throughout the licensed premises so that it is visible to all patrons.
- 5.13 All management and staff (including security staff) must be aware of and familiar with the content of the Code of Conduct for Customers and shall ensure it is complied with at all times.
- 5.14 On any occasion whereby a customer breaches the Code of Conduct, such details shall be recorded in the incident log.

- 5.15 Any customer who has previously been asked to leave the premises and again breaches the Code of Conduct shall be banned from the premises.
- 5.16 The Licence Holder shall ensure that all performers performing at the premises have signed a declaration to confirm that they are aware of, have understood and will abide by the code of conduct. The Licence Holder shall retain this declaration until such time as the performer ceases to perform at the premises.
- 5.17 Performances of sexual entertainment may only take place in designated areas of the premises as agreed in writing by the Council.
- 5.18 No performer will exchange personal information or contact details with a customer or arrange to meet any customer outside of the premises.
- 5.19 Performers must not perform unless in a supervised area and within sight of a member of staff or a member of security.
- 5.20 Any exterior smoking area for use by performers shall be kept secure and separate to any public smoking area.

6. Performances

- 6.1 The Licence Holder must ensure that during a performance:
- (a) customers are seated in an upright position against the back of the booth or seat with their hands by their sides
 - (b) customers must remain seated during the entire performance
- 6.2 Performers will stop immediately and move away from any customer who is offensive or attempts to touch them during a performance and shall report such behaviour and any other inappropriate behaviour or breach of house rules to the management.
- 6.3 At the end of a performance the performer should be able to leave the stage area without the need to walk through the audience.

7. Customers

- 7.1 Customers must remain fully clothed at all times.

Part 3

Sex Cinema Standard Conditions

The Sex Establishment Conditions in Part 1 will apply a Sex Cinema licence in addition to the conditions set out below:

The following conditions are standard conditions that will apply specifically to the type of Sex Establishment known as a Sex Cinema.

The premises shall be conducted primarily for the purpose of the exhibition of moving picture.

- 1.1 No film shall be exhibited at the premises unless it has been passed by the British Board of Film Classification as a U, PG, 12A/12, 15, 18 or RESTRICTED (18) film and no notice of objection to its exhibition has been given by the Council; or
- 1.2 No film shall be exhibited at the premises:-
 - (1) which is likely:-
 - (a) to encourage or to incite to crime; or
 - (b) to lead to disorder; or
 - (c) to stir up hatred against any section of the public in Great Britain on grounds of colour, race or ethnic or national origins, sexual orientation or sex; or
 - (d) to promote sexual humiliation or degradation of or violence towards women.
 - (2) the effect of which is, if taken as a whole, such as to tend to deprave and corrupt persons who are likely to see it; or
 - (3) which contains a grossly indecent performance thereby outraging the standards of public decency.

If the Licence Holder is notified by the Council in writing that it objects to the exhibition of a film on any ground, such film shall not be exhibited.
- 1.3. The Licence holder shall give at least 28 days notice in writing to the council of any proposal to exhibit any film which has not been classified as specified above. Such a film shall only be exhibited if consent has been obtained from the council in writing and subject to any terms or restrictions contained within such written consent.
- 1.4 No other indication as to the nature of the business carried on at the licensed premises may be displayed on the external area of the premises other than the wording "ADULT CINEMA".
- 1.5 No fastenings of any description shall be fitted upon any booth or cubicle within the Sex Cinema, nor shall more than one person (including any employee) be present in any such booth or cubicle at any time except for maintenance or security reasons.

- 1.6 Neither Sex Articles nor other things intended for use in connection with, or the purpose of stimulating or encouraging sexual activity shall be displayed, sold, hired, exchanged, loaned or demonstrated in a Sex Cinema.

Part 4

Sex Shop Standard Conditions

The Sex Establishment Conditions in Part 1 will apply a Sex Shop licence in addition to the conditions set out below:

The following conditions are standard conditions that will apply specifically to the type of Sex Establishment known as a Sex Shop.

- 1.1 The Licence Holder shall produce a list of all stock carried at the premise and shall make it available to a police officer or authorised officer of the Council or police on demand in respect of a sex shop.
- 1.2 All printed matter, DVD, video and other formats capable of storing readable/viewable material offered for sale, hire, exchange or loan shall be openly displayed and available for inspection prior to purchase and a notice to this effect is to be prominently displayed inside the Sex Shop. (This regulation does not require that films or video films be exhibited (played) to customers).
- 1.3 No film, DVD, or video recording (or computer game, or other formats capable of storing readable/viewable material) shall be exhibited, sold or supplied unless it has been passed by the British Board of Film Classification and bears a certificate to the effect.
- 1.4 The licensee shall retain control over all parts of the premises and shall operate the designated area of the premises exclusively as a sex shop as stated in the licence unless otherwise agreed in writing by the Council.
- 1.5 The licensed premises shall be used only for the purposes of a sex shop, as defined by Paragraph 4 of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, and shall not be used either wholly or in part for any other purpose or purposes whatsoever during the period in respect of which this Licence is granted.
- 1.6 The licensed name of the premises may be displayed, unless the Council determines that the name is of a profane or sexual nature or gives other cause for concern.
- 1.7 No other indication as to the nature of the business carried on at the licensed premises may be displayed on the external area of the premises other than the wording "PRIVATE SHOP" or "ADULT SHOP".
- 1.8 No external loudspeakers may be installed.

- 1.9 External doors shall be closed at all times other than when persons are entering or leaving the Premises. The external doors shall be fitted with a device to provide for their automatic closure and such devices shall be maintained in good working order.
- 1.10 Lighting shall be in operation continuously during the whole of the time that the Sex Shop is open to the public.
- 1.11 No film, video film, record or tape shall be exhibited, sold or supplied in, at or from the licensed premises unless it is a reproduction authorised by the owner of the copyright of the film, video film, record or tape.
- 1.12 No charge shall be made to any member of the public or visitor for admission to the premises in respect of which a licence is granted, nor for admission to any part thereof.

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Appendix 3: Summary of the main changes to the Sexual Entertainment Policy

Report Location	Change
1. Background	Includes details of the 2014 Public consultation that has been undertaken.
3.8 -3.11 Waivers	More detail has been included regarding the possibility of a business obtaining a waiver from applying for a Sexual Entertainment licence.
6.6-6.11 Appropriate Number of Sex Establishments	This is new to the policy and inserts the recommendations of the Executive from 11 th March 2015.
7.13	The factors to be considered in determination relevant locality are outlined.
7.14	The factors to be considered in determining vicinity are outlined. Vicinity is a small area than locality.
12. Enforcement	Includes information of compliance and enforcement activities undertaken.
Appendix A	Map of the district inserted
Appendix C	Maps of areas within which it is believed that there are no suitable localities for a Sexual Entertainment Venue have been included in the policy with reference to 6.6-6.11 of the policy.
Appendix D	The Conditions applicable to a licence have been significantly reviewed. The conditions are divided into four parts to demonstrate which conditions are applicable to which premises.

Jayne Bailey

From: Suzanne Oatley <Suzanne.Oatley@wrighthassall.co.uk> on behalf of Ian Besant <Ian.Besant@wrighthassall.co.uk>
Sent: 24 February 2016 17:01
To: Jayne Bailey
Subject: Consultation of Sex Establishment Policy 2016

Dear Ms Bailey

Thank you for forwarding the Warwick District Council Sex Establishment Policy for my clients' Shades comments.

My clients object to paragraph 7.9 *"The Council has determined that a limit of nil is appropriate for the number of sexual entertainment venues within localities falling within the area shown outlined on the maps at Appendix C."* There appears to be no justification for this imposition, especially as the limit in relation to sex shops and sex cinemas is not imposed.

If the Council were minded to adopt a policy of nil sexual entertainment venues within a defined area then we consider that the area defined in Appendix C is very arbitrary. We would suggest a more appropriate area would be the cumulative impact zone referred to in the Council's alcohol licensing policy.

If you wish to discuss these proposals then please do not hesitate to contact the writer.

Yours sincerely

Ian Besant 
Partner
People Services

T: 01926 880709
M: 07967 569724
E: ian.besant@wrighthassall.co.uk

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Jayne Bailey

From: Robert Nash <clerk@leamingtonspatowncouncil.gov.uk>
Sent: 22 February 2016 13:54
To: Jayne Bailey
Subject: RE: Consultation on Sex Establishment Policy 2016

Dear Jayne,

Thank you for the opportunity to comment on the draft Policy for the licensing of Sex Establishments.

The Town Council considered this policy at a meeting on the 11th February.

The Council has endorsed the draft Policy and welcomes the intention to exert robust control of future applications.

Yours faithfully,

Robert Nash

Robert Nash
Town Clerk
Royal Leamington Spa Town Council
Town Hall
Parade
Leamington Spa
CV32 4AT 01926 450906 E: clerk@leamingtonspatowncouncil.gov.uk
www.leamingtonspatowncouncil.gov.uk

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From: Jayne Bailey [<mailto:jayne.bailey@warwickdc.gov.uk>]
Sent: 24 January 2016 17:22
To: Councillors; clerk@warwicktowncouncil.org.uk; Jennifer Mason; Robert Nash; kentc@kenilworth.org; Paul Calver; Daff Goddard; fire.safety@warwickshire.gov.uk; rajinder.lalli@warwickshire.gov.uk; 'Simon Coupe'; southwarwickshireliquorlicensing@warwickshire.pnn.police.uk; ehsafety@warwickshiredc.gov.uk; environment; mactenders@warwickshire.gov.uk
Cc: Pete Cutts; Richard Hall; Moira-Ann Grainger; Marianne Rolfe; committee; carolinegutteridge@warwickshire.gov.uk
Subject: Consultation on Sex Establishment Policy 2016

Dear Consultee

A review of Warwick District Council's Sex Establishment Policy has taken place and a consultation process begins on 25 January 2016 for a 12 week period. If you wish to comment on this policy please forward an email to sexestablishmentpolicy@warwickdc.gov.uk.

Please note the closing date is the **25th April 2016**.

Jayne Bailey

From: clerk <clerk@warwicktowncouncil.org.uk>
Sent: 17 February 2016 13:43
To: Jayne Bailey
Subject: RE: Consultation on Sex Establishment Policy 2016

Warwick Town Council have reviewed the draft document and would like to support the comments made.

Yours faithfully

Jayne Topham

Town Clerk
Warwick Town Council
The Court House
2 Jury Street
Warwick
CV34 4EW
Tel: 01926 411694
www.warwicktowncouncil.gov.uk

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Senders and recipients of e-mail should be aware that under UK Data Protection and Freedom of Information legislation these contents may have to be disclosed in response to a request.

From: Jayne Bailey [<mailto:jayne.bailey@warwickdc.gov.uk>]
Sent: 24 January 2016 17:22
To: Councillors <Councillors@warwickdc.gov.uk>; clerk <clerk@warwicktowncouncil.org.uk>; Jennifer Mason <jenny.mason@whitnashtowncouncil.gov.uk>; Robert Nash <clerk@leamingtonspatowncouncil.gov.uk>; 'kentc@kenilworth.org' <kentc@kenilworth.org>; Paul Calver <Paul.Calver@warwickshire.pnn.police.uk>; Daff Goddard <Dafydd.Goddard@warwickshire.pnn.police.uk>; fire.safety@warwickshire.gov.uk; rajinder.lalli@warwickshire.gov.uk; 'Simon Coupe' <simoncoupe@warwickshire.gov.uk>; southwarwickshireliquorlicensing@warwickshire.pnn.police.uk; ehsafety@warwickshiredc.gov.uk; environment <environment@warwickdc.gov.uk>; mactenders@warwickshire.gov.uk
Cc: Pete Cutts <Pete.Cutts@warwickdc.gov.uk>; Richard Hall <Richard.Hall@warwickdc.gov.uk>; Moira-Ann Grainger <Moira-Ann.Grainger@warwickdc.gov.uk>; Marianne Rolfe <Marianne.Rolfe@warwickdc.gov.uk>; committee <committee@warwickdc.gov.uk>; Caroline Gutteridge (carolinegutteridge@warwickshire.gov.uk) <carolinegutteridge@warwickshire.gov.uk>
Subject: Consultation on Sex Establishment Policy 2016


Jayne Bailey

From: Ann Morrison <morrisonann078@gmail.com>
Sent: 01 February 2016 12:25
To: Sex Establishment Policy
Subject: Draft Policy on SEVs

The draft policy appears detailed and sound. I trust it will be confirmed as a definite policy.

Yours

Ann Morrison

 EXECUTIVE 2nd June 2016		Agenda Item No. 5
Title	Fit For the Future Change Programme	
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk Mike Snow (01926) 456800 Mike.snow@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive meeting 3 rd September 2015; Executive meeting 29 th July 2015; Executive Meeting 30 th July 2014; Executive Meeting 11 th December 2013	
Background Papers	See above	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	15 th April 2016	Chris Elliott
CMT	10 th May 2016	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	28 th April 2016	Mike Snow
Monitoring Officer	14 th April 2016	Author
Portfolio Holder(s)	9 th May 2016	Cllrs Mobbs & Coker
Consultation & Community Engagement		
<div></div>		
Final Decision?	Yes	

1 SUMMARY

- 1.1 The report covers a number of areas:
- Approval of the Council's Service Area Plans for 2016/17;
 - An updating of the Council's Fit For the Future Change Programme which has been developed to address the significant reduction in funding from central government;
 - Progress against the Sustainable Community Strategy's priorities;
 - The opportunity provided by central government for more certainty around funding for the next three years;
 - An invitation to the Local Government Association to oversee a Corporate Peer Challenge of the Council's performance and planning thereby considering whether the Council is in a position to deliver its aspirations; and
 - Reporting of performance against Service Area Plans for 2015/16.
- 1.2 The report therefore brings together a number of areas of work but all linked by the ambition to ensure that plans and finance are in place to contribute to the Council's Vision of making Warwick District a great place to live, work and visit.

2 RECOMMENDATIONS

- 2.1 That Executive notes the outcome of work undertaken by the Council's Senior Management Team (SMT), in consultation with Executive Committee Members, to review the Political, Economic, Social and Technological (PEST) environment in which the Council operates and the subsequent Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis which led to a Corporate Action Plan (Appendix A refers) to address the issues raised, noting that the Actions form part of the work to be delivered through the Service Area Plans (SAP's).
- 2.2 That Executive agrees the SAP's at appendices B-H as the Council's programme of work for the financial year 2016/17.
- 2.3 That within the aforementioned programme, Executive agrees the additions to the Fit For the Future (FFF) Change Programme at Table 1 and the position of, and variations to, the current Change Programme at Table 2 noting that the Change Programme is a substantial contributor to the savings requirement of the Council as identified in Section 5 of this report.
- 2.4 That Executive notes the progress against the additional priorities for the Council's Sustainable Community Strategy (SCS) at Table 3 as identified by the new administration and reported to Executive Committee in September 2015 making any changes it considers appropriate.
- 2.5 That Executive agrees to accept from Greg Clark MP (appendix I refers) the offer a multi-year financial settlement whilst noting the risks inherent in accepting.
- 2.6 That Executive notes that in July of this year, Warwick District Council (WDC) has invited a Corporate Peer Challenge to "help provide a corporate overview and an external check and reassurance that what (we) are doing, and planning to do looks relevant, realistic and robust."
- 2.7 That Executive notes the respective Service Areas Annual Performance Reports at Appendices J to P making any comments it considers appropriate.

3 REASONS FOR THE RECOMMENDATIONS

3.1 Recommendation 2.1

- 3.11 Following the District and General Elections of 2015, SMT worked with Executive Members to determine the priorities for the new Council administration. By and large the Executive was happy with the strategic approach, as described in the extant Sustainable Community Strategy (SCS) and the FFF Change programme but introduced some additions and changes to both the Strategy and the Programme at its meeting of 3rd September 2015.
- 3.12 Members will recognise that nothing in local government stands still and following central government policy announcements post General Election 2015 and the Chancellor's Autumn Statement 2015, it became clear that the Council would need to go through a process of further change both in structural and service delivery terms. To help inform consideration of where that further change was needed, SMT undertook a PEST and SWOT analysis which ultimately led to a Corporate Action Plan which can be seen at Appendix A to this report.
- 3.13 This work was endorsed by Executive Members who requested that the Actions formed part of the Council's work programme over the next three years. Following their own deliberations, Executive Members also wanted officers to ensure that the following themes underpinned the work of the Council:
- Ensuring Financial Security – revenue generation; HQ relocation and wider asset realisation; implementing the digital strategy; making existing services cost effective; exploring shared services and commercial options; and always ensuring best value
 - Reviewing Internal structures – the right structure for the Council; recruitment and retention; succession planning; procurement and contract management
 - Delivering the Local Plan
 - Communicating with our residents and marketing our services
 - Supporting and helping local communities
- 3.14 With the Corporate Action Plan agreed by the Executive Members and the administration's underpinning themes articulated, the SAP's for 2016/2017 have been developed.

3.2 Recommendation 2.2

- 3.21 The Council has seven Service Areas - Chief Executive's Office; Cultural Services; Development Services; Finance; Health & Community Protection; Housing & Property Services; and Neighbourhood Services - each of which, following consultation with the respective Portfolio Holders, produce an annual SAP. The SAP comprises five parts:
- Part 1 - Purpose of the Services Provided
 - Part 2 - Managing Service Delivery
 - Part 3 - Managing and Improving People
 - Part 4 - Budget (Main budgetary pressures and changes)
 - Part 5 - Managing Planned Changes, Major Work-streams and Projects
- 3.22 The individual plans seek to describe a Service Area's scope of services and projects, and how delivery will be managed through the respective Service

Area's resources. In aggregate the SAP's are the programme of work for the Council for the financial year in question.

- 3.23 Executive is asked to agree the SAP's at Appendices B-H, noting that performance will be reported to Overview & Scrutiny Committee at six months and to Executive at the end of the municipal year.

3.3 Recommendation 2.3

- 3.31 Within paragraph 5 of this report, the Section 151 (S151) Officer describes the Medium Term Financial Strategy's (MTFS) latest position. This shows a recurring deficit of £696k (subject to Members' decisions around council tax levels and car parking charges) by financial year 2020/21. In order to deal with the significant changes anticipated for local government, the Council agreed a FFF Change Programme in 2010 covering three interrelated strands:

- Service
- People
- Money

- 3.32 The *Money* element of the programme was, and remains, to produce initiatives that would either save money or increase income whilst at the same time not impacting upon the quality or breadth of services provided by the Council. This strand has delivered significant savings/ increased income since 2010 (in the region of £8m) but as the amount of grant from central government continues to reduce there is an ongoing requirement to produce further initiatives. Following consultation with respective Portfolio Holders it is recommended that the initiatives included in Table 1 below are now included in the FFF Change Programme. Where the level of savings/ increased income cannot currently be determined, it is recommended that this information is provided in a future *Budget Review* reports from the S151 Officer. However, Members should also note that even where amounts of savings are included, these are early estimates as reviews and/ or business cases will be ongoing or required.

3.33 Table 1 - Additions to the Fit For the Future Change (FFF) Programme

	Savings/ income to be considered	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
1	Review of Tourism Budget contributions to external organisations					TBC	A review is being undertaken of DMO and VIC contribution to tourism.
2	Review of Concurrent Services and parish support	145				145	The Council has been able to protect support for Towns and Parishes whilst its own budget has reduced dramatically. This needs to be reviewed.
3	Review of One Stop Shop service	50				50	A review is being undertaken and will report in late summer. However, there

	Savings/ income to be considered	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
							are currently five vacancies on the team and so it should be possible to reconfigure service delivery to embrace the digital agenda and make savings.
4	*Leisure Centre business support team staff review and TUPE considerations - Cultural Services.		80			80	A review of business support team Leisure Centre operation and TUPE considerations has commenced.
5	Other Corporate employee savings from Leisure Centre operation outsourcing - HR & Media staff review		85			85	Review to commence in 12 months' time following outsourcing of Leisure Centre operations.
6	Other Corporate employee savings from Leisure Centre operation outsourcing - Finance		30			30	Savings will need to be identified to ensure that the residual support service costs as a result of the Leisure operation being outsourced are not left as a legacy cost.
7	*Other Corporate employee savings from Leisure Centre operation outsourcing - Housing & Property Services		85			85	Savings will need to be identified to ensure that the residual support service costs as a result of the Leisure operation being outsourced are not left as a legacy cost.
8	Other Corporate employee savings from Leisure Centre operation outsourcing - Other		20			20	Savings will need to be identified to ensure that the residual support service costs as a result of the Leisure operation being outsourced are not left as a legacy cost.
9	Arts/Theatre review - Phase II					TBC	A review of Arts/

	Savings/ income to be considered	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
							Entertainment services has commenced.
10	CCTV staff overlap period review	15				15	Consultation to begin with staff.
11	Review of Voluntary & Community Sector contract specifications		TBC			TBC	2017/18 is final year of current contract arrangements so review will need to be completed by the end of this financial year.
12	Senior Management Review			200		200	Revised proposal suggests changes take place following outsourced Leisure Centre operations, relocation and elections.
13	Increase in income from Crematorium					TBC	Business case for increased income to be developed.
14	Reduction in Council's "discretionary spend"	25	25	25	25	100	Work to commence on what can be saved without materially impacting on services
15	Review of Community Partnership arrangements			50		50	A review is being undertaken and will report in late autumn.
16	Review of provision of temporary accommodation for homeless households	10				10	Review to commence during 16/17 as the budget has been under-spent in 2015/16.
17	Development Services Technical Support team review	15	15			30	Review to commence during 16/17.
18	Review service delivery approach to Private Sector Housing					TBC	Review to commence during 16/17.
19	Review service delivery approach to certain surveyor functions					TBC	Review to commence during 16/17.
20	Explore option of providing homelessness services for non-stock retained authorities					TBC	Business case to be developed during 16/17.
21	Review of Ranger service	20				20	Review to commence during 16/17.
22	Review service delivery approach of Enterprise					TBC	Review to commence

	Savings/ income to be considered	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
	team						during 16/17.
23	Agree first year of Digital Transformation programme					TBC	Programme to be in place from 1 st October 2016.
24	Explore option of providing HS2 qualifying authority work to adjoining councils					TBC	Business case to be developed during 16/17.
	Grand Total					£920k + £TBC	

* An element of these savings may have been included in the financial modelling for the sum expected to be realised from the Leisure Centre operation outsourcing. Therefore further work will need to be done on the figures once the tender outcome situation is known.

3.34 Should all of the initiatives in Table 1 deliver their anticipated savings/ increased income then this would eliminate the currently forecast deficit. However as the S151 Officer describes at paragraph 5, this makes no allowance for future funding of corporate assets, investment in Linen Street car park, replenishment of reserves or delivering services/ projects that are not currently even thought about. It is therefore imperative that the Council continues to find ways of making savings/ increasing income so it has the capacity to deal with currently unquantified liabilities and the unknown.

3.35 Members will be aware that the latest change programme was agreed in the 3rd September 2015 Executive report titled *Sustainable Community Strategy & Fit For the Future Updates and Service Area Plans 2015/16*. The programme has been progressing well and the latest position is shown at Table 2 below.

3.36 Table 2 - Fit For the Future Change (FFF) Programme as agreed on 3rd September 2015

	Savings/ income to be considered	16/17 £000	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
1	Revised terms & conditions	100	45				145	£100k saving from 16/17. £45k to be found in 17/18.
2	Restructure Arts and Entertainments services		40				40	Heritage & Arts Manager due to retire at end of calendar year to enable restructure to come into being and savings to be realised.
3	Staffing review - H&CP	70					70	£65k saving from 16/17.
4	Staffing review - CMT			35	35		70	Initiative removed per Executive and removal has been factored into MTFS.

	Savings/ income to be considered	16/17 £000	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
5	Support service Review	50	50				100	£69k saving from 16/17. £31k to be found in 17/18.
6	Restructure of land charges delivery	20					20	£20k saving from 16/17.
7	Leisure Options			250	250		500	£250k saving from 18/19 with modelling suggesting an additional £74k could be realised; £250k saving from 19/20 with modelling suggesting an additional £14k could be realised. Figures taken from Leisure Options report.
8	Digital Transformation	50	50				100	£50k saving from 16/17. £50k to be found in 17/18 (Likely from Neighbourhood Services).
9	CSC Review	70	100				170	£180k saving from 16/17.
10	Cessation of Housing Advice contracts	20					20	£20k saving from 16/17.
11	Review transport arrangements	40					40	£40k saving from 16/17.
12	Increase car park charges	50					50	£50k income from 16/17.
13	Town Hall Transfer			42.5	42.5		85	Linked to HQ relocation (see below).
14	Member Allowances				80		80	Chief Executive discussing with Group Leaders.
15	Civic Support	20					20	Initiative removed per Executive and removal has been factored into MTFS.
16	Change Energy supply process		207	113			320	£219k to be saved by 17/18. Remainder is unlikely and change has been factored into MTFS.
17	Inflation/ Training Contingency Review	50					50	£50k saving from 16/17.

	Savings/ income to be considered	16/17 £000	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Total	Commentary
	w							
18	Treasury Management - consideration of alternative investment instruments.	50					50	£50k saving from 16/17.
19	5% reductions to discretionary spend - savings brought forward	205					205	£205k saving from 16/17.
20	HQ Relocation			150	150		300	Proposals approved by Executive 20 th April. Project on track to deliver savings from Q3 18/19. Further report to come to Council July 2017 which will have firmed up savings figure.

3.37 The 2016/17 figures within the above Table were incorporated within the Budget agreed in February for that year. The other figures for the subsequent years have been included within the Council's Medium Term Financial Strategy.

3.38 Members will note that Leisure Options and HQ Relocation initiatives contribute £885k to the change programme. Consequently should either or both of these not be successful there will be a significant impact on the MTFS. Both projects have very strong governance arrangements in place and should major risks start to emerge these will be reported to Executive as soon as possible.

3.4 Recommendation 2.4

3.41 At 3rd September 2015 meeting, Executive agreed additional SCS priorities. These have been reproduced in Table 3 below along with a progress update.

3.42 Table 3 - Update on Executive Priorities

Priorities	Specific Actions	SCS Theme	Update at June 2016
We will support all town centres to flourish	<ul style="list-style-type: none"> We will support and promote the tourism and retail offering of the District We will review our economic development functions We will assist the Town Councils with production of their neighbourhood 	Prosperity	Various initiatives: Leamington Town Centre Vision, Leamington Creative Quarter, Redevelopment of Covent Garden, Whitnash Community Hub feasibility study, Tourism review, Car Parking Strategy, Economic Development, Planning & Events restructure, Kenilworth Neighbourhood Plan support, Kenilworth Public Service Centre,

	plans		Station Approach planning application approval
We will support the District's economically disadvantaged residents	<ul style="list-style-type: none"> We will support our residents in accessing appropriate welfare assistance such as benefit entitlements, tax credits and food banks whilst making available funding for employment initiatives to support those who can work 	Prosperity	Manage the voluntary community sector contracts, Support community hub priority areas, Provide grants to voluntary organisations to support a whole range of initiatives, Provision of information in the community regarding benefit take up and changes to benefits, Provide money advice through the breathing space project, Providing support to city save credit union, Provide support to the food-banks, Provide free facilities in Lillington for job club and food-bank, Specialist financial inclusion officers for Warwick District tenants, Administer the discretionary housing payment scheme, Arrange job fairs, Support job clubs, Negotiate local labour agreements with developers, Lillington Regeneration Scheme
We will review our activities to ensure they maximise the opportunity for income generation	<ul style="list-style-type: none"> We will review our: <ul style="list-style-type: none"> Investment strategy; Assets/small landholdings ; Marketing/s ales strategy; Approach to benchmarking and learn from best practice; and Ensure that our operations are run on a sound commercial basis 	Prosperity	Various initiatives: Revised investment strategy agreed, Initial asset review undertaken by LLP and further work now being undertaken on specific schemes, Increased commercial approach with improved marketing e.g. Leisure, Theatre, Bins, Pre-App, Crematorium, parking, St Mary's Lands Masterplan, Review of Enterprise function to develop strategy to sell services to businesses, Bidding for CWLEP funding e.g. grant to establish 26HT, development of business case for Creative Quarter
We will help mitigate the impact of HS2 on our communities	<ul style="list-style-type: none"> We will work with local residents and business to ensure that issues are addressed on an ongoing basis 	Sustainability	Petitioned on several amendments to the Hybrid Bill and supported affected Parish Councils', Action Groups and individuals to do the same. Matter was heard before the Commons Select Committee regarding the latest amendment (AP4) and together with Jeremy Wright MP, the County Council, Kenilworth Town Council, Stoneleigh and Ashow Parish Council and Stoneleigh Action Group achieved assurances from HS2 regarding the improvement

			of the Stoneleigh A46 junction, impact on Stoneleigh Park and protection of heritage assets e.g. Stare Bridge, Working with Stoneleigh Park and WCC on proposals to mitigate the traffic impact from the main construction compound.
We will adopt a Local Plan that balances the needs of all stakeholders	<ul style="list-style-type: none"> We will develop masterplans for the major allocated sites addressing housing, business and infrastructure needs; We will meet the needs of the Gypsy and traveller communities 	Prosperity Housing Sustainability Health & Well being Safer Communities	Local Plan modifications submitted to Inspector, Design Guidance for the Strategic Urban Extension agreed, Masterplanning for east of Kenilworth sites and south of Coventry commenced, Europa Way Project to help relocation of LFC and in turn to create a G and T site, G&T site search still ongoing.
We will help to attract inward investment to the District	<ul style="list-style-type: none"> We will review our economic development functions; We will work closely with the LEP; We will source government and agency grants; We will "be at the table" to help lead the Combined Authorities debate 	Prosperity	Various initiatives: Economic Development, Planning & Events restructure, Approval of Creative Quarter EOI by the CWLEP and subsequent development of a business case, Deputy CX (BH) chairs A46 working group, Ongoing dialogue/ work with LEP, Approval of Whitley South planning application, Approval of Fen End development by JLR, Supporting Stoneleigh Park to develop a National Low Carbon Centre. Council decided not to join the Combined Authority at this point but will consider the position over the coming year.
We will review our options for WDC HQ Relocation bringing forward a recommendation at the earliest possible opportunity	<ul style="list-style-type: none"> We will review the option of not moving; We will review discarded options; We will ensure parking issues are fully addressed; We will consider all tenure types 	Prosperity Sustainability	Full review of options concluded. Executive 20 April agreed proposals for relocation to Covent Garden. Detailed phase 1 work, funded by LLP commencing with report back to Council July 2017 prior to approval of phase 2 project delivery stage.
We will review the Council's transport support for residents	<ul style="list-style-type: none"> We will include in the scope of the review: <ul style="list-style-type: none"> The current taxi token scheme; The demand created by medical/hospital appointments; The needs 	Health & Well being	Decision taken by Executive to end travel token scheme and six week consultation concluded that the decision should stand.

	of disabled/infirm residents		
We will review the CCTV service	<ul style="list-style-type: none"> We will ensure that a comprehensive review considers: <ul style="list-style-type: none"> Outcomes for our residents and business; Value for Money; Views of stakeholders 	Safer Communities	Position statement paper considered by Member budget group with decision that efficiencies should be sought but service offer to remain as now.
We will review the size of the Council	<ul style="list-style-type: none"> We will review the number of Councillors in step with the recently completed review of the County Council's Division boundaries 	Prosperity	Consultation taking place with Group Leaders before report to L&R. Proposal to reduce to 28 Councillors.
We will review our Car Parking Strategy	<ul style="list-style-type: none"> We will ensure that a comprehensive review considers: <ul style="list-style-type: none"> Outcomes for our residents and business; Value for Money; Views of stakeholders 	Prosperity	<p>The Car Parking Strategy will need to consider a number of issues including:-</p> <ul style="list-style-type: none"> The needs of various car park users such as residents, shoppers, visitors, local businesses and workers; current and future car parking capacity requirements of each town; How car parks contribute to a vibrant local economy and support the town centres; The level of car parking charges now and in the future; The financial viability of the service, and future investment required; Alternative uses for car parks which are not required; Impact on other Council policies, strategies, projects, plans and agendas; Impact on other parking providers including WCC; Impact of the closure of the current Linen Street multi-storey car park. <p>It is envisaged that the draft Car Parking Strategy will be produced by the end of this financial year, followed by a period of consultation with key stakeholders.</p>

3.43 Executive is asked to note the latest position making any comments or changes it considers appropriate.

3.5 Recommendation 2.5

- 3.51 Following the announcement of the 2015 Autumn Statement, the Secretary of State for Communities and Local Government announced that Councils would be able to enter into a multi-year financial settlement with central government enabling Councils to have certainty about their central government funding for the four years to 2019/20. On 10th March 2016, the Council received a letter (Appendix I) from the Secretary of State providing further details about how the settlement would work.
- 3.52 To be eligible for the offer, the Council would need to produce an Efficiency Plan covering four years. Based on the limited guidance that has been provided, it would appear that should Members wish to accept the offer then a Plan based on the Council's FFF change programme would suffice.
- 3.53 There are obvious advantages to accepting the offer in terms of certainty about funding, although should the Country's macro financial position improve significantly over the period, it is possible that the Council would not receive as much funding as it would have done if it had declined the offer. However, given the size of the national budget deficit, it is highly unlikely that the Country's finances would improve by such an extent in a relatively short period of time.
- 3.54 It should also be noted that the Secretary of State has left the option open to revisit the settlement stating "Allocations could be subject to additional reductions dependant on the fiscal climate and the need to make further savings to reduce the deficit." However, on balance, it is officers' recommendation that the offer should be accepted thereby providing a degree of certainty to the Council's financial planning.
- 3.6 Recommendation 2.6
- 3.61 In 2012, WDC invited a Corporate Peer Challenge with a follow-up visit in 2013. The Peer Challenge enables experienced and knowledgeable Councillors and officers to visit other local authorities to review how a Council is operating, what its plans are and whether they look reasonable and well thought through. This Council found the previous reviews to be very beneficial, to enable sense-checking of the work that was being done and the plans that were in place and therefore has invited a further Challenge for July of this year.
- 3.62 The peer team will explore the core components (the underpinning features of good performance) that all corporate peer challenges cover:
1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
 2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
 3. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 4. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

- 3.63 Exploring these areas will help provide reassurance and an indication about the organisation's ability and capacity to deliver on its plans, proposals and ambitions, but will also allow the peer team where appropriate to comment on track record and achievements too, helping to demonstrate (hopefully) a journey of improvement.
- 3.64 Officers have also asked that the team to consider how well WDC delivers, with partners, against three themes in the SCS, i.e.:
- Prosperity
 - Health and wellbeing
 - Housing
- 3.65 It is felt that these particular themes have the greatest impact on the quality of life of the Council's residents. The Peer Challenge is due to commence week commencing 18th July and there will be much more information for Councillors as the Challenge approaches.

3.7 Recommendation 2.7

- 3.71 Following Executive's agreement of the Service Area Plans each year, Service Heads use them as a tool to manage performance. They are also used as the catalyst of discussion between individual Portfolio Holders and Service Heads, as well as giving Overview & Scrutiny Committee (O&S) the opportunity to question the Portfolio Holders on their performance against their respective Plans on a rolling basis. Half way through the financial year an update on performance of all Portfolios is provided to O&S and at Appendices J to P, an annual performance report is provided for each of the Service Areas. Executive is encouraged to identify any issues that it considers pertinent.

4 **POLICY FRAMEWORK**

- 4.1 The Council's Sustainable Community Strategy (SCS) has five thematic priorities and three cross-cutting priorities areas. The recommendations in this report are consistent with the strategy as they ask Members to agree a programme of work which to a greater or lesser degree touches on all areas of the strategy.

- 4.2 Underpinning the SCS is the Council's Fit For the Future (FFF) Change Programme which consists of three strands:

Service - Delivering customer focused services by: using customer measures, helping to build trust, continuously improving, understanding our customers, and using systems thinking.

People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular.

Money – Managing the resources appropriately to balance our budget, ensuring our assets work for us, ensuring our town centres are vibrant and create solutions to increase our revenue.

- 4.21 The recommendations within this report are consistent with all three strands but particularly in relation to the *Money* strand as the Council's Change Programme seeks to deliver the necessary savings/ increased income which will enable the current basket of services to be maintained.

5 BUDGETARY FRAMEWORK

- 5.1 The Medium Term Financial Strategy included within the updated Budget papers to Members in February showed that the Council needed to secure recurrent savings of £240k by 2020/21, based on current assumptions. This is shown below:-

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Cumulative Deficit-Savings Required(+)/Surplus(-) future years	-147	75	103	253	240
In year Additional Savings(+)/Surplus(-)	-147	222	28	150	-13

- 5.2 The following changes have now been made to the projections:-

- 5.2.1 The projections now include an additional year, 2021/22. This is the year when the Council's major contracts (waste/recycling collection, grounds maintenance, street cleaning and building cleaning) are due to be retendered. It is anticipated that the new contracts will be at increased costs. These costs are estimated to cost the Council an additional £600k per annum.

- 5.2.2 Members agreed in April to progress the office relocation and new Covent Garden multi storey car park to the next stage. Revenue savings for the office move have been factored in to the financial projections at £300k from 2018/19 for some time. However, has been necessary to slip this now to be effective from October 2018.

- 5.2.3 The new Covent Garden multi storey car park is estimated to cost £434k per annum, allowing for debt charges and running costs, as reported in the April Executive report. This is without allowing for the potential increase in car park charges, as also discussed within that report.

- 5.2.4 The Prosperity Agenda report considered by members in April increased costs by £33k.

- 5.2.5 Taking into account these increased costs, the profile of the savings to be made by the Council are set out below:-

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Cumulative Deficit-Savings	252	689	753	733	1,379

Required(+)/Surplus(-) future years					
In year Additional Savings(+)/Surplus(-)	252	437	64	-20	646

5.2.6 The above table does not take into account any changes to the assumptions and estimates in respect of Business Rates Retention and Revenue Support Grant. The retained business rates projections are currently being re-assessed in the light of the final outturn for 2015/16. This will be due to be included in the Budget Review report due to be presented in July.

5.3 The above projections are based on future council tax increases of 1.99%. Council tax for 2016/17 was agreed in February to be increased by £5. This is the increase permitted for district councils without the need to hold a local referendum. The Government projections for potential local authority resources assume that district councils will continue to increase their element of the council tax by £5 for the next three years. If the Council does increase council tax by £5 for the period to 2019/20, this will generate an additional £326k per annum towards the future savings requirement.

5.4 Within the report on the office re-location and new multi storey car park, it was suggested that if parking charges were increased to £5 per day for the new car park, this should be able to generate an additional £375k per annum thereby enabling some of the capital costs to be defrayed. However, Members should also note that work is needed on Linen Street multi storey car park, for which a feasibility report is due to come forward later this year. It is highly likely all options are likely to result in increased cost.

5.5 If the increased council tax and car park income are factored in to the projections, the profile of the future savings requirement is as set out below:-

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Cumulative Deficit-Savings Required(+)/Surplus(-) future years	148	295	75	52	696
In year Additional Savings(+)/Surplus(-)	148	147	-220	-23	644

5.6 If the savings within Table 1 are agreed and achieved, the Council would be in a position to make the further savings required, currently estimated at £696k.

5.7 In addition to the savings requirement above, the Council has other unfunded liabilities. The most notable of these is the future work needed on the corporate assets. Funding was agreed as part of the February Budget report to fund the work required on these assets up to 2018/19. Beyond that substantial funding will be needed to be found if the Council is to continue to retain and maintain all of the existing assets.

5.8 Whilst the Council does hold a high level of resources when compared to many local authorities, these are forecast to reduce substantially over forthcoming years. This will limit the Council's ability to invest in new projects and initiatives so as to meet its aspirations. The reserves that have reduced greatly recently

are the Capital Investment Reserve and the Service Transformation Reserve. Whilst it is proposed to allocate some funds to these reserves as part of the Final Accounts Report (elsewhere on this agenda), the Council should seek to set a balanced budget for which contributions to reserves can be accommodated on an annual basis.

- 5.9 The future of local government funding is very uncertain. In the short/medium term the level of retained business rates is still subject to many appeals that are still outstanding, many going back several years. In April 2017 the new business rates valuations come into force. As this is the first revaluation since retained business rates commenced, local authorities face great uncertainty as to how this will impact upon their finances. Finally, the Government proposal for 100% retention of business rates by local authorities during the current Parliament presents further uncertainty as to what funding local authorities will receive, and also what additional responsibilities this may bring with it.
- 5.10 Taking into account all these factors detailed in paragraphs 5.7-5.10, the Council needs to make further savings (above those shown in paragraph 5.5) or generate additional income if it is to be able to continue to provide the current levels of service and have the financial flexibility to be able to respond to future events, based on a robust budget and Medium Term Financial Strategy.
- 5.11 Members will note from the Final Accounts report also on this agenda that there has been a surplus of £1.7m for the financial year 2015/16 caused by a variety of factors. Officers are analysing whether any of the factors translate into recurring savings/ increased income and thereby impact on the predicted deficit. Officers will also be reviewing the approach to budget monitoring as clearly it is imperative that potential surpluses, and the reasons for these, are identified early so that Members have all possible information before them when making decisions.

6 RISKS

- 6.1 This report relates to all aspects of Council Service delivery. The Council has a strong risk governance framework in place from the Significant Business Risk Register through to the individual Service Risk Registers and on to day-to-day risk assessments. Individual projects have their own Issues and Risk logs and there is regular reporting either to Project Boards and/or Executive.
- 6.2 The most material risk as a consequence of agreeing the recommendations in this report is that the financial settlement on offer turns out to be less generous than subsequently proves available. The likelihood of this is low but cannot be entirely discounted.
- 6.3 The experience of the last 6 years for local government is that the funding situation gets worse than anticipated. There is therefore a risk that even though there is a plan for delivering savings/ increased income, even more is required. It is therefore prudent to put plans in place which deliver savings/ increased income in excess of the current known requirement.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 No alternative options to the recommendations in this report have been considered although it is a decision for Members as to whether they accept the financial settlement on offer or decide that a Corporate Peer Challenge should not take place.

Appendix A - Action Plan arising from SMT PEST/SWOT Analysis - Note that many of the Actions have already started/ been completed

Theme	Year: 16/17 = 1 17/18 = 2 18/19 = 3	Action	Comments	SMT Lead
Money – to increase income/reduce expenditure without impacting on valued services	1	SMT to identify increased income opportunities over next 5 years e.g. crematorium income	Work ongoing with initiatives such as crematorium income and container charging already discussed with Members.	AJ
	1	SMT to accurately identify all liabilities over next 5 years to inform true extent of MTFS savings required e.g. bin replacements, assets, equipment renewals, apprenticeship levy & SMT to identify annual contribution required to reserves	Work ongoing to identify such liabilities; aiming to complete work 16/17 which will enable annual contributions to reserves or revenue budget to be calculated.	AJ
	1	WDC to seek to influence via DCN, LGA, CWLEP, politicians of future design and allocation of funding streams such as NHB, Business Rates, Local Growth Fund	Government has released consultation documents so responses being drafted on an ongoing basis.	CE
	1	SMT to improve awareness of Council's financial position amongst members and officers	Away Day with Executive provided an initial financial profile that excludes savings plan and then a separate profile which describes the assumed savings. This approach to be then rolled-out to all Councillors.	MS
	1	SMT to review procurement aggregation opportunities within and without the Council	A priority for the procurement team and work has started.	MS

	1	Cost/benefit analysis of big issues within the ICT/Digital Strategy Action Plan	Will be built into the work programme of the ICT Steering Group.	AJ
	1	Sign-off the new Asset Management Strategy	A priority for the Property team and work has started.	AT
	1	Review HRA Business Plan	A priority for the Housing & Property team and work has started.	AT
	1	Complete transition from Open Book accounting to SoR contracts for HRA repairs and maintenance	A priority for the Housing & Property team and work is ongoing.	AT
	1	SMT to identify further saving opportunities over next 5 years e.g. management, staff	Andy and Bill to discuss with respective Service Heads further ideas for savings.	AJ/BH
	1	SMT to discuss with Executive the issues raised by a shared service approach	Chris drafted paper to discuss with Executive.	CE
	1	SMT to discuss with Executive the issues raised by a contracting/commissioning of service approach	Due to Best Value and Procurement considerations this needs to be linked to any shared service initiative. Paper drafted per row above.	CE
	1	Review Procurement Strategy including impact of Social Value Act and SCS	Part of Procurement team's ongoing work programme.	MS
People	1	Ask Executive to review their 'direction of travel'	This has been done with a framework for taking forward priorities being agreed. To be included in updated FFF programme.	AJ
	1	Continue T and C review (phase 2)	Ready to go.	CE
	1	Develop an 'annual benefits' statement for staff	Work has commenced.	CE (TDo)
	1	Review senior management structure	Proposed to be included in FFF Change Programme	CE

		for implementation from 2019.	
1	Review management decision making process	Important for all other decision making.	CE
1	Review performance management framework	As above. <i>Importance of linking with Appraisal and Competency Framework and 1-1 reviews (ongoing link to Recruitment)</i>	CE (TDo)
1/2	Review the Member Induction Programme and create a Member Development Programme	Formal review of induction programme to commence post-election and referendum.	AJ (GL)
1	Review Internal and External Communications/Marketing	Review has started.	CE (TDo)
2	Explore developing an employee lifecycle approach for each member of staff	This and following 4 bullet points are all linked and are necessary in terms of how we deal with managing staff going forward <i>Link to Development Programmes overall</i>	CE (TDo)
2	Explore behaviour/attitude/competency based approach to recruitment	<i>Link to Performance Management Framework</i>	CE (TDo)
2	Explore how we can systematically recruit graduates/apprentices/trainees	<i>Local sources (colleges etc) as well as LGA Partnership with other authorities</i>	CE (TDo)
2	Explore how we can ensure existing employees skills and knowledge is updated to make them ready for promotion opportunities within the Council	<i>Linked to above point</i>	CE (TDo)
2	Undertake a skills assessment of all employees – linked to learning needs	<i>Ensure managers are trained in how to do this Review and utilise Training Budgets (Corporate and</i>	CE (TDo)

			<i>Service) for Professional Quals as well as soft skills. Ensure blended learning options – secondments, mentoring...</i>	
	2	Review how we advertise job opportunities	<i>Social Media, Linked in, Referrals...</i>	CE (TDo)
	3	Raise public awareness of what the Council does/as an employer	Linked with the Communications issue above.	CE (TDo)
Partnerships	1	Review W2 partnership in context of altered external environment and deficits in current arrangement to determine whether a new housing partner is required	To be reviewed as part of Housing Futures project.	AT
	1	Strengthen relationship with WCC and CWLEP to help facilitate effective delivery of the Infrastructure Delivery Plan	CMT leads have been assigned to cover South of Coventry, Kenilworth, Whitnash and South of Warwick/Leamington. Need also to consider the villages.	CE/BH/AJ
	1	Exploit ED&R review to ensure business growth/inward investment related partnerships are maximised	Review now complete.	TD
	2	Review relationship with Warwick University and Warwickshire colleges to ensure liaison arrangements are maximising community benefits		BH or CE
	2, 1	Review the voluntary sector commissioning arrangements	Review to start.	MR
	3	Review arrangements with Town and Parish Councils to determine whether any tasks can be devolved to a more local level		MR
	1,2,3	Explore opportunities created by the continuing devolution agenda	<i>Ongoing liaison with key Members.</i>	CE

Theme	Year: 16/17 = 1 17/18 = 2 18/19 = 3	Action	Comments	Lead
Housing	1	<ul style="list-style-type: none"> Review the impact of the Housing & Planning Bill proposals on Council service provision 	<ul style="list-style-type: none"> Housing Futures project has been provisionally scoped and will complete during 2016. 	AT
	1	<ul style="list-style-type: none"> Review HRA Business Plan in light of the final Housing & Planning Bill proposals to decide what types and levels of management and maintenance we should provide and how we should deliver them 	<ul style="list-style-type: none"> <i>Housing Futures combines the work to create a new Housing Strategy, HRA Business Plan, Homelessness Strategy and Housing and Property Services Action Plan into one single project. This is to make sure that all these inter linked themes are considered together.</i> 	AT
	1	<ul style="list-style-type: none"> Develop an assessment matrix based on life expectancy, value, demand and maintenance costs of HRA assets to inform a policy position on future disposals/renewals 	<ul style="list-style-type: none"> The Stock Condition Survey of the municipal housing stock will be concluded August 2016. 	AT

1	<ul style="list-style-type: none"> Explore the Council's appetite to become directly involved in the provision of differing forms of tenure of market housing e.g. PRS, rent to buy, sub-market housing etc. 	<ul style="list-style-type: none"> Council Development Company proposal now being reshaped to be a private market orientated provider of homes Review of W2 to be concluded to ascertain and agree respective, dovetailing and complementary roles for HRA, CDC and W2 in the overall provision of new homes (See 'Partnerships') 	AT
2	<ul style="list-style-type: none"> Review whether greater integration between services, e.g. money or benefit advice, provided to HRA tenants and other Council commissioned services can be achieved 	<ul style="list-style-type: none"> The scope of services needed will be decided as part of the Housing Futures project, from the outcomes of the next STAR tenants survey, which will be completed at the end of 2016 and the findings of our Cyclical Service Visits. 	AT
2	<ul style="list-style-type: none"> Engage with partners to review sub-regional requirements for specialist housing e.g. extra care, hostels for offenders, provision for refugees/asylum seekers, housing for learning disabled people etc. to determine level of district need and options for delivery 	<ul style="list-style-type: none"> WCC is commissioning Housing Related Support services during 2016, which will be the main funding route for services for these client groups. WDC will, as the Warwickshire Heads of Housing (WHoH) Group representative on the Warwickshire Cares-Better Together (WC-BT) Programme Board work to influence and shape such provision. WDC will in 2016-17 be undertaking a review of temporary accommodation (for homeless households) provision to set out how such services can be more efficiently provided for 2017 onwards. The long term model for the provision of Aids and Adaptations and Disabled Facilities Grants will be agreed summer 2016. 	AT

	3	<ul style="list-style-type: none"> Review how we engage with the CWLEP and Health partners to influence their decision making on housing issues and new provision 	<ul style="list-style-type: none"> WDC as the WWhoH Group representative on the WC-BT Programme Board is beginning to develop the links needed to influence and shape the links between the way housing and health services are co-ordinated in Warwickshire. 	AT
	3	<ul style="list-style-type: none"> Consider how a corporate “How to Help” plan (see Community) can be used to tackle worklessness amongst HRA tenants 	<ul style="list-style-type: none"> To be agreed with ‘Community’ New Rent Arrears Policy to be introduced 2016 (subject to Council approval). This is one part of the Council’s response to changes in social security and housing policy, which will impact on the ability of tenants to secure and benefit from suitably remunerative employment. 	AT

Theme	Year: 16/17 = 1 17/18 = 2 18/19 = 3	Action	Comments	Lead
Community	1	<ul style="list-style-type: none"> Commission a community profile/mapping for WDC area covering a range community and demography issues and trends (age, ethnicity, religion, gender, cohesion etc.) to understand how our communities function and interact and identify likely key issues/localities for WDC service provision in longer term to 2029 and develop an action plan in response. 	Ongoing through work with Warks Observatory. Specific rural mapping for social inclusion at present.	MR
	1	<ul style="list-style-type: none"> Assist Parish and Town Councils with production of their neighbourhood plans 	Mainly delivered by Rural Community Council. Act in a facilitator role	TDa
	2	<ul style="list-style-type: none"> Collect data to enable a corporate “How to help” plan to be developed aimed at maximising incomes and enhancing social support mechanisms for the economically and/or socially vulnerable residents within the local community. 	Delivered through work with voluntary sector. Social Inclusion index and health profiles. Need to review our existing financial inclusion strategy.	MR
Sustainability	1	<ul style="list-style-type: none"> Progress, monitor and review actions within Council’s Strategic Approach to Sustainability and Climate Change in light of current Paris summit agreement. 	Ongoing	MR

	1	<ul style="list-style-type: none"> Evaluate the Council's asset base to determine whether there are vfm business cases to demonstrate how individual assets can be made more sustainable e.g. energy efficiency, thermo-insulation, PV panels etc 	Ongoing	MR
Heath & Wellbeing	1	<ul style="list-style-type: none"> Review approach being taken to Health & Wellbeing Agenda; are we focussing our resource/energies on the things where we can make a difference? 	In hand	MR
	1	<ul style="list-style-type: none"> Review outcome of the workplace charter assessment 	Feedback expected in January	MR
	1	<ul style="list-style-type: none"> Review public open space/ play facility provision to understand what is affordable going forward 		RHo
	1	<ul style="list-style-type: none"> Explore how Air Quality Action Plan can be given greater prominence 	Explore with WCC Highways and PH	MR
	2	<ul style="list-style-type: none"> Undertake "State of the District" review following the Government's changes to welfare and housing legislation 	Use WCC's Quality of Life indicators	MR
	2	<ul style="list-style-type: none"> Understand return on investment from sports and arts activities/partnerships 		RW
Prosperity	1	<ul style="list-style-type: none"> Review how we engage with key strategic partners, e.g. Warwick University, Warwickshire College, JLR, Stoneleigh Park etc. to ensure we maximise the economic benefits to the district from their development plans 	This is addressed in the redesign of part of Development Service and recognised as a key priority for Economic Development.	TDa

1	<ul style="list-style-type: none"> Engage with strategic partners to examine options for forward funding of infrastructure schemes 	This work has been on-going to assist in the delivery of the local plan projects.	CMT	
1	<ul style="list-style-type: none"> Review our desired outcomes from the SEP review and the emerging sub-regional planning agenda and how best to influence strategic partners to achieve them 		BH	
1	<ul style="list-style-type: none"> Evaluate opportunities to stimulate growth/inward investment/economic diversification as Government proposals to change the business rates system take shape 	Significantly important to attract inward investment and diversify the economy.	TDa	
1	<ul style="list-style-type: none"> Embed new ways of working with partners and major employers on completion of ED&R/planning policy/project management redesign 	Review has been concluded.	TDa	
1	<ul style="list-style-type: none"> Develop a media strategy/information pack to promote the district 	This work needs to explore different communication strands to ensure that we are responding within all types of mediums.	TDa	
1	<ul style="list-style-type: none"> Review how we can maximise the influence we exert on investors and employers to retain existing businesses and/or encourage inward 		TDa	

		investment		
	1	<ul style="list-style-type: none"> Consider how a corporate “How to Help” plan (see Community) can be used to benefit the skills agenda 	Part of the strategy/information pack	TDa/MR

Service Area Plan 2016/17**Part 1 - Service Information/links to policy****Part 2 – Managing Service Delivery****Part 3 – Managing and Improving People****Part 4 – Budget****Part 5 – Managing Planned Changes/Projects**

Service Area :	Cultural Services
Service Area Manager:	Rose Winship
Deputy Chief Executive:	Andy Jones
Portfolio Holder(s):	Cllr Mrs Sue Gallagher

1 Purpose of the Services Provided

To provide a range of quality cultural services with opportunities for residents and visitors to participate in the activity of choice. Provision will reflect the principles of the Sustainable Community Strategy. These will include:

Sports and Leisure:

To provide facilities, activities and support to encourage people from all sectors of the community to start, sustain and improve active lifestyles.

Royal Spa Centre and Town Hall:

To provide a programme of film and live theatre events that attracts a wide range of audiences from across Warwick District and beyond, in a way which delivers a positive customer experience; and to become a key resource for Warwick Districts amateur theatre and community groups.

Arts and Heritage:

'To provide accessible, varied and vibrant arts and heritage activities for present and future residents and visitors to the district'

All Cultural Services:

To contribute to the tourist economy by helping make the district a top visitor destination.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing		
Prosperity		Contribution to thriving economy and vibrant areas; tourism and visitor economy through diverse and quality cultural offering
Safer Communities		Diverse range of opportunities for all sectors of community – including those normally unwilling to participate
Health and Well Being	Active lifestyles; increased well being and mental health. This includes the contribution made through active living but also through the opportunities for the community to participate in and benefit from the diverse arts and cultural activities in the district.	
Sustainability		Openness to new technologies and products in the design and operation of buildings.
Involving Communities	Encourage volunteering including work with Town Councils and Community groups.	Support for Community Forums etc
Narrowing the Gaps		Range of concessions available; range of targeted activities for specific sectors or groups
Supporting Families		Awareness raising of opportunities available for families including those experiencing levels of deprivation
Rural Issues	Arts and Sports outreach activities initiatives	

2 Managing Service Delivery

2.1 Service Overview

Summary of the main aspects of service delivery during the year

	Service Being Delivered	Priorities	Service Demand	
	Art Gallery & Museum	Provide quality Art Gallery and Museum for members of the public and relevant groups 6 days a week	Satisfaction rating – positive comments in Visitors book	
		Curate and manage various temporary exhibitions throughout the year	No. of days of temporary exhibitions in 2015/16	
		Deliver range of art and craft workshops for all ages	Attendances at workshops, exhibition openings etc	
		Support the development of the emerging Arts Strategy		
		Market the venue to maximise attendance	Annual Visitors 2015/16 112,205	
	Arts Development	Manage the Arts Grants process allocating small grants across the district	22 applications, 15 awards in 2015/16 totalling £14,000	
		Monitor performance of key clients receiving grant funding from WDC	Key Client grants £17,000	
		Support a diverse range of local and arts projects		
		Advise on corporate cultural projects		
		Support the development of the emerging Arts Strategy		

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	Royal Spa Centre	Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment	Attendances 2015/16 92,829	
		Develop cinema attendances	Total Cinema/studio attendances 2015/16 6,300 Cinema only income £40,800	
		Implement new ticket booking system		
		Maintain the venue in a safe and comfortable condition		
		Market the venue to maximise attendance and income	Total Income £824,044.28	
	Town Hall	Manage the venue to accommodate the range of users including WDC democratic functions, Leamington Town Council, University of Warwick, Bromford Housing, charities, commercial hires and other ad hoc bookings	Visitors 2015/16 Not available Fees and charges Income 2015/16 £78,500	
		Maintain the venue in a safe and comfortable condition		
	Sports and Leisure	Manage 4 main leisure centres plus 2 dual use sites with associated facilities to offer diverse range of activities to the local population and other users.	Total no. of swimmers 260,086 Total no. of gym visits 90,581 D/D membership income £544,855	
		Maintain the venues in a safe and comfortable condition		
		Ensure staff renew qualifications and attend ongoing mandatory training for their roles	Hours of staff training pa (lifeguards) 168hrs	

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	Market the venue to maximise attendance and income	Total no. of visits pa 762,155 Approx annual income £2,096,585	
	Deliver range of holiday activities for youngsters		
	Operate GP Referral scheme	No. of GP Referrals (July 2015 – Jan 2016) = 132	
	Monitor Newbold Comyn golf contract		
	Coordinate bookings of bowling greens at Victoria Park; football pitches across the district, and oversee the VP Tennis Agreement		
	Oversee the operation of Edmondscote Athletics Track	Income (budget) £11,000	
Sports Development	Manage the development of holiday activities programme for youngsters	Outreach sessions in the community	
	Coordinate programme of coach education courses for local sports clubs	Coach Education courses	
	Advise local sports clubs on funding applications, coach education, child protection	Database of sports clubs and other agencies Annual Sports Development Evening	
	Contribute to Coventry, Solihull and Warwickshire County Sports Partnership		
	Manage the Sport Grants process allocating small grants across the district	32 Sports grants awarded, totalling £11,770. 14 Sport and Physical Activity grants awarded	

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		totalling £10,000	
	Business Support Team	Manage the Catering contract	
		Provide financial and admin support for service area	
		Undertake mailshots and marketing admin for service area	
		Admin support for bookings of outdoor sports facilities	

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qtr. 1	2	3	4
Visitor Footfall – Spa Centre (previous year in red)	20566	12601	36919	22741
Footfall – Town Hall	17378	7313	5088 (December only)	Not available
Visitor Footfall – Art Gallery & Museum (previous year in red)	27713	29334	23637	31521
Visitor Footfall – Royal Pump Rooms (previous year in red)	104932	102727	84926	94251
Visitor Footfall – Leisure Centres (previous year in red)	228527	115895	216992	200,741

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Active People Survey - % active at least 3x per week (Annual Sport England Survey)			39.4% (Oct '14 – Sept '15)	
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4
Total DD income (Sports & Leisure) (previous year in red)	£127,219	£132,808	£138,420	£146,408
Total headcount – swimming activities (previous year in red)	65,668	71,759	53,348	69,311

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<p>(E.g. – Regular budget monitoring, Training of budget managers etc etc)</p> <p>Planned implementation of OLR at selected sites – increased efficiency of reconciliation process, and more accurate budget information for managers</p> <p>Leisure centre budget monitoring will require close attention during the year to pick up the impact of the construction works at NC & SN in second half of the year.</p>	Implementation of OLR delayed – Decision on roll out remains with Finance
Procurement	<p>Ongoing training with specific reference to “contract management”</p> <p><u>Major procurement during 2016/17:</u></p> <ul style="list-style-type: none"> - Build and operator procurement for Leisure Development Programme - RSC Dimmers and motors (Capital Investment Reserve) – Full Tender - RSC/Town Hall ticket booking system – TBC - Pantomime - Tennis courts resurface – St Nicholas Park and Abbey Fields 	
Contract Management	<p>Quarterly update of contract register</p> <p>Contract Register to F&A - Nov 2016</p> <p>Contracts coming up for renewal within the year:</p> <ul style="list-style-type: none"> - (Security Services Framework – now with Dev Services) - Vending and resale contracts to be terminated in line with leisure centre operator procurement 	

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	<p>New contract – dimmers and motors (Spa Centre) April – Aug 2016</p> <p>Ongoing monitoring of major contracts</p> <ul style="list-style-type: none"> - Newbold Comyn Golf Course – Mack Golf - Catering – Royal Pump Rooms and Jephsons – Kudos 	
Audits	<p>Golf course – Nov 2016</p> <p>Catering concessions – Feb 2017</p>	
Risk Register	<p>Report to F&A – April 2017</p> <p>Actions being addressed within the year:</p> <ul style="list-style-type: none"> - Monitoring of Golf and Catering contracts - Dimmers and Motors - RSC - Plant failure – liaison with H&PS; impact of Sport & Leisure investment plans - Leaks and flood risk – RPR – under ongoing review - Replacement for Databox system 	
Service Assurance	<p>Actions within year:</p> <ul style="list-style-type: none"> - New KPIs to be established for Sports & Leisure in line with contract specification - Appointment of rep to sit on Risk Management Group - Ongoing monitoring of Annual Orders to avoid mis-use 	
Corporate Health & Safety	Re-establishment of Compliance Group and TOR for the group	Working in conjunction with colleagues in H&PS; monitored by Corporate Compliance Group
Service Delivery	Arrangements need to be put into place to pick up the management of outdoor sports bookings in Culture as the Events Officers move to Development Services.	Temporary solution to be found until the new client structure is implemented in 2017

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Rose Winship	Retirement of Arts & Heritage Manager (end 2016)	TBC	None	Review of Arts/theatre service commences April 2016. Employment Committee Sept 2016
	Stuart Winslow	Anticipated leavers triggered by outsourcing of leisure centres	None	HR support in recruitment	Ongoing monitoring
	Rose Winship	Impact of service reviews and any leavers as a consequence	TBC	HR support in recruitment	Ongoing monitoring
2. Skills, Training, Competency Needs	Rose Winship	Monitoring and updating Training Matrix	Within existing budget	HR as required	Main allocations after appraisals. Ongoing review through year
	Rose Winship	Corporate project with SMT and HR to review cross Council use of training resources	TBC	HR; Tracy Darke, Rob Hoof	Summer 2016

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3. Service Changes – Demands on staff resource	Rose Winship	Leisure Development Programme	Programme budget allocated (£300,000 plus £50,000 contingency) Extension of Programme Manager post to Feb 2018	Support Service review – across Council Property, Finance, HR, Legal, Planning – officer time from all these areas	Late Sept 2015 – Executive report Reports to Executive and Employment – March 2016
Impact of loss of Events Officers	Rose Winship	Development Services Redesign	N/A	Neighbourhood Services; H&PS; Development Services	Events Officer (SP) moved to Dev Services Aril 2016. Events Officer (TD) leaves WDC May 2016

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
Seek 5% saving on discretionary budgets	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	£28,000	NIL	NIL
Leisure Development Programme	<p>Series of feasibility studies to consider business case for significant investment in council leisure centres.</p> <p>In parallel to the above, progress work to inform Cllrs of the considerations that need to be taken in deciding whether to test the market and seek external operators for Council leisure centres</p>	TBC	TBC	TBC

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Income generation	Various initiatives in Entertainment and Sports & Leisure to drive up attendances and income and consequently reduce Council subsidy for these services	TBC	TBC	TBC
Replacement of motors and dimmers at Royal Spa Centre	Allowance made within the Capital Investment Reserve. Procurement process will delay implementation to 2016/17	Report to Executive April 2016 detailed anticipated budget. Procurement process to commence April 2016 Budget up to £510,000	N/A	N/A

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Sports and Leisure Programme	Andy Jones (Sponsor) Padraig Herlihy (Programme Manager)	Unknown	Programme Board includes reps from Finance, H&PS, Neighbourhood, Planning with input from WCC Legal team.	Investment Plans: OJEU posted Feb 2016 Planning Application – April 2016 Executive report – 27 th July Council report – Sept 2016 Operator procurement: OJEU: May 2016 Appoint: Feb 2017 Contract commences: on completion of construction works at SNPLC

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Strategic projects (related to the item above but being managed outside of the Programme)	Tim Hepworth Chris Elliott Andy Jones	Unknown	Europa Way/Myton School/track – work with Planning, H&PS &WCC Legal Castle Farm – partnership with Kenilworth Wardens – WCC Legal.	Various Phase II (Kenilworth) – work to commence on initial scoping June 2016.
Leisure Centres – preparing the service and the team for the construction works and service transfer	Stuart Winslow Kevin Carty	None	HR – support for staff (training, TUPE, pension roadshows etc) H&PS – repairs & maintenance	Construction work due to commence late summer (subject to permissions and approvals)
Review of management structure in Cultural Services as result of outsourcing the leisure centres ie client team and Business Support Team	Rose Winship	TBC	HR	Provisional – Employment Committee Dec 2016 for implementation in 2017 when contract with operator commences.
Arts Review	David Guilding (Lead) Jeff Watkin Rose Winship	£40k saving in FFF. Details to be confirmed	HR support for the review	Formal start of review April 2016 Employment Committee – Sept 2016
Arts Strategy Action Plan	David Guilding Jeff Watkin Rose Winship Mair Evans	TBC	Opportunities for improved cross service area working to be investigated as part of the plan.	Ongoing through 2016/17
Complete Equality Impact Assessments for key services/activities	Rose Winship Stuart Winslow David Guilding Padraig Herlihy	None	None Support from WCC Equalities Officer	Ongoing – working on priority EIAs or as required by service reviews – to include: - NC & SN leisure centre investment plans

Appendix B – Cultural Services Service Area Plan

				<ul style="list-style-type: none"> - External operator for leisure centres (service specification) - Arts review - Review of agreements with partners (VP Tennis, park exercise groups)
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CXO Service Area Plan 2016/17
Part 1 - Service Information/links to policy
Part 2 – Managing Service Delivery
Part 3 – Managing and Improving People
Part 4 – Budget
Part 5 – Managing Planned Changes/Projects

Service Area :	Chief Executives Office
Service Area Manager:	Chris Elliott
Deputy Chief Executives:	Andrew Jones, Bill Hunt
Portfolio Holder(s):	Cllr Andrew Mobbs

1 Purpose of the Services Provided

To provide comprehensive, professional and customer-focused support services which meet the Council's corporate objectives through the provision of cost effective and high quality services

Warwick District Council External Customers (Citizens) – We will

- enable the creation of a customer focussed Council, supporting joined up services and facilitating the creation of more efficient processes.
- improve customer access to Council services, taking advantage of electronic channels of contact and delivery.
- ensure all new developments achieve Value for Money for the citizens of the district.
- support transparent government and enable the democratic process.

Warwick District Council (Corporate) – We will

- support the delivery of Fit for the Future, relevant policies and service priorities through the development and implementation of relevant strategies and the democratic process.
- ensure the effective and efficient delivery of support services.
- provide appropriate data security and continuity of service delivery.
- create a capability to exploit joined up working.
- establish and exercise effective strategic and service governance and management

- research and implement effective ways of reducing energy use and carbon emissions through technology.
- support transformational and incremental improvement interventions.
- ensure that key programmes and corporate projects are run effectively and deliver benefits to staff and customers.
- support leaders of the organisation by collating and providing relevant data about the customers and the community.
- help the organisation and people in it to develop, learn and improve.

Warwick District Council Internal Customers (Users of the Service) – We will

- provide high quality and responsive support services to officers and members.
- deliver high levels of service availability.
- empower staff to make better use of Council resources through the provision of training and development.
- undertake a programme of Continual Service Improvement supported by the monitoring and reporting of service performance
- provide professional high quality advice appropriate to the needs of Council

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Prosperity		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Safer Communities		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Health and Well Being	Embedding health and wellbeing in the Council at all levels	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Sustainability	Will seek to use and move towards sustainable methods of service delivery.	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Involving Communities		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Supporting Families		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Rural Issues	Implementation of Digital Council Services to assist communities with poor transport links. Ongoing support for BDUK, promoting rural broadband connectivity.	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand	
	ICT Services	Develop and manage the ICT Strategy to meet the Council's priorities		
		Develop and monitor the Information Security Policy to ensure the Confidentiality, Integrity and Availability (CIA) of Council data.		
		Develop and rehearse the ICT Business Continuity Plan to ensure the continuity of Council services		
		Develop and monitor the ICT investment plan to maintain a stable and secure platform for current service delivery and to meet the future needs identified in the ICT Strategy		
	Desktop Services	Provision of first line and second line Desktop Support, including the provision of a Helpdesk Service, to minimise the disruption caused by service incidents and to improve personal productivity through the adoption of technology.	14,000	No. of Helpdesk calls per annum, excluding Face-To-face, and emails. The team also has project work.
	Applications Support	Provision of support services to users of the Council's line-of-business applications to maintain system availability and to ensure that the applications are exploited to the benefit of the Council and the citizen.	3,200	Ad-hoc requests per year, although the majority of the work is project based
	Infrastructure	Provision of a stable, secure, performant network, storage, server and telephony services stable operating environment for all the IT functions using the technology		Primarily project based.
	Geographical Information Systems	Provision and maintenance of the Council's Local Land & Property Gazetteer (LLPG) is a statutory requirement and one which provides an authoritative address database for the Council and its systems;	23,000	Approx. number of address creations/updates for the current year
		Delivery of a corporate geographical information service to the Council is designed to capture, manage, analyse and present all types of spatial and geographical data that it holds – equating to over 80% of all information held by a local authority		
		The provision of a Street Naming & Numbering Service is a statutory requirement.	150 £45,000	Requests per annum Income target
	Electoral Services	To deliver and maintain the electoral register for Warwick District, in line	106,000	Number of electors

Appendix B – CXO Service Area Plan

	with the requirements for Individual Electoral Registration		
	To deliver the requirements placed on this Council in the Police & Crime Commissioner Election in May 2016, Neighbourhood Plan referendums (Autumn 2015 & Spring 2016)		
Civic & Committee Services	To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	180	Committee meetings per year
	To manage & support the Chairman of the Council, at the functions they host and attend.		
Corporate Support Team	To administer all information requests, associated reviews and work with the Information Commissioner.	700	Requests for information per year
	To administer all Stage 1, Stage 2, LGO and HO complaints about this Council	100	Complaints per year
	To provide a same day document processing service and to manage the corporate scanning project		
	To provide an accurate same say cash receipting system		
	To provide an efficient postal system offering timely delivery		
	To manage the Travel Token service in conjunction with the One Stop Shops		
Payroll	To liaise with Coventry City Council to co-ordinate payroll and hr transactional services		
	To ensure people management information – vacancies, absence etc is up to date at all times		
	To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		
	Provide 'Self Serve' to all staff and Councillors to include Expenses, Overtime, Time sheets and Mileage		
HR	To develop and drive the delivery of the Council's Workforce planning to support the continuing development and implementation for FFF		
	To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer		
	To provide management information regularly to enable the Council to make informed decisions		

	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
	Review E & D priorities including updated training for EQIA's and link to Public Sector Equality Duty		
	To ensure the organisation continues in its drive to support different ways of working throughout the council		
Learning & Development	Review IIP Actions any other indicators to link into the People Strategy		
	Complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		
	Review ICT training resource implications: Metacompliance, Total, Self Serve, Intranet		
	Update training needs for Safeguarding children in line with Action Plan		
	E-Learning to be introduced as part blended learning solutions for all staff and managers across the Council		
Media	To coordinate and manage all corporate communications to and from the council, providing advice and assistance where necessary and in line with the council's communications strategy To provide marketing support across the council To provide a comprehensive graphic design service to all service areas		WDC residents

2.2 Measures

Key Corporate Measures – (Do we include trend data?)

Customer Measures – those important to the people/organisations who use our services				
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qrt 1	2	3	4
Service Availability				
%age of Missed Service Desk Calls				
Completion Rate for Support Calls within SLA				

Appendix B – CXO Service Area Plan

Website - Number of visits to WDC website				
Number of Corporate Complaints received				
Number of Corporate Complaints responded on time				
Number of Corporate Complaints upheld (S1 or S2)				
Number of Complaints to Ombudsman upheld				
Number of Freedom of Information Requests Received				
Number of Freedom of Information Requests Responded to on time				
Number of Subject access requests received				
Number of subject access requests responded to on time				
No. of Councillor misconduct cases commenced				
No. of Councillor misconduct cases upheld				
No. Premature LGO complaints				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
LLPG Positional Accuracy (National Gold Target 99.00%)				
LLPG Completeness (National Gold Target = 99.00%)				
HR - staff satisfaction and engagement levels via:				
• Annual Staff Turnover				
• Sickness absence levels				
• Exit interviews completed				
HR – workforce planning measures via:				
• % workforce with a disability				
• % of workforce from an ethnic minority				
• % appraisals undertaken				
• Consistent or reduced spend on agency staff				
• Consistent or reduced spend on advertising				
• Training undertaken				

Media				
<ul style="list-style-type: none"> • Number of Twitter followers • Number of Rumour Mill questions • Core brief stats; no of clicks • Press coverage; articles published (Stats reported on intranet monthly)				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> • Monthly budget monitoring as part of Finance's corporate budgetary control. • Managing the consequences of 5% budget reduction • Bi-Annual review of the ICT Equipment Reserve 	
Procurement	<ul style="list-style-type: none"> • Appropriate training for all officers undertaking procurement. • Early involvement of the procurement team in relevant procurement exercises. • Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice. • Major Procurements: <ul style="list-style-type: none"> • Postal Vote/Ballot Paper/ Poll Cards & Electoral Canvas printing contracts • Storage Area Network • Wide Area Network 	
Contract Management	Quarterly update of contract register Contract monitoring Contracts for Renewal: <ul style="list-style-type: none"> • Temp agency contract renewal • Mopier Contract 	
Audits	<ul style="list-style-type: none"> • Implementation of outstanding audit recommendations. • Audits: <ul style="list-style-type: none"> • Corporate Governance • Human Resources Management • ICT Business Continuity / Disaster Recovery • ICT Change Management and Testing • ICT Patching and Firmware Updates • Recruitment and Selection, T & Cs 	
Risk Register	<ul style="list-style-type: none"> • Team Operational Plan risks are reviewed monthly by the management 	

	team. <ul style="list-style-type: none"> • Technical and operation risks are managed according to areas own risk management policy • Review of Risk register quarterly at One to One with Deputy Chief Executive/CXO • Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks. 	
Service Assurance	<ul style="list-style-type: none"> • Undertake any outstanding actions identified in the Service Assurance Statement. 	
Corporate Health & Safety	<ul style="list-style-type: none"> • Ensuring appropriate H&S risk assessments are undertaken. • Assess the H&S implications of any new services prior to launch. • Reviewing all current Risk Assessments. 	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	All	Review critical posts and activities to ensure continuity of service.	Additional training. Additional resource. Revised structure. Third party contracts.	Potential for reduced service levels.	Include in risk register if appropriate.
	Graham Leach	Retirement of the Chairman's attendant	Nil as budget allocated for team member	None	Unclear as confirmation of retirement date has not been given.
2. Skills, Training, Competency Needs	All	Completion of the PDPs as part of the appraisal process to enable the creation of a KSA matrix.	Align training needs to the available budget, also considering training required to deliver key projects	None	Ongoing updates throughout the year as a result of appraisals, 1-2-1, succession planning and specific area needs.
3. Service Changes – Demands on staff resource	All	Responding to and supporting business change throughout the	Unknown	Insufficient capacity to enable, implement and support effective change.	Include in the service area risk register.

		Council.			
Service Review	Tracy Dolphin	Review HR Team in line with response to demand and impact of Leisure changes	Possible salary saving or realignment of service to customer needs	Consideration of how we use the service and other options	Ongoing review to Dec 2017
Service Review	Tracy Dolphin/Sam Ingram	Review Media Team in line with response to demand and impact of Leisure changes	Possible salary saving or realignment of service to customer needs	Consideration of how we use the service and other options	Ongoing review to Dec 2017
Change to service delivery	Graham	Trial and potential introduction of Hybrid mail	Possible salary saving and efficiencies across the Council	Potential savings in terms of service delivery and improved performance for mail delivery. Changes in operation for sending mail.	Initial meeting with Hybrid for April 2016 to scope trial project.

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
Manage any mandatory budget reductions	Ongoing challenges to manage the consequences of budget reductions on service delivery.	£53,000	£0	£0
Payroll Savings	Overall review of impact of new Payroll system/Self Serve	Unknown		
Review of Members Allowances	At present no budget allocation for undertaking this work/ paying for re-numeration review panel.			

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
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Corporate Projects					
Digital by Design To assist in the definition and delivery of the DbD programme and to act as the project lead.	Ty Walter	Unknown – To be identified after the development of the action plan.			
ICT Governance & Management					
ICT Business Continuity Plan To continue to update ICT BC Plan in conjunction with the Civil Contingencies Officer to make it a stronger operational document.	Ty Walter	None			
Security & Compliance					
PSN CoCo Retain PSN CoCo compliance for Warwick District Council	Ty Walter				
Business Continuity Test To plan and undertake the annual ICT BC Test	Ty Walter	None			
Desktop Projects					
Evaluate and develop the Members' ICT Solution Work with Committee Services and members to enhance the members ICT experience	Lee Millest	£10,000 - £25,000			
To define the strategic direction for desktop computing. To review the current desktop provision and to align to service needs and to ensure it meets the Council's requirements for Different Ways of Working, including the	Lee Millest	£10,000			

new office accommodation.					
VMWare Horizon View Upgrade Roll out of VMWare Horizon View 6 VMs to replace all existing Virtual Desktops	Lee Millest	None			
Application Support Projects					
Corporate Development To deliver the projects authorised in the ICT Steering Groups development plan	Tass Smith	Service Area Budgets			
Infrastructure Projects					
Implement Session Initiation Protocol (SIP) Trunks SIP will improve telephone resilience, simplify future changes and reduce call costs.	Richard Bates	After transition costs, costs neutral.			
Evaluate Moving Email Routing via O365 Directing the Council's email stream directly to O365 should create additional resilience in the event of a disaster and also has the potential to reduce costs. E.g. removal of the on premise SPAM filter	Richard Bates				
Network Upgrade Due to the delays in the RSH move project, a significant proportion of the Council's network equipment will be out of support before any potential move takes place.	Richard Bates	£125,000			
SAN Replacement Replacement of the Council's main data store, including a review of resilience options.	Richard Bates	£110,000			
GIS Projects					

Rollout Civica Community Map Pro Migration of existing eGGP users to Community Map, including deploying Community Map Mobile and exploiting FIND IT for Internet users.	Mark Barnes	None			
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Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Electoral Services					
Boundary review To consider the Council's position in response to the agreed changes to the WCC divisional boundaries and implement any residual Parish/Town boundary changes as a result of the Community Governance Review	Graham Leach		At this stage none	Report to Licensing & Regulatory Committee early Autumn to consider way forward.	
Contracts Procurement for new contracts to deliver ballot papers, postal ballots, polling cards and electoral canvas.	Gillian Friar		Procurement team for advice and support	Spec for contracts with procurement Timetable for procurement awaited. Re-let contracts by May 2017.	
Civic & Committee Services					
CMIS (Committee Management System) APP To provide a paper identifying the potential savings from the purchase of the APP for use by Councillors and officers	Graham Leach	Costs unknown until the review is complete		Present paper to Deputy Chief Executive by June 2016 for evaluation	
Complaints To introduce the new complaints policy To amend the procedures for handling complaints within the Council	Graham Leach	None or funded within current budgets.		To be confirmed once recruitment to the team is completed September 2015 complete	

Appendix B – CXO Service Area Plan

				basic training for Corporate Support Team Leader	
Information Requests To complete the associated documents and process for data handling, and sharing To investigate an improved reliance for handling requests within the Council	Graham Leach	None Costs unknown until the review is complete		End March 2016 updated intranet End March 2016 Initial notice via meta compliance April 2016 Second notice via metacompliance Redraft relevant policies for Adoption in August/September October 2016 – Complete data retention policies for Chief Executive's Office September 2015 complete basic training for Corporate Support Team Leader	
Corporate Support Team					
Hybrid Mail To undertake a trial of Hybrid Mail and from this provide a paper identifying the potential savings from moving the provision of mail to this service delivery method	Janice Robbins	Potential savings from within the printing and postage budgets across the Council.	Changes to service delivery across the Council	Trial to be completed by September 2016 Report back to be completed by Early November 2016	
CMT Support To complete the trial of the support for CMT by the team and identify any changes required to this process.	Janice Robbins	Potential savings from vacant post.	Minimal as should be delivered without impact on others	Monthly Review meetings April and May. Conclusion of trial in June 2016	

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
HR					
People Strategy Review of People Strategy Action Plan as	Tracy Dolphin	Unknown until action scoped	Impact across levels of Staff and Manager	Review and scope Plan to SMT/Unions/ Members	June

Appendix B – CXO Service Area Plan

part of IIP , themes to include: <ul style="list-style-type: none"> • Leadership & Organisational Development • Workforce Planning & Performance • Learning & Development • Communications & Involvement • Equality & Diversity • Employee Well-being, Reward & Recognition 					
Equality & Diversity Working with partners to ensure Council is aware of its E & D responsibilities	Tarandeep Mahal/Tracy Dolphin/SMT	Actions to be planned within budget parameters	Awareness across the council of our responsibilities	Planned EQIA training Planned E & D training Update of reporting and monitoring data E& D agenda linked to People Plan for governance	2016/17 2016/17 June 16
Terms & Conditions Review	Sue Firminger/Project Board	£113 GF £45 HRA saving 2016/17 and 2017/18 £40,00 as part of Phase 2	All areas	Emp Com/Executive Committee Phase 2 of T & C's Review	March – June Implementation Implementation April 2017
Salary & Benefits Review	HR Senior Officers/ Tracy Dolphin	To be scoped for full impact Salary & Benefits Review to include benchmarking exercise and Reward/Recognition	All areas	Scoping in April/May 2016 for plan to be developed	April/ May

Service Area Plan 2016/17

Part 1 - Service Information/links to policy

Part 2 – Managing Service Delivery

Part 3 – Managing and Improving People

Part 4 – Budget

Part 5 – Managing Planned Changes/Projects

Service Area :	Development Services
Service Area Manager:	Tracy Darke
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Cllr Stephen Cross and Cllr Noel Butler

1 Purpose of the Services Provided

To provide a safe and attractive development, in the right place and at the right time in a timely manner, to meet the future needs of the residents, visitors and businesses within the district, whilst protecting the natural and historic environment.

Providing support to businesses in the town centres and rural areas together with attracting inward investment and encouraging growth.

To support the delivery of key corporate studies and projects.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>The development and implementation of policies that guide and direct housing, meeting the needs of the communities and ensuring the delivery of high quality residential environments.</p> <p>Provision of suitable sites for the delivery of housing to meet local housing need.</p> <p>Project feasibility for major corporate projects</p>	<p>The provision of a high quality responsive building control service</p>
Prosperity	<p>The development and implementation of a strategy for economic growth and inward investment into our district</p> <p>Supporting the delivery of key corporate projects to regenerate areas, encourage growth and support the wider prosperity of the district.</p> <p>Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need.</p> <p>Promotion of vital and vibrant town centres</p> <p>Management and operation of events</p> <p>Project feasibility for major corporate projects</p>	<p>Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district.</p> <p>The development and implementation of policies to support investment and growth.</p>
Safer Communities	<p>Assisting in the design process of developments to ensure that they provide safe environments for our communities.</p>	<p>Assisting in purple flag status.</p> <p>Ensuring development meets the requirements of the Building Regulations.</p>

	Adoption of Policies to enable community safety to be taken in to account in new developments	
Health and Well Being	<p>Supporting the delivery of development which supports and assists the health and well-being of our communities and encouraging investors and developers to incorporate such considerations into their proposals.</p> <p>Adoption of Policies to enable health and wellbeing to be taken in to account in new developments</p> <p>Project feasibility for major corporate projects</p>	The development and implementation of policies and guidance which support this. Providing a vibrant economy, creating additional jobs and consequently contributing to Health and Well-being.
Sustainability	<p>The provision of infrastructure through Section 106 contributions to provide community facilities</p> <p>Sustainability appraisal for all major site allocations and development strategy.</p> <p>Adoption of Policies to enable sustainability to be taken in to account in new developments</p>	<p>Policies through our local plan</p> <p>Building Control Regulations</p>
Involving Communities	<p>In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters. Ensure all stakeholders understand how to engage in the planning process.</p> <p>Joint working with communities to ensure</p>	

	<p>best outcomes as a result of HS2.</p> <p>Engagement with and assistance to business</p> <p>Project feasibility for major corporate projects communities in the district</p>	
Narrowing the Gaps	<p>Development of schemes such as Job Clubs and Local Labour agreements.</p> <p>Provision of Gypsy and Traveller sites to meet the needs of this community.</p> <p>Ensuring that there is adequate provision of affordable housing.</p> <p>Supporting regeneration schemes where these can support communities and tackle local deprivation.</p> <p>Project feasibility for major corporate projects</p>	<p>Ensuring that there is community cohesion when considering development proposals.</p> <p>Assisting in delivering better living conditions through high quality design</p>
Supporting Families	<p>Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.</p>	<p>Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.</p>
Rural Issues	<p>Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing</p>	

2 Managing Service Delivery

2.1 Service Overview

Summary of the main aspects of service delivery during the year

Service being delivered	Priorities	Service demand	
Development Management	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	2000+ planning applications per year	300 – 400 pre-application requests per year

	<p>Defending planning and enforcement decisions through the appeal process.</p> <p>Addressing harmful unauthorised development through planning enforcement.</p> <p>Protecting the historic heritage of the District through conservation work.</p> <p>Protecting important trees which provide the character of the District through TPO and related safeguards.</p> <p>Supporting the housing market through processing property searches.</p> <p>Monitoring of Section 106 contributions.</p>	<p>60 appeals per year</p> <p>Up to 500 complaints per year</p> <p>1800 full searches per year</p> <p>30-40 active agreements monitored per year</p>	
Planning Policy	<p>Implementing the Local Development Scheme, including the Local Plan</p> <p>Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements</p> <p>Supporting neighbourhood plans</p> <p>Working with partners in the sub-region to deal with sub-regional strategic policy and development</p>		Government requirements and response to longer term market forces
Economic Development	<p>Understanding & analysis of the local economy</p> <p>Active management and promotion of Town Centres through development and delivery of Town Centre Action Plans with key stakeholders</p> <p>Targeted sectoral interventions to enable growth and innovation</p> <p>Promotion of the District to attract and deliver Inward Investment opportunities</p>		

	<p>Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan</p> <p>Management of the Enterprise Projects and maximisation of their impact through exploring alternative delivery models</p> <p>Co-ordination and delivery of the authorities skills intervention</p> <p>Providing assistance to businesses, through Enterprise team and ED interactions and interventions</p> <p>ED policy development of the prosperity agenda</p>	<p>Approx. 100/year Businesses supported 160+ /year</p>	
Building Control	<p>Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry</p> <p>Providing expertise in dealing with dangerous structures, demolitions, safety at sports grounds.</p> <p>Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HIMO's</p>		
Corporate projects	<p>Undertaking feasibility and other studies to support Council decision-making on key corporate project.</p> <p>Working with partner organisations, landowners and developers to understand development opportunities.</p> <p>Undertaking stakeholders and public consultation as required to progress projects.</p>	<p>Projects have different milestones as set out in part 5 below.</p>	

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qtr. 1	2	3	4
Building Regulation Applications acknowledged within 3 working days				
Building Completion Certificates issued within 5 working days of final inspection (% overall)				
% of site inspections achieved on time or meeting customer requests				
Building Regulation applications determined within the statutory time period				
Dangerous structures attended to within 2 hours (imminent danger), within 24 hours (non-imminent danger) (% overall)				
Customer questionnaires returned satisfied with Building Control service (% overall)				
Number of planning applications determined within the statutory timeframe (%)				
Time taken to process minor amendment/discharge of condition applications (no. of average days)				
% of planning applications refused permission				
Number of pre-application enquiries responded to on time (%)				
Time taken to validate all types of applications (no. of days average)				
Time taken to resolve enforcement enquiries – se charter (no. of days average)				

Number of dwellings granted planning permission				
Number of dwellings with extant planning permission				
Number of years housing land supply (annually)				
Employment land with extant planning permission (hectares)				
Use class B employment land granted planning permission (hectares – annually)				
Number of new businesses created or attracted to area (via ESIF programme or Enterprise assistance)				
Number of new jobs created (via ESIF programme or Enterprise assistance)				
Number of businesses utilising Enterprise facilities who have expanded (either internally or externally)				
Customer questionnaires returned satisfied with Enterprise facilities and services (upon exit)				
Annually, the percentage of all corporate projects (as identified by SMT) that successfully complete the feasibility stage and move to formal project management stage				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4
Occupancy levels of property – optimal rent income V actual (%)				
Number of neighbourhood plans designated				
Number of neighbourhood plans adopted				
Amount of S106/CIL contributions to be paid (£)				
Percentage of S106/CIL contributions paid but not yet spent (£)				
Appeal decisions contrary to WDC decision				
Time taken to determine planning applications (no.				

of days average)				
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2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	Regular budget monitoring, Training of budget managers Better day to day management of budgets, ie. PO's/invoice	Monthly
Procurement	Close working with procurement officers in improving procurement processes	DS Team meeting: July, Oct, Jan, April
Contract Management	Ensure Contract Register is updated regularly. Follow up any actions following report to Finance and Audit Scrutiny in June 2015	DS Team meeting: June, Sept, Dec, March
Audits	Internal audits programmed in the year: <ul style="list-style-type: none"> - Building Control - Business applications (IT) - Conservation Check audit plan and ensure actions are implemented	
Risk Register	Regular review of register at management meetings Local Plan identified as significant risk (red). Mitigation to be put in place.	DS Team meeting: May, August, Nov, Feb
Service Assurance	Procurement/Contract register management training	
Corporate Health & Safety	Health and Safety Assessments to be regularly checked and updated	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Tracy Darke	Planning for career development and any loss of staff through retirement. Planning for more generic planning and administration roles	Within existing budgets	Support from HR	On-going
2. Skills, Training, Competency Needs	Service area managers	Develop a service area training plan from appraisal PDPs	Budget for training needs to be adequately resourced to support officers, in particular those doing professional courses	Finance	
3. Service Changes	Tracy Darke/Service area managers	Skilling the teams to enable them to be more flexible to change Working differently supporting a work/life balance	Within existing budgets Within existing budgets	None None	On-going On-going

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
2.5% discretionary budget reduction	On-going challenges to budget managers to address savings without affecting service delivery	£21,900	£21,900	
Cost of significant appeals as a result of the local plan	Estimate based on 15/16 impact	£150,000(approx)	£100,000(approx)	£50,000(approx)
Additional work following the outcome of the local plan	May require topping up reserves for further up to date evidence work	£120,000		
Review of Building Control salaries due to difficulty in recruiting as directly competing with the private sector	Building Control account is ring-fenced and service has to be cost neutral – report to be done Sept 2016	tbc	tbc	tbc

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Introduction of Accredited Agents Scheme	Gary Fisher	None	None	Oct 2016
Local Plan Adoption	Chris Elliott/Dave Barber	Significant cost in the preparation of the local plan examination and adoption. Significant financial opportunities to fund infrastructure	Neighbourhood Services, Culture and Housing. Significant financial opportunities to fund infrastructure	Submit modifications in May/June. Examination hearings in Autumn 2016. Adoption Spring 2017
CIL charging schedule	Dave Barber	Significant financial opportunities to fund infrastructure	Significant financial opportunities to fund infrastructure	Submit modifications in May/June. Examination hearings in Autumn 2016. Adoption Spring 2017
CIL Transition Project	Dave Barber	Cost 71pprox.. £10,000. Significant financial benefits expected by ensuring effective collection of CIL	Will require input from Finance	Commence Autumn 2016. Complete on adoption of Local Plan
Delivering significant housing schemes in the district	Dave Barber	Fund for monitoring contributions.	Will involve Housing, Neighbourhood and Cultural Services	MOUs for urban extensions by Autumn 2016. Other specific milestones predominantly driven by planning applications.

Develop and implement the IDP	Dave Barber	Significant financial benefits expected by ensuring effective collection of CIL	Neighbourhood and Cultural Services	To align with the local plan
Gypsy and Traveller DPD	Dave Barber	There may be costs associated with establishing sites	Housing	To align with the local plan
Review of development monitoring	Dave Barber	None	Joint working with Finance	On-going
FFF priorities linked to the prosperity plan to ensure business growth/inward investment related partnerships are maximised	Bill Hunt/Tracy Darke	Implementation costs	All service areas	End 16/17
Outcome of the Housing and Planning Bill	Tracy Darke	unknown	Housing, Finance	tbc
Embedding redesign to ensure staff are aware of their priorities and are effective in achieving them	Tracy Darke	None	Housing, Culture, CE	End 16/17
Marketing of Building Control service	Phil Rook	From Reserves (agreed by Exec)	None	Completed by Oct 16
Alternative delivery model for Enterprise	Gayle Spencer	unknown	All support services	Project commencement Sept 16. Implementation earlier 17/18.
Review Events service to focus resources on events that add the greatest value	Dave Barber (plus BM Policy ad Development)	None	Culture; Community Protection	March 2017
Purchase of land at Europa Way for housing (incl. affordable housing) and other uses incl. stadium	Chris Elliott / Tim Hepworth	Potentially £26m (HRA) and up to £10m (general fund) for	Housing, Finance, Culture	Decision on whether to proceed to next stage - April 2016

		purchase of stadium.		
HQ relocation project (incl. redevelopment of Covent Garden car park)	Bill Hunt / Duncan Elliott	£300k corporate revenue savings projected from Q.3 2018. Project costs being met by the LLP. WDC budget (for Project Mgr.) currently being sought.	All service areas	Executive 20.4.16 for next stage work. Planning application to be submitted Dec 2016. Executive July 2017 seeking full commitment to project. Building works to commence Sept 2107. New HQ offices open Oct 2018.
Regeneration at Leamington railway station	Bill Hunt / Philip Clarke	None in 16/17. £200k to fund acquisition of new car park (likely required in 18/19)	Housing, Neighbourhood Services	Land agreements signed June 16 Commence on site July 16 Completed 18/19.
Creative Quarter	Bill Hunt / Duncan Elliott	£4k Procurement advertising budget only at this stage.	Culture, Neighbourhood Services	OJEU developer procurement to commence in June 2017. Co-operation agreements with developer to be signed in Dec 2017. Further programme yet to be determined.
Leamington town centre vision and strategy	Bill Hunt / Duncan Elliott / Philip Clarke	None	All service areas	Initial meeting to be held April 16 Completed April 17.
Lillington regeneration feasibility work	Andy Jones / Philip Clarke	£30k to support further technical work. May require further £25k to	Housing, Finance, Neighbourhood Services	Report on further feasibility work to Executive autumn 16 (subject to progress of Housing & Planning Bill)

		support public consultation during 16/17.		
Kenilworth Public Service Centre	Chris Elliott / Tim Hepworth	None	None	Project on hold during 16/17 pending completion of Neighbourhood Plan by Kenilworth Town Council (est. completion Sept 17)
2 nd Warwick Sea Scouts HQ	Chris Elliott / Tim Hepworth	Grant of £50k has been agreed.	Neighbourhood Services, Cultural Services	Watching brief only. On hold whilst the Sea Scouts undertake fundraising.

Service Area Plan 2016/17**Part 1 - Service Information/links to policy****Part 2 – Managing Service Delivery****Part 3 – Managing and Improving People****Part 4 – Budget****Part 5 – Managing Planned Changes/Projects**

Service Area :	Finance
Service Area Manager:	Mike Snow – Head of Finance
Deputy Chief Executive:	Andrew Jones
Portfolio Holder(s):	Councillor Peter Whiting

1 Purpose of the Services Provided

- To seek to ensure that the Council's finances are well managed, in accordance with best practice whilst ensuring best value and value for money is always obtained.
- To ensure that suppliers can do business with the Council and be able to tender fairly on an equal basis along with all other prospective businesses.
- To provide sound and understandable financial advice and a responsive support service to enable members and officers to make the right decisions and to ensure the Council's services are properly managed.
- To seek to provide assurance that all risks are being properly managed and controls are in place.
- To provide the right benefits that claimants are due at the right time.

1.1 Linkages to Sustainable Community Strategy

	Direct Contribution	Indirect Contribution
All Themes	The support services within Finance (Accountancy, Audit/Risk, Procurement, FSTeam), and Council Tax/Business Rates directly and indirectly contribute to all the themes by providing finance and support services for the Council's services.	

	Direct Contribution	Indirect Contribution
Prosperity		Benefits and Procurement assist in providing funding which will circulate in the local economy.
Health and Well Being	By assisting tenants with their housing, Benefits is contributing to the health and well-being of those households.	Council Tax Reduction
Sustainability		
Housing	Benefits service assists tenants afford their homes	Council Tax Reduction
Safer Communities		

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand	
Accountancy	Budget/Council Tax Setting	Ensure council tax and budget setting complies with legislation, meets Council priorities and is within available resources.	Statutory Requirement	
	Budget Review	To monitor income and expenditure on an on-going basis and assess implications for medium term financial strategy, reporting regularly to SMT and members.	11 Budget Review Reports to SMT, 5 Reports to Executive	
	Final Accounts	Ensure annual accounts closed down correctly and promptly. Production of Annual Statement of Accounts within statutory deadlines. Liaison with external auditors.	Statutory Requirement	
	Treasury Management	Manage the Council's investments to minimise risk whilst securing the optimum return. Manage the Council's cashflow and borrowing. Funding the Council's Capital Programme.		£60m invested as at 31/3/2016

	Service Being Delivered	Priorities (with Justification)	Service Demand	
	Financial advice	Advise officers and members of the financial implications of proposed actions and decisions and provide appropriate challenge.		
	Financial Planning	Forecast the Council's income and expenditure for the General Fund and Housing Revenue Account as part of the Medium Term Financial Strategy and HRA Business Plan.		
	Parish/town council support	Arrange payments to parish/town council in respect of concurrent services and grants in respect of council tax.		
Audit & Risk	Internal Audit	Provision of comprehensive internal audit service for management in line with the Internal Audit Strategic Plan.	Statutory requirement.	
	Risk Management	Promote and advise on good risk management across the authority.	Statutory requirement. Effective corporate governance.	
	Insurances	Ensure that the Council is appropriately insured in the provision of its services and manage any resulting claims.	Effective corporate governance.	
	Investigations	Undertake ad-hoc internal investigations on behalf of management.	Effective corporate governance.	
Benefits & Fraud	Housing Benefits	Assessment and payment of claims for housing benefit in line with DWP scheme.	Changes processed p.a New claims determined p.a	25,500 2,100
	Council Tax Reduction	Assessment of council tax reduction claims in line with Council's scheme.	Changes processed p.a New claims determined p.a	18,000 2,200
	Fraud investigation	Undertake investigations into fraud against the council in respect of services such as council tax, business rates, house lettings. Promotion of fraud awareness.		
	Customer Service Team	Take Revenues, Benefits and Switchboard telephone calls	Service calls pa Switchboard calls	45,000 estimate 12,000 estimate
Exchequer	Collection of Council Tax	Maintenance of council tax records, award of reliefs, calculation of	Council tax payers	61,000

	Service Being Delivered	Priorities (with Justification)	Service Demand	
		tax due, billing and recovery thereof.	Reliefs & discounts	22,500
	Collection of Business Rates	Maintenance of business rates records, award of reliefs, calculation of rates due, billing and recovery thereof.	Business Rate payers Reliefs & discounts	4,700 2,500
	Recovery of CT, BR and Benefit overpayments	Take appropriate action to recover sums due to the Council, including use of magistrates courts.	Summonses Reminder notices Collectible per annum	6,000 25,000 £150m
	Payment of suppliers	Arrange payment to suppliers for goods ordered.	Transactions Paid to suppliers	10,000 £48m
	Recovery of sundry debts	Raise sundry debt accounts for sums due to the Council, and recovery thereof.	Transactions Collected pa	17,200 £7.7m
	Rural and Urban Capital Initiatives Scheme	Manage the Council's RUCI scheme, making recommendations to Executive on grant awards, payment and monitoring of awards agreed.	Budget Applications per annum	£150,000 10-12
Procurement	Manage corporate procurement	Review and develop the Council's approach to procurement, management of the Council's Procurement Strategy and completion of the Procurement Action Plan.		
	Maintain contracts registers	Work with officers across the Council to ensure that the Council's contract register is correct, is duly published, and contracts within the register are appropriately managed.	Approx 400 contracts on Contracts Register	
	Lead/advise on procurement and tenders	Advise and assist officers in the procurement of goods and services in line with the Council's Code of Procurement Practice and EU Regulations.		

2.2 Measures

Key Corporate Measures –

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Average number of days from receipt of all				

information to determine new benefit/reduction claims.				
Prompt payment of invoices within agreed payment terms				
Unqualified audit statement on Statement of Accounts				
Average number of days from receipt of all information to determine changes to benefit/reduction claims.				
Timely and informed Budget and Financial Forecasts				
Number of Benefits/Revenues calls to Customer Service Centre.				
Efficient & timely CTax processing (Age of oldest item) Days				
Efficient & timely NNDR processing (Age of oldest item) Days				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
Sundry Debt balance outstanding over 90 days				
Numbers of transactions – orders, creditor invoices, sundry debtor invoices				
Council tax collection rate				
NNDR collection rate				
Business Rate Growth (Rateable Value)				
Completion of Internal Audit Plan (percentage variation to profiled plan)				
No of Outstanding appeals (Business Rates)				

2.3 Managing Risk

Risk	Planned Actions/Mitigations during year	Comments
Budget	<ul style="list-style-type: none"> Regular budget monitoring Achievement of 5% savings target for 2016/17 	
Procurement	<ul style="list-style-type: none"> Management of corporate procurement Continue provision of Procurement training workshop 1 and roll out workshop 2 (contract management). Attendance of key officers at in-house training Maintenance of Finance and Council Contract Register 	
Contract Management	<ul style="list-style-type: none"> Attendance of appropriate officers on Contract Management training. 	
Audits	<ul style="list-style-type: none"> Internal Audits of various Finance functions scheduled for year in accordance with Internal Audit Plan. External Audit of Statement of Accounts and grant claims. 	
Risk Register and Risk Management	<ul style="list-style-type: none"> Risks reviewed at management team meeting and on on-going basis Quarterly risk register review with portfolio holder. Risk Management Action plan being formulated for 2016/17 based on recent external review of Risk Management. 	
Service Assurance	<ul style="list-style-type: none"> Actions arising out of Annual Service Assurance Statement include: - Provision of Procurement training Update of Business Continuity Plan 	
Business Continuity Planning	<ul style="list-style-type: none"> BCP to be update to reflect changes in customer contact arrangements. 	
Corporate Health & Safety	<ul style="list-style-type: none"> Completion of H&S Assessments. 	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Head of Service and Divisional Managers	Encourage training, coaching etc of staff assist them to maximise their potential and roles within the organisation.		Support from HR	On-going
2. Skills, Training, Competency Needs	Head of Service and Divisional Managers	Formal staff training / professional qualifications to encourage them to maximise their potential.	Cost of professional training courses.	Support from HR	Staff commencing formal training. Staff completing formal training.
	Divisional Managers	On-going CPD training for staff.	Met out of existing budgets.		On-going, March 2017
	Procurement Manager	Organising Corporate Procurement advanced training	Met out of existing budgets.	Support from Learning & Development Officer	Dec 2016
	Procurement Manager	Contract management training	Met out of existing budgets.	Support from Learning & Development Officer	October 2016
3. Service Changes – Demands on staff resource	Benefits & Fraud Manager	Review of Benefits Team senior structure in light of Universal Credit and service demands.	TBC	Support from HR.	Staff consultation process. December Employment Committee.

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
	Exchequer Manager	Review of Generic working	TBC	Support from HR.	Staff consultation process. December Employment Committee.
	Procurement Manager	Review Procurement staffing resources against workload and agree requirement and how to implement.	Use of existing budget plus potential call upon Service Transformation Reserve.	Support from HR	Agree approach June 2016

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2016/17	2017/18
Need to achieve 5% savings 2016/17	Not achieving savings will increase savings to be found across the Council, with potential impact upon services.			
Potential reductions in Government grants/subsidy above reductions currently projected.	Will increase savings requirement of Council and potential impact upon service provision.			
Court fees income continuing to be volatile.				
Benefits/Benefits Overpayments -				

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Review of Concurrent Services and parish support	Strategic Finance Manager	Potential savings £145k.		Paper to PFH and Leader. Potential subsequent Executive report.	Exec report 27 July
On-line Returns - Live roll-out to RSC and Leisure Centres. Investigate use of OLR for other services.	Strategic Finance Manager	N/A	Culture, Neighbourhood	Rollout for Spa Centre Leisure Centres training Leisure Centres. Roll out. Assess other services for consideration (John Atkinson, Meadow, Car Parking) Training and implementation	April May June October
Arrange investment in Equity Funds in line with 2016/17 Investment Strategy	Strategic Finance Manager	Potential increased investment income		Discuss at Benchmarking Meeting. Acquire Training/knowledge gathering. Engage Capita for Selection of Fund Managers Identify available Deposits, open Account	May Autumn December
Plan for Early Closure of Accounts – inc 2015/16 de-cluttering, improved electronic WPs, planning for 2017/18 closedown.	Strategic Finance Manager	N/A	All services will be required to be committed to earlier deadline for provision of financial information in line with the Final Accounts timetable	2015/16 closedown Lessons learned Audit observations re 2015/16 2016/17 Detailed Timetable (will have sub-milestones) Discussions with Auditors	June July + Sept December Jan-Mar
Support Service budget and allocations review as a result of Leisure Centre operational management changes	Strategic Finance Manager	Savings should be sought in line with charges made to leisure centre operations.	All Support service units allocating to leisure centres, ie mainly Culture, Finance, HR, ICT	Finalise projected savings and budget analysis Discussions with affected Service Areas Agree reductions and SMT	April May/June August

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
				Report 2017/18 Base Budget. Savings built into Budgets in line with changes in leisure centre operations.	December
Re-write HRA Business Plan Model	Strategic Finance Manager	N/A	H&PS	Base Budget report, February 2017 Rent and HRA Business Plan Executive reports	December 2016
Budget Review – increase corporate subjective monitoring	Strategic Finance Manager	N/A	All	SMT Budget Review Report, Q1, Executive Budget Review report July 2016	July 2016
Review of Council Tax Reduction Scheme in light of Universal Credit	Benefits & Fraud Manager	N/A	Front line, ICT	Proposals for consultation to Exec Changes agreed by Council to implement 2017/18	27 July Jan
Review of development monitoring by Visiting Officers	Benefits & Fraud Manager	TBC	Development Services	Initial discussion with Dev Servs Further actions TBC	By end June
Auto-matching for Creditor invoices – implement across Council	Exchequer Manager	N/A	DMC, All Services	Agree PID Go Live	April Sept
Council Tax “Self Serve” (Open Channel) module business case	Exchequer Manager	TBC	Front line	Business Case	June
Cost Audit by third party of selected corporate supplies	Exchequer Manager	TBC	All services likely to be impacted.	Appointment of consultant Landline invoices priority.	July
Progress actions from January 2016 Risk Management Review	Audit & Risk Manager	N/A	All Services	Progress in line with agreed action plan	March 17
Progress actions from April 2016 Internal Audit Review	Audit & Risk Manager	N/A	All Services	Progress in line with agreed action plan	On-going
Review usage being made of Procurement System with a view to its use being made across the Council in managing contracts, updating	Procurement Manager	N/A	All Services	Phase 1 – contract input Phase 2 planning/feasibility	April-June June

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
contracts register and procuring services.					
Social Value – agree corporate approach and priorities for Social Value	Procurement Manager	N/A	CMT and all services	SMT report	September 2016
Procurement Training for officers across the Council	Procurement Manager		All Services		
Procurement Strategy Action Plan	Procurement Manager	N/A	All Services	As laid out in Action Plan presented to F&A March 2016	

Service Area Plan 2016/17**Part 1 - Service Information/links to policy****Part 2 - Managing Service Delivery****Part 3 - Managing and Improving People****Part 4 - Budget****Part 5 - Managing Planned Changes/Projects**

Service Area :	Health & Community Protection
Service Area Manager:	Marianne Rolfe
Deputy Chief Executive:	Andy Jones
Portfolio Holder(s):	Moira-Ann Grainger

1 Purpose of the Services Provided

Purpose – To protect individuals and the community from harm, improving their health & wellbeing and the quality of the environment.

I want protection from practices, nuisance, infection and pollution which could have an adverse effect; and support for the disadvantaged in the community towards improving health & wellbeing. This includes:-

- Effective and fast response to environmental health, nuisance, animal welfare and public protection issues.
- Effective use of regulatory and licensing controls to ensure business practices are appropriate and comply with legislation and guidance
- To provide high quality services which support sustainable development, mitigate flood risk, maintains safety & security in the public domain and delivers effective solutions to meet the customer's needs.
- Support for local community and voluntary sector engagement, in particular for the most disadvantaged communities.
- Making my neighbourhood feel safer.
- In the event of Civil Emergencies, a quick and co-ordinated incident response with recovery, help & assistance to the community, whilst still being able to access Council services.
- Prompt and professional advice for businesses on legislative issues related to food safety, health & safety and environmental emissions; and to individuals across a wide range issues affecting health & wellbeing
- A dog warden service providing effective control over stray dogs and dog fouling
- A pest control service providing prompt and effective response to pest infestations having a public health significance, at low or no cost to those on low income

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>Health & Wellbeing Lead Officer working with staff with regard to 'making every contact count' and other H&W issues.</p> <p>Joint working on Priority Families county-wide programme and Anti-social behaviour issues.</p>	<p>Some overlap through Health, Safer Communities and Sustainability agendas. Determining where best to put new housing outside of flood risk areas.</p> <p>Designing out crime from new developments</p>
Prosperity	<p>Regulatory Services work directly with local businesses providing advice and guidance.</p> <p>Seeking Purple Flag accreditation to support the evening economy</p> <p>Heads of Service Group working with LEP towards 'Better Business for All' agenda.</p>	<p>Encouraging greater use and diversity of our town centres attractions in a safer environment through the tackling of the issues below in the Safer Communities section.</p>
Safer Communities	<p>Lead responsibility for this priority.</p> <p>Licensing and enforcement of premises and taxis. ASB interventions</p> <p>Resilience to ensure safe & secure Events programme of WDC and third party events across the District.</p> <p>Community Safety multi agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership, namely;</p> <p>Individuals, parents, householders, vehicle owners and business owners to take greater responsibility. The Community Safety Partnership will work with the voluntary sector and Neighbourhood Watch to reduce the opportunity</p>	

	<p>for crime and disorder.</p> <p>To mitigate against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners</p>	
Health and Well Being	<p>Lead responsibility for this priority.</p> <p>Much of the work of the department has a direct link to health & wellbeing. There are strong links with the new Health agenda</p> <p>Mitigating flooding to property in flood risk areas. Quick and co-ordinated response with remedies to any Civil Emergency incident and recovery help & assistance.</p> <p>To promote greater responsibility including a good neighbour guide and Going Out & Staying Safe.</p>	
Sustainability	<p>Lead responsibility across the Council for this priority.</p> <p>Public Confidence Agenda</p> <p>Promoting Parish Emergency Planning</p> <p>Civil Contingency and Flood Management work</p>	<p>Ensure new developments adopt sustainable urban drainage techniques</p> <p>The design & construction new Council projects where they add value and meet invest to save criteria.</p>
Involving Communities	<p>Community Partnership Team (CPT) works with voluntary and community sector, managing grants and funding for voluntary and community sector.</p> <p>Support for Community Forums.</p>	General service delivery
Narrowing the Gaps	<p>Particularly in relation to the health & wellbeing agenda and health inequalities.</p> <p>The work of the CPT on Financial Inclusion</p>	
Supporting Families	<p>Particularly in relation to the health & wellbeing agenda and health inequalities.</p>	General service delivery

	The work of the CPT on Financial Inclusion Priority families partnership work	
Rural Issues	The work of the CPT in administering funding and grants towards rural inequality etc. Rural Community Forums	General service delivery

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand/Service Requests	
Community Partnership Team	Support for Community forums	7 Locality areas Dealing with grant applications and monitoring delivery and spend	4 a year for 5 of these 3 for others	Meetings and administration activities
	Voluntary and Community sector funding support	Monitoring VCS main funded contracts		
	Small grants	Dealing with XX grant applications Monitoring delivery of projects		
	Community Development Work	Two CDWs in the community. Working out of 4 community hubs Support for corporate projects eg Lillington regeneration		
Environmental	Civil Contingencies	Work to support statutory local authority duties as Category		

Appendix F – Health & Community Protection SAP

Sustainability Section	1 responder.		
	Review and testing of Emergency Plan and Business Continuity Plans	-	Annual Review
	Representing the Council at Warwickshire LRF Tactical Group and chairing the LRF Communications Sub-Group	-	Monthly meetings
Engineering	Review of planning applications to assess flooding impact	-	
	Land drainage complaint investigation and enforcement	-	
	Civil engineering support for Council projects	-	
	Flood mitigation work. Working on major schemes.	-	Liaison with EA to produce a scheme for St Johns Brook
	Management of pumping stations and trash screen clearance	-	Monthly
Corporate Health & Safety	Programme of H&S Audits within the year	10	Internal audits of services or processes
	Review and ongoing updating of H&S policy and procedures	-	
	Accident investigations reports		Numbers of incidents reported
	Monitoring, review and reporting on management systems	-	
	Training and induction	30	Number of training sessions delivered
Sustainability	Roll out of strategic plan actions	-	
	Heat Network Mapping project		Project plan timetable
	Energy Efficiency identification of projects and schemes	-	
	Investigation of options for renewable energy projects	-	
	Working with Planning to review climate change and sustainability policy	-	
Environmental Protection	Advice to Planning on Environmental Protection issues	-	
	Expert noise input on HS2	-	As required

Appendix F – Health & Community Protection SAP

		Contaminated Land advice and monitoring	20	Requests for detained site information
		Investigation of complaints relating to commercial and industrial premises	200 80	Noise Air/smoke
		Monitoring of air quality – Operation of monitoring stations and equipment, preparation of reports as required by legislation.	60 (approx.) 3	Diffusion tubes Monitoring sites
		Advice to Licensing as a 'responsible authority' (public nuisance)	-	
Regulatory Section	Food Safety	Food business inspection programme as part of FSA agreed work plan	639 400 50 197	Planned inspections Revisit FHRS rescore requests Non planned inspections
		Investigation of food complaints	15	Food complaints etc
		Food Safety advice, enquiries, registrations, hygiene complaints etc	484	Total number not accounted for in other categories
		Response to imported food notifications	50	
	Health & Safety Enforcement	Interventions (visits for a variety of reasons)	100	Interventions
		Complaints and enquiries	172	
		Accident reports	100	
	Licensing	Dealing with licensed Premises (Application, Variations, meetings and inspections)	650	
		Dealing with Taxi Licenses	473 397+ 66	Driver licences Vehicle licences Operators (Private hire and Hackney combined)
		Dealing with complaints and enquiries	300	
		Personal treatment registrations	20	
		Temporary Event Notices	500	Applications
Safer Communities Section		CCTV	13,000 (approx.) 350	Incidents observed Arrests due to CCTV

Appendix F – Health & Community Protection SAP

			support
	Crime & Disorder - Includes support of Community Safety Partnership, Operational Group with support for action plan in reducing violent crime. Organise 4 x Operational Your Town, Your Choice events in July, September, December and March. Tender for the weekend Street Marshal Service (September) and carrying out Domestic Homicide Reviews.	-	
	Dog Warden Service	160 165 160	Stray Dogs Dog Fouling Others
	Domestic Noise	480	
	General Nuisance/Accumulations	150	
	Lead agency in tackling Anti-Social Behaviour reducing incidents, reducing the risk of 80% of high risk cases and producing new policy following legislation.	100 140	Perpetrator cases with warning letters sent. Victim profiles created.
	Dealing with planning applications	100	
	Support for Community Safety Partnerships	-	Attendance at meetings, preparation of data and reports etc
	Licensing Policy – Amendments and updating of policy areas		Purple Flag Accreditation Gambling Act review SEV
	Permitting of polluting businesses (EPA Part 1)	37	Number of permits currently
	Pest Control Service	1,365	enquiries and requests for treatment
	Public Health Funerals	10	Tender for public health funerals (September)

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Average time taken to resolve noise nuisance service requests				
Average time taken to resolve pest control, dog warden and nuisance (excl. noise) service requests				
% Food businesses with '5' score in Food Hygiene Rating Scheme				
% Food businesses which are 'broadly compliant'				
Reduce the risk of 80% of all ASB victims assessed as high				
To reduce the number of violent crimes across the District				
Number of actions delivered in support of the Council's strategic approach to sustainability & climate change.				
Percentage of monitoring sites exceeding national air quality standards (measured quarterly).				
Percentage of Planning consultation requests responded to within target time.				
Number of initial inspections undertaken of hackney carriage private hire fleet per quarter (Target 40)				
% premises compliant with their license at compliance visit				
Overall % of Community Forum spent				
Overall % of Small grants spent (2 rounds per annum)				
Number of community groups in receipt of grant				
% of VCS spend (6 monthly)				
Number of community initiatives supported				
% of Community Forum priorities delivered				

Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
% Requests for Service received responded to within target time				
% Requests for service received completed within target time				
To increase the No of arrests from CCTV incident information				
To increase the No of crime incidents observed by CCTV Control Room				
% actions within the Financial Inclusion Partnership completed on track				
% actions within the HIWEB action plan on track				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> Regular budget monitoring Delivering service within budget further savings 	
Procurement	<ul style="list-style-type: none"> Attendance of key officers at in-house training 	
Contract Management	<ul style="list-style-type: none"> No Contracts for renewal during the year Deliver H&S training in relation to contract monitoring 	

Appendix F – Health & Community Protection SAP

Audits	<ul style="list-style-type: none"> • Internal audit of Climate Change • Internal audit of Food Safety • Internal audit of Crime & Disorder • Internal audit of CCTV Service • Internal audit of Corporate H&S • Intra-Authority audit of Food Safety • Peer Review of Health & Safety • British Standard 7958 Management & Operation of Closed Circuit Television 	
Risk Register	<ul style="list-style-type: none"> • Regular review at management meetings 	
Service Assurance	<ul style="list-style-type: none"> • Actions arising out of Annual SA document include: - • Amendment of customer measures • Refresher training in procurement and finance procedures, where appropriate • Review of Community Partnership Team following WCC funding changes • Update of Business Continuity Plan 	
Corporate Health & Safety	<ul style="list-style-type: none"> • H&S audit programme • Training schedule • Satisfactory completion of Corporate Compliance Group actions. 	

Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 47.4 FTE posts in the department.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Marianne Rolfe	Developing new post holders			
	Marianne Rolfe	Review of any vacant posts			1 st September 2016
2. Skills, Training, Competency Needs	Marianne Rolfe	Ongoing CPD requirements for professional and technical staff.	Within budget	In liaison with H/R	March 2017
	Regulatory Manager	Competency training to meet Food Standards Agency requirements & HSE requirements	Within budget	N/A	Ongoing
	Marianne Rolfe	Meeting development needs of new postholders			
	Marianne Rolfe/Ian Carden	Organising Corporate H&S training	Within budget	In liaison with H/R and other service areas	March 2017

3. Service Changes –					
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Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
Review of Community Forums and Forum Grants	Within self-financing Licensing budget	-	-	-
Delivery of Sustainability projects	Heat Network Mapping. Budget already in place.	£15,000 - £20,000	-	-

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
St John's Warwick – Flood mitigation project	Environmental Sustainability Manager	Not known	Finance Neighbourhood	Response to decision by Environment Agency	TBC
Review of Community Partnership Team linked to review of Community Forums	Marianne Rolfe & Andrew Jones	Not Known			Sept 2016
Purple Flag Accreditation	Jayne Bailey	None	Development Services	Submission of application	March 2017

Appendix F – Health & Community Protection SAP

Civil Contingencies – Programme of training and exercises to be delivered to staff and members	Sam Collins/Environmental Sustainability Manager	Within budget	Corporate		March 2017
Health & Wellbeing <ul style="list-style-type: none"> Wellbeing Charter accreditation progress Walking for health scheme for staff 	Rob Chapleo	Not known	Cross-cutting		June 2016
Sustainability policy project <ul style="list-style-type: none"> Heat network mapping studies Roll-out of use of E-vehicles 	Environmental Sustainability Manager/ Susan Smith	Agreed in budgets	Cross-cutting work. Need for regular updates to SMT	Heat Network – Business case Implementation of E-Vehicles project	March 2017
Re-acting to budgetary pressures following corporate decisions	Marianne Rolfe	Not known	Unknown	Unknown	March 2017
Total mobile/scanning	Regulatory Manager	Within existing budget	Within existing budget		March 2017
Contribution to Lillington regeneration project.	Marianne Rolfe/CPT	Within existing budget	Corporate project	Unknown	
Contribution to major corporate projects – eg Relocation	Marianne Rolfe	Not Known	Corporate project	Unknown	

Service Area Plan 2016/17

Part 1 - Service Information/links to policy

Part 2 – Managing Service Delivery














Part 3 – Managing and Improving People

Part 4 – Budget




Part 5 – Managing Planned Changes/Projects

Service Area :	Housing & Property Services (v8E)
Service Area Manager:	Andy Thompson
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Councillor Peter Phillips

1 Purpose of the Services Provided

-  Support the economic and social sustainability of Warwick District by directly developing affordable homes for sale and Council-owned homes to rent and, where necessary enabling alternative housing providers to develop affordable homes
-  Support long term economic prosperity and community stability by helping people buy and keep a home of their own
-  Maintain the value and utility of the Council's corporate and housing assets through cost effective and timely repairs and maintenance
-  Assist the appraisal, planning and delivery of the Council's construction projects and asset management strategies
-  Provide technical advice, assistance and support in the scoping, development and delivery of corporate asset-related projects
-  Effective management of municipal tenancies to help create and support stable and sustainable households and communities
-  Effective management of services to the Council's residential leaseholders
-  Maintain a financially viable municipal landlord service (Housing Revenue Account) timely collection of all income due to Housing & Property Services, prudent management of all expenditure and pro-active asset management.
-  Support people to have independent lives by providing sheltered housing accommodation, Lifeline Services, Disabled Facilities Grants and for Council tenants an Aids and Adaptations service
-  Encourage and support decent standards of housing in the private rented sector by licensing Houses in Multiple Occupation and taking enforcement action to deal with sub-standard privately rented properties
-  Help people to find and keep a home by providing effective housing advice and homelessness services
-  Support stable and mixed communities by using the Council's Allocations Policy to make the most beneficial lettings of Council-owned properties and nomination of tenants to housing associations
-  Help rural communities to remain viable and able to support local services and employment by encouraging the development of affordable homes

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p> Providing more homes</p> <ul style="list-style-type: none"> • Encourage the provision of affordable homes, to buy and to rent Helping people find, keep and enjoy a home • To support & prevent homelessness at the earliest opportunity, to allocate in a fair way affordable housing. • Help older people remain living independently for longer by developing the Council's 24/7 Lifeline Service and the Council's five Sheltered Housing schemes. • Help create co-ordinated and coherent services for vulnerable people through pro-active participation in 'Warwickshire Cares – Better Together' and the Housing Related Support Steering Group. <p> Improving homes and neighbourhoods</p> <ul style="list-style-type: none"> • Cleaner and more attractive neighbourhoods are being supported by the Neighbourhood and Estates team, • Continue to maintain a programme of Disabled Facilities Grants (private properties) and Aids & Adaptations (Council homes). • To raise the standards of accommodation to a level acceptable to the Council and residents we will continue to support a Landlords' Forum and maintain the capacity and capability to take legal action to resolve problems. <p> Council homes</p> <ul style="list-style-type: none"> • The Council directly provides 5,500 homes which accounts for 10% of all homes in the district. • To develop a better understanding of both the desires of our tenants and the condition of our homes, we have introduced Pre-inspections of Repairs.. 	

Jobs, Skill and Economy	<ul style="list-style-type: none"> Job Clubs are hosted and supported in Lillington at Southern Court 	<ul style="list-style-type: none"> The Council is helping release household income for spending in the wider economy where it can contribute towards increasing and sharing prosperity. This is achieved by reducing housing costs including letting the majority of the Council's own properties at social rents.
Safer Communities	<ul style="list-style-type: none"> We reduce anti-social behaviour by having the Tenancy Enforcement Officers work alongside the Community Safety Team and sharing capacity and skills. 	<ul style="list-style-type: none"> Using Secured by Design doors and windows in municipal homes has reduced the effects of crime.
Health and Well Being	<ul style="list-style-type: none"> Our housing investment programme will keep all Council-owned housing at the Decent Homes Standard We help to reduce the number of admissions to hospitals and care homes and help people return home more quickly after receiving treatment by carrying out aids and adaptations and providing Disabled Facilities Grants. Over 3,000 older and vulnerable people are able to remain living longer in their own home, delay the need for nursing care and return home more quickly after receiving treatment thanks to the Council's 24/7 Lifeline Service. 	<ul style="list-style-type: none"> The Council continues to offer secure tenancies to all tenants. Secure tenancies offer the security needed by households to invest in their homes and communities, build healthy lives and avoid disruption to family life. Our Housing Advice, Tenancy and Housing Support Officers work in partnership with the NHS, Public Health, the Alcohol and Drug Support Services, to support our tenants to choose healthier lifestyles. In support of health and sanitation, Housing & Property Services (H&PS) provide public conveniences across the district.
Sustainability	<ul style="list-style-type: none"> Ongoing energy management of our housing schemes and the installation of renewable energy initiatives will further reduce fuel and energy costs for our tenants. The new homes development at Sayer Court is being built to extremely high energy efficiency standards and includes a biomass boiler. Significant reductions in energy costs to the Council have been securing by installing two commercial Biomass Boilers, one at Oakley Wood Cemetery and one at the Tannery Court sheltered scheme. 	
Involving Communities	<ul style="list-style-type: none"> To help people make the most of their homes, we will continue with the Service Visits programme, introduced in 2015-2016, in which every tenant will be visited once every three years. neighbourhoods and well-kept homes. Housing policy and practice is being developed with oversight and support from the Housing Advisory Group, which represents residents, tenants and Councillors from across the Council. 	<ul style="list-style-type: none"> H&PS provide community centres situated across the district to serve both older residents and the wider community.
Narrowing the Gaps	<ul style="list-style-type: none"> The Council's support for low cost home ownership (in autumn 2015 the Council completed its first directly 	

	provided shared ownership homes – 15 in total) helps narrow the gap between those who own property and those who hitherto may not have been able to make such an investment in the future security of their household.	
Supporting Families	<ul style="list-style-type: none"> H&PS is hosting the Warwick District Priority Families Programme officer. 	
Rural Issues	<ul style="list-style-type: none"> The Council directly provides affordable homes in many villages in the district. 	

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with Justification)	Service Demand (Annual figures based on out-turns for 2015-2016 unless otherwise stated)	
Providing homes	Make a strong and meaningful contribution to wider social and economic prosperity by encouraging the development of affordable homes to buy and to rent in the district, by the Council and other providers.	Number of planning applications required for comment	31
		Number of affordable homes developed (council/non-council)	186
	Encourage effective investment in housing and property services by making sure that the Council is up to date on and able to take advantage of local, regional and national legislation, policies and opportunities.		
Helping people find, keep and enjoy a home	Help people whose circumstances preclude them from finding a home on the open markets	Total number of applicants on Home Choice	3,563
		Total number of lettings (council) & nominations (housing association) made	385 – WDC figures (Figures not held for housing associations)
	Prevent people from becoming homeless or when that is not	Total number of homeless	180

	possible help them find a new place to live as quickly as possible by providing a homelessness service that is compliant with the legal requirements placed upon the Council to help those who are homeless.	acceptances per year	
	Support social and household stability by helping people, who are for whatever reason unable to buy or rent homes in the open market, secure and retain suitable and affordable homes by providing tailored and relevant advice and assistance. For those who can afford market rents but are unable to raise deposits, we offer a rent bond scheme.	Total number of advice and assistance approaches per year	715
	Reduce the time people have to spend waiting for a new home and reduce income loss to the Council's landlord service by letting empty homes to new tenants as quickly as possible	Total number of voids per year	360
	To help people make the most of their homes, we will continue with the Service Visits programme, introduced in 2015-2016, in which every tenant will be visited once every three years.	Total number of visits per year	928
	Support residents with disabilities to live as independently, safely and comfortably as practicable in their homes by providing aids and adaptations for tenants of the Council and the statutory Disabled Facilities Grant (DFG) programme for people whose homes are privately owned or in some cases when their landlord is a housing association	Total number of Aids and Adaptations (Council) and DFGs (private) completed per year	WDC – 172 Private – 521
	Support independent lifestyles to help older people live and participate in their local neighbourhoods by providing and developing the Lifeline Service	Number of Warwick Response clients	3423
Improving homes and neighbourhoods	Increase the quality of life for individual households by encouraging higher standards of property maintenance and management by private landlords in both non licensable and licensable Homes in Multiple Occupations (HMO's). Ensuring that all (HMO's) which by law require a licence are issued with one and that they are renewed as necessary. (NB: There is no duty to register a non-licensable HMO so the data held cannot be relied upon as an accurate representation).	Total number of licensable HMO's in the district	330
		Total number of non-licensable HMO's in the district	Estimated number 920 non licensable HMO's
	Increase the quality of life for individual households by encouraging higher standards of property maintenance and	Total number of service requests per year	529

	management by private landlords by responding positively to complaints and concerns raised by residents about the quality of their homes.		
	H&PS respond to reports of Gypsies and Travellers settling on unauthorised sites such as country parks, highway and privately owned land, taking direct action in respect of land owned by the Council and supporting with advice encampments on land owned by other landholders.	Total number of service requests per year	31 separate unauthorised encampments in 2015/16.
	Help residents to live in safe, peaceful and pleasant environments by providing proactive and effective estate management and reducing anti-social behaviour	Anti-social behaviour incidents reported	138
	Encourage stable and popular neighbourhoods by helping tenants maintain their homes and tenancies in accordance with their tenancy agreements		
Council homes	Maintain the Council's ability to continue to provide its landlord service by making sure that all income due to the Council is collected promptly.	Total annual rent roll (HRA)	£25,911,000
	Make sure that the Council can continue to provide decent homes at a reasonable cost by developing and delivering an evidenced and needs-lead planned maintenance programme.	Total Value of Planned Maintenance Programme	£132,600– (Planned Works Priority Code)
	Increase the quality of life for individual households by making sure that all the homes provided by the Council are maintained to a good standard.	Value of Responsive and Void investment per annum	£2,739,000 (Day to Day Repairs, Void Repairs)
		Total number of repairs completed per year	18,388
	Make sure that tenants of the Council are safe in their homes by making sure that all properties provided by the Council are fully compliant with all statutory requirements for gas, electric and asbestos.	Total number of gas and electrical safety checks completed per year	Gas – 4712 Electric - 1697
Looking after the Council's assets	Support overall financial viability of the Council by effectively managing and reducing the Council's need for energy to operate its assets and buildings.	Total energy and utility costs	£1,213,000 (Electric, Gas & Water)

	Support the development and delivery of the Council's Asset Management Strategy		
	Support the maintenance and continued utility of the Council's corporate assets	Total value of responsive repairs to corporate assets	£5,502,000
Service Administration and Improvement	Shape and design housing and property related services offered by the Council to be relevant and of use to clients (internal and external) through ongoing client and tenant engagement and research.		
	Provide the evidence to allow for effective deployment of resources and creative development of policy and practice by administering, analysing and reporting on performance.		
	Maintain the day-to-day ability of the H&PS to operate effectively by administering the service's income and expenditure, including rental income from our tenants, services charges from our leaseholders and Right-to-Buy.	Total number of tenancies and leaseholder accounts	Tenancy – 5468 Leaseholder – 574
		Total number of Right-to-Buy applications	116

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services				
Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qrt 1	2	3	4
Providing more homes				
Number of empty homes brought back into use as a consequence of PSH team activity (Benchmark: 1 per quarter)				
Total number of affordable homes completions				
Finding, keeping and enjoying a home				
Total number of people registered with Home Choice				
The average number of days applicants remain in Band 1				
The average number of days it took to let each property (Benchmark: 33)				

The percentage of decisions on each homelessness case accepted within 33 days (Benchmark: 75%)				
The average number of weeks each homeless applicant spends in temporary accommodation (Bed and Breakfast) (Benchmark: six weeks)				
The average number of weeks each homeless applicant spends in temporary accommodation (Self Contained) (Benchmark: six months)				
Total number of Tenancies which have received a Bi-Annual Tenancy Update Visit (Benchmark: 60 per quarter)				
Percentage of older tenants received annual Service Support Visit (Benchmark: 100%)				
Percentage of calls to Lifeline answered within one minute (Benchmark: 97.5%)				
Commercial Income earned by Lifeline (Benchmark: £60,000 in 2016-2017)				
Percentage of visits in which an officer arrived within 45 minutes				
Improving homes and neighbourhoods				
The percentage of private sector housing service requests resolved within target				
The number of Homes in Multiple Occupation Licences which were relicensed				
The average number of days to deliver disabled adaptation (Benchmark: 150 days)				
Council homes				
Number of routine repairs requests which were completed on time (Benchmark: 90%)				
The percentage of repairs requests that were subject to a recall (Benchmark: 1%)				
Number of emergency repairs requests which were completed on time (Benchmark: 97%)				
Percentage of gas service inspections completed within 12 months (Benchmark: 99.9%)				
Percentage of dwellings with an electrical safety test (Benchmark: 98.5%)				
Percentage of dwellings with an asbestos management survey (Benchmark: 95%)				
Total Rent Arrears as % of rent debit (Benchmark: 2.8%) (To be reviewed in August 2016)				
Tenants seven or more weeks in arrears (Benchmark: no more than 575)				
Corporate Asset Management				
Number of routine service and repairs requests which were completed on time				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Viability of the HRA Business Plan	<ul style="list-style-type: none"> • Maintain close liaison with trade bodies (e.g. ARCH¹) and professional bodies (e.g. CiH²) on the detail of housing policy changes arising from the Housing & Planning Bill and changes to the social security system. • Review and revise the HRA Business Plan. 	
Budget Management	<ul style="list-style-type: none"> • Monthly review of H&PS budgets with Portfolio Holder • Regular budget review meetings between all H&PS budget holders and accountants • To improve budget and cost management, all payments (with the exceptions of energy bills) to migrate to Active H 	
Procurement	<ul style="list-style-type: none"> • The following contracts will be procured during 2016/17: <ul style="list-style-type: none"> ○ Rural Footway Lighting – Maintenance and replacement (ends October 2017) ○ Energy supply to the Council (electricity)(ends 30.09.16) ○ Maintenance and Servicing of Fire Fighting Equipment (ends 31.03.17) ○ IT System for Management of Housing Stock Information (ends 31.03.17)(to be renewed for three years to allow for long term review of future system options) 	
Contract Management	<ul style="list-style-type: none"> • Quarterly reviews of Contracts Register at Housing & Property Management Team meetings. 	
Audits	<ul style="list-style-type: none"> • Internal Audits scheduled for 2016/17: <ul style="list-style-type: none"> ○ Housing Repairs & Maintenance (systems for commissioning and paying for repairs) ○ Business Applications – MIS Housing and Corporate Property (integrity of system management) ○ Affordable Housing Development Programme ○ Council House Sales ○ Energy Management (procurement of energy supplies) ○ Plant Maintenance (management systems) ○ Asbestos Management 	
Risk Register	<ul style="list-style-type: none"> • Review of the Risk Register in September 2016 	
Service Assurance	<ul style="list-style-type: none"> • The Housing Advisory Group which includes elected members and tenant representatives considers and advises Housing & Property Services on policy and practice relating to the way the Council discharges its duties and responsibilities. • Procurement, Budget Management and Contract Management training to be provided as necessary to all budget holders. 	
Corporate Health	<ul style="list-style-type: none"> • The Corporate Compliance Group chaired by Health and Community Protection 	

¹ ARCH: Association of Retained Council Housing

² CiH: Chartered Institute of Housing

& Safety	considers all corporate compliance matters. Representatives of Housing and Property Services contribute to technical and legislative discussions.	
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Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Abigail Hay	Continued review capacity of Housing Advice and Allocations service to cope with increasing demand (homelessness)	To be assessed	HR may be needed to support any establishment changes that may be necessary	
	Matt Jones	Continued review of Asset Management team resources (capability and capacity) to meet realistic service demands	To be considered as part of each recruitment	HR. Client service areas may have to programme projects around H&PS resource availability	
2. Skills, Training, Competency Needs	Andy Thompson	Procurement and Total Training for all budget managers	Corporate Budget Training	None	As necessary for new team members
	Andy Thompson	WDC Appraisal Training for managers	Corporate Budget Training	None	June 2016
	Andy Thompson	Contract Management Training for all contract and budget managers	Corporate Budget Training	None	As necessary for new team members
	Matt Jones, Abigail Hay,	Maintain professional development, including CPD for Asset Management team	Corporate Budget Training	None	As necessary to maintain professionally accredited competencies
	Jacky Oughton	Develop the capability of the Housing Support Team to provide services to a wider range of clients	Corporate Budget Training	None	March 2017
3. Service Changes	Andy Thompson	Housing Futures – review of the HRA Business Plan and Housing Strategy (incorporating Homelessness Strategy)	To be assessed	HR may be needed to support any establishment changes	Preferred options agreed: December 2016 Implementation: March 2017

	Jacky Oughton	Loss of Housing Related Support (Supporting People) Grant from Warwickshire County Council (WCC) from July 2016	HRA Business Plan can fund current provision until June 2017.	HR may be needed to support any establishment changes	Proposed changes to the management of sheltered housing schemes and designated dwellings will be presented December 2016.
	Matt Jones	Review of housing repairs and voids delivery model and selection of preferred model for future service from March 2018	Not yet known	None at present but may require support from Procurement Team and HR	March 2017
	Matt Jones	Continue to contribute technical advice and assistance to current corporate and housing projects and future projects, be agreed in the Asset Management Strategy	Additional resources may be required	Not yet known	Continuous
	Abigail Hay	Future delivery of Aids & Adaptations/DFGs – including consideration of Warwickshire-wide or South Warwickshire service delivery options	Not yet known	Not yet known	Recommendation of preferred delivery option: August 2016 Implementation: March 2017




Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
General Fund				
Identify 5% savings on discretionary budgets	Ongoing challenge to find savings without impacting upon statutory service delivery	-£8,200 (Target set for H&PS General Fund)	TBA	TBA
	Ongoing challenge to reduce the Council's need for energy	-£43,000 (Target set for Corporate Fuel)	TBA	TBA
	Ongoing challenge to maintain the utility of the Council's assets	-£53,200 (Target set for Corporate R&M)	TBA	TBA
Medium term financial strategy	To identify how Housing & Property Services is able to contribute towards achieving the Council's savings targets whilst	Unknown	Unknown	Unknown



savings	maintaining statutory services. This will include (but not be restricted to) exploring joint service proposals across Warwickshire in the areas of Lifeline, homelessness and private sector housing and the most efficient way of providing temporary accommodation.			
Housing Revenue Account				
Funding the Right to Buy for Housing Associations	The extension of the Right to Buy to tenants of Housing Associations will be funded through a levy imposed on local authorities that remain landlords. The financial impact of this policy will have a negative impact on the HRA. The Council will also be under a duty to consider the sale of higher value properties, if it so wishes, to help fund the cost of the levy.	Unknown but could be in the region of £4,850,000	Unknown but could be in the region of £4,850,000	Unknown but could be in the region of £4,850,000
Pay-to-Stay	From April 2017, tenants with a household income of more than £31,000 per annum will be required to pay a higher rent. The government will impose on the Council a levy equivalent to the amount of additional income that it believes the Council will collect. The Council may not be able to collect the additional rent due but will remain liable for the full amount of the levy.	Not applicable	Unknown but could be in the region of £785,000	Unknown but could be in the region of £785,000
Mandatory use of short term tenancies	The Housing and Planning Act will compel local authority landlords to only offer short term tenancies, of between two and five years. There will be additional costs of reviewing and either renewing or ending such tenancies.	Not applicable	Not applicable	Unknown could be circa £85,000
Social security changes	Local Housing Allowance (LHA) rates and caps will now apply to social housing tenants which may lead to additional rent arrears.	Unknown	Unknown	Unknown
	Universal Credit will roll out over the next three years. In pilot areas, rent arrears have increased to circa 9%. A revised Rent Arrears Policy for 2016 will mitigate this risk.	Unknown	Unknown	Rent arrears could increase by £1.5m
Housing Related Support	WCC is to end in July 2016 its current Supporting People grants. The Council will by March 2017 have been restructured to align expenditure with the reduced funding.	£0	£482,000 from 2016-17 budget	£482,000 from 2016-17 budget
Construction sector inflation rates	Construction sector inflation rates are increasing above the normal CPI and RPI rates of inflation, presenting the risk of additional costs as current contracts are linked to inflation rates.	Unknown	Unknown	Unknown
Rent reductions	In the July 2015 Budget, a reduction of 1% per annum in rents for all social housing providers was announced. This will run for four years, starting 2016-17.	£8.5m over four years compared to income predicted in original HRA Business Plan in 2012		
Impairment – Dwellings and Land	Under the terms of the 2012 Self Financing Settlement agreement the ability to 'reverse out' impairments for the	Unknown. Any impairments will depend upon the number and value of new homes and land the		

	difference between the market and social value of affordable homes and land is only in force until March 2017. If this ability is not extended beyond this date, the liabilities on the HRA of such impairments may exceed its capacity to fund them.	Council may decide to provide and/or purchase.
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Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Providing More Homes					
 Housing Futures Research and complete a new Housing Strategy for the Council (taking account of the impact of the Housing and Planning Bill on planning policy and financial capacity, economic development and socio-demographic change in the district)	Abigail Hay	None	Financial Services Development Services		Adopted March 2017
 Housing Futures Investigating the best way of financing the development of homes by the Council	Andy Thompson	Not yet known	Financial Services	If approved by Council, CDC established – March 2017	March 2017
			Legal Services	Review the HRA Business Plan to determine the capacity of the Council to finance new social rented homes	December 2016
 Housing Futures Make sure the Council's financial support for affordable housing is directed where it most effectively supports the Council's wider housing outcomes, including the viability and sustainability of its own landlord service	Abigail Hay			Review W2 partnership to determine what kind of relationships are needed to deliver affordable housing	November 2016
Helping People Find and Enjoy a Home					
Introduce revised Housing Allocations Policy	Abigail Hay		ICT Services		June 2016
Reduce overall cost to the Council, simplify management and reduce risks of providing temporary accommodation for those who are	Abigail Hay	Increased homelessness may	Legal Services Procurement Team	Service changes agreed (for implementation in 2017-2018)	March 2017

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
homeless. This will be achieved through a review of the way the Council provides temporary accommodation.		increase need for resources			
Review and redesign of services to sheltered and designated dwellings for tenants aged over 60	Jacky Oughton	Not yet known	Financial Services HR	New services structure ready for 2017-2018	March 2017
Develop Lifeline Services to expand service to new markets and use new technology.	Jacky Oughton	Not yet known	Financial Services HR	Implement new Housing Related Support Services	March 2017
Engage with the CWLEP and health	Andy Thompson				Ongoing
Improving Homes and Neighbourhoods					
Improve the quality of life for people who are disabled by speeding up the pace at which Aids and Adaptations (A&As) and works funded by Disabled Facilities Grants (DFGs) are delivered. The resilience of the Council to deliver this statutory service needs to be high.	Abigail Hay	GF: Not yet known HRA: Not yet known	Financial Services	Preferred delivery model in place	March 2017
			Legal Services		
Help develop and improve council-tenant relationships and increase our understanding of what is important by driving forward the second year of Annual Tenancy Visit Programme.	Jacky Oughton	HRA: None	None	One third of tenants to have been visited by the end of 2016-2017	March 2017
Introduce the Neighbourhoods and Estates Service to improve day-to-day management of estates where the Council is the most significant landlord.	Jacky Oughton	GF: None HRA: None predicted	None		July 2016
Improve the quality of estate management, on estates where the Council is the majority landlord, by understanding local priorities.	Abigail Hay	HRA: None predicted	Neighbourhood Services	Estate Walkabout programme	
Improve the quality of life in urban communities by encouraging better management of HMOs.	Abigail Hay	GF: Not yet known	Neighbourhood Services Development Services	To be linked to outcome of Overview & Scrutiny Committee's Task & Finish Group reviewing the Council's approach to HMOs.	TBA
Help low-income owner-occupiers with essential repairs by reviewing and introducing a targeted grants/loans policy	Abigail Hay		Take account of priorities agreed by Warwickshire Cares	Introduce new policy	March 2017

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
			– Better Together		
Council Homes					
Reduce overall expenditure on day-to-day repairs and voids by regaining control over repairs pre-inspections to specify works and pro-actively manage costs.	Matt Jones	GF: None HRA: None		Complete transition from Open Book Accounting to Schedule of Rates based pricing model	April 2016
				Introduction of pre-inspections for repairs and voids	April 2016
				Introduce monthly budget targets for repairs and voids expenditure	April 2016
 Housing Futures Improve the efficiency of the way the Council maintains its housing stock	Matt Jones	GF: None HRA: None		Complete 100% Stock Condition Survey Report	September 2016
				Long term HCIP approved	March 2017
Review housing repairs and voids delivery models and decide on preferred model for future service	Matt Jones	GF: None HRA: None	Procurement Team – if external providers are to be considered for any elements of service provision or materials supply	Review delivery models and select the preferred option for WDC	October 2016
				Develop implementation programme for selected model	December 2016
				Implementation plan for new model in place April 2018	March 2018
 Housing Futures Secure cost effective future maintenance and management of homes by the Council	Andy Thompson	GF: None HRA: None	Financial Services Legal Services	Review and amend the HRA Business Plan to retain for the Council the ability to maintain and manage its homes	March 2017
Target HRA housing investment where it can deliver the highest quality homes now and in the future by reducing the Council's exposure to high cost properties.	Andy Thompson	GF: None HRA: None	Financial Services Legal Services	Council Housing Asset Management Policy approved	July 2016
Looking after the Council's Assets					
Contribute to the development of the Councils Corporate Asset Management Strategy by	Matt Jones	Unknown	Cultural Services, Neighbourhood	Subject to progress of the Asset Steering Group in	June 2016

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
supporting the Asset Steering Group and providing technical and strategic advice, data and information.			Services, Health & Community Protection, Development Services	securing adoption of the Council's Asset Management Strategy	
Provide construction and property services to support Corporate Projects, including HQ Relocation, Housing Development, Royal Spa Centre, Leisure Centre Refurbishment, Racing Club Warwick, Car Parks, Open Spaces	Matt Jones	Unknown	SMT		Ongoing
Develop the Council's approach to compliance with next elements of Metering and Billing Regulations	Matt Jones	TBC	Cultural Services, Neighbourhood Services, Development Services, Housing & Property Services		Dec 2016
Develop the Councils approach to compliance with the minimum energy efficiency standards	Matt Jones	TBC	Cultural Services, Neighbourhood Services, Development Services		March 2017
Work with CMT and SMT to align Asset Management resources and projects.	Andy Thompson Matt Jones	None	SMT	Draft work programme for 2016/17 for consideration in May 2016	Continuous
Service Improvement and Administration					
Tailor the design and delivery services to the needs of clients through continual engagement and feedback and a comprehensive understanding of how services are received	Abigail Hay	None	ICT SG: Support in securing external support for this work.	Introduction of feedback-by-text for all repairs works	July 2016
				Develop the role of the Housing Advisory Group (HAG)	March 2017
Manage financial risks to the HRA	Jacky Oughton	None	Legal Services –	Implement revised Arrears Policy	September 2016

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
			ICT Services	Introduce Rental Exchange scheme	December 2016

Service Area Plan 2016/17**Part 1 - Service Information/links to policy****Part 2 – Managing Service Delivery****Part 3 – Managing and Improving People****Part 4 – Budget****Part 5 – Managing Planned Changes/Projects**

Service Area :	Neighbourhood Services
Service Area Manager:	Rob Hoof
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Cllr David Shilton

1 Purpose of the Services Provided

To provide a range of front line services that have a direct impact on making the district a great place to live work and visit including:-

Waste Collection

As the designated Waste Collection Authority the Council is responsible for providing a range of waste collection and recycling services.

Street Cleansing

As the designated Litter Authority the Council is responsible for ensuring that street cleansing is carried out across the District.

Grounds Maintenance

Responsible for the provision of good quality parks and open spaces across the district contributing to a high quality local environment, promoting healthy lifestyles, and supporting a range of local activities.

Off-Street Car Parking

Providing car parks that meet the needs of residents, workers and visitors to the District, in order to support the local economy.

Bereavement Services

Providing burial and cremation services to residents of the District and beyond.

One Stop Shops

Providing access to a range of WDC and WCC services through the provision of local one stop shops.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>Grounds maintenance and cleansing operations on housing areas delivered by external contractors and managed by the Area Officers.</p> <p>Review of poor quality open spaces may identify sites that would be suitable for housing development.</p>	Working with Housing Officers and tenants to identify a range of issues that impact on the quality of the local environment.
Prosperity	<p>Provision of sufficient car parking spaces for shoppers and visitors.</p> <p>Encouraging visitors to the district's destination parks with associated benefit to the local economy.</p>	Inclusion of apprenticeship schemes as part of Waste / GM contract re-let based on local employment via the contract.
Safer Communities	The provision of a Ranger Service, as an operational resource, which provides signposting for customers, enforcement powers and a key link with other agencies such as the police.	Via work undertaken by Area Contract Officers with community forums aimed at keeping the district clean and safe.
Health and Well Being	Implementing the Green Space Strategy and Play Area Improvement Programme, improving the quality of parks, play areas and open spaces, encouraging greater use by all parts of the community.	<p>Supported by encouraging the use of parks and open spaces for events and leisure activities.</p> <p>Maintaining a clean and safe environment. Effective waste management policies and collection arrangements.</p>
Sustainability	<p>WDC contributes to the Warwickshire Waste Partnership which aims to increase the level of reuse and recycling and minimise the amount of waste going to landfill/incineration.</p> <p>Introducing more environmentally friendly horticultural practices, and development of wildlife habitats in partnership with the Warwickshire Wildlife Trust.</p> <p>Supporting the delivery of a green travel plan, and use of electric vehicle charging points in car parks.</p>	Investigating opportunities with WCC and other organisations to use/recycle waste using existing and emerging technologies.

2 Managing Service Delivery

2.1 Service Overview

	Service Being Delivered	Priorities (with Justification)	Service Demand	
CS1	Waste Collection	WDC is the designated Waste Collection Authority. Collection of residual waste in wheeled bins/sacks, bulk collections, clinical waste, commercial waste, and events	No. of collections per annum	4 Million
			Income	£450k per annum
CS2	Recycling Services	Required to meet English Recycling Targets, collection of dry recyclables, green/food waste, bring banks, recycling from flats and schools.	WDC Recycling rate	56%
CS3	Street Cleansing Operations	WDC is the designated Litter Authority. Cleansing of parks open spaces and highway land at various frequencies across the District. Removal of fly tipping, graffiti and fly posting.	Carried out 365 days a year	Supported by Rapid Response Teams
CS4	Car Parking Management	Provision of off-street car parks, managing income and parking enforcement. Managed service on behalf of Royal Priors Shopping Centre.	3 multi storey and 24 surface car parks	Income £2.9 million per annum
CS5	Grounds Maintenance	Grass cutting, shrub bed maintenance, hedges, highway verges	Area maintained	550 Hectares
CS6	Children's Playgrounds	Maintenance of children's play equipment.	Checked weekly	49 No.
CS7	Ranger Service	Generic role that encompasses operational activities in parks and open spaces, signposting for residents and visitors, supporting community groups and other agencies, and enforcement.	Ranger Posts	13
			Supervisors	2
CS8	Abandoned Vehicles	Removal of abandoned vehicles from public land.	Reported each year	Approx. 200

	Green Space Development			
GS1	Project Management	Projects to improve the quality of parks, open spaces and playgrounds	Planned this year	7 no.
GS2	Technical Role	Management of the technical aspects of the parks service including, bowling green maintenance, sports pitch maintenance, bedding, sustainable planting, tree and woodland management, and nature reserves. Advice provided on planning applications/ 106 agreements, planning policy, commuted sums and delivery of open spaces on new developments.		
GS3	Strategy Development	Development of management plans, policies and procedures that underpin the future provision and quality of green space in the district.		
	Bereavement Services			
BS1	Oakley Wood Crematorium	Provisions of cremations, woodland burials and garden of remembrance in a peaceful and tranquil setting.	Burials Cremations Income	280 per annum 1800 per annum £1.4 million per annum
BS2	Cemeteries and Closed Churchyards	Legal obligation to maintain if not carried out by other bodies.	No.	7
	One Stop Shops			
OS1	Warwick, Leamington, Whitnash, Kenilworth, Lillington	Provided jointly with Warwickshire County Council in order to give residents access to both district and county services in one place.	Visits	75,000 per annum

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Number of off-street parking Penalty Charge Notices (PCN) issued.				
Number of appeals received as a % of PCNs issued				
Response time in days to PCN challenges.				
Proportion of parking appeal decisions upheld at adjudication.				
Percentage of waste collections not completed as scheduled.				
Percentage of waste collections rectified within specified period				
Percentage of bins, bags and boxes delivered within 5 working days				
Percentage of enquiries responded to by Contract Area Officers within 5 working days				

Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	Qrt 1	2	3	4
Percentage of serviceable play equipment in use				
Percentage of street cleansing operations completed as scheduled				
Percentage of rescheduled street cleansing operations completed within specified period				
Percentage of grounds maintenance operations completed as scheduled				
Percentage of rescheduled grounds maintenance operations completed within specified period.				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<p>Monthly budget monitoring by managers and accountants.</p> <p>Continual monitoring of income and revising projected outturn.</p> <p>Continual review of service delivery and identification of savings, efficiencies and sources of additional income.</p>	
Procurement	<p>Procurement of specialist contractor to carryout structural repairs to St. Peters and Covent Garden multi-storey car parks.</p> <p>Procure specialist advice for the design and costing of a new multi-storey car park at Linen Street.</p> <p>Day to day discussions with Procurement Team</p> <p>Updating and review of the NS Contract Register</p>	<p>Support needed from the procurement team/Property Team and specialist consultants.</p> <p>As required</p> <p>Ongoing</p>
Contract Management	<p>Use of performance measures</p> <p>Joint inspections</p> <p>Health and safety audits</p> <p>Monthly contract liaison meetings</p> <p>Annual partnership meetings</p> <p>Customer enquiries/complaints</p>	<p>Monitored monthly</p> <p>Throughout the year</p> <p>Throughout the year</p> <p>With the 3 major contractors</p> <p>With the 3 major contractors</p> <p>Monitored daily</p>
Audits	<p>Open Spaces</p> <p>Bereavement Services</p> <p>Grounds Maintenance</p>	

Risk Register	<p>Reviewed every 3 months across all areas of service.</p> <p>Reviewed every 3 months with Portfolio Holder</p> <p>Reviewed annually by Finance & Audit</p> <p>Representative on the Corporate Risk Management Group</p> <p>Key risks included within Service Plan and Team Operational Plans</p> <p>Included within corporate management information</p> <p>Current Key Risks for Neighbourhood Services are:-</p> <p>Issues relating to multi-storey car parks New chargeable service for waste receptacles Bereavement Service ICT system failure/replacement and associated records data. One stop shop review, insufficient staff and provision of incorrect information. Health and safety of contractors used on Green Space projects.</p>	<p>Management Team Agenda Item</p> <p>Part of Portfolio Holder Briefing</p> <p>July 2016</p> <p>Head of Service</p> <p>Shared corporately and with Members</p> <p>Reviewed quarterly by SMT</p>
Service Assurance	Included in Service Assurance Statement	
Corporate Health & Safety	<p>Completion of new style Fire Risk Assessments across all corporate buildings</p> <p>NS has a representative on the Corporate Health and Safety Group</p> <p>Possible inspection by Health & Safety Executive on waste services</p> <p>Planned health and safety audits.</p>	<p>FRA undertaken by Building Control and logged on Assessnet with allocation of actions.</p> <p>No current issues highlighted</p> <p>Part of national inspections programme</p>

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning	Pam Chilvers	Review staff structure of Bereavement Services	TBC	None	To commence in June 2016 with proposals by the end of 2016
	Rob Hoof	Identify resource required to support the various car park improvement projects.	TBC	To work closely with Development Management, Housing and Property Services and Cultural Services	Executive Report in June 2016 Employment Committee Report June 2016
2. Skills, Training, Competency Needs					
	Tracy Dolphin	Contract Management training – to ensure all contract managers aware of responsibilities	Corporate training budget	Working with L&D Manager	
	Rob Hoof	Carryout review of NS management team skills/behaviours	None	Working with L&D Manager	

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2017/18
Replacement of waste receptacles	New charging policy from June 2016	£78k Income projected	£78k Income projected	£78k Income projected
Repair of St. Peters Multi Storey Car Parks	Use of surplus car parking income to help support cost of car park repairs.	£120k	£70k	£70k
Repairs to Covent Garden Multi-storey car park.	To be funded from the Car Parks Reserve	£300k	£0	£0
Demolition and possible replacement of Linen Street multi-storey	No current budge provision for these costs.	TBC	TBC	TBC
Feasibility study for new car park	Funded from Car Park Reserve	£20k	£0	£0
Ongoing structural inspections of Linen Street multi-storey car park.	Funded from Car Park Reserve	£12k	£0	£0
5% saving on discretionary budgets identified	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	£29k	£0	£0

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Repairs to St. Peters multi-storey car park	Gary Charlton	£120k	None		
Manage closure of Linen Street Car Park and look at replacement options.	Gary Charlton	£32k	None		
Support the Riverside House relocation project including the repairs to Covent Garden Car Park.	Gary Charlton	£300k	None		
Develop Car Parking Strategy for the District	Rob Hoof	To be confirmed	Development Management	Draft report to Members Consultation	July 2016 Aug to Nov 2016
Pump Room Gardens Phase 2	Dave Anderson	£995k HLF grant Total project value £1.4m	Increased number of events. Supports Planned Property Maintenance Programme		April 2016
Review of One Stop Shops	Andy Jones	To be confirmed	To be confirmed	Complete review and make recommendations.	Sept 2016

Appendix H – Neighbourhood Services SAP

<p>Green Space Strategy Projects</p> <ul style="list-style-type: none"> • Redland Recreation • Cubbington Waterworks • Wych Elm Drive • Villiers Street • Ebourne Rec • Priory Pools • Dragon Cottage 	Dave Anderson	Approx. £410k	None	<p>Milestones for each individual project including:-</p> <p>Project planning Consultation Procurement Installation Handover</p>	March 2016
<p>Review Council policies/strategies including as:-</p> <p>Tree and woodland strategy Tree management policy Signage policy</p>	Dave Anderson	TBC	None		
<p>Review public open space/play facility provision to understand what is affordable going forward.</p>	Rob Hoof	TBC	<p>Cultural Services Health & Community Protection Development Management</p>		March 2017
<p>Implement new Bereavement Services ICT system</p>	Pam Chilvers	TBC	None	TBC	TBC

Appendix I - Annex

Conditions of the multi-year settlement

The Government will offer any council that wishes to take it up a four-year funding settlement to 2019-20. This includes:

- Common Council of the City of London
- London borough councils
- district councils
- county councils
- Council of the Isles of Scilly
- Greater London Authority
- metropolitan county fire and rescue authorities
- combined fire and rescue authorities.

The Government is making a clear commitment to provide minimum allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan.

What the offer includes

On 9 February we provided summaries and breakdown figures for each year to your s151 Officer. From those figures the relevant lines that are included in the multi-year settlement offer, where appropriate, are:

- Revenue Support Grant;
- Transitional Grant; and
- Rural Services Delivery Grant allocations.

In addition, tariffs and top-ups in 2017-18, 2018-19 and 2019-20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

The Government is committed to local government retaining 100% of its business rate revenues by the end of this Parliament. This will give them control over an additional £13 billion of tax that they collect.

To ensure that the reforms are fiscally neutral local government will need to take on extra responsibilities and functions. DCLG and the Local Government Association will soon be publishing a series of discussion papers which will inform this and other areas of the reform debate.

The new burdens doctrine operates outside the settlement, so accepting this offer will not impact on any new burden payments agreed over the course of the four years.

The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the Government expects these to be the amounts presented to Parliament each year.

Process for applying for the offer

Interest in accepting this offer will only be considered if a link to a published efficiency plan is received by 5pm Friday 14th October. We will provide confirmation of the offer shortly after the deadline.

Efficiency Plans

Efficiency plans do not need to be a separate document. They can be combined with Medium Term Financial Strategies or the strategy set out in the guidance (<https://www.gov.uk/government/publications/guidance-on-flexible-use-of-capital-receipts>) on how you intend to make the most of the capital receipt flexibilities if appropriate.

The Home Office will provide guidance on the criteria and sign off process for efficiency plans for single purpose Fire and Rescue authorities. All Fire and Rescue authorities, including those which are county councils, should set out clearly in their efficiency plans how they will collaborate with the police and other partners to improve their efficiency.

Process for those who do not take up the offer

Those councils that chose not to accept the offer, or do not qualify, will be subject to the existing yearly process for determining the local government finance settlement.

Allocations could be subject to additional reductions dependant on the fiscal climate and the need to make further savings to reduce the deficit.

At present we do not expect any further multi-year settlements to be offered over the course of this parliament



Department for
Communities and
Local Government

Appendix I

The Rt Hon Greg Clark MP

*Secretary of State for Communities and Local
Government*

**Department for Communities and Local
Government**

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www.gov.uk/dclg

10 March 2016

Dear Colleagues

MULTI-YEAR SETTLEMENTS AND EFFICIENCY PLANS

On 17 December I announced a historic opportunity for councils to achieve greater certainty and confidence from a 4-year budget. I see this as a key step to supporting you to strengthen your financial management, at the same time as working collaboratively with your local partners and reforming the way services are provided.

The settlement consultation process showed great support for this approach and identified a number of queries about what the offer includes and the requirements for applying to accept this offer. I have therefore set out some further details in the attached annex. But I want to reiterate that I want this offer, and the production of an efficiency plan, to be as simple and straightforward as possible, and reassure you that this is not about creating additional bureaucracy.

If you wish to apply to accept the offer you simply need to send an email or letter to MultiYearSettlements@communities.gsi.gov.uk by **5pm on Friday 14th October** and include a link to your published efficiency plan.

I do not intend to provide further guidance on what efficiency plans should contain – they should be locally owned and locally driven. But it is important that they show how this greater certainty can bring about opportunities for further savings. They should cover the full 4-year period and be open and transparent about the benefits this will bring to both your council and your community. You should collaborate with your local neighbours and public sector partners and link into devolution deals where appropriate.

Of course this offer is entirely optional. It is open to any council to continue to work on a year-by-year basis, but I cannot guarantee future levels of funding to those who prefer not to have a four year settlement.

I have been delighted by the response of councils all over the country to the offer of four year budgets and I look forward to hearing from you if you would like to avail yourself of it.

For any further queries, please contact officials at the above address.

Yours sincerely

A handwritten signature in black ink, appearing to be 'G Clark', written in a cursive style.

THE RT HON GREG CLARK MP

Cultural Services – Annual Performance Report 2015/16

Service Plan Performance

Cultural Services provides a wide range of quality services for residents and visitors to the district. These services are delivered from council owned assets and also in partnership with a range of other organisations which together allows the service to reach a significant number of individuals and cater for their various needs.

In 2015/16 the Art Gallery and Museum at the Royal Pump Rooms attracted over 112,000 visitors; the Royal Spa Centre welcomed over 92,000 visitors; the leisure centres achieved over 260,000 swimmers and over 90,000 gym users in addition to others playing a range of sports through club or social activities. The Sports and Arts Development activities supported by the Council, continue to be successful in attracting and distributing grant funding to local organisations, providing support and advice, and enabling a range of new activities to be established across the district.

In supporting the delivery of the above services, the Cultural Services Business Support Team have introduced new systems and processes that have improved the efficiency of the service. Over £540,000 of direct debit gym memberships have been processed during the year; electronic invoicing has been introduced for school and club hire of leisure centres; trialling of the new OLR2 cash receipting system with colleagues from Finance was completed in preparation of introduction at the leisure centres and Royal Spa Centre in 2016.

Risks

The main risks facing Cultural Services during the year have been asset based risks, namely the deterioration of the dimmers and motors at the Royal Spa Centre and the ongoing threat to the Royal Pump Rooms from flood damage and the leaking roof. Work was completed in Q4 which lead to a report to the Executive to seek approval for replacing the dimmers and motors; work to address the failing roof to the Royal Pump Rooms has been identified in the Council's Asset Management Plan.

A further risk existed within the sports and leisure service, which identified the possible impact of the procurement process to identify an external partner. The staff in the team have experienced and will continue to experience, a period of unsettlement which has lead to some staff choosing to leave their positions at the leisure centres. The uncertain future of the service means that recruitment of staff to fill these vacancies has been challenging.

Workforce Planning

There have been a number of staff changes within the team during the year, including the appointment of new Operations Managers for Abbey Fields Swimming Pool and St Nicholas Park Leisure Centre. The small team at the Art Gallery & Museum successfully covered the maternity leave of the Senior Curator through a series of secondments which in turn offered opportunities within the team for valuable personal development. The Arts Review commenced which will see a revised structure brought forward in Sept 2016 that will accommodate the planned retirement of the Arts and Heritage Manager in Dec 2016.

Training of staff is a key activity within Cultural Services. A training matrix was developed across the service area to track training and qualifications of all team members. In addition to the ongoing training for operational staff (lifeguard qualifications, first aid, safeguarding and CSE), budget managers undertook "contract management" and procurement training during the year.

Budget

The service area identified and achieved the 5% savings on discretionary budgets with only minor impacts on service. Leisure centres and the Royal Spa Centre/Town Hall achieved their annual income targets. Of particular note was the performance of the Spa Centre ticket sales for non WDC shows and for the highly popular annual pantomime. Health and fitness membership income in the leisure centres exceeded target by c. £70,000 by the end of the year.

As identified in "Risks" above, and following a detailed feasibility study which allowed a specification to be developed, approval was given for funding from the Capital Investment Reserve for the replacement of the theatre dimmers and motors at the Royal Spa Centre . At the time of writing this report, a procurement exercise is underway to purchase these items.

The Leisure Development Programme progressed throughout the year to gain approval for the facility investment proposals to progress to RIBA Stage 3, and for the procurement process to commence to identify an external partner to manage the Council's leisure centres.

Workstreams and Projects

During the year, in addition to delivering the day to day services through the safe and effective management of the facilities and through a range of partnerships, the team were focussed on some high profile and strategic projects.

2015 saw the second combined National Bowls Championships at Victoria Park which were well received by Bowls England, players and visitors to the district. Officers from the Art Gallery & Museum, arts Development and the Royal Spa

Centre worked collaboratively to produce a new Arts Strategy for the district which will inform the review of the arts service in 2016. The Sports and Leisure team focused on the progression of the Leisure Development Programme, working up proposals for c. £12 million investment in leisure facilities and the appointment of an external partner to manage the Council's leisure centres from 2017.

New items for 2016/17 Service Plan

The 2016/17 Service Plan for Cultural Services includes the following key workstreams:

- Continue the Leisure Development Programme to delivery (construction and management)
- Complete restructure of leisure "client team" and business support team
- Complete the Arts Review and implement the new structure following Employment Committee in Sept 2016
- Contribute to the Europa Way and Leisure Investment Phase II (Kenilworth) projects
- Complete Equality Impact Assessments as required across the service

2015/2016 - Chief Executive's Office Portfolio Holder Update

Service Plan Performance

The ICT Service provides the underlying infrastructure and support services for nearly 600 users, including key council contractors who access our systems. In 2015/16 the ICT Helpdesk received over **14,000** calls and the service as a whole made over **400** planned changes to our systems, excluding new developments, whilst maintaining service availability of **99.42%**

The GIS team, which also has responsibility for Street Naming & Numbering (SNN), made over **30,000** updates the Local Land and Property Gazetteer (LLPG) in 2015/16. The LLPG is the Council's master property database and is integrated into services such as Planning, Revenues and Benefits, Community Protection and Electoral Services.

SNN generated over **£48,000** of income in 2015/16 compared with an average of £6,000 when ICT took over the service in 2012. This increase is not only attributable to new developments, but to new processes which have been put in place to identify property changes and the introduction of a new charging structure.

Democratic Services is split between three core teams. Civic & Committee Services provides support to all Warwick District Councillors and manages the Council's public meetings, along with supporting the Chairman in their role as civic lead for the District. The electoral services team are responsible for managing of the electoral register (currently 102,000 electors) within the district and delivering all public elections that occur in the District. The Corporate Support Team (formally Document Management Centre) are responsible for the management of post and deliveries within the Council, cash receipting, management of requests for information to the Council and provide support to the Corporate Management Team.

HR has continued to support the FFF strategy and work with the organisation to realise its vision and work with its values. Present full time equivalent for the organisation is 462 a reduction of 12% from 2011/12; headcount is 523 a reduction of 11% from 2011/12. Staff turnover has increased by 2.57% from 2011/12. Our absence rates per employee have reduced year on year from 2012 to present date by 1.17%.

HR provides support to its customers for the following areas: HR Officers managing day to day issues with the council and support for restructures/policy guidance/recruitment and performance related issues. HR Support/Payroll as a combined area provide a consistent service for all personnel as part of the Employee Life Cycle. Learning & Development ensures Personal Development Plans are linked to the Corporate Training Plan and considers the priorities of the organisation to ensure skills and knowledge continue to be progressed through a variety of blended learning options. In the 2015 Employee Survey 61% per cent of respondents felt they were lead and inspired by managers, 76% live the organisations values and behaviours; 79% felt empowered and involved; 82% felt that performance management was measured and feedback used; 46% felt recognised and rewarded; 68% believed the organisation developed capability;

72% felt that we are always seeking new ways to improve; 77% felt the organisation had a plan for creating sustainable success. Working in partnership with other organisations has ensured opportunities to network and provide a wider contact base.

The Media, Design and Communication team are the key contact for our external messages and how we interact with our customers. They also provide the support for our new internal Intranet to ensure staff receive up to date messages and have 'quick' access to the services they need.

Risks

The ICT Service has three primary risks:

- The inability to recruit suitably qualified staff. The Desktop team no longer has any staff with an ICT qualification. This is in sharp contrast to the position 10 years ago when ICT could recruit graduates to the entry level helpdesk post. The service has also been unable to recruit suitably qualified developers to the application's team for many years. However, the biggest risk is to the infrastructure team where the salary differential between the Council and the private sector is at its greatest.
- The increasing sophistication of Cyber Attacks, as highlighted by the recent ransomware attack on Lincolnshire CC, poses a constant risk to the confidentiality, integrity and availability of council services and data. The time taken to upgrade and patch systems, including meeting the requirements of compliance regimes such as the PSN, is placing an ever increasing demand on the service.
- The demand to access council data from anywhere and on any device puts the confidentiality of council data at risk. The potential risk of unauthorised disclosure, which is reportable to the Information Commissioner, is shared with Democratic Services.

The primary risks for Democratic Services are:

- Not dealing with DP/FOI/EIR matters in appropriate way and timescales. This specifically a two part aspect for ensuring resources are available for recording and monitoring responses. There is also a wider matter for refreshing policies, procedures and training across the Council which was due to take place as part of the SAP.
- Decision/unauthorised decision. This risk was associated with the introduction of a new Council and ensuring adequate training and support was in place. This risk will now have reduced and should continue to do so.
- Physical Health and Safety Risks to staff in office, this is a risk associated with working directly with members of the public which is always increased when sensitive matters are under consideration. Examples of this include contentious matters at planning committee when extra resources are brought in to manage significant numbers of members of the public attending. Another example is for threats of physical action against staff members when people are aggrieved for not being able to

vote at elections. This became an actual situation in May 2015 with a threat to burn down riverside House.

- Recruitment and retention of Staff – although a risk to the Council overall the past 12 months for democratic Services this has been a significant issue for the team and has impacted on service delivery. The restructure of the team has changed this with all post established appropriately and are being recruited to. The last vacant post, created by a member of the team getting a new job elsewhere, should be filled by the end of June 2016.

The primary risks for HR/Media are:

- Loss of IT, due to the deadlines HR need to adhere to the loss of IT would have a major impact, loss of key records to enable us to inform payroll correctly related to pay/pensions/absence updates.
- Work on People Strategy not achieved and the impact of low morale and engagement in the organisation.
- Inaccurate/inappropriate communication for internal and external contacts could result in messages misinterpreted and impact on reputation of the organisation.

Workforce Planning

In 2015/16 the ICT Service was fortunate to only have a single vacancy which was successfully filled. However, it should be noted that this vacancy was filled with a non-qualified staff member and this continues the trend of recent years due to low salaries. (See also risks)

From 1st April 2016, the ICT Service took responsibility for the council's web site with the transfer of the Web Site Services Manager to the team.

During 2015/16 Democratic Services had a number of staffing matters to resolve. The year started with a view that the Chairman's Attendant would retire, this is now believed to be occurring in 2016/17. The team was restructured during the year, taking in the new Corporate Support Team. The Civic and Committee team had a 22.5 hour post Committee officer vacancy which following the restructure became a 37hour per week vacancy. Electoral Services were restructured to provide an increased permanent establishment which recognised the extra demands placed upon them through elections and more specifically Individual Electoral registration.

During 2015/16 HR has operated on an interim basis, this was reviewed and confirmed that this continued based on the resources required to support key change programmes across the Council linking to FFF within the next 2 years and the increasing demands of the change of a new payroll system. There was also a decision made to include the Media team within the function reporting to the HR Manager.

Budget

The ICT Service continues to reduce its budget despite inflationary pressure and recent pay awards. The ICT 2016/17 budget is £500,000 less than 2008/9, and the service has met the 2.5% saving on discretionary budgets in 2015/16 and the 5% reduction for 2016/17.

Expenditure from the ICT Asset Reserve is monitored to ensure that only necessary expenditure is committed. This, coupled with the desktop virtualisation strategy has reduced predicted expenditure from the fund by £100,000 over the first five years of the reserve.

However, due to global austerity, software suppliers have seen a reduction in profits as organisations delay purchasing new software. To combat this, suppliers are changing their licensing agreements and pricing to force organisations to move to a subscription model for licensing rather than purchasing licences outright. WDC has had to move to this model for desktop licensing and indications are that we will need to move to this model for servers. A 'guesstimate' of the impact of this has been included in the ICT Asset replacement program, but until new licences are purchased the final impact cannot be quantified.

Democratic Services Team has been through a year of transition where with the restructure, the team has increased its overall resources but at the same time delivered in excess of £40,000 of savings. The main budgetary pressure within the team remains to be Individual Electoral Registration and the costs associated with this. While grants are provided by the Government and sufficient budget is allocated within Warwick District Council the team will need to continue to review this with a view to reducing the cost as much as possible.

The HR area has continues to review how it offers its services to its customers. The introduction of a new Payroll Bureau has increased our budgetary spend on the contract required however reduced the resources required to support the payroll service and provided us with increased resilience. It has also impacted culturally across the organisation with the implementation of the Self Serve system enabling managers and staff to be more empowered. A positive example of this is a saving of £3,000 by not producing paper payslips.

The HR team has continued to support FFF projects across the organisation, advice and guidance on restructures and staff issues as well as proactively reviewing policies and guidelines. This has required an increase in resources to ensure the capacity was available to support the organisation moving forward.

Learning and Development has been identified as a significant contributor to the morale and motivation of staff to maintain and improve on the the skills, knowledge and behaviours of the people of Warwick District Council. The Budget for this key area has not been reduced to ensure training remains a key part of Service Plans and the 'People' aspect of FFF.

Media and Design & Print pro-actively manage their budget to ensure the framework is adhered to and provides value for money.

Projects

• Completed

- ICT – New Digital Strategy Approved
- ICT – PSN Compliance Achieved
- ICT – Participated in the Member/Officer ICT Working Group
- ICT – Provided the underlying infrastructure for the repatriation of CSC calls to WDC
- Achievement of Investors in People Bronze award
- Implementation of new Payroll Bureau and Self – Serve to ensure on-line access for some hr transactional services: payslips, absence management, expenses, overtime and timesheets
- Terms and Conditions harmonisation Part 1
- Continued embedding of Metacompliance as a tool to ensure significant policies/guidance are read and understood
- E & D Action Plan created
- Publication of the 2016 Electoral Register
- Complete the 2015 election Accounts
- Prepare for 2016 Election & Referendum
- Deliver a neighbourhood plan referendum
- Peer review of electoral Services

• Planned

- ICT – To develop and deliver with the ICT Steering Group the Digital action plan
- ICT – To migrate the council's telephony lines to Session Initiation Protocol (SIP) trunks
- ICT – To upgrade the corporate network
- ICT – To replace the council's Storage Area Network (SAN)
- Continued roll-out of Self Serve to include mileage claims. Preparation for new Payroll Bureau in June 2017
- Terms & Condition Part 2
- Salary and Benefits Review
- Transforming our Workplace in preparation for HQ relocation
- Introduction of E – Learning
- Updated People Strategy to highlight existing and new priorities
- Review of Print framework
- HR and Media Resources Review
- Boundary Review - To consider the Council's position in response to the agreed changes to the WCC divisional boundaries and implement any residual Parish/Town boundary changes as a result of the Community Governance Review
- Contracts - Procurement for new contracts to deliver ballot papers, postal ballots, polling cards and electoral canvas
- Committee Management System) To provide a paper identifying the potential savings against potential investment required to develop the workflow modules within the CMIS

- Complaints To introduce the new complaints policy, To amend the procedures for handling complaints within the Council
- Information Requests To complete the associated documents and process for data handling, and sharing. To investigate an improved reliance for handling requests within the Council.

Development Services Portfolio Holder Update

Service Plan Performance

The service area is continuing to perform at a high level with regard to planning application performance with the number of planning applications determined within the statutory time scale again remaining at over 90%. There also continues to be significant schemes submitted resulting in sustained high levels of fee income.

There has been an increase in the number of successful appeals against officer and committee decisions including high profile residential proposals which officers sought to vigorously defend. Officers prepare regular reports to planning committee to give an opportunity to review the decisions.

The number of enforcement cases on hand throughout the year has remained at a level of up to 150 open investigations. This has increased from previous years.

Following its introduction last year, the revised procedure to monitor section 106 agreements and contributions is working well with those procedures being kept under review and fine-tuned particularly in respect of the level of collaborative working that is required with the County Council and other partners. A further internal audit of this area of work was undertaken in March this year which concluded that there was a substantial level of assurance reflecting the progress that has been made to date.

The new householder 'drop in' service which provides free pre-application advice on domestic extensions, etc. has been well received and continues to be fully booked on a weekly basis.

In line with most other Council's, a charging regime for the provision of non-householder pre-application advice was introduced in February this year and is being kept under review and closely monitored. To date, the income received is resulting in a cost neutral position. The scheme will be considered by the Overview and Scrutiny Committee at their meeting on 28 June 2016.

Late last year, a Land Charges Kiosk service was introduced in the Riverside House reception area, which enables personal search providers to access the relevant information themselves without any input from officers.

As expected, the demand and take up of this service has been very high, which has also resulted in a reduction in the workload and a post on the establishment offered up as a saving.

Within Development Management, Officers are continuing to review processes and procedures to ensure that all areas of work are undertaken as effectively

and efficiently as possible whilst also ensuring a continuing high level of customer service.

The Government continues to press ahead with proposals to move land charges to become the responsibility of the Land Registry in the next few years.

Building Control is now part of a joint service with Rugby and Daventry Councils. This year we have also done a re-structure as a result of the joint service. The workload remains at a fairly constant level which, (despite strong competition from Approved Inspectors), which is positive. Building Control continues to receive positive feedback from clients responding to the customer satisfaction questionnaire, with a very high level of satisfaction.

For Economic Development, market conditions have continued to improve and the vacant units we have reflect that condition. A number of lettings have been made recently, which involve rent free periods to allow the tenant to upgrade the buildings.

In February 2016, Council approved modifications to the Local Plan to address the issues raised by the Inspector in his letter of 1st June 2015. This followed extensive work to reach agreement with the other Councils in Coventry and Warwickshire to redistribute unmet housing need arising in Coventry. The Inspector has agreed to a period of suspension and it is anticipated that the modified Local Plan will be submitted to the Inspector in late May/early June in line with the agreed timetable.

Development Services has a permanent part time officer working on HS2, ensuring that the authority is fully engaged with the process, is in a position to deal effectively and appropriately with the related planning applications when they start to arrive and able to assist areas that are significantly affected by HS2 wherever possible.

The Economic Development and Planning Policy parts of the Service have undergone a resign during the year. This has brought these teams together, along with the Corporate Project Officers (previously part of the Chief Executive's office) and the events function (previously part of Culture). This new section is designed to focus resources on growth and prosperity.

Risks

Risks to the service area are as follows:

Local Plan being delayed or not being adopted with impacts on our ability to defend appeals or resist applications outside the green belt and inability to progress needed development in the green belt

Failure to allocate G&T sites resulting in difficulties in progressing Local Plan and potential for G&T sites being set up in inappropriate locations

Lack of marketing Building Control service resulting in further loss of business to AI's

Failure to progress key corporate projects on time or budget, with impacts on budget savings, additional costs and failure to deliver against corporate priorities

Volume of work – increase in number of planning apps

Difficulty in recruiting professional experienced staff generally

Work Volumes: The volume of planning application and other related work remains at a high level and whilst all staff continue to work as effectively as possible and are fully supported by managers in doing so, there is a risk of increased levels of health and well-being impacts that managers are monitoring closely.

Workforce Planning

There have been significant difficulties in recruiting experienced staff in specific areas such as planning and building control. We are therefore considering ways of developing staff so that we 'grow our own' expertise in these areas. One example of this has been with a member of staff in Development Management, who was appointed in a trainee role, and has developed into a Senior Planning Officer and is currently at the late stages of her qualifications supported by the Authority. We are also recruiting for an Assistant Conservation Officer role at an appropriate level to assist with the range of heritage-related work within the team but also grow and develop into that role and an Assistant Building Control Officer.

Succession Planning: Historically, Development Services have had some difficult experiences with the lack of succession planning severely impacting on the service, and therefore we are trying to ensure that we have plans in place by training and developing staff to assist in their career development. It is hoped that we will have staff able to step into more senior roles when they become available.

Skills, Training and Competency Needs: Officers are developing a service area training plan following on from staff appraisals, which will provide generic planning training as well as specialist planning training.

Finance

Development Services achieved the 2.5% saving on discretionary budgets in 2015/16, and for 2016/17.

Within the service plan, there are a number of budget pressures highlighted that are or need to be addressed during the year. The cost of defending appeals is very high as a result of the number and scale of the appeals. Of course, many of the appeals are a direct consequence of not having a local plan in place. There is

a direct correlation to the increased number of applications and fee income, which helps to offset some of the additional cost.

The additional work to progress the local plan will require the Planning Reserves being topped up. There will be a need to carry out some short pieces of work to strengthen our evidence if the local plan continues to progress on the examination.

Finally, we need to consider ways of retaining our current Building Control staff, who are often being approached by the private sector, due to the lack of qualified people in the industry. This review was agreed by Employment committee in December and work is commencing shortly.

The service area has recently taken on a consultant to assist in sourcing grant funding for projects, not just for development services, but for the whole organisation. This is in recognition of the reduction in financial resources in local government, and allows us to identify opportunities to enable projects to be progressed and delivered. This resource is on a temporary basis to measure the output and ensure that it provides value for money. The budget allocated was £50K.

Grant funding application successes achieved during 2015/16 include:

- Racing Club Warwick – support for business plan development, funding applications.
- Creative Quarter, Leamington Spa – EOI application
- Whitnash Community Centre – grant strategy report for WTC
- Cemetery Chapels – grant sources for renovation
- Green Spaces – additional funding sources identification
- St Marys Lands – additional support

Budget: Officers have been involved in additional finance training throughout the year.

Procurement: As part of the training stated above, officers are working closely with the Procurement team to ensure that procedures are improved.

Contract management: Through a significant amount of work and scrutiny of the Contracts Register for the service area by Finance and Audit, the data held is now much clearer and has helped us as a service area understand what needs to be included in the Contracts Register. An up-to-date contracts register is being maintained

Audits: We have had a number of recent audits which have all had satisfactory or substantial ratings.

Risk Register: This is regularly reviewed for the service area. This is also a standing item on our team meetings.

Work Streams and Projects

Building Control:

During the year, we have progressed the new structure for Building Control following the merger of the three Councils services. We are also transferring Rugby and Daventry ICT systems onto IDOX which is a major migration process and very time consuming and costly for the joint Building Control service.

The Building Control service is established and recognised by Architects and Builders who continue to use the service as we are able to remain competitive, cost neutral and reactive. Building Control has been partnered with Bloor homes for a number of years and recently won back 150 new houses in Bishops Tachbrook, Leamington Spa, which is worth £25k in fees. We have a strong relationship with Warwick University and the Developers where we have secured the contract to provide the BC Service for the Sherbourne Residential Blocks, the conference centre which is under construction, Sports Hall Hub and 6no extensions to the Art Block. We are inspecting at JLR Honiley a new test facility, and projects at Warwick Hospital. Rugby School has over 30 million to spend over the next few years. Work has recently picked up in Daventry area due to the BC service being more robust, and the competition not servicing their clients effectively.

Development Management:

Across Development Services there is a need to continually improve the electronic delivery of the services we offer, ranging from development management to the property systems and building control.

Alternative Service Providers within Development Management: The Housing and Planning Bill which is currently going through Parliament proposes the introduction of alternative providers for key elements of the development management service which will add a significant level of complexity into the process and potentially reduce workloads by a substantial amount.

The Council has provided detailed comments in response to a consultation paper issued in respect of the proposed changes and is closely monitoring the passage of the Bill through parliament. Consideration is also being given to the way in which the Council might proactively seek to engage with these changes for example by becoming an alternative provider itself in order to bid for such work in other Council areas.

Policy:

A number of neighbourhood plans are expected to reach adoption during the year.

We have continued to progress the examination of the local plan. Linked to this we will be submitting the Community Infrastructure Levy and will be commencing the examination process for this. Work to allocate sites for Gypsy and Traveller sites also progressing in with the Local Development Scheme. Also, work is commencing on an Area Action Plan for Leamington.

Tourism:

In May 2015 there was the launch of the Destination Management Plan (DMP) for tourism which took place at Kenilworth Castle. The DMP seeks to ensure that all facets of our destination are well managed – as a result of the launch, Neighbourhood Services trained their new Rangers using World Host. Visitor audits have also been commissioned in Leamington and Kenilworth whilst the Warwick audit is currently at the inception stage.

February saw the launch of the Shakespeare's England arrival pier campaign which will be seen by 5million people this year. This was only possible as Birmingham Airport are active board members of Shakespeare's England.

There has been significant activity within the Technology and gaming sectors – including the creation of a new umbrella group for all tech companies – Tech Central. This initiative is being led by Warwick District in conjunction with WCC, and a number of private businesses – the group has recently bid to Midlands Engine for capital to expand the reach, run export events and take cohorts on trade missions. Continued work on the games sector with attendance at events such as Develop Brighton and the London Games Festival, as well as facilitating local events such as Codeaoke and the TIGA event at the Spa Centre in May.

ED&R took part in the South Warwickshire Businesses at Parliament day and took a number of businesses to the event. Good profile for the district council.

The ED&R team has continued to provide support, information and leads for inward investment colleagues. As well as hosting several visits from investors and UKTI, ED&R have attended investment shows such as MIPIM UK and BCSC.

Althorpe Enterprise Hub (AEH) – occupancy is currently at 92%, with 1 small office available (exceeding the optimal target set at 81% for this project, which allows for business growth)

Court Street Creative Arches (CSCA) – is 90% let, with just one small arch available to let.

26HT – is currently 60% let with 3 offices available. A current tenant is looking to expand and take a further office imminently.

Jobs Fair 2016 was very successful with approximately 250+ attendees. Feedback has been positive from both businesses and job seekers alike. We understand that 10 vacancies have been filled as a result of the event.

Support for colleagues developing a Coventry and Warwickshire approach to business support and coaching. WDC will be funding the programme to the tune of £12,000 pa which will lever in 3 times this amount for business support for the district.

Engagement with businesses continues through a number of routes – business networking events, as well as engaging with problem resolution with individual and groups of businesses.

Design and Delivery of a lot of promotions for the town centres around Christmas, including preparation for events such as the 750th anniversary of the Siege of Kenilworth and the Aviva Women's Cycling Tour.

Raising sufficient finances for the Christmas lights and bidding towards other funds for enhancements – eg: WCC tourism fund for Christmas Lights in Warwick.

ED&R facilitated and Organised the Chairman's (and mayor of Warwick's) welcome reception for the Japanese Rugby Team. The event was covered by a large number of Japanese and International media outlets that resulted in significant international coverage of Warwick Castle and the surrounding area.

During the year, vacancies on the non-operational estate were limited to those that were unavoidable. The Income generation was in line with revised targets set during the year (allowing for the voids).

Any Changes Required to Service Area Plan

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Preparing for and managing the HS2 planning application workload.	Gary Fisher	Dependant of the no. of applications and timing/rate of their submission.	Will impact on internal and external consultees on planning applications	Reports to Executive and Council: June 2016 Point at which applications start to be submitted.

It should be noted that as the service area has been through significant redesigns in 2015/16, there will be additional changes to the Service Area Plan to include Corporate projects and Events.

Finance

Service Area Plan Performance 2015/16

1. Background

The customers of Finance can be broadly categorised in two ways:-

External

These customers include all those responsible for the payment of council tax and business rates, for which there are 62,000 and 5,000 respective properties (as at 31 March 2016). Housing Benefit claimants currently total 6,300 (value £30.3m pa), with there being 7,000 (value £6.1m pa) households in receipt of Council Tax Reduction (previously council tax benefit).

Finance also administer the Rural and Urban Capital Initiative Scheme for which 9 grants totalling £178,000 were agreed by Executive in 2015/16.

Internal

Much of Finance is a support service, primarily providing services to the Council's officers and councillors. The services here include:-

- Accountancy
- Internal Audit and Risk
- Procurement
- Payments and sundry debtors

2. Performance

Council Tax/Business Rates

The processing time for council tax correspondence has continued to be a concern during to 2015/16. The numbers of properties across the district has increased by over 700 in the last 18 months. This has generated more correspondence, as has the continuing increase in private sector rentals. The average processing time (as measured by the age of the oldest item of correspondence) has reduced from 33 days in 2014/15 to 29 days in 2015/16. The move towards more generic working within Council Tax/Business Rates has helped to reduce processing times, along with staff doing some weekend working. Unfortunately, throughout the year there have been staff vacancies and sickness. The recent new Customer Service arrangements from February should assist, with improved quality information being given out, and the new team able to undertake processing during quiet times.

The Council Tax collection rate for 2015/16 was 98.5% (2014/15 98.5%) and 98.6% (2014/15 99.1%) for Business Rates, the latter being a small reduction on the previous year.

Housing Benefits/Council Tax Reduction

Days to process Housing Benefit “change in circumstances” increased during the year as the team undertook increased reviews of claims to ensure that customers continued to receive the right benefits. At year end, processing was down to 7 days. With applicants now able to apply for Benefits via the Council’s website, processing times should further improve as staff do not have to re-key data, scan documents and should not have to request items not submitted.

The audit of the 2014/15 Housing Benefit Claim by the Council’s external auditors on behalf of DWP resulted in it being unqualified. This is widely recognised as a substantial achievement, given that the majority of claims nationally are qualified.

With the demise of the shared Customer Service Centre with WCC, the Benefits section took responsibility for the new Benefits/Revenues Customer Service Team from February 2016, with staff transferring and two new appointments. An apprentice is being appointed to the Team. The service quality has greatly improved with more calls dealt with at first point of contact and reduced waiting time. The Team also manage Switchboard Calls for the Council, for which further work is on-going to reduce these calls. Overall this project has gone extremely well, especially when it is noted that this project was not part of 2015/16 Service Plans.

Accountancy

The Accountancy Team have had specific challenges during the year, with unfortunate absences of 2 key members of staff. Despite this, the Team have completed their key functions, ranging from preparation of Budgets, Budget monitoring, through to completion of Final Accounts. In addition, they have progressed various initiatives, including the “On-Line Returns” for income processing which is now live.

Internal Audit and Risk

The Internal Audit Plan for the year was again completed, with all planned audits being undertaken. The review of Internal Audit in accordance with the Public Sector Internal Audit Standards was arranged for April 2016.

Risk Management advice was provided to officers and members throughout the year. A review of Risk Management undertaken by Zurich has proposed various recommendations which are being included within the 2016/17 Service Plan.

Procurement

Despite a total change in the Procurement Team in the year, procurement advice and support has been provided across the Council, with contract registers continuing to be reported to Finance & Audit. The Team has continued to work to ensure good procurement practice is embedded and understood by all officers,

with continuing formal and informal training and assistance. Support has been given to significant projects including Leisure Options, Asbestos and Electrical maintenance.

Risks

The Risk Register has continued to be reviewed throughout the year, and was presented to Finance & Audit in April 2016. There are no high level risks that score in the "red".

3. Workforce Planning

The tragic death of a Principal Accountant in October in a car accident has presented significant challenges to the Accountancy Team to continue to provide the full accountancy support to the Council, and notably to Housing & Property Services. These problems were compounded with the long term sickness of a team member in the year. The dedication, flexibility and knowledge of team members ensured that the key tasks continued to be provided, until interim support could be arranged. A permanent replacement Principal Accountant is due to start in May.

With a new Procurement Manager and Procurement Officer starting in 2015, there is a new team bringing a fresh approach to the work. Consideration is being given to what further support is required by the team, with the option of an apprentice being actively considered.

The Exchequer Team (Council Tax, Business Rates, Payments/Sundry Debtors), have carried vacancies during the year, one of these being due to a Revenues Officer being on extended secondment to another Service. These vacancies have contributed to the backlog in processing. In addition, sickness (including one employee on long term sickness) has compounded the problem. Many officers are now working more "generically", covering different aspects of work which has helped to manage the workload.

The Benefits Team continue to face uncertainty as to the timing and the impact of the rollout of Universal Credit which has resulted in several staff seeking alternative employment in recent years. There are now two apprentices within the Benefits section who are proving to be extremely valuable. E-Forms are assisting to manage the workload with the reduced establishment.

4. Budget

Finance achieved the 2.5% saving on discretionary budgets in 2015/16, and have identified a further 5% saving for 2016/17.

Finance - Planned Changes, Major Workstreams and Projects

Change/Project	Milestones
Sundry Debtor training	Training carried out January 2016
Review of Concurrent Services and parish support	Failed to progress due to absence of key officer. Now within 2016/17 Service Plan
Review of Active H/Total interface and associated working practices	Improvements agreed with Housing & Property Services to how Active H is being used from 1 April 2016
On-line Returns	Continued problems with system delayed rollout. System live from April 2016 and roll-out being further progressed as part of 2016/17 Service Plan.
Benefits – E-Forms	System went live in July 2015 and is being actively used for new claims and change in circumstances.
Review of potential changes to Council Tax Reduction Scheme	2015/16 fact finding carried out including relationship with Universal Credit. Proposals to be presented to members in July 2016 for consultation with intended implementation from 1 April 2017.
Discretionary Rate Relief Policy for new businesses	Report for CMT consideration. Due to lack of business rates retention funding not able to be progressed.
Auto-matching feasibility for Creditor invoices	Feasibility report completed detailing how system will be rolled out. Implementation during 2016/17.
Review usage being made of Procurement System with a view to its use being made across the Council in managing contracts and procuring services.	Progress delayed due to change in Procurement Team. Part of 2016/17 Service Plan.
Procurement Training for officers across the Council	Workshop 1 provided across the Council, and support for the Contract Management training.
Prepare for 5 yearly review of Internal Audit during 2016/17	CIPFA appointed to undertake review in April 2016.
Promotion of Risk Management and RM initiatives.	Risk Management Annual report to Finance & Audit Scrutiny Committee September 2015. Risk Management Review undertaken January 2016.

HEALTH & COMMUNITY PROTECTION
PORTFOLIO HOLDER STATEMENT
END YEAR REVIEW 2015-16

Performance

1. What do the measures in the Service Plan tell you about the performance of the service about 2015/16?

Comments

- Customer service, in dealing with the range of service requests across the service, remains strong. There was a decrease in service in quarter 3 but this was due to the demands being placed upon the service in this quarter and to a data cleansing exercise took to place.
- The number of food businesses with a high food hygiene rating has continued to increase. The percentage of those businesses which are 'broadly compliant' has also increased. These remain above the national averages.
- Following a HMIC inspection a new recording standard has been introduced which has impacted on violent crime in particular but also Domestic Burglary. Whilst the recording of incidents has increased we are confident that the level of harm has not increased. Even with a small increase in theft of vehicles we still have lowest ever vehicle crime and lowest ever acquisitive crime figures. Anti-social behaviour incidents continue to fall with a final year reduction of 8.6% and we have reduced the risk of 95% of high risk cases.
- There were 482 arrests as a direct result of CCTV intervention with 3 Operators and 2 Street Marshals received awards from Warwickshire Police where lives were saved.
- The monthly monitoring results for nitrogen dioxide, at numerous sites around the district, indicate increases in the quarter three. This has decreased again. To some extent this can be explained by seasonal fluctuations.
- Due to changes in the Community Partnership team it has been difficult to provide data to report measures throughout the year. However these have now been received and support provided to a range of community initiatives.

2. What actions do you intend to take based on the measures?

Comments

- To maintain our good service delivery and high levels of food safety assurance, we continue to look for opportunities to enable new technology. We are trialling the use of 'Total mobile' for use in food safety inspections.

We are also working to enable service delivery increasingly by electronic means, particularly in relation to licensing.

- Officers will visit high performing Community Safety Partnerships in the family group in order to identify best practice and better understand the impact of the new recording standard.
- There have been changes to the Community Partnership arrangement with Warwickshire County Council which has meant a reorganisation of the team and has led to uncertainty. One of the team has also taken maternity leave and this has necessitated other changes in staffing. The necessary staff changes have now been made and routine management.
- The Council has adopted a new Air Quality Action Plan and progress towards improving air quality will be monitored annually by the Health Scrutiny Sub-Committee

Risks

3. Highlight any significant changes to the risks in your Service Plan and any actions that you intend to take to address the revised risks.

Comments

- Workforce and succession planning has been one of the main risks for the service. Officers have been recruited in to the departmental management positions.
- Due to the significant risk of a legal challenge relating to fees set for licensing matters. Works has been ongoing to assess the position and make the necessary changes to protect the council's position.

Workforce Planning

4. Highlight any significant changes to your Workforce Planning and any actions that you intend to take to address the revised plan.

Comments

- The decision by the County Council to alter their approach to the community partnership arrangement necessitated changes within our own set-up to maintain the community development and Community Forum work, which continue to be managed through a difficult period of change.
- Unfortunately we have been unable to recruit into the Environmental Sustainability Mangers role. However two team members have stepped up in to interim positions to assist with departmental management during this time.
- We are reviewing how we can work better with Development Services to manage demands being placed upon the department.

Budget

5. Highlight any significant changes to the budget pressures highlighted in the Service Plan and any actions required to address these changes.

Comments

- Budget pressures continue to be kept under review. Savings of 5% in discretionary budgets have been agreed for the 2016/17 financial year. Further savings of approximately £66,000 in the revenue budget have also been identified as part of the re-alignment of the service when the Head of Service retires. This is as set out in the Fit of the Future programme.

Planned changes, work streams and projects

6. Highlight any work streams/projects that have been completed at this point in the year
 - We are now working with stakeholders, towards accreditation for the Purple Flag award.
 - The Cubbington Flood Alleviation Scheme was completed and all legal and financial matters resolved, within budget.
 - The Voluntary Sector Commissioning contracts were let and the review and monitoring regime implemented. Progress has been very good.
 - Executive has accepted the trial proposal for electric vehicles. These should arrive in May – July and have been allocated to specific teams for use, as part of the Sustainability agenda.
 - The council was awarded the Workplace wellbeing charter.
 - The Health & Wellbeing Lead Officer has undertaken Dementia training and is now an accredited Dementia Champion. The council have also put in place an action plan to continuously improve how 'Dementia Friendly' we are as a council.
 - The reviewed Sexual Entertainment Policy consultation has concluded and will be reported to executive on 2nd June 2016.
 - The policies which outline the licensing regime for hackney carriages and private hire vehicles will be reported to executive following public consultation on the 2nd June 2016.
 - There will be a review of the work delivered by the Community Partnership Team.
 - Continuing with digital transformation of the departmental delivery.
 - District Heat mapping studies will continue into the second phase in partnership with the Department of Energy and Climate Change
 - Working in partnership with various agencies we have produced a WRAP highlighting the problems associated with giving money directly to people begging in Leamington.

7. Highlight any significant changes or new work streams/projects expected during the year.
 - The review of the licensing fees work will continue into 2016/17 to ensure that the council position is protected.
 - The department is leading on the Syrian Vulnerable Persons Resettlement Project.
 - There will be a review conducted of the work of the Community Partnership Team.

Housing & Property Services Portfolio Holder Update – 2015/16

Service Plan Performance

Housing & Property Services provides a diverse range of services to residents of Warwick district. This includes: managing and maintaining 5,600 tenants and 600 leaseholder's homes; maintaining the Council's corporate assets; delivering a housing advice and homeless service; improving housing standards in the private sector and providing aids and adaptations in residents homes.

The introduction of Tenancy Update Visits has proven to be a useful and insightful exercise which is allowing us to understand our tenant's needs and identify any concerns so that we can provide a better, more focussed service. Demand for affordable housing remains consistent and overall we are meeting targets that have been set for the length of time that: homeless households spend in temporary accommodation; it takes to make a homeless decision; and that applicants spend in Band 1 before being permanently rehoused.

The Housing Assessment Team pilot (HAT) is showing positive signs of improving performance which we anticipate will start to show in the total time it takes to complete a Disable Facilities Grant (DFG) adaptation over the coming months. Satisfaction with the service being delivered is very high (consistently at 100%). Customer Satisfaction for repairs was good with 81% of tenants satisfied with the way their social housing provider deals with repairs and maintenance (STAR Survey, 2015). The next survey will be undertaken in 2017.

Rent arrears have fallen from 3.49% at the start of the year to 3.28% by year end. It is worth noting the Warwick District Council is the only council in its West Midlands Benchmarking Group to collect more than 100% of the total income due (we collected 100.2%).

Risks

The largest and newest risk to Housing & Property Services is the Housing and Planning Act which intends to bring into force a number of issues that will affect the service.

The Welfare and Work Act 2016 has introduced the mandatory reduction of social rents by 1% per year for four years. This will reduce income over the next four years to the Council by £8m compared to the original Business Plan agreed in 2012. The extension of the Local Housing Allowance limits to social housing will restrict the help available to low income people.

Workforce Planning

Over the past year, there have been significant staffing challenges in the Housing Advice and Allocations Team, with recruitment proving to be challenging.

The repatriation of the calls from the customer service centre has seen the department add four new posts across the service to support us with answering enquiries from the public. All posts, with the exception of one, are now filled.

Budget

Housing & Property Services have achieved the 2.5% discretionary savings on the General Fund budget in 2015/16 and have identified a further 5% for 2016/17.

Work Streams and Projects

There were a significant volume of projects that were included in the service area plan for 2015/16. Many of these originated from the Housing Strategy, Homeless Strategy and the Housing & Property Services Health Check.

Change/Project	Progress Update
Effective use of IT to raise productivity, make customer access easier and have the management information readily available to improve services	We are now working on the digital transformation of our services to improve the customer experience and to make our services more efficient. We will now be sourcing our IT requirement beyond the in-house ITC department.
Implement a procurement review process that ensures the requirements of each service or product purchased is understood, aligned with the Corporate Procurement Strategy.	The team continue to work with clients and the Procurement team to develop suitable procurement strategies and ensure that each project/contract brief, tender documents and procurement processes are fit for purpose and compliant.
Review of Maintenance contracts and cost management models.	Review of the cost model for the Housing and Void Property Repairs Contract has been completed, the outcome of which was transition from the Open book model to Schedule of Rates (SOR) to afford the Council control of the type and cost of works it instructs.
Review management of leaseholder properties including consideration of revision to charges to reflect actual costs	Complete
Resident and Client Participation and Engagement - revised approach to focus on widening both scope of and opportunities for participation and contribution in developing services and standards	Complete - We have dissolved the former Tenants Panel and we are now working with tenants on a more informal basis.
Review and amend the information provided to tenants and applicants to make it clear, attractive and	Complete & Ongoing – we have reviewed all of the Home Choice documentation which have been given a Crystal Mark Accreditation by Plain English.

Change/Project	Progress Update
accessible	
Roll out Annual Tenancy Visit to help develop and improve council-tenant relationships	Complete and on-going, information has been gathered for the Lillington re-generation project.
Develop effective ways to inform and advise private landlords and tenants of their rights and obligations.	Complete - We have a range of initiatives to engage including are running Landlord Steering Groups, Landlord Forums, regular e-newsletters, attendance at Warwick University Open Days etc.
Develop formal reporting process to complement existing working relationships and informal working updates for corporate repairs clients	The Asset Maintenance Group has been established and currently meets on a monthly basis to monitor and plan corporate property maintenance matters. The group is led by Housing and Property Services.
Reviewing and updating our strategy for bringing empty homes back into use.	Partially Complete – we have been carrying out annual surveys of all empty properties.
Refreshing our approach to the provision of rural housing	Complete – A new contract is now in place to provide Rural Housing Needs Surveys and support parish councils in delivering affordable housing. Rural Local Lettings Policy is in place.
Investigating the best way of financing the development of homes by the Council	We have continued to investigate the option of forming a wholly owned Council Development Company but this work has been delayed by the introduction of the Housing & Planning Act
Reviewing the Housing Allocations Policy.	Complete – The new policy was approved by Council in August 2015 and goes live on 1 st June 2016.
Review of services to sheltered and designated dwellings for tenants over 60 years of age	Final proposals will be published autumn 2016 for formal consultation process, report to go to Exec January 2017
Implement necessary changes to Sheltered Housing Services	Will be implemented following proposals being agreed by Exec in January 2017
Review of Lifeline Services	Started and on-going, will also feed into review detailed above.
Implement necessary changes to Lifeline Services	Will be completed once agreed by Exec in January 2017
Working with Warwickshire County Council as it identifies its priorities for housing-related support services	Complete – We have been involved in the evaluation of tenders for the new Housing Related Support contracts and will continue to engage with providers.
Working with our partners across all sectors to support people in financial difficulties.	Complete and on-going, the Breathing Space continues where we work alongside other housing providers to deliver financial inclusion services to anyone across the District. Financial Inclusion Project Officer now in place

Change/Project	Progress Update
Continuing to provide grants/loans to help low-income owner-occupiers with essential repairs or to rectify dangerous conditions.	Complete – we provide discretionary grants to assist owner-occupiers with no other means of assisting themselves where they are living in dangerous situations.
Working with partners to raise awareness and educate residents on energy efficiency issues particularly in the private rented sector.	Complete and Ongoing - The Private Sector Housing Team to have a key role in regard to EPCs and minimum ratings required under the Energy Act. In addition H&PS refers customers to Act on Energy.
Building on our working relationship with the University of Warwick and other agencies letting/managing student housing in the district.	Complete – We have regular liaison with the university and take part in the annual induction of new students to the district to support them in their new homes.
Completing a pilot scheme remodelling housing aids and adaptations services on a cross-tenure basis across southern Warwickshire and evaluating the results.	Ongoing – The HAT pilot has been extended for a further 12 months to allow development of the options, including a proposal for a county wide service. The revised completion date is April 2017.
Complete the re-procurement of disabled adaptations contracts for WDC Stock and DFG funded adaptations.	Complete – A new contract is now in place for WDC housing stock.
Contribute to/facilitate Corporate Assets Review (CAR). Use PPM and CAR to produce Housing & Property led elements of the Corporate Asset Management Strategy and Plan	Asset Strategy development is led by Assets Steering Group, Housing and Property services is a member of the group, the Asset Manager and Head of Service attend to property advice and information at meetings. The team continue to increase the coverage of stock condition data. A survey of surface car parks has been completed and a survey of corporate open spaces assets is in progress.
Improved Cleaning and Estate Management Support Service	Improved monitoring of the cleaning contract has delivered high levels of customer satisfaction.
Asset Management Team re-design – Resources, Tools, Systems & Processes	The re-design of the Asset Management Team was implemented in the first quarter of 2015-16. All positions are now filled and the team continue to work to refine and improve the working systems and processes.
Review housing repairs process to ensure that WDC have control of quality and cost of housing repairs	The review of the process is complete and resulted in the Council resuming responsibility for repairs pre-inspections.
Invest in a robust stock	Some delays have been experienced in the

Change/Project	Progress Update
condition database and the collection and collation of accurate stock condition data	software development so the stock condition survey programme has been adjusted for the refreshed stock condition information to inform housing improvement plans from April 2017.
Reviewing the Housing Revenue Account Business Plan	Complete – The Housing Revenue Account Business Plan has been reviewed and was approved. A further review will take place in 2016/17 which will allow us to consider the impact of the Stock Condition Survey and the Housing & Planning Act.
Review and redesign of Estate Services	Redesign of service agreed by Employment Committee but project stalled as we had difficulty recruiting to the manager's post. Post filled in April 2016, and project now progressing.

Any Changes Required to Service Area Plan

A new service area plan form 2016/17 has been prepared.

Neighbourhood Services

Performance Review 2015/16

Service Plan Performance

Neighbourhood Services provides a range of key front line services including waste collection/recycling, street cleansing, parks and open spaces, off street car parking, bereavement services, and oversees the operation of the One Stop Shops which are provided jointly with Warwickshire County Council.

There are approximately 4 million waste collections carried out each year, with 99.9% of them completed on the scheduled day. The Council's recycling rate is approximately 56%, which is well ahead of the national target of 50% by 2020.

The standard of street cleansing remains high due a variety of programmed cleansing regimes, and the work of the Rapid Response Teams removing graffiti, fly tipping etc.

The maintenance of parks and open spaces continues to improve by working closely with the Council's grounds maintenance contractor and other partner organisations. The Green Flag and Green Heritage Award have been retained for Jephson Gardens, in addition to the BALI National Landscapes Award. The NS team also supported Warwick Town Council in achieving the Britain in Bloom Gold Award, and Leamington Town Council in achieving Silver Gilt. NS also play a key role in providing the high quality bowling greens at Victoria Park where the men's and women's National Bowls competitions are held each year.

The Bereavement Services Team has continued to provide a high quality service despite the challenges of operating in the centre of a construction site, due to the Crematorium building and car park improvements project, which has now been completed.

The shared Customer Service Centre with WCC ceased in 2016 due to concerns over performance and increasing costs. All WDC calls are now managed within each Service Area.

The One Stop Shops continue to provide a range of services to customers in Warwick, Leamington, Whitnash, Kenilworth and Lillington. A review of the service is currently underway to better understand customer needs, the services being provided, and potential benefits of implementing the Council's digital strategy.

Risks

The main risk identified by NS at present is the condition of two of the Council's multi storey car parks. Surveys have identified that Linen Street (Warwick) is coming to the end of its operational life, and may have to close in the next 6 to 12 months. Covent Garden (Leamington) which required a significant amount of investment is to be rebuilt as part of the Riverside House relocation project.

Workforce Planning

Over the last year recruitment to vacant posts has become more difficult, especially in relation to the Ranger Service. Even after numerous rounds of recruitment there are still two vacant posts, and the delay in employing the required number of staff has hindered the roll out of the new service.

Additional posts have been created and recruited to the Green Space Team, due to the increased work load and the number of projects that need to be delivered in the next three years.

The repatriation of staff from the Customer Service Centre has added two extra posts to the Business Support Team.

Due to the numerous issues currently affecting the car parking element of the service, it is anticipated that additional project management resources will be required over the next 2 years.

A review of the staffing structure for Bereavement Services will be carried out in 2016/17 to ensure that there is a resilient management structure, and that the range of services provided can be developed.

Budget

Neighbourhood Services achieved the 2.5% saving on discretionary budgets in 2015/16, and have identified a further 5% saving (£30k) for 2016/17.

Income from recycling credits is likely to be in line with budget estimates of approximately £425k.

Car parking income continues to remain strong due to the increased usage and no disruption as a result of bad weather, with income of just under £3m for the year.

The decision to take back the responsibility for WDC calls delivered savings of £170k, and avoided additional costs of £250k by continuing to operate a shared Customer Service Centre with WCC.

The cost of providing waste collection receptacles (wheeled, bins, boxes and bags) continues to rise as they begin to fail, are lost or damaged. Members have agreed to implement a charging policy from June 2016 in order to help fund this ongoing budget pressure.

Repairs to the multi storey car parks and ongoing maintenance costs are currently being evaluated, and are likely to become a significant budget issue.

It has been agreed to increase car park charges in 2016/17, with aim of increasing income by approximately £170k per annum.

Income from Bereavement Services out turned above expectations at £1.4m, even with the disruption caused by the building improvements to the Crematorium.

Work Streams and Projects

The £1.2million refurbishment of Oakley Wood Crematorium has been completed successfully, with improved chapel facilities and additional car parking capacity.

The Green Space Team has completed a number of projects as part of the roll out of the Green Space Strategy which include:-

St Johns Playing Field, Kenilworth
Eagle Recreation Ground, Leamington
Roxburgh Croft, Leamington
St. Michaels Open Space, Warwick
Stamford Gardens, Leamington

Other projects completed include:-

Jephson Gardens sensory garden, poppy memorial and Chelsea exhibit
Victoria Park irrigation system
Oakley Wood Crematorium Landscaping
Improved security measures at Shrublands Park

Green Space Strategy planned improvements for the next 2 years include:-

Ebourne Close, Kenilworth
Redland Recreation Ground, Whitnash
Cubbington Waterworks, Leamington
Wych Elm Drive, Leamington
Villiers Street, Leamington
Priory Pools, Warwick
Shrublands Park, Leamington
The Holt, Leamington
Mason Avenue, Leamington
Saltisford Common, Warwick

Other planned projects:-

Pump Room Gardens project, Leamington

Country Park, Bishops Tachbrook
St. Nicholas Park, Warwick
Victoria Park skate park and play area, Leamington

Any Changes Required to Service Area Plan

The decision to end the shared Customer Service Centre with WCC has meant that the responsibility for taking WDC calls has passed to each individual Service Area, therefore no longer the responsibility of NS.



Title	Proposed Relocation of Kenilworth Wardens (Community Sports Club) to Castle Farm
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk
Wards of the District directly affected	Kenilworth wards of Abbey, Park Hill and St Johns
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	
Background Papers	Draft Local Plan and Modifications

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes - 795
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	10 th May 2016	Chris Elliott
CMT	10 th May 2016	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	10 th May 2016	Mike Snow
Head of Service	22 nd April 2016	Rose Winship and Tracy Darke
Monitoring Officer	15 th April 2016	Author
Portfolio Holder(s)	11 th May 2016	Cllrs Coker and Cross
Consultation & Community Engagement		
Final Decision?		Yes

1 SUMMARY

- 1.1 This report recommends Executive approval for the relocation of Kenilworth Wardens (a thriving Community Sports Club) from its current base at Thickthorn to Castle Farm. Final legal documents between the parties will be brought to Executive Committee for sign-off.

2 RECOMMENDATIONS

- 2.1 That Executive agrees to Deputy Chief Executive (AJ) and the Head of Cultural Services, in consultation with the Portfolio Holder for Culture, working with representatives of Kenilworth Wardens (Community Sports Club) (hereafter referred to as KW) to agree terms for the relocation of KW from its current site at Thickthorn to Council-owned land at Castle Farm (see plan at Appendix A).
- 2.2 That subject to agreeing recommendation 2.1, Executive agrees that the terms of the relocation shall be broadly in accordance with the principles as detailed at Appendix B to this report and that draft contract and lease agreements are prepared by the Council's legal advisors Warwickshire County Council for subsequent sign-off by Executive Committee.
- 2.3 That Executive notes that proposals for phase II of the Leisure Development Programme - Kenilworth, will inform the arrangements to be agreed with KW.

3 REASONS FOR THE RECOMMENDATIONS

3.1 Recommendation 2.1

- 3.1.1 Following extensive consultation with Kenilworth Town Councillors, Kenilworth District Councillors and the general public, Warwick District Council agreed in May 2014 that a release of land from the green belt for housing to the East of Kenilworth, (known as Thickthorn), should be included in the Warwick District Local Plan (Publication Draft).
- 3.1.2 Policy DS11 (Allocated Housing Sites) of the Draft Plan included Greenfield Site H06 (Thickthorn) part of which is the home of KW a Community Sports Club that has been in operation for over 50 years (further Club details are provided in Section 8). In recommending the allocation of this site, officers had been able to reassure Councillors that negotiation for the relocation of KW to Council-owned land at Castle Farm was feasible and deliverable. This was an initiative for which Executive Members and Group Leaders had given their backing.
- 3.1.3 At its meeting of February 2016, Executive agreed the Local Plan - Proposed Modifications report which included Policy DS NEW4 which states:

"Land at Castle Farm...(is) allocated for the provision of outdoor sport. Appropriate facilities associated with the provision of outdoor sport will be permitted provided that they preserve the openness of the Green Belt and do not conflict with the purposes of including land with it."
- 3.1.4 The consequence of the aforementioned Local Plan provisions is that, should the Local Plan be adopted by this Council, there is a clear policy position to support KW's relocation. It is therefore recommended that Executive gives its formal endorsement as landowner to the relocation of KW to the Council-owned land at Castle Farm (see Appendix A), subject to necessary planning permissions and legal agreements being in place. Members should note that the land shown as hatched on the attached plan is not in the ownership of this Council but is

required to enable the relocation to work and consequently KW is in negotiation with the landowner.

3.2 Recommendation 2.2

3.21 In the knowledge that there was informal Executive agreement to the relocation of KW to Castle Farm, officers have been discussing the terms of the relocation with the representative of KW. The principles of an agreement are shown at Appendix B to this report but in summary can be described as follows:

- KW would relocate its community sports club operation from land at Thickthorn to Council-owned land at Castle Farm and adjoining land in third-party ownership;
- KW would be entitled to exclusive use of Castle Farm Recreation Centre main hall for a mutually agreed number of hours of week;
- KW would take on the day-to-day management of the land shown as (field 1) at Appendix A (2 x full size pitches; 2 x $\frac{3}{4}$ pitches; 2 x 9x9 junior pitches; and three mini pitches) but it would be retained for public use as open space and sports playing fields;
- KW would be granted a long lease of the land shown as red at Appendix A (field 2) for a period of 125 years for a peppercorn rent upon payment by KW of a premium to be agreed by the parties, the amount being informed by a professional valuation of the land;
- WDC would use the premium received for the improvement of sports facilities at Castle Farm Recreation Centre through Phase II of the Leisure Development Programme;
- Subject to planning approval, KW would undertake various enhancements to the sports playing fields 1 & 2 using the capital receipt generated from the disposal of the land they currently hold on a long lease.

3.22 The outcome of the aforementioned agreement would be that community access to Castle Farm facilities would by-and-large be as now, save for 10 to fifteen hours per week (but see below) when KW would need exclusive use of the Hall for nets practice. However, given the times that KW is likely to want to use the facilities it is highly unlikely that there will be a material detriment to public access although officers will ensure that the Portfolio Holder is satisfied with the proposed arrangements before sign-off. It is therefore recommended that legal and lease agreements are drawn-up to reflect the principles for subsequent sign-off by Executive Committee with officers ensuring that the Council and residents' interests are protected should KW experience any viability issues in the future.

3.3 Recommendation 2.3

3.31 As part of the Leisure Development Programme report considered by Executive Committee on 4th November 2015, Members were advised at paragraph 3.1.7 that:

"The conclusion of these discussions (*Kenilworth Councillors with officers*) is that it would be premature to recommend an investment programme for the Kenilworth facilities until the Local Plan has been adopted and the funding issues around the relevant site developments clarified and the potential impact of facility development in neighbouring areas is confirmed. Future plans for the Kenilworth facilities should, therefore, be viewed as a second phase to a programme of investment and development."

- 3.32 In relation to Kenilworth facilities, officers will therefore be examining the feasibility of expanding the Castle Farm Recreation Centre gym and adding studio space by extending the footprint of the building as well as constructing a projectile hall that would take cricket nets. The building of a projectile hall would mean that the main hall would be unaffected by KW's requirements.
- 3.33 Should the feasibility study conclude that there is a business case for the ideas at 3.32 then there may be an impact on the *principles* detailed at 3.21 as use of the main hall might not be a KW requirement. So that Members have a complete picture, the feasibility work will be concluded before members are asked to agree the legal agreements referenced at recommendations 2.1 & 2.2.

4 POLICY FRAMEWORK

- 4.1 The Local Plan position is detailed in section 3.1 of this report. Successful relocation of KW helps facilitate delivery of the Plan.
- 4.2 KW's plans provide for an increased number of playing pitches in the District. This would be consistent with the Council's Playing Pitch Strategy as well as contributing to the Sustainable Community Strategy (SCS) objective of "Increasing opportunities for everyone to engage in sport...".
- 4.3 The proposals are consistent with the *Services* strand of Fit For the Future as KW's relocation will facilitate an improvement to outdoor sports facilities.

5 BUDGETARY FRAMEWORK

- 5.1 There is no impact on the Council's current budget or budgetary framework as a consequence of the recommendations in this report, however, there is an opportunity to bring forward capital investment in sports facilities as a consequence of the disposal of land held by KW on a long lease and the capital receipt this will generate for KW.

6 RISKS

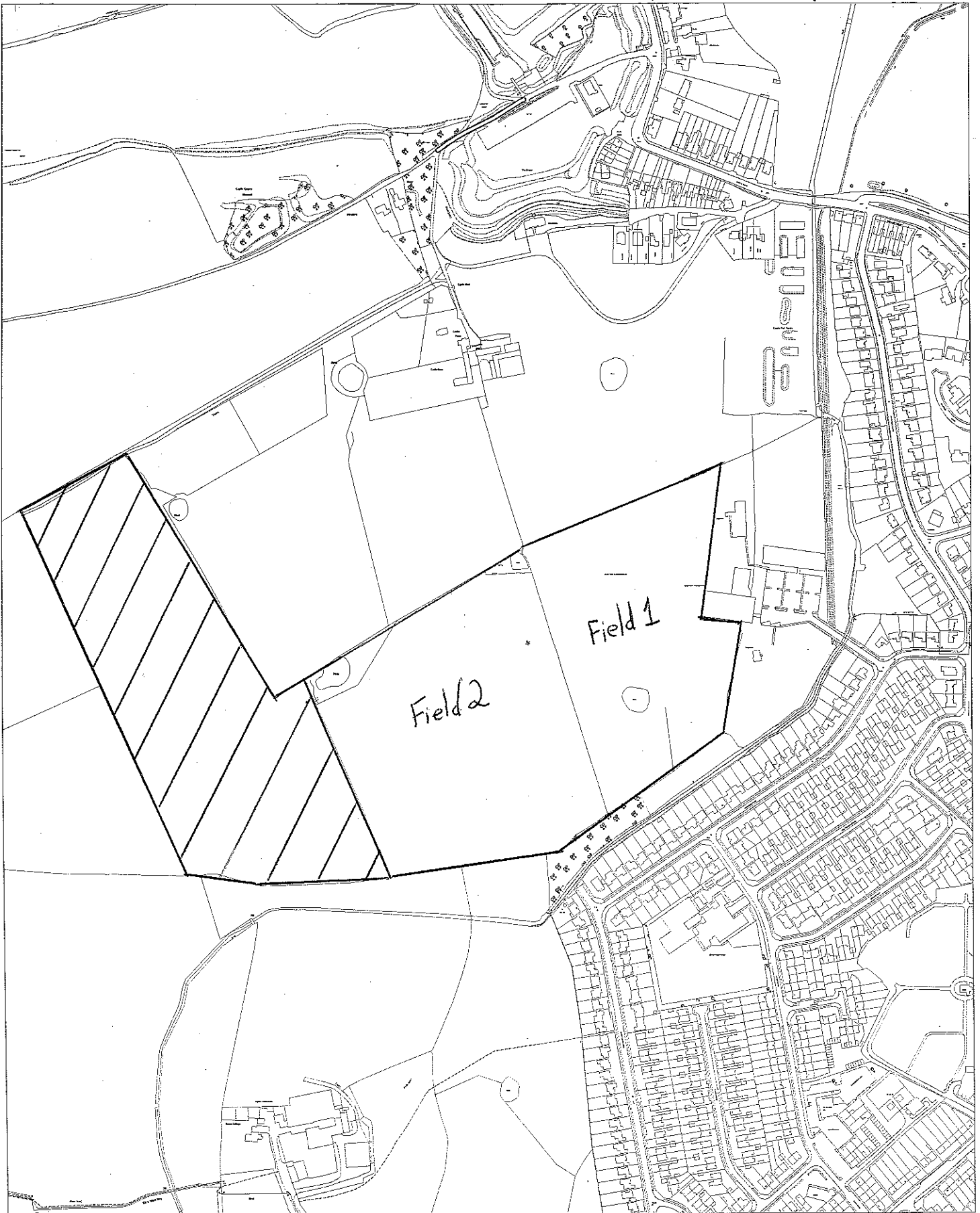
- 6.1 There is a risk that KW's relocation has an impact on the Council service currently being offered. This can be mitigated by Executive signing-off the final agreements so that it has the chance to consider the proposals in the round i.e. benefits of KW's relocation versus impact on current service provision.
- 6.2 There is a risk that KW's business case for relocation does not stack-up financially. Officers will work with KW on an open book basis to ensure that the proposal is financially viable. Members should note that Sport England will need to sign-off the relocation and will need to be satisfied as to its deliverability. A finance check and examination of accounts will be undertaken to ensure there are no contra indicators.
- 6.3 There is a risk that the relocation does not go ahead in which case there is a significant impact on the Local Plan as land allocated for housing at Thickthorn may not be able to come forward.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 No alternative options were considered as it is officers' view that the proposal offers the best way of bringing forward land for housing whilst protecting/enhancing sports facilities in the area.

8 BACKGROUND

- 8.1 KW (a limited company) has been in operation for over 50 years with currently c390 paid Members. It is based at Thickthorn and has a Clubhouse that provides office space as well as function rooms accommodating everything from Zumba classes and painting groups to birthday parties for groups of all ages. The facility offers a fully licensed bar and free car parking.
- 8.2 The club provides access to two sports:
- 8.21 Football
- 8.22 Kenilworth Wardens field three senior teams in the Coventry and Leamington Leagues. The Junior section, which is one of the biggest of its kind in the local area, has 21 teams between the ages of 7 – 16 years, including representation in the prestigious Midland Junior Premier League. The football section also holds FA Chartered Status at the higher standard of Development Club level, and it has FA Qualified coaches at every age group plus a number of UEFA B licensed coaches. The club's annual May Day football festival attracts teams from all round the Midlands.
- 8.3 Cricket
- 8.31 Kenilworth Wardens field five (occasionally six) Saturday league teams in the Birmingham Premier League and the Cotswold Hills League and two Sunday league teams one in the Arden League and one in the Warwickshire Sunday League. The first eleven won the Birmingham First Division title in the 2013 season. It also has a strong youth section, with Clubmark accredited coaching available for boys and girls from 7-18. It hosts Warwickshire's only Floodlit Twenty20 Competition every August, while Warwickshire's 2nd XI play an annual championship fixture at Glasshouse Park.
- 8.4 The Club has the desire to improve and expand its facilities (with over 400 junior participants in the various sports) but this is not possible on its current footprint. It therefore approached the Council to see whether an alternative site was available. Discussions between the Council and KW have led to the position described in this report.



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Date: 05/05/2016
OS Tile: SP2771

Warwick District Council
(WDC)
&
Kenilworth Wardens Cricket Club Ltd
(KWCC)
Principles of Agreement
(Subject to contract)

Comments added in Red by Malcolm Whitehall (11/05/2016)

Property	Castle Farm Sports Facility Kenilworth
Vendor	Warwick District Council Riverside House Milverton Hill Leamington Spa CV32 5HZ
Contact	Andrew.jones@warwickdc.gov.uk
Purchasers	Kenilworth Wardens Cricket club Ltd Glasshouse Park Kenilworth CV8 2AL
Contact	Malcolm Whitehall FRICS 20 Birches Lane, Kenilworth, CV8 2AD maew@mwhitehall.entadsl.com 01926 511 189 (h) 07798 747 770 (m)
Vendors Solicitors	To be advised
Purchasers Solicitors	Payne Skillington Lex House 12 Manor Road Coventry CV1 2LG
Contact	Robert Brown r.brown@payneskillington.co.uk

02476 633 044 (o)

Preliminary

Kenilworth Wardens Cricket Club Ltd desire to improve and extend their sports facilities and to achieve this they wish to dispose of their existing sports facility in Glasshouse Lane Kenilworth for the purposes of residential development and relocate to part of the existing sports facility at Castle Farm (approximately 14.5 acres) and at the same time acquire further land (approx. 17.7 acres) from the adjoining farmer, so in all having a sports facility of approximately 32.2 acres.

For avoidance of doubt the three areas of land in question are marked on the attached drawing as –

Field 1 The part of the existing Castle Farm Sports Development, which would not form part of the proposed new Kenilworth Wardens Sports Facility, but would be retained for public use as public open space and sports playing fields, including the bio-diversity areas. The field would be maintained on behalf of WDC by KWCC.

Management and control of the sporting use of the field to be solely at the discretion of KWCC.

Exclusive changing facilities/rooms (4) need to be provided in the existing Castle Farm accommodation (or new adjacent accommodation if the existing facility is extended) for use in association with the outside playing areas.

Bio-diversity areas will need repositioning to allow better use of the field.

Field 2 The remaining part of the existing Castle Farm Sports development, to become part of the new KWCC sports facility.

Field 3 Land to be purchased from the adjoining Farmer to become part of the new KWCC sports facility.

To enable KWCC to undertake training/net practice KWCC would be entitled to exclusive use of Castle Farm Recreation Centre main hall (and/or the new facility) for a mutually agreed number of hours of week along with access to internal and external changing facilities.

Detail

Field 1, existing external facilities in and around the Existing Building, usage, car-parking, access and bio-diversity areas.

KWCC would agree with WDC to maintain and manage Field 1 on behalf of WDC.

KWCC would not expect to be responsible for the skate park or children's play area or boules area.

KWCC would agree to 'husband' (and relocate) the bio-diversity areas.

Improvement to the area to the front of existing building with planning approval secured for better vehicular access and car-parking.

KWCC would expect to be party to proposals for this work, but would not expect to contribute towards of any costs.

Occasional over-spill use of the car-park would need to be agreed.

Planning approval for a road from the existing entrance to Castle Farm to the new facility (Field 2 & Field 3) will need to be secured.

Contribution towards the road and existing car-parking facility improvements should be sought through section 106 agreements if practical.

If it is impractical to secure a second road access as originally discussed, then a public footpath across the stream from the cul-de-sac in Fishponds Road should be investigated as this would compliment the footpath proposals.

Field 2 and Field 3, together forming the New KWCC Sports Facility.

WDC agree a 125 year lease to KWCC on Field 2 at a 'peppercorn' rent.

KWCC to make payment of a premium to be agreed by the parties and WDC to use the premium received for the improvement of sports facilities at Castle Farm Recreation Centre.

The premium should be used exclusively toward the cost of improving the ground facilities in respect of fields 1 & 2, including levelling, drainage and the grass requirements.

KWCC is negotiating the purchase of the Freehold or a long lease of Field 3 from the Land Owner.

The parties will need to ensure that the existing public footpath can be diverted around fields 2 & 3.

KWCC will fence Fields 2 & 3 with 'soft' fencing to a height of 1.5m and plant edging and trees along fencing line. Subject to planning approval certain points may need 4m or 6m high ball-stop safety fencing.

A 2/3m wide walking/running track will be provided around the perimeter with some low level lighting.

Sporting Facilities.

Field 2 and Field 3 to be levelled and primary and secondary drainage installed (as needed).

Water storage facility for ground and grey water use and pressurised underground watering system.

Two Cricket Squares (one – in field 2 - being to County First X1 Standard).

Smaller Third Cricket Square – in field 1 (Artificial wicket on either Second square or discrete).

Scoreboards

Artificial and Grass Net Areas.

2/3 Senior Football Pitches (one to be 3G with surrounding barriers, dugouts and floodlighting).

6/8 Junior and Mini pitches.

Floodlit All-Weather training area (adjacent to 3G pitch).

Machinery store (if not incorporated in Clubhouse facility).

Clubhouse Facility

Clubhouse about 400sm on two levels (ground and first floor).

Clubhouse to include Three Pairs of Changing Rooms (with male/female versatility), Showering facilities, Umpires/Referee changing facilities, Toilet facilities (on both levels), Bar, Cellar, Kitchen, Tea-room, Function Room for 100/120 (with flexibility to divide into two or three rooms).


Consider incorporating machinery store.

Viewing gallery / balcony overlooking main cricket ground.

Stand (say seat 150) incorporated in clubhouse building if main football pitch is adjacent to clubhouse.

Solar panels and/or heat pump system.

Car-park for 100 vehicles (consider part of car-park to be multi-functional with training area or net-ball court).

 Executive – 2 June 2016		Agenda Item No. 7
Title	Tourism Update	
For further information about this report please contact	David Butler David.butler@warwickdc.gov.uk Strategic Economic Development Officer 01926 456017	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No If yes state why	
Date and meeting when issue was last considered and relevant minute number	Executive: 14 March 2012 (item 5) 12 September 2012 (item 5) 14 November 2012 (item 10) 17 April 2013 (item 11)	
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12/05/16	Bill Hunt
Head of Service	12/05/16	Tracy Darke
CMT	12/05/16	Bill Hunt/Andrew Jones/Chris Elliott
Section 151 Officer	12/05/16	Mike Snow
Monitoring Officer	12/05/16	Andy Jones
Finance	12/05/16	Mike Snow
Portfolio Holder(s)	12/05/16	Cllrs. Cross and Butler
Consultation & Community Engagement		
Subject to approval of Recommendations 2.3 and 2.4, formal consultation will be undertaken with Warwick Town Council and other relevant stakeholders		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 Members have requested an update on the effectiveness of the Council's expenditure on tourism. This report makes specific proposals on how the current expenditure profile can be modified and the implications for existing grant agreements.

2. **Recommendations**

- 2.1 That Executive agrees to the renewal of this Council's funding contribution to the Destination Management Organisation (DMO), Shakespeare's England at the current level of £75k per annum from September 1st 2016 to August 31st 2019 subject to the following:
- A break clause, exercisable after 12 months, that would reduce future funding to £65k for Sept 2017 to Aug 2018 and £50k for Sept 2018 to Aug 2019 if the DMO fails to deliver against the agreed performance indicators as outlined in para. 3.3
 - An annual review option, exercisable on the anniversary of the renewal, that allows the Council to vary its contribution if the total level of public sector funding the DMO receives has altered significantly, thereby reducing the relevance of this Authorities contribution
 - That the progress of the DMO against the agreed objectives is reported on a six-monthly basis to the Overview & Scrutiny Committee
- 2.2 That, subject to the approval of recommendation 2.1, Executive delegate authority to the Head of Development Services, Head of Finance and Strategic Economic Development Officer, in consultation with the Portfolio Holders for Development, Business and Finance, to agree the KPIs for the DMO funding agreement and subsequently to determine whether the break clause or review clause should be activated.
- 2.3 That Executive approves a comprehensive review of the Visitor Information Centre (VIC) services across the district which will include an examination of means of improving the visitor experience and future funding options. Executive should note that this review and its recommendations will be brought to a future meeting on or before the Executive meeting of 02 November 2016. This review will ensure that a way forward is recommended that provides best value for the authority and addresses all procurement issues.
- 2.4 That Executive approves the extension of the previous funding arrangement with Warwick Town Council until 31 March 2017 and delegates authority to the Strategic Economic Development Officer, in consultation with the Business Portfolio Holder, to negotiate the terms of the agreement to provide VIC services.
- 2.5 That Executive agrees to release up to £12,000 from the Tourism Reserve to fund 'on the ground' activities in Warwick, Leamington and Kenilworth, based on the results of recent (and impending) independent Visitor Audits of the tourism offer in those towns. The completed recommendation reports for Kenilworth and Leamington are included in Appendices 1 and 2, whilst the report for Warwick is due towards the end of summer.

3. **Reasons for the Recommendations**

- 3.1 In April 2013 Members confirmed that the creation of a Destination Management Organisation (DMO) was the most effective vehicle of promotion of the tourist offer on regional, national and international stages.
- 3.2 A review of the progress of the DMO (Shakespeare's England) follows in 8.2 of this report. In order to continue to shape and steer the organisation, and to maximise the benefits thereof, funding of the organisation at the previous level should continue. However, accompanying this commitment should be a clear dashboard of delivery indicators that ensure this authority's contribution is leading to demonstrable value, and that these should be reported back to Overview & Scrutiny on a 6 monthly basis.
- 3.3 The Key Performance Indicators that the DMO performance will be assessed against are likely to include:
- Estimated Advertising Value (EAV) or press releases and promotions
 - Number of familiarisation visits hosted within Warwick District
 - Number of business members (as a percentage of the overall membership) from within Warwick District
- Negotiation and agreement of these KPIs is delegated to officers, in conjunction with Portfolio Holders as detailed in para 2.2, to ensure they are measurable and deliverable.
- 3.4 A comprehensive review of the future options of Leamington VIC needs to take place in order to ensure that we continue to provide a cost-effective solution to visitor needs. A brief outline of the VIC provision follows in 8.4, but a more detailed review with future options will be presented before Executive in due course, and will be tasked with providing options to the shape of future provision of Visitor Information.
- 3.5 The review will explore possibilities of sharing space and/or functions with other services currently provided by the authority, along with different staffing models and working with other stakeholders and partners.
- 3.5 In November 2012, Members agreed to develop the "hub and spoke" model for service delivery of customer information in the District, which resulted in the granting of £40k p.a. for the provision of the management of both the Warwick and Leamington VIC's. A review of the effectiveness of the grants follows in 8.3 of this report.
- 3.6 The provision of the VIC service continues, although the agreement has recently lapsed. Given that the service is already being provided as specified, it is appropriate for the terms of the previous grant to be extended until such a time that a new agreement is reached, or until the end of the 2016/17 financial year, at which point the grant agreement would cease.
- 3.7 In March 2016 Leamington and Kenilworth underwent independent Visitor Audits, commissioned by WDC in conjunction with partners such as the County Council and BID Leamington, and are included as appendices to this report. WDC are now working with WCC to progress an Audit for Warwick which will report during the summer. The outcomes of the reports received so far feature a number of deliverable actions to improve the visitor journey, from correct pedestrian signage to more intelligible mapping. The release of £12k from the Tourism reserve would allow WDC to contribute to the resolution of some of these actions. It should be noted that WCC have already contributed, as has

Leamington BID and Leamington Town Council, whilst other stakeholders will be approached shortly.

4. Policy Framework

4.1 Fit for the Future (FFF)

4.1.1 The recommendations relates to the key strands of the FFF programme

Service

Maintain or Improve Services – the maintenance of the DMO grant allows us to maintain the flow of visitors to the area. With a more focussed agreement we aim to improve the benefits to the District of this. Further, with the opportunity to renegotiate the grant with Warwick Town Council, as well as the full review of the VIC function in Leamington offer opportunities to drive in service improvements.

People

Engaged and Empowered Staff – the proposals to review the VIC function will allow for the possibility to gain additional engagement from cross-service staff.

Money

Achieve and Maintain a Sustainable Balanced Budget – the review of the VIC and the WTC grant will allow for a review of the financial contribution to tourism, and that the expenditure's effectiveness is maximised.

4.2 Sustainable Community Strategy (SCS)

4.2.1 One of the five key themes of the SCS is Prosperity. The Tourism sector has a vital role to play in the prosperity of the District – it directly maintains over 4,300 jobs and brings in an estimated £260m per year. The priority for tourism is to make sure that, through collaboration with private and public sector partners, we maximise the draw of our tourism assets to attract and retain visitors to the District.

5. Budgetary Framework

5.1 The grant to Warwick Town Council is already set in the budget and so there is no immediate financial impact. The delegation of authority to renegotiate the grant agreement (Recommendation 2.4) has capped the potential grant at a maximum of £40k – the current level of the grant.

5.2 Similarly, the ongoing costs of Leamington VIC are in the current budgetary framework. However, the review of this, and the above review of the WTC grant may yield some savings, along with service delivery improvement.

5.2 The grant to the DMO is included in the 2016/17 budget and so its continuation is also within the current budgetary framework.

5.3 The current balance of the Tourism Reserve as at 31/03/16 was £39,400.

6. Risks

6.1 There are no significant risks related to the recommendations in this report. Future risks related to the Visitor Information Review will reported to Executive at the time of the review findings

7. Alternative Option(s) considered

- 7.1 An option available to the Council would be to discontinue all funding to tourism activities, thereby saving the Council £205,400 per year. This has been discounted because Tourism is a key employment sector within the district, employing over 4,300 people, and withdrawal would have significant economic impacts. Furthermore, withdrawal would undermine the on-going work on the Economic Development Strategy, our Business Support provision and other areas of work.
- 7.2 Another option would be for the Council to continue to fund the DMO but at a lower level. This has the potential to save money for the Council or to deploy into other areas of Tourism. This has been discounted as it would lessen our ability to shape and steer the performance of the DMO, thereby lessening the beneficial impact on our related businesses. Furthermore, a sudden drop in funding from a major contributor may impede the continuation of the high level of delivery currently being produced by the DMO.
- 7.3 The Council could choose to cease all funding to the DMO, but invest the savings elsewhere in Tourism. This would give the Council the opportunity to buy into specific promotions and activities. However, this would be at a significantly lower value than working with the public and private partners that make up Shakespeare's England, as well as significantly damaging the authority's credibility within the industry.
- 7.4 An option would be for the Council to continue funding the Visitor Information Centre in Leamington but at a lower level. This was discounted as it would impact on opening hours, which are already tightly restricted by available staffing.
- 7.5 The Council could choose to shut the Leamington VIC without exploring alternative delivery models. This would offer up savings to the Council, or money to be used elsewhere within Tourism. Closure would, however, be detrimental to the visitor experience, be reputational damaging both within the community and within the tourism industry. It would also prevent the exploration of the opportunity of sharing some of the service with partners, thereby reducing costs whilst also improving the customer experience.
- 7.6. The Council could choose to cease the grant agreement with Warwick Town Council with immediate effect. This option was discounted as the service agreed through the "hub and spoke" model is currently being provided. To cease the agreement without exploring the opportunity for more effective or defined uses of the grant would not provide the Council with best value, as many of the operational tasks would need to be picked up elsewhere, and the Warwick Visitor Centre provides an excellent visitor experience.
- 7.7 The Council could choose to reduce the level of budget into "publicity and promotions" code in order to deliver a saving. This option was discounted as it would result in less activity on a local level, such as the Events or Accommodation Guides, and also hamper the ability to support major events such as the Bowls National Championships.
- 7.8 The Council could choose not to release funding from the Tourism reserve. This option was discounted as the funding will be used, along with partners funding, to deliver some key benefits to the visitor journey.

8. Background

8.1 As part of the work conducted to reach the conclusions as detailed in the recommendations, a review of the effectiveness of the current spend on tourism was carried out.

8.2 Shakespeare's England (SE)

Progress

- The company has succeeded in the aim of bringing together a more cohesive marketing and promotional offer for the whole area. It has accessed government agency (primarily Visit England) money that is only accessible to Destination Management Organisations (DMOs) For example, Visit England has match funded specific SE marketing campaigns over the last three years (£15k each year). It has generated significant value from a range of campaigns and trade shows, for example, Marylebone station takeover (where the primary London to Leamington station was flooded with actors, promo staff and literature promoting to commuters and station users how easy it was to get to Shakespeare's England and what to do there). Because of the company's partners it generates significant goodwill from members and advertisers – e.g. the Birmingham Airport Pavilion Pier is worth a minimum of £200k (and likely much more)
- SE accessed the Britain is GREAT campaign run by Visit Britain, accessible only to recognised DMOs, promoting the region on an international stage
- It has become the single point of contact for familiarisation visits for the travel trade and press journalists aiming to visit/write about the area
- The company has led the development and delivery of the Destination Management Plan (DMP) which was funded by WCC and the CWLEP. The DMP has been adopted by all partners, including WDC, and has helped drive engagement and training – e.g. using World Host Training for the WDC Rangers
- As part of the DMP, the Company has secured funding for an integrated software package that will bring together all data on the performance of the area. This will also be available to non-members to take part in, and will provide a detailed analysis of the tourism industry and areas of growth
- The company is developing a 'regional visitor pass' initiative to increase the cross promotion and attendance of visitors across the whole area, and to develop longer stays in Shakespeare's England. A detailed business case is being worked up for ERDF funding, and also for access to the "Discover England" funding programme from Visit Britain
- Tourism has been explicitly mentioned within the Midlands Engine Prospectus/Ask that has been circulated to all local authorities/LEPs
- It should be noted that Stratford District Council have recently committed to a further 3 years of funding at the current level

Opportunities

- Especially in years of significant Shakespeare anniversaries, the perception can be that the DMO can be focussed on Stratford, and more needs to be done by all partners to ensure the spread of coverage and perceived effort, as well the recruitment of members over a wide geographical base. There has been significant recent progress in this
- Monitoring and reporting has not been robust, the introduction of

measurable KPIs and six-monthly reports for the Chief Exec of the DMO to Overview & Scrutiny are designed to resolve that issue

8.3 Leamington Visitor Information Centre

Progress

- Leamington VIC is managed by Warwick Town Council
- Visible and well regarded presence in the town centre
- Operates as a fixed point that requires visitors to come to it. Has a certain target market and deals with customers well – scored very highly in recent Visitor Audit conducted by external consultant
- An excellent hub of local information

Opportunities

- Visitors might be better served if information was available in different ways and, at certain times, where the visitors already is (key events for example)
- Sales have reduced, primarily as a result of reduced stock levels and reduced opening hours
- Reduced opening hours are a specific problem as information is inaccessible at times (only open 11-2 on Sundays for example), and the prominent position of the VIC detracts from the other, open elements of the business

8.4 Grants to Warwick Town Council

Progress

- The core funding grant (originally of £25k) has helped to ensure a main tourist information hub in Warwick and has remained constant for a large number of years
- The adoption of the Hub and Spoke model of TICs has enabled WDC to reduce the level of funding needed to staff Leamington TIC. In exchange for taking on this model of operation, WDC granted a further £15k p.a. to WTC, the agreement for which is due for renegotiation
- The use of the VIC to manage the mobile TIC role at the Bowls England National Championship is a key example of the benefit of this model

Opportunities

- Visitor numbers to the TIC are falling significantly whilst the Heritage Lottery Fund project ties the Town Council to running a heritage and visitor interpretation centre for another 12 years. There is, potentially, an increased reliance upon funding from WDC
- The key deliverables of the previous grant agreement have not been clearly defined or proactively monitored, and this would need to be addressed in any new agreement
- Engagement with the Tourist Information provision in Kenilworth has been more problematic and less progress made
- The merging of the two grants (the historic, core £25k and the additional hub £15k) makes it more difficult to discern and ensure specific delivery

8.5 Publicity and Promotion

Progress

- Kenilworthweb remains a popular and highly visible website promoting Kenilworth
- Locally produced literature, such as the Events Guide and Accommodation Guide remain popular, and fulfil an otherwise unmet need

- Allows for low-level local interventions such as point of sale displays and banners
- Supports major one off event publicity such as Japan's stay in Warwick during the Rugby World Cup

Opportunities

- Production of literature, whilst popular is not always coherent or to a strategic plan, instead responding to ad hoc demand or historic precedent. There is an opportunity to co-ordinate these and maximise their impact.

Kenilworth Action Plan

Following the audits and workshop below are the suggested actions, Kenilworth consider undertaking within the next 18 months - 2 years. These are not designed to be "set in stone" and should be flexible as time and needs move on. Deadlines and responsibilities have been purposefully left blank to allow flexibility.

All actions listed here are important and desired by stakeholders in Kenilworth, however there is always a competition for resources and time. Therefore each action is given a priority rating to help assess which are vital if resources become stretched. *** denotes the highest priority.

A few specific notes on delivery of specific actions are included at the end of the document

Priority 1 - Developing a clear understanding and identity for the destination

Project	Description	Priority	Deadline	Cost	Responsibility
1.1	Understanding Kenilworth				
1.1.1	Compile a product audit of the destination's assets, so that everyone knows what Kenilworth has to offer Section 4 pages 5-8 of COOL toolkit has tips	***		Low	
1.1.2	Alongside the audit build full tourism contacts database. Encourage opt in so this data can be shared amongst stakeholders	***		Low	
1.1.3	Compile an audit of destination marketing materials within the destination catchment area (websites & leaflets etc) - who publishes / what they say etc	***		Low	
1.2	Understand the Audience				
1.2.1	Collate data and insight from Kenilworth Stakeholders to build a more solid picture of who the key visitor groups are and their behaviours	***		Low	
1.2.2	Consider simple focus groups/qualitative surveys with key audience segments to ascertain needs, motivations and awareness of Kenilworth	**		Low-Med	
1.2.3	Using the data look through Section1 page 19-25 of COOL toolkit to profile the audiences and complete an audience map elaborating on the needs and the values and messages Kenilworth should be communicating to each	***		Low	

1.3	Develop a clear identity				
1.3.1	Agree and develop a clear identity for the destination using the current visuals. Include core ethos, values and features (the message behind the orange "K") see Section 1 page 25-28 and section 4 pages 9-10 of COOL toolkit for pointers BUT make it as simple as possible!	***		Low	
1.3.2	Create a brand toolkit for others to use. Include sample copy (various uses), image library, visual style guide, tone of voice and experience examples, notes on audiences etc	***		Med	
1.3.3	Develop tools to support roll-out of brand (web buttons, social media skins, various sizes of logo etc)	**		Low-Med	
1.3.4	Apply the brand identity consistently to all Kenilworth channels (web, social media and print as reprints due) visually and in the content of the messages	***		Low	
1.3.5	Review business take-up of the brand identity -if low then ask if further support etc required	***		Low	
1.3.6	Visitor focus groups to assess recognition and response to brand identity	**		Med	

Priority 2 - Effective Promotion

Project	Description	Priority	Deadline	Cost	Responsibility
2.1	Website Improvements				
2.1.1	Using info gained in priority 1 above, plan visitor journeys through the website - entry points, vital information, useful information, calls to action etc Section 2 pages 13-15 of COOL toolkit can help	***		Low	
2.1.2	Review current web presence and especially analytics to inform the above and ensure retention of useful/essential content. Note all inbound links prior to changing the website and ensure they match up with page names, or put in place 301 redirects	***		Low	
2.1.3	Appoint professional developer to create a new Kenilworth website based on brand and visitor journey work. Ensure development includes an accessible	***		Med-High	

	CMS, responsive design and training provision for minimum 5 people on updating and maintaining				
2.1.4	Consider negotiating an ongoing maintenance contract with the developer, to ensure bug fixes, technical maintenance and support is consistently available (including content backup)	***		Med	
2.1.5	Re-work current content to match visitor journey and to appeal to key audiences. Include SEO at this stage.	***		Med	
2.1.6	Collect pdfs of all the leaflets and publications available on Kenilworth attractions and make them available on the website. Make it an information hub for the town.	***		Low	
2.1.7	Check all links in Kenilworth leaflet and ensure web pages function/exist. If not use 301 redirects to ensure information can be found. Rinse and repeat for all town marketing collateral.	***		Low	
2.1.8	Review and prioritise SEO based on the audience you desire and new content being written/reviewed for a new website. Section 2 pages 17-18 of COOL Toolkit has some good pointers	***		Med	
2.1.9	Test keyword searches and ensure popular landing pages are optimised as potential front doors (check analytics to see visitor flows and dropoffs)	**		Low	
2.2	Links and referrals				
2.2.1	Research and review Kenilworth content on key 3rd party marketing channels (e.g. Shakespeare's England, VisitEngland, Daysoutwiththekids, VirtualTourist, Visit Coventry & Warwickshire etc etc). Offer new content and images etc to improve and make a focus on experiences.	***		Low	
2.2.2	Continue to monitor 3rd party details going forward, updating as needed and continuing to seek out new avenues to promote the destination	***		Low	
2.2.3	Use brand tools (above) to help encourage all businesses to provide visible reciprocal links to the website and if relevant hold .pdf of Kenilworth leaflet	***		Low	
2.3	Social media				
2.3.1	Review current social media accounts and decide who they are for (B2B or B2C? Shoppers or other audience groups?) Then plan an outline of what that account is trying to achieve. Section 2 page 19 of Cool Toolkit has the	***		Low	

	pertinent questions. This helps provide clarity and direction for the accounts (all to easily forgotten)				
2.3.2	Plan a yearly social media content calendar in advance so you have a basic raft of content and things to talk about (stops the sporadic posting)	***		Low	
2.3.3	Work with stakeholders to encourage guest posting on social media showcasing the best experiences for visitors and giving them a "behind-the-scenes" peak at the attractions and events (bringing human interest).	**		Low	
2.3.4	Encourage more interaction over social media, competitions / open ended content / user generated content etc	**		Low	
2.3.5	Research and seek out "influencers" in specific fields who can help you reach your core audiences. Target these people proactively to gain their support	**		Low-Med	
2.3.6	Set up a visual destination social media account (Flickr or Instagram most useful). Allow wide access amongst stakeholders and encourage all to upload or tag images there	**		Low	
2.3.7	Make Youtube a core part of the social media plan, upload experience showcase videos (ones that point the camera at the potential customers point of view rather than documentary style - a visit to the Castle from a child's point of view, exploring the Abbey ruins, eating out, taking on the millennium walk, sunset drinks outside a picturesque venue etc...	**		Med	
2.4	Other				
2.4.1	Create a B2C newsletter signup form and promote through website and social media activity (as well as in situ) to develop a contacts database. Send seasonal (4 x annually) B2C e-newsletters to contacts database	**		Low	
2.4.2	Repeat assessment of external marketing annually	***		Low	

Priority 3 - Joining up the destination

Project	Description	Priority	Deadline	Cost	Responsibility
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3.1	Coordination of activity				
3.1.1	Make an initial approach to all stakeholders in Kenilworth and surrounding area, informing them of the completion of the audits/identity and new plans for activity	***		Low	
3.1.2	Use email newsletter to send a quarterly update on activity and show results/impacts	***		Low	
3.1.3	Draw up a code of conduct/charter for all key stakeholders, outlining the expectations and obligations of being involved (simple and straightforward is best - e.g. attached)	***		Low	
3.1.4	Consider usage of social media to enable deeper B2B stakeholder interaction (Twitter or LinkedIn groups are suggested).	**		Low	
3.1.5	Develop twice yearly networking events for wider stakeholders to network and interact face-to-face.	**		Low-Med	
3.1.6	Encourage familiarisation trips between businesses to improve local knowledge and interaction	**		Low-Med	
3.1.7	Develop local awards for stakeholders; in particular consider customer service and quality of welcome as well as community involvement and environmental preservation.	*		Low-Med	
3.2	Itineraries & trails				
3.2.1	Plan a range of themed itineraries interpreting differing facets of Kenilworth for the visitor. Section 4 pages 19-23 of COOL Toolkit has a step by step guide - do this in a workshop setting with businesses and other local experts. Produce an initial series of 4 - consider families, heritage, great outdoors and romantic as the themes. Create as online pdfs and provide to businesses for self printing (especially consider a heritage trail that takes in Castle/church/Abbey)	***		Low	
3.2.2	Research any existing walking trails or self guided experiences and bring together on the website or if possible encourage reprinting in hard copy	**		Low-Med	
3.2.3	Develop a children's treasure trail for Kenilworth - make available online and in self-print hard copy	**		Low	

3.2.4	Look into potential of using Geocaching as an experience vehicle (dedicated Kenilworth caches, incl. offers, prizes and clues etc).	*		Low-Med	
3.3	Offers & Incentives				
3.3.1	Investigate possibility of transferrable car park tickets within the main Kenilworth car parks (especially including the Castle)	***		Low-Med	
3.3.2	Work with businesses to generate targeted offers (vouchers/discounts) designed to encourage visits to two or more venues on any visit - promote through web & social media . Especially focussing on pairing Old Town with Warwick road and Castle with others	***		Med	
3.3.3	Encourage specific incentives from businesses around large events e.g. Warwick University Graduation (packages, offers etc)	**		Low	
3.3.4	Evaluate options for a formal loyalty scheme for retail, attractions and catering across the town	*		High	
3.4	Signage & Wayfinding				
3.4.1	Review inbound signage and ensure town centre and parking are mentioned on inbound especially at bottom of Warwick Rd and near Castle	**		High	
3.4.2	Improve pedestrian signage/routes into and out of the Castle. <ul style="list-style-type: none"> — Ideally allow gate opposite Castle Green to be used as an exit — Sign the footpath that skirts the Castle boundary to the Old Town — Consider a pedestrian crossing somewhere on castle Road — Sign Castle clearly from Abbey Fields exit 	***		Med-High	
3.4.3	Improve onward signage from car parks for pedestrians (alleys at square west, exit to abbey end in Abbey End, anything at all at Sainsbury's/Waitrose).	***		Med	
3.4.4	Check fingerposts as several need repair or reorienting (toilets at roundabout, abbey ruins at top of abbey end, church in old town etc).	***		Med	
3.4.5	Revisit routes suggested for walking - (town centre to castle and vice versa via Abbey Fields as opposed to Castle Road)	***		Low	

3.4.6	Improve signage within abbey fields: <ul style="list-style-type: none"> — Fingerposts at all entrances/exits — Fingerpost at swimming pool — Fingerpost outside St. Nicholas Church 	***		Med-High	
3.4.7	Consider way marking specific walking routes around the town with small marker discs or other physical elements	**		Med	

Priority 4 - Optimising the Experience

Project	Description	Priority	Deadline	Cost	Responsibility
4.1	Ongoing Measurement				
4.1.1	Repeat mystery visit/marketing assessments on a regular basis (say annual intervals).	***		Low	
4.1.2	Consider a 200 sample visitor survey to gain solid firsthand data on perceptions and behaviour within the destination	*		Med	
4.1.3	Develop a standard form for use by local businesses and event organisers to encourage visitor feedback	**		Low	
4.1.4	Set up a method to collate and share ongoing occupancy, visitor numbers, visitor demographics results from businesses	**		Low	
4.1.5	Undertake business surveys to benchmark performance/measure success	**		Low-Med	
4.2	Information Provision				
4.2.1	Provide information and destination maps at all arrival points (in addition to main car parks): <ul style="list-style-type: none"> — Supermarket car parks — Bus stops — Station 	***		Med	
4.2.2	Consider complementing current car park maps with interpretational	**		Med	

	information (what to see and do)				
4.2.3	Move interpretation panel at library to more visible spot (e.g. adj Clocktower where wooden frame sits)	***		Med	
4.2.4	Consider additional interpretation panels in key locations: <ul style="list-style-type: none"> — Talisman Square — Castle Entrance 	**		Med	
4.2.5	Audit current information provision across the town, identify venues that currently stock publications and others with potential to.	***		Low	
4.2.6	Centralise coordination of publication distribution with TCP (make businesses responsible for supplying stocks however) and/or arrange regular leaflet drops/exchanges	***		Low	
4.2.7	Cost options of providing out-of-hours information at TiC via screen in window	**		Med	
4.2.8	Look into options for creating tear-off map pads or other counter-top/Point of sale information which can be held throughout the destination	**		Med	
4.2.9	Create a dedicated Kenilworth information point at the Castle, showcasing the wider town, stocking publications (especially with heritage interest)	***		Med	
4.3	Physical Appearance				
4.3.1	Implement the Kenilworth brand physically within town	***		Med	
4.3.2	Litter pick car parks & persuade traders to limit waste being piled up at rear of businesses in Abbey End and Square West	**		Low	
4.3.3	Clean graffiti by clock tower more effectively and utilise the wooden hoardings or remove (perfect spot for interpretation board)	***		Low	
4.3.4	Maintain and inspect public toilets frequently to ensure higher standards	***		Low	
4.4	Improving the offer				
4.4.1	Discuss with Friends of Abbey Fields options to enable Abbey Ruins Barn Museum to be open longer/more frequently	***		Low	
4.4.2	When planning events and festivities consider focussing activities in	***		Med	

Notes

Action 1.3.1 - Developing a clear identity

The key thrust of this action is to build a consistent, identifiable and easily used brand for Kenilworth. This must be done in light of the following restrictions:

- a. lack of time - the brand needs to be implemented ASAP as all other elements depend on it
- b. lack of budget - we do not have the luxury of a large budget, therefore this element really needs to be developed using current resource
- c. No need for reinvention - The "Orange K" exists, works and seems to be generally accepted, therefore there is little need to rework the visual language, unless something radically changes. What is needed is clarity as to what the "Orange K" stands for/represents.

With these key criteria in mind we would advocate the following steps:

1. Bring together a short meeting with a small focussed group to take some key decisions. This should include TCP, WDC but also a few (2 or 3) external interests and businesses.
2. At this meeting:
 - a. Plot a list of the key assets (tangible and intangible) Kenilworth has, keeping in mind the different audiences involved .
 - b. Group the assets together into a handful of thematic headings e.g. wealth of attractions, access to great countryside etc. These provide the core building blocks the Kenilworth brand is based on.
 - c. For each then compile the list of detail that supports each e.g. xx miles of walking routes etc.
 - d. Then finally highlight some specifics, individual businesses, activities and experiences that embody the themes. These are the points that translate concepts and thematic ideas into actual things people can do. You don't need loads just a few that really showcase things.
 - e. Write that all up into a single table (see [COOL toolkit section 4 - page 9 & 10](#) for an example). This is the core of the Kenilworth brand.
3. Once complete use this information and the rest of the meeting to decide:
 - a. A few key values for the brand, underpinning ideals it should reflect and hold to. We would suggest including:
 - i. something to reflect the joined up nature of the destination, that it is more than a single experience
 - ii. something to reflect the idea that there is lots to uncover if you are willing to explore (more than you expect)

- iii. something to reflect the easy going nature and sense of relaxation (its compact and stress free day out)
 - b. Add in a few personality traits for the destination as a whole. e.g. are we; open, welcoming, knowledgeable, exclusive, vibrant etc. Don't over think this, rather just consider if Kenilworth was a person, what would they be like in an ideal world?
- 4. Write this all up in as short a space as physically possible (2-3 sides of A4 maximum) and present as:
 - a. Key themes (2b above)
 - b. Detail (2c & d above)
 - c. Values (3a above)
 - d. Personality (3b above)
- 5. Share with the meeting attendees and a few selected people from a wider circle and ask the question "is this Kenilworth?". Take their feedback and tweak but do bear in mind this has to make sense for the place as a whole so cannot encompass individual desires or pet passions, nor does it have to include every single thing. It should however convey a real feel of the essence and core of the destination.

Action 1.3.2 - Developing a brand toolkit

The information and ideas created in Action 1.3.1 essentially cover the basics of what the brand is and help any stakeholder or business to pick it up and use it, however to really encourage them to use as part of their own marketing activities we should consider adding a few other simple tools and resources to make life easier for them by following these steps:

1. Write up the brand from 1.3.1 using as plain and simple a language as possible (jargon and being overly wordy will put people off) and create as a 2 page pdf file. Include a short introduction explaining what it is, who it is for and how it should be used (an encapsulation of the destination, to be used by all businesses and to provide context and background to their marketing in a consistent manner).
2. Compile a small image library that reflects the key themes and elements of the brand (at both web and print quality) and make them available for stakeholders to use.
3. Provide the visual identity to make it simple for others to use. Include:
 - a. The logo in web quality formats (jpeg, png etc), including greyscale, colour reversed, with transparent background options at varying sizes (e.g. 200px wide, 500px wide, 1000px wide)
 - b. The logo in print quality formats (jpeg, tiff, eps etc), including greyscale, colour reversed, with transparent background options all at 300dpi in CMYK

- c. Outline the fonts and typefaces used and how they should be used (which for headings and which for body text)
 - d. Outline the colour palette with RGB, CMYK and Hex data so others can use the exact colours
 - e. Create a few simple rules about usage e.g. amount of space around the identity, minimum size etc
- 4. Use the notes from 1.3.1 to draft a few sample introductory pieces of copy for Kenilworth:
 - a. A longer piece (4 paragraphs maximum) that introduces, explains and describes the place as a whole
 - b. A shorter (1 paragraph long) piece that serves as a quick introduction or elevator pitch
- 5. Create a few guidelines on how the brand should be implemented:
 - a. Using the notes on values and personality write 3-4 bullet points around tone of voice (how we should talk about Kenilworth - e.g. friendly, knowledgeable, authoritative?)
 - b. Make suggestions for types of image/video to be used (emphasise quality above all)
 - c. Encourage usage of the web address wherever possible
- 6. Provide some specific detail and pointers on the key audiences and how the brand could be tailored and refined to appeal specifically to each. To do so, set up an audience map (see [COOL toolkit section 1 pages 23 & 24](#)). Again don't over think this, it's just a tool to help make the whole brand relevant to the specific people and just requires you to put yourself in their shoes and ask;
 - a. Who are they - their characteristics and behaviours
 - b. What they want - the things that motivate them
 - c. What we have that will specifically appeal to them
 - d. What they will get from us - then benefits and "whats in it for them"
 - e. A few key messages for each (1-2 sentences) that can be used to appeal directly to them and encapsulate the thinking in points a-d
- 7. Place all this information together somewhere visible and then share with key stakeholders.

Action 2.4.2 - Marketing audits

The marketing audit is a dedicated tool designed to critically look at and understand how a destination as a whole is presenting itself to the outside world. Repeating the audit on a regular basis is useful for both assessing change and improvements but also in looking holistically at the place from a visitors perspective. We would recommend completing these annually and the attached proforma outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the website fulfils all the key criteria but has some other glaring errors outside the scope of the criteria, it would then be marked down from 10 to say 7, reflecting that it meets the basic points but needs further work.

Action 4.1.1 - Mystery Visits

The mystery visit tool is a widely used snapshot tool to assess en-situ experience for a destination and to audit the details and specifics that make the difference between a great visit and a distinctly average one. Again we would recommend repeating this on an annual basis in multiple locations throughout the destination, and is particularly effective if conducted by someone without thorough knowledge of the place (find some willing volunteers or tourism students to help!). The attached proforma again outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the toilets are very clean and all facilities working however signage to them is very poor, it would then be marked down from 10 to say 8, reflecting that it meets the basic points but needs further work.

Leamington Action Plan

Following the audits and workshop below are the suggested actions, Leamington consider undertaking within the next 18 months - 2 years. These are not designed to be "set in stone" and should be flexible as time and needs move on. Deadlines and responsibilities have been purposefully left blank to allow that flexibility.

All actions listed here are important and desired by stakeholders in Leamington, however there is always a competition for resources and time. Therefore each action is given a priority rating to help assess which are vital if resources become stretched. *** denotes the highest priority.

A few specific notes on delivery of specific actions are included at the end of the document

Priority 1 - Direction and coordination

Project	Description	Priority	Deadline	Cost	Responsibility
1.1	Understanding Leamington				
1.1.1	Compile a product audit of the destination's assets, so that everyone knows what Leamington has to offer Section 4 pages 5-8 of COOL toolkit has tips	***		Low	
1.1.2	Alongside the audit build full contacts database. Encourage opt in so this data can be shared amongst stakeholders	***		Low	
1.1.3	Compile an audit of destination marketing materials within the destination catchment area (websites & leaflets etc) - who publishes / what they say etc	***		Low	
1.2	Understand the Audience				
1.2.1	Collate data and insight from Leamington Stakeholders to build a more solid picture of who the key visitor groups are and their behaviours	***		Low	
1.2.2	Using the data look through Section1 page 19-25 of COOL toolkit to profile the audiences and complete an audience map elaborating on the needs and the values and messages Leamington should be communicating to each	***		Low	
1.2.3	Consider simple focus groups/qualitative surveys with key audience segments to ascertain needs, motivations and awareness of Leamington	**		Low-Med	

1.2.4	Undertake a footfall survey throughout the town centre, establishing key dwell points, preferred user routes and flows	**		Med	
1.2.5	Consider a 200 sample visitor survey to gain solid firsthand data on perceptions and behaviour within the destination	**		Med	
1.3	Coordinating activity				
1.3.1	Create/build an overarching steering group to own this action plan, to monitor progress and oversee the various delivery bodies etc. Should be based around BID and WDC but have wider membership from stakeholders as well (10 members max is workable). Pages 14-18 Section 3 of the COOL Toolkit has some tips if needed	***		Low	
1.3.2	Make an initial approach to all stakeholders in Leamington and surrounding area, informing them of the completion of the audits/identity and new plans for activity - engage them in delivery of actions where possible	***		Low	
1.3.3	Use email newsletter to send a quarterly B2B update on activity and show results/impacts	***		Low	
1.3.4	Develop twice yearly networking events for wider stakeholders to network and interact face-to-face. Invite key local experts to speak on aspects of Leamington to help familiarise with facets of the destination	**		Low-Med	
1.3.5	Encourage familiarisation trips between businesses to improve local knowledge and interaction	**		Low	
1.3.6	Develop local awards for stakeholders; in particular consider customer service and quality of welcome as well as community involvement and environmental preservation.	*		Med	
1.4	Ongoing Measurement				
1.4.1	Repeat mystery visit/marketing assessments on a regular basis (say annual intervals). See note below	***		Low	
1.4.2	Develop a standard form for use by local businesses and event organisers to encourage visitor feedback	***		Low	
1.4.3	Set up a method to collate and share ongoing occupancy, visitor numbers, visitor demographics results from businesses	***		Low	
1.4.4	Undertake business surveys to benchmark performance/measure success	***		Low	

Priority 2 - Strengthening and balancing marketing of the destination

Project	Description	Priority	Deadline	Cost	Responsibility
2.1	Spread usage of the brand				
2.1.1	Create a brand toolkit for others to use. Include sample copy (various uses), image library, visual style guide, tone of voice and experience examples, notes on audiences etc see note below	***		Low	
2.1.2	Clarify the usage of Leamington sub-brands e.g. Love Leam, decide who, what and where it is used and create a short guidance document as part of the brand toolkit to share with others encouraging consistency.	***		Low	
2.1.3	Undertake a dedicated campaign via email, social media, networking events etc to re-launch the brand, showcase how to use it and encourage take-up by Leamington stakeholders	***		Low	
2.1.4	Review business take-up of the brand identity after 6 months -if low then ask if further support etc required	***		Low	
2.1.5	Visitor focus groups to assess recognition and response to brand identity	*		Low-Med	
2.2	Website Improvements				
2.2.1	Using info gained in priority 1 above, plan visitor journeys through the website - entry points, vital information, useful information, calls to action etc Section 2 pages 13-15 of COOL toolkit can help	***		Low	
2.2.2	Review current website based on the above, alongside Google Analytics data and plan priority of content and where each should sit to make the journeys as simple as possible	***		Low	
2.2.3	Realign based on the above (e.g. unclutter homepage to ensure important aspects really shine, Move "20 things to do" and "history" into Visiting Section on website, compress some information, ensure outbound links on "places around Leamington" pages, make destination and heritage visible alongside the retail element etc).	***		Med	
2.2.4	Debug and check website regularly; ensure 301 redirects for any renamed or	***		Low	

	moved pages, use w3 link checker to test for broken links etc				
2.2.5	Address site speed issues, consider; compressing images, deleting and removing old news and unused plugins etc, implementing caching plugins (e.g. W3 Total cache), or asynchronous CSS and javascript loaders, using a CDN or service like Cloudflare , or moving the site to a faster server dedicated to Wordpress	***		Med	
2.2.6	Make TIC contact information more visible or make that the standard content point for the website (and fix the mail link in the header)	***		Low	
2.2.7	Collect all relevant Leamington publications as .pdf files (lightweight enough to view on mobile) and place in single library together on website as central repository for info (e.g. walks guides, parking leaflet, shopping leaflet etc)	***		Low	
2.2.8	Review and prioritise SEO based on the audience you desire and new content being written/reviewed for the website. Section 2 pages 17-18 of COOL Toolkit has some good pointers. Focus some effort on non-Leamington keyphrases.	***		Low-Med	
2.2.9	Test keyword searches and ensure popular landing pages are optimised as potential front doors (check analytics to see visitor flows and dropoffs)	***		Low	
2.3	Links and referrals				
2.3.1	Research and review Leamington content on key 3rd party marketing channels (e.g. Shakespeare's England, VisitEngland, Daysoutwiththekids, VirtualTourist, Visit Coventry & Warwickshire etc etc).	***		Low	
2.3.2	Create a pack of sample content, images and clear instructions on linking back and provide/lobby to all third party providers. Consider developing experience or story driven content (Vintage Leamington is a good start) as hooks to get others interested.	***		Low	
2.3.3	Continue to monitor 3rd party details going forward, updating as needed and continuing to seek out new avenues to promote the destination	***		Low	
2.3.4	Use brand tools (above) to help encourage all businesses to provide visible reciprocal links to the website	***		Low	
2.4	Social media				
2.4.1	Plan a yearly social media content calendar in advance so you have a basic	***		Low	

	raft of content and things to talk about that covers all the bases of the destination offer.				
2.4.2	Make closer links with Leamington History Society, and use some of their historical articles to broaden social media content	**		Low	
2.4.3	Encourage more interaction over social media, competitions / open ended content / user generated content etc	**		Low	
2.4.4	Research and seek out "influencers" in specific fields who can help you reach your core audiences. Target these people proactively to gain their support. Tools like Followerwonk can help.	**		Low-Med	
2.4.5	Consider reducing the daily post count on Facebook/Twitter for a week or two and test engagement (conversions, shares and likes) by monitoring statistics. Also split test posting times throughout the day.	***		Low	
2.4.6	Make Youtube a core part of the social media plan, upload experience showcase videos (ones that point the camera at the potential customers point of view rather than documentary style - a visit to the Pump Rooms from a child's point of view, floating down the Leam on a canoe, getting a spa treatment, taking part in the food festival, sunset drinks outside a picturesque venue etc...	**		Med	
2.5	Itineraries & Trails				
2.5.1	Plan a range of themed itineraries interpreting differing facets of Leamington for the visitor. Section 4 pages 19-23 of COOL Toolkit has a step by step guide - do this in a workshop setting with businesses and other local experts. Produce an initial series of 4 - consider; vintage, heritage, romantic, families or similar as the themes. Create as online pdfs and provide to businesses for self printing	***		Low-Med	
2.5.2	Research any existing walking trails or self guided experiences and bring together on the website or if possible encourage reprinting in hard copy	***		Low	
2.5.3	Develop a children's treasure trail for Leamington - make available online and in self-print hard copy	*		Med	
2.5.4	Look into potential of using Geocaching as an experience vehicle (dedicated Leamington caches, incl. offers, prizes and clues etc).	*		Low	

Priority 3 - Improving the experience

Project	Description	Priority	Deadline	Cost	Responsibility
3.1	Cleanliness				
3.1.1	Clean gateway signs! Or replace with something reflecting the place (and using the brand)	***		Med	
3.1.2	Increase street cleaning outside of main town centre (the Parade) - especially Old Town and other problem spots (e.g. Chandos St car park)	***		Med	
3.1.3	Work with WCC to look at ways to reduce roadside litter on key approach routes	**		Low-Med	
3.1.4	Develop a centralised reporting and monitoring process for cleanliness (single point of contact with powers and contacts to delegate solutions onward)	***		Low-Med	
3.1.5	Consider running volunteer litter picks (OK to incentivise them - subsidised parking works well) or institute street wardens for specific areas.	**		Low	
3.1.6	Maintain dialogue and pressure on proposals to improve and develop the Old Town	**		Low	
3.1.7	Consider instituting local awards in Leamington - best shop front, best town centre floral display etc (anything to encourage more pride and participation in maintaining the appearance).	*		Med	
3.2	Signage & Wayfinding				
3.2.1	Agree and identify exact points for signage system (e.g. monolith or fingerposts) at junctions of Parade/Warwick St, outside Pump Rooms and junction of Parade/Regent St.	***		Low	
3.2.2	Cost and obtain 3 quotes for design and installation of signage system before opening dialogue with WCC and other essential stakeholders	***		Med-High	

	(easier with all the facts in place)				
3.2.3	Review current fingerposts and revise to avoid duplication (pump rooms/ museum etc) or redundancy (toilets at Packington Place) as well as maintain and repair (broken one at Chandos St carpark).	***		Med-High	
3.2.4	Check fingerposts regularly so they are pointing in the right direction	***		Low	
3.2.5	Review parking signs and provide long stay/short stay as a differentiator rather than just name of car park	**		Med	
3.2.6	Evaluate current provision and cost options for better onward signage from car parks esp. outlying ones	**		Med	
3.2.7	Consider way marking specific walking routes around the town with small marker discs or other physical elements	*		Med	
3.3	Information & Interpretation				
3.3.1	Create a dedicated Leamington information point at the Royal Priors, showcasing the wider town, stocking publications (if possible) but at minimum an information/interpretational panel	***		Med	
3.3.2	Provide information and destination maps at all arrival points (in addition to main car parks): <ul style="list-style-type: none"> — Bus stops — Coach stops — Station 	***		Med	
3.3.3	Audit current information provision across the town, identify venues that currently stock publications and others with potential to. Ensure focus is on Leamington and local Warwickshire information	***		Low	
3.3.4	Centralise coordination of publication distribution (make businesses responsible for supplying stocks however) and/or arrange regular leaflet drops/exchanges to ensure all easily accessible across the town	***		Low	
3.3.5	Amend and current maps to include important info e.g. locations of old town information panels, which streets are retail areas (especially independent shopping hubs)	**		Med	
3.3.6	Upgrade old interpretation boards and redesign with Leamington brand. Consider if new sites are needed.	**		Med-High	

3.3.7	Cost options of providing out-of-hours information at TiC via screen in window or at other coordinated venues	**		Med	
3.3.8	Look into options for creating tear-off map pads or other counter-top/Point of sale information which can be held throughout the destination	**		Med	
3.3.9	Work with All Saints Church to improve interpretation inside the building (leaflet, panels etc) - make it a heritage experience	**		Low-Med	
3.3.10	Develop "bedroom browser" packs of existing publications and information that can be placed in all accommodation providers	**		Med	
3.4	Parking & Facilities				
3.4.1	Continue to lobby/pressure WDC to simplify the parking fee structure and move towards a more consistent model that doesn't require a leaflet to explain	***		Low	
3.4.2	Lobby WDC to explore options for card payments for parking throughout the town	***		Low-Med	
3.4.3	Lobby WDC to Standardise evening and Sunday parking incentives across town centre carparks	***		Low	
3.4.4	Standardise public toilet opening hours across town and consider extending to 8pm in summer	***		Med	
3.4.5	Look into options to extend TIC opening hours	***		Med	
3.5	Extending the offer				
3.5.1	Investigate and support propositions for the establishment of any kind of Spa experience or business - these should be championed and encouraged to choose Leamington as a base	***		Low	
3.5.2	Audit and maintain a current database of all events occurring in Leamington throughout the year (incl contact details)	***		Low	
3.5.3	Encourage owners within Leamington to open gardens for NGS days and properties for Heritage open days	***		Low	
3.5.4	For each existing key event consider ways of providing an element of experience year-round (self guided trails, bookable experiences etc)	**		Med	
3.5.5	Encourage groups and organisations within Leamington to provide	**		Low	

	ancillary and supporting activities during key event periods (e.g. food festival) to bolster offer - particularly focussing activities in the 5-7pm timeslot to create animation early evening				
3.5.6	Piggyback events in surrounding and wider areas and create Leamington dedicated content and activities (small scale but using the wider event as a marketing hook).	**		Med	
3.5.7	Explore option for events or animation occurring in and around the Parade in the evening - night markets, sol et lumiere, art at night, ghost walks etc	**		Med	

Notes

Action 1.4.1 - Marketing audits & Mystery Visits

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The story/themes and visual identity essentially cover the basics of what the brand is and help any stakeholder or business to pick it up and use it, however to really encourage them to use as part of their own marketing activities we should consider adding a few other simple tools and resources to make life easier for them by following these steps:

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 - c. Outline the fonts and typefaces used and how they should be used (which for headings and which for body text)
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 - e. Create web buttons and banners of varying sizes that can easily be dropped into businesses websites
3. Draft a few sample introductory pieces of copy for Leamington:
 - a. A longer piece (4 paragraphs maximum) that introduces, explains and describes the place as a whole
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 - b. Make suggestions for types of image/video to be used, if not from main image library (emphasise quality above all)
 - c. Encourage usage of the web address wherever possible
 - d. Create tools such as; web buttons, web banners, social media skins etc

5. Provide some specific detail and pointers on the key audiences and how the brand could be tailored and refined to appeal specifically to each. To do so, set up an audience map (see [COOL toolkit section 1 pages 23 & 24](#)). Again don't over think this, it's just a tool to help make the whole brand relevant to the specific people and just requires you to put yourself in their shoes and ask;
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6. Place all this information together somewhere visible and then share with key stakeholders.

 Executive Committee: 2 June 2016		Agenda Item No. 8
Title	HS2	
For further information about this report please contact	Debbie Prince HS2 Project Officer	
Wards of the District directly affected	All Wards	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	??	
Background Papers	??	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	16/5/16	Chris Elliott and Bill Hunt
Head of Service	16/5/16	Tracy Darke
CMT	16/5/16	Bill Hunt
Section 151 Officer	16/5/16	Mike Snow
Monitoring Officer	16/5/16	Andrew Jones
Finance	16/5/16	Mike Snow
Portfolio Holder(s)	16/5/16	Councillor Cross/Butler
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		
Report to Full Council		

1. **Summary**

- 1.1 The purpose of this report is to seek authority to sign the HS2 Planning Memorandum, the effect of which is that WDC will become a Qualifying Authority for the purposes of the HS2 Hybrid Bill.

2. **Recommendation**

- 2.1 That Executive authorises the signing of the HS2 Planning Memorandum to that effect.

3. **Reasons for the Recommendation**

- 3.1 The HS2 Hybrid Bill will grant planning permission for the construction of a high speed railway between London and Birmingham. However, this permission will be the subject of a number of conditions requiring the nominated undertaker (the party/parties who will construct the railway) to obtain the consent or approval of the Local Planning Authorities along the route for some matters of detail including the detailed design and materials of buildings and structures such as bridges and tunnel portals.

- 3.2 The Bill gives each Local Planning Authority a choice between having a wide or narrow range of controls over the approval of such details. Local Planning Authorities opting for a wider range of controls are referred to as "Qualifying Authorities".

- 3.3 Qualifying Authorities will be responsible for issuing consents and approvals in relation to the detailed design and appearance of structures and other elements of the scheme but that responsibility does not extend to the principle of their construction which is permitted by the Bill itself. Examples of structures and features, the details of which Qualifying Authorities will be able to consider include:-

- Buildings and road vehicle parks;
- Terracing;
- Cuttings;
- Embankments and other earthworks;
- Fences & walls;
- Telecommunication masts;
- Pedestrian access to the railway line;
- Artificial lighting;
- Bridges and viaducts;
- Borrow pits and waste disposal sites;
- Site restoration.

- 3.4 If WDC chooses to become a Qualifying Authority, it will have responsibility for the details of the majority of the above matters with the exception of borrow pits and waste disposal sites which would be dealt with by the County Council.

- 3.5 If the council decided to be a non-qualifying authority, it would have a significantly more restricted role, thereby effectively losing what little control there is over the majority of features and structures within the District.

- 3.6 There are, in broad terms, two grounds on which the details of structures and features forming part of the railway may be refused or permitted, subject to conditions a qualifying authority. These are:-
- i. That the design or external appearance of the works ought to be modified:**
 - a) To preserve the local environment or local amenity,
 - b) To prevent or reduce prejudicial effects on road safety or on the free flow of traffic in the local area,
 - c) To preserve a site of archaeological or historic interest or nature, conservation value, in respect of which the relevant aspect of the scheme is reasonably capable of being so modified
 - ii. That the development ought to, and could reasonably, be carried out elsewhere on land within the Act limits.**
 - a) This aspect would only relate to development within specially sensitive areas such as Historic Parks.
- 3.7 It should, however be noted that it would only be appropriate to raise an objection to the design or details of a particular structure or feature if the impact of that design would be very significant within the surrounding area beyond that which might reasonably be expected as part of the railway scheme.
- 3.8 The reduced level of control applying to non qualifying authorities only enables them to refuse permission in respect of reasons ia. and iia. above - all other matters would remain with HS2. Therefore, in view of the current concern over the impact of HS2 on important heritage assets and the implications for the road network within the District, it is imperative that the Council takes full advantage of the powers that would be conferred on it by becoming a Qualifying Authority.
- 3.9 Councils wishing to become Qualifying Authorities are required to sign the "Planning Memorandum". This is a document that sets out the rules of conduct and administrative arrangements for both the Local Planning Authorities and the nominated undertaker leading up to and during the construction of the railway.
- 3.10 Importantly, it requires the Council to commit to dealing with applications for consent in an expeditious manner, i.e. within 8 weeks, and to being sufficiently resourced to be able to do so. The applications expected to be submitted are likely to be for relatively minor matters but substantial in number.
- 3.11 In view of the level of interest that is likely to be generated by the proposals that come forward (and therefore the potential for the majority of them under current arrangements to need to be dealt with by Planning Committee); the possibility that numerous such applications will be submitted either at the same time or in short succession; and the need to ensure that they are dealt with particularly expeditiously, there is a significant risk that under current arrangements, the anticipated volume of work would have a significant impact upon the capacity of Planning Committee to consider these additional items within the required determination period.
- 3.12 In order to address this issue, it is anticipated that determination of the majority of these applications would need to be delegated to the Head of

Development Services who in conjunction with a small review group of key members could identify those particular submissions which for exceptional reasons ought to be considered by Planning Committee.

- 3.13 Should this approach be agreed, it will require a change to the constitution, and this particular issue will therefore be the subject of a report to Full Council at their next meeting.
- 3.14 The District Council, along with other Councils along the route, has been involved in negotiating the form and content of the Planning Memorandum with HS2 and a final version has now been produced.
- 3.15 It is proposed that the Council will either be reimbursed for the cost of dealing with the additional workload resulting from these applications and approvals by way of either the payment of application fees or the funding of temporary posts within the Council. Discussions in relation to the drafting of an appropriate Service Level Agreement in that respect are on-going.
- 3.16 In summary, becoming a Qualifying Authority involves a commitment by the Council to deal with applications appropriately and within specified timescales, in return for greater control over a wider range of matters than would otherwise be the case.
- 3.17 Prior to any submissions being made to the Council, the works to construct the railway will have the equivalent of outline planning permission such that the Council will only be able to consider aspects of the reserved matters (i.e. the details of design and materials, etc.) in the manner described in this report.
- 3.18 It should be noted that the extent of that control will need to be clearly communicated in an appropriate way to the public so that there is a clear understanding of the expectations in being a qualifying authority and the level of influence over the matters identified above in paragraph 3.3 above.

4. Policy Framework

- 4.1 **Fit for the Future** – Becoming a Qualifying Authority will ensure that the Council has some influence over the physical development of HS2 within the District which will therefore contribute to the vision of making Warwick District a great place to live, work and visit as set out in the Sustainable Community Strategy and be consistent with the Fit for the Future programme.

5. Budgetary Framework

- 5.1 One of the objectives of the Service Level Agreement which is currently being drafted is to ensure that the work undertaken by Local Planning Authorities in considering and determining the planning applications submitted in respect of the HS2 proposal is cost neutral.


6. Risks

- 6.1 Should the Council decide not to take the opportunity to become a Qualifying Authority, it would relinquish the albeit limited planning powers that would be afforded to it and consequently reduce the influence that the Council could have over the HS2 development and its impact on the District to a minimum.

- 6.2 In particular the loss of authority over issues which are important to the local community such as the loss of amenity, traffic flow, highway safety and protection of important heritage assets would be significant.
- 6.3 Should the Council decide not to amend the constitution so as to enable all submissions relating to HS2 to be considered within the required timescales, the Council would risk losing any conferred powers as a result of not being able to meet those challenging deadlines.

7. Alternative Option(s) considered

- 7.1 The risks associated with the Council not deciding to be a Qualifying Authority or amending the constitution to enable decisions to be undertaken expeditiously are identified in section 6 above.
- 7.2 Alternative options have been considered in respect of the proposed revisions to the constitution however the proposals as set out in this report are considered to be the most effective and appropriate.

 Executive 2nd June 2016		Agenda Item No. 9
Title	Local Plan Budget	
For further information about this report please contact	Dave Barber dave.barber@warwickdc.gov.uk 01926 456065	
Wards of the District directly affected		
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Council 28 th January 2015;	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	3/5/16	Chris Elliott
Head of Service	4/5/16	Tracy Darke
CMT	3/5/16	Chris Elliott, Bill Hunt, Andy Jones
Section 151 Officer		Mike Snow
Monitoring Officer		Andy Jones
Finance	3/5/16	Mike Snow
Portfolio Holder(s)		Cllr Stephen Cross
Consultation & Community Engagement		
None		
Final Decision?		Yes

1. **Summary**

- 1.1 This report seeks agreement to draw down additional money from the Planning Appeals Reserve to support the Local Plan Examination

2. **Recommendation**

- 2.1 That an additional sum of £95,000 be set aside from the Planning Appeals Reserve to support the Local Plan Examination.
- 2.2 That until such time that involvement of planning officers in the Local Plan examination reduces, the approach to supporting Neighbourhood Plans be amended to limit input from planning officers to meeting the legal requirements as set out in para 3.7 to 3.9 below.

3. **Reasons for the Recommendation**

- 3.1 **Recommendation 2.1:** At its meeting of 28th January 2015, Executive approved a sum of £120,000 to cover the costs of the Local Plan and CIL Examination processes including the costs of the Inspector and the Programme Officer. This sum was added to an existing balance of £30,000 to provide a total budget of £150,000
- 3.2 To date the Inspector's costs have amounted to £33,762 and the Programme Officer's costs have been £5,250. This leaves just under £111,000 in the budget to cover the costs of the Local and Plan and CIL Examinations
- 3.3 We have recently received information from the Local Plan Inspector regarding the potential timings and timescales for the Local Plan Examination. Subject to him receiving the modifications and representations from the Council at the end of May he is hoping that preparatory work and written statements can take place during June, July and August, with the Examination hearings commencing towards the end of September. He is indicating that potentially the hearings might involve 9 weeks of sitting over a 12 week period. Whilst it is not possible to estimate with any accuracy what the final costs of the inspector's might be, the timescales indicated by the Inspector are longer than had originally been estimated in assessing potential costs. The complexity and comprehensive nature of the Local Plan means that it is likely that the Inspector's preparatory work and the work in pulling together the recommendations and final report may also take significantly longer than envisaged. Further, the same is likely to apply in estimating the Programme Officers time.
- 3.4 It is also becoming increasingly clear that it will be important to draw on the expertise of consultants who have prepared evidence to support the Local Plan. As examples this could include:
- GL Hearn with regard to housing need
 - Enfusion with regard to the Sustainability Appraisal
 - Warwickshire County Council with regard to Strategic Transport
- 3.5 Taking all this in to account, it is now estimated that the Local Plan Examination costs could be:
- Inspector's costs: £150,000 (including the £33,762 already committed)
 - Programme Officer costs: £35,000 (including the £5,250 already committed)

- Consultant costs: £30,000
- Total: £215,000

3.6 The costs of the CIL Examination are still expected to be in the region of £30,000. Therefore, the total cost of the CIL and Local Plan Examinations is expected to be £245,000. As £150,000 has already been set aside towards the Examinations, this report requests that a further £95,000 is set aside from the Planning Appeals Reserve.

3.7 **Recommendation 2.2:** The following neighbourhood plans are currently being progressed:

- Barford: examination complete. The next stage is the referendum
- Bishops Tachbrook: currently being examined
- Bubbenhall and Baginton: initial draft prepared.
- Budbrooke: consultation draft prepared. The next stage is formal consultation
- Kenilworth: area designated. Work on initial proposals now progressing
- Leamington: have applied for designation
- Leek Wootton: preparing consultation draft
- Stoneleigh and Ashow: exploring the possibility of redesignation as a separate neighbourhood plan area

3.8 The Local Plan Examination is likely to be time-consuming for the planning policy team until the end of the hearings (currently anticipated to be December 2016). It is important the planning policy officers continue to make the Local Plan their main priority during the preparation for and participation in the Local Plan hearings. During this period of time it will not be possible for them to provide more than the statutory support for neighbourhood plans. This may have an impact on the preparation of neighbourhood plans during this period and particularly on the non-statutory input planning policy officers have offered in relation to advising on conformity with the Local Plan and national policy, and providing advice on the evidence base and the wording/justification for specific policies.

3.9 During the period, the Head of Development Services will explore other opportunities to support neighbourhood plans, particularly where doing so dovetails with the Council's own priorities. It is proposed that Head of Development Service writes to all parish and town councils to set out the extent of the support that will be available during this period.

4. **Policy Framework**

4.1 **Submitted Local Plan:** the recommendations seek to enable the progression of the submitted Local Plan through to adoption. The Local Plan and therefore this report, aligns directly with the Sustainable Community Strategy by supporting its themes of prosperous communities, sustainable communities, health and wellbeing and community safety.

4.2 **Fit for the Future:** By enabling the progression of the Local Plan, the recommendations support Fit for the Future

4.3 **Impact Assessments:** There are no Equalities Impacts associated with the recommendations

5. Budgetary Framework

- 5.1 The balance on the Planning Appeals Reserve at 31 March is estimated to be £572,800 (this includes income received over the last year from S106 Administration Fees). Taking account of committed and proposed expenditure on the Local Plan and CIL examination (as set out in paras 3.5 and 3.6 above) the remaining balance at 31 March 2016 will be £327,800.


6. Risks

- 6.1 There is a risk the Local Plan Inspector will find the Plan unsound and will recommend withdrawal or potentially a further period of suspension. These outcomes could lead to additional costs over and above those set out in this report.
- 6.2 Whilst we now have some indication from the Inspector regarding the likely timescales of the hearings, the Planning Inspectorate have understandably made it clear that they *"are unable to give any estimate of the likely future total for the work which will be needed to complete the examination"*. There therefore remains considerable uncertainty about how much preparation time and report writing time the Inspector will require. And in this context it is extremely difficult to estimate accurately the likely costs of the examination. Whilst some flexibility has been built in to the estimates set out above, there is a risk that the total costs will exceed these estimates.

7. Alternative Option(s) considered

- 7.1 To achieve adoption of the Local Plan, there are no alternatives to meeting the costs of the Inspector and the Programme Officer as we are bound by a statutory process.
- 7.2 It would be possible to undertake the Examination process without input from expertise detailed in para 3.4 above. However much of the work undertaken in preparing the evidence base is highly technical and requires specific expertise to explain and justify the conclusions. Without the input of these experts, there is therefore a significant risk that the Plan (or parts of it) could be found unsound.
- 7.3 It would be possible to continue to provide support to neighbourhood plans in line with the service provided over the last 12 months. This option has been considered, but without additional resources, is likely to have an impact on the progress of the Local Plan.
- 7.4 A further option is to utilise the Neighbourhood Plan Funding Grants received from central government to support the Council's involvement in Neighbourhood Plans to increase the staff time available for neighbourhood plans. During 2015/16, this amounted to £65,000. However, there are two significant issues to consider in relation to these grants:
- a) the level of funding cannot be predicted with any certainty as it is entirely dependent on the number of neighbourhood plan areas that are designated during the year and the number that progress to referendum.
 - b) the funding is provided to cover the costs of the statutory work the Council has to undertake in support of neighbourhood plans. This includes for instance the management of referenda; work to designate neighbourhood plan areas, appointing examiners and checking compliance with the regulations (basic conditions).

- 7.5 So, whilst this option could help provide some additional support it would require a commitment to provide funding without a guarantee the commensurate level of funding would be available from the grants.

 Executive Report June 2016		Agenda Item No. 10
Title	The repair of listed boundary walls, Barford House, Wellesbourne Road, Barford	
For further information about this report please contact	Nick Corbett, Principal Conservation and Design Officer	
Wards of the District directly affected	Barford	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Planning Committee, 31 st March 2015 Executive Report, 13 th January , (Review of the Historic Building Grants Scheme)	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	Yes/No (If No state why below)

There are no implications for Equality and Sustainability

Officer/Councillor Approval

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19/05/16	Bill Hunt
Head of Service	19/05/16	Tracy Darke
CMT	19/05/16	
Section 151 Officer	19/05/16	Mike Snow
Monitoring Officer	19/05/16	Andy Jones
Finance	19/05/16	Mike Snow
Portfolio Holder(s)	19/05/16	Councillor Stephen Cross

Consultation & Community Engagement

The proposals have been discussed with the Portfolio Holder, Councillor Stephen Cross.

Final Decision?	Yes
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Suggested next steps (if not final decision please set out below)

1. SUMMARY

- 1.1 To agree to fund repairs required by an urgent Section 54 Repair Notice, served under the Planning (Listed Building and Conservation Areas) Act 1990 on the owner of listed walls at Barford House, Wellesbourne Road, Barford.
- 1.2 Following a tender exercise the cost of repair work is known to be £133,675. Approximately £70,000 of this cost will be met from the entire budget allocated to the Historic Building Grant scheme in 2016/17 - plus underspend from the previous year.
- 1.3 This report seeks agreement to fund the balance of costs from the Council's Capital Investment Reserve. A notice will be served on the property owner (and subsequently, if necessary, a charge will be placed on his property) to reimburse the Council its costs.

2. RECOMMENDATIONS

- 2.1 Executive agrees that if the landowner does not enter into a suitable contract to start repair works and begin work on site within one month, then an amount up to £64,000 (on top of the figure of £70,000 identified in paragraph 1.2) is drawn down from the Capital Investment Reserve to meet the cost of repairing the listed boundary wall at the park of Barford House, as identified on the attached plan (Appendix 1).
- 2.2 Subject to agreeing recommendation 2.1, Executive notes the process outlined under Section 3 of this report for ensuring the Council is reimbursed its costs.
- 2.3 Executive authorises the Head of Development Services to negotiate with contractors to reduce the price of the works by omitting the return section of wall, along Insons Yard, which serves private dwellings but which is not a public thoroughfare.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 On 31st March 2015 Planning Committee authorised the Head of Development Services to serve a Section 54 Repair Notice on the owner of the land requiring the urgent repair of the listed boundary walls, (Appendix 1) within the curtilage of the Grade II* listed Barford House. The repair works are urgently necessary for the proper preservation of this listed heritage asset.
- 3.2 The Section 54 Repair Notice requires the owner to take action within seven days, after which the Council may undertake the work and serve notice on the Owner to pay the Council's costs.
- 3.3 Due to the owner's inaction, the Section 54 Repair Notice was finally served on him on 16th February 2016, and the Council may now undertake the works itself.
- 3.4 The owner still has not appointed contractors to undertake the work, but he has now asked a contractor to provide him with a quote. If the landowner enters into a suitable contract for the works to be completed and if works are seriously underway within the next month, then the Council may not need to undertake the works itself and the funds will not be required.

- 3.5 The repair of this wall is considered to be a high priority not only because of its significance as a protected heritage asset, but because of public safety; it is a seriously dilapidated wall where members of the public have immediate access to it, and where they frequently gather beside a bus stop.
- 3.6 The process for recovery of the Council's costs incurred in carrying out the work will be as set out in Section 55 of the Planning (Listed Buildings and Conservation Areas) Act 1990. This involves the Council serving a notice on the landowner that requires him to reimburse the Council for the cost of the works. The Owner may then appeal this notice to the Secretary of State on any of the following grounds;
- (a) that some or all of the works were unnecessary for the preservation of the building; or
 - (b) in the case of works for affording temporary support or shelter, that the temporary arrangements have continued for an unreasonable length of time; or
 - (c) that the amount specified in the notice is unreasonable; or
 - (d) that the recovery of that amount would cause him hardship
- 3.7 Grounds (a), (c) and (d) are likely to present the most risk to the Council. The risk of a successful challenge on Grounds (a) are mitigated by the fact that the works specified in the repair schedule are the minimum necessary to safeguard the structure, in accordance with the professional views of the Council's Officers, and an expert consultant engineer. The risk of challenge under (c) is mitigated by the fact the Council followed due process and entered into a competitive tender exercise to ensure best value. Ground (d) is a risk that is beyond the control of the Council and could potentially result in it not recouping the expenditure, but this is unlikely given the fact that planning permission has been granted for eight dwellings on the owner's neighbouring land.
- 3.8 The Council would be able to apply for a charge to be placed on any property owned by the landowner if the debt remained unpaid; this would follow after the notice is served, and after any appeal is determined in the Council's favour.

4. **POLICY FRAMEWORK**

- 4.1 The maintenance of the historic environment is highlighted in the Warwick District Council's Local Plan and also forms part of the National Planning Policy's Framework objectives to maintain heritage assets. The listed, historic boundary walls around Barford House are highly visible and their poor condition is of concern to the wider local community.
- 4.2 Adopting a proactive approach to protecting the historic environment makes a positive contribution towards the Council's vision for making Warwick District a great place to live, work and visit.

5. **BUDGETARY FRAMEWORK**

- 5.1 The proposed works will cost £133,675, approximately £70,000 of this will be paid for from the transfer of the Historic Building Grant budget from 2016/17 (plus underspend), and the balance is proposed to come from the Council's Capital Investment Reserve.

6. **RISKS**

- 6.1 Following the Council serving notice (under Section 55 of the Act) on the landowner, and following determination of any appeal he might submit to the Secretary of State being determined in the Council's favour, if the debt remained unpaid the Council could then apply for a charge to be placed upon any property owned by the landowner. The Council would then be reimbursed its costs following the sale of this property. There is a potential risk that the landowner does not own any property assets to the value of the costs incurred by the Council, but this is unlikely given that planning permission has been granted for eight dwellings upon land in his ownership on the other side of the park surrounding Barford House. There is also a risk that the landowner never sells his property, in which case the Council may have to sue the landowner to recover its costs.
- 6.2 It should also be noted that any existing charges and restrictions on the owner's property may take priority. As such careful searches will have to be undertaken before deciding which property to place the charge upon.

7. ALTERNATIVE OPTION(S) CONSIDERED

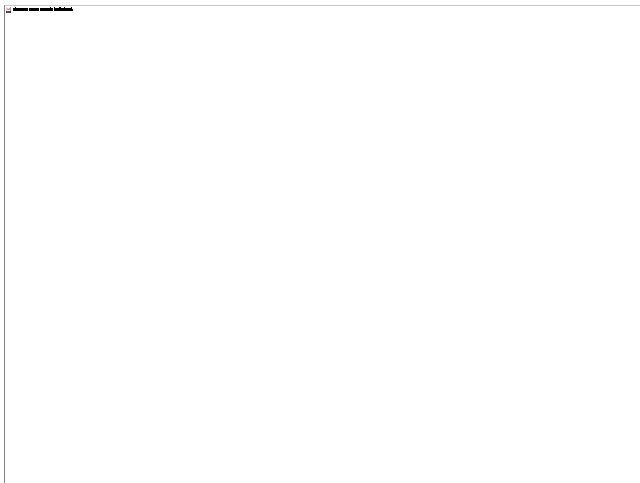
- 7.1 The option of doing nothing is not considered to be appropriate as it would be contrary to the expressed wishes of Planning Committee, and it would result in serious harm to heritage assets. (It should however be noted that, whilst the Planning Committee has exercised its discretion to serve the notice, this does not bind the Executive to incur expenditure to carry out the works).
- 7.2 The preferred option is for the landowner to undertake the works but he has continued to procrastinate; one option would be to give him a time extension, but over one year has already passed since Planning committee authorised the S54 Repair Notice and contractors are still not on site, and the timescale for completing works this calendar year is closing.

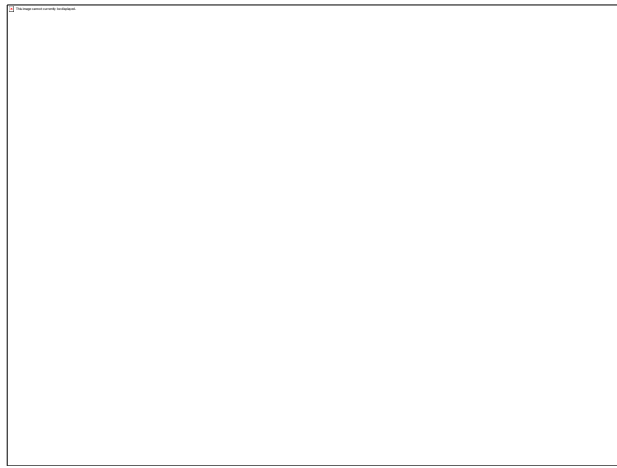
8. BACKGROUND

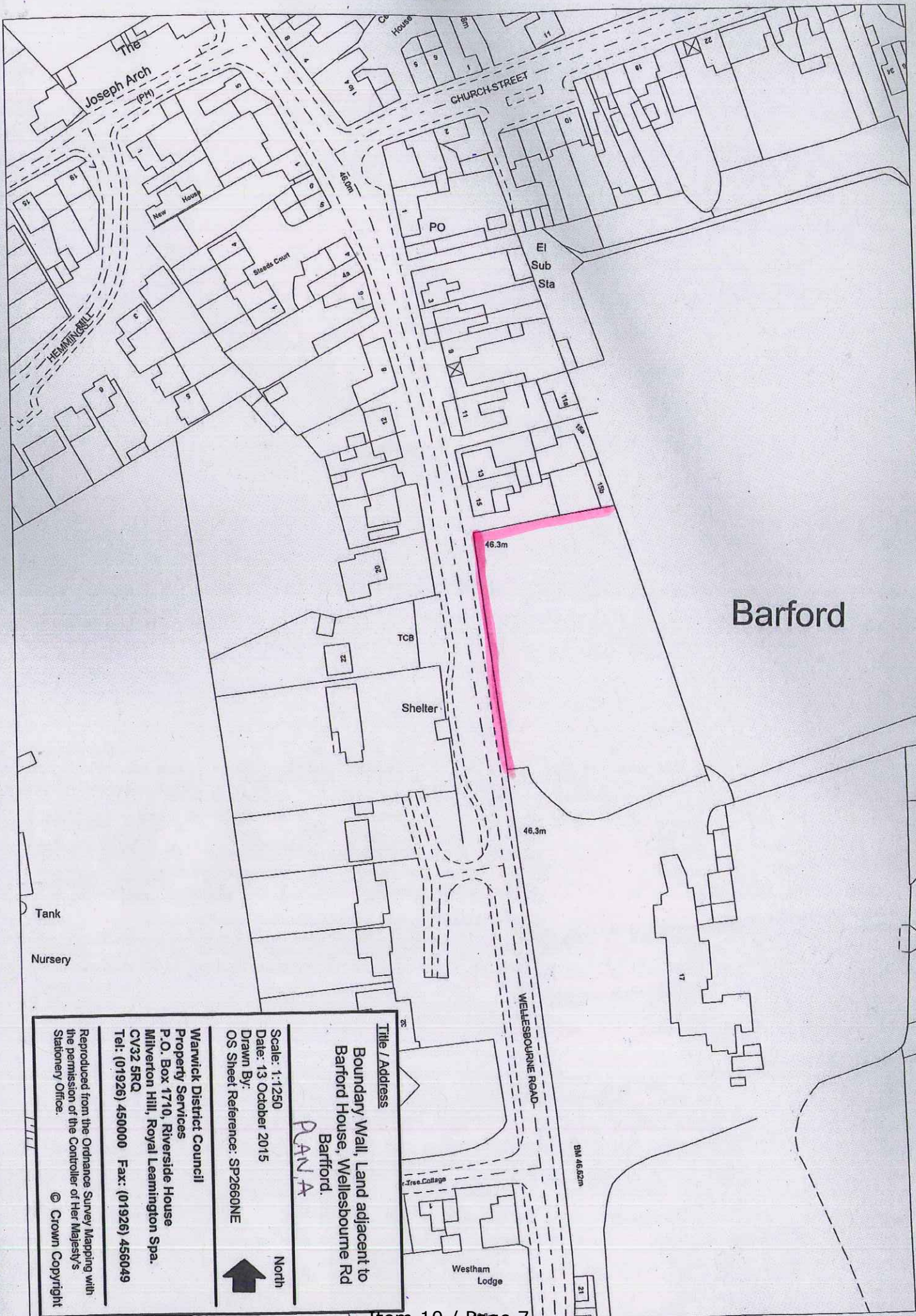
- 8.1 On 31st March 2015, Planning Committee authorised the Head of Development Services to serve a Section 54 Repair Notice on the owner of the land requiring the urgent repair of the listed boundary walls (identified in Appendix 1) within the curtilage of the Grade II* listed Barford House.
- 8.2 Officers produced a detailed repair schedule outlining the minimum work necessary to safeguard the listed walls, and expert conservation engineer advice was incorporated into this.
- 8.3 Delays have been incurred due to the lack of clarity about when, and if, the landowner would commission the repair works himself.
- 8.4 Following the grant of planning permission on 9th December 2015, for eight dwellings (Application: W/15/1294) on a neighbouring site within the park of Barford House, in the same ownership of the walls subject to the Section 54 Repair Notice, it was anticipated the owner would have the financial means to repair the walls.
- 8.5 Due to the owner's inaction, the Section 54 Repair Notice was finally served on him on 16th February 2016, and the Council may now undertake the works itself.


- 8.6 The owner still has not appointed contractors to undertake the work, but he has now asked a contractor to provide him with a quote. If works are seriously underway within the next month, then the Council may not need to proceed with the works itself and the funds will not be required.
- 8.7 Given the fact that contractors are still not on site, and given the limited window for undertaking the works (the use of lime mortar requires the works to be undertaken when there is no risk of frost), the Council will need to instruct contractors within six weeks if the works are to be undertaken this calendar year.
- 8.8 The repair of the wall is considered to be a high priority because of its serious dilapidated condition where members of the public have immediate access to it, and where they frequently gather beside a bus stop. The following photographs show the condition of the wall, which has holes within its structure and bricks can literally be taken out by hand due to the lack of mortar.

Wellesbourne Road, (beside the bus stop)







 EXECUTIVE MEETING - JUNE 2016		Agenda Item No. 11
Title	Land at Sabin Drive, Weston – under - Wetherly	
For further information about this report please contact	Chris Makasis, Estates Manager	
Wards of the District directly affected	Stoneleigh & Cubbington	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No, <u>but Appendix 2 is Private & Confidential as it contains</u> information relating to the financial or business affairs of any particular person (including the authority holding that information)	
Date and meeting when issue was last considered and relevant minute number	None	
Background Papers	None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant Deputy Chief Executive, Head of Service, Finance, Monitoring Officer and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliott
Acting Head of Service		Robert Hoof
CMT		10.5.2016
Section 151 Officer		Mike Snow
Monitoring officer		Andrew Jones
Finance		Mike Snow
Portfolio Holder(s)		Dave Shilton
Consultation Undertaken		
Please insert details of any consultation undertaken with regard to this report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 To consider the disposal of land at Sabin Drive, Weston – under – Wetherly

2. **RECOMMENDATION**

- 2.1 The Executive approve the disposal of land adjoining 1 Sabin Drive, Weston – under – Wetherly, edged in thick black on Plan 1 attached, subject to the terms & conditions listed in the Private & Confidential Appendix 2 of this Report.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The Sabin Drive Residential Estate was granted Planning Consent W/95/1361 in 1995 and was subject to a Section 106 Agreement of the 1990 Town & Country Planning Act that required for areas to be left as open land and designated as 'Public Open Space'.
- 3.2 These areas of Public Open Space are shaded on Plan 1, attached.
- 3.3 In June 2013 the owners of 1 Sabin Drive approached this Council with a request to purchase the area of Public Open Space that adjoins their house, which is edged in thick back on Plan 1 attached, exclusively for private garden use.
- 3.4 They wished to include the land within their demise to bring privacy to their dwelling and to resolve problems that had occurred on a number of occasions to the private manhole covers which serve 1 Sabin Drive (that are located in the Public Open Space) that had been damaged by the Grounds Maintenance Vehicles that tended the Public Open Space.
- 3.5 WDC informed the owners of 1 Sabin Drive that it was something that they would be prepared to consider, subject to Planning Consent for change of use of the land from Public Open Space to Private Garden Land, and subject to approval to this proposal from the local Parish Council, in this instance the Weston under Wetherly Parish Council.
- 3.6 Approval to the proposal was granted by the Weston – under – Wetherly Parish Council of 4th December 2013 so the owners then sought Planning Consent for the change of use from WDC, as the Local Planning Authority.
- 3.7 The WDC Planning Committee of April 2015 approved the change of use, under Planning Consent W/15/0161, which was subject to a number of Planning Conditions.
- 3.8 Following on from this, term & conditions for the sale of the land in question were agreed between WDC and the owners of 1 Sabin Drive, following approval from the original developer of the estate - Bloor Homes Ltd. - to the relinquishment of the restrictive covenant that permitted the site only to be used as Public Open Space.
- 3.9 The terms & conditions of the sale of the land in question, from WDC to the owners of 1 Sabin Drive, along with the relinquishment of the restrictive covenant by Bloor Homes, are Private & Confidential because they contain information relating to the financial or business affairs of any particular person (including the authority holding that information), but are listed in the Private & Confidential Appendix 2 of this Report.

- 3.10 These terms & conditions were approved by the relevant Head of Service, Local Councillors and Portfolio Holder, under Delegated Authority, but prior to the completion of the legal documents, it became aware to WDC that the sale of such Public Open Spaces (that had come into the ownership of WDC under a Section 106 Agreement) required (pursuant to section 123 of the 1972 Local Government Act) for Council Committee consent and a Local Councils Scheme of Delegation was not sufficient approval on such matters.
- 3.11 Subsection 2A of Section 123 of the 1972 Local Government Act states that a Council must not dispose of land consisting of, or forming part of, an open space acquired by a Council under a Section 106 Agreement (or such other superseding Act of Parliament or Regulation) unless the Local Council has publicised notice of its intention to dispose of such land in the Local Press for 2 weeks running, and considered any objection to the disposal.
- 3.12 The proposed disposal in question was thereafter duly advertised in the local 'Courier' newspaper on Friday 18th March 2016 and Friday 25th March 2016 informing all who had an objection to the proposal to make their objection to WDC, in writing, by no later than 15th April 2016.
- 3.13 An objection was received, and is listed in Appendix 1 of this Report, and the items raised in this objection have been considered by WDC. However, WDC would not wish to Lease the land to 1 Sabin Drive which would result in future periodical management & administrative fees and would not provide WDC with the sufficient consideration which WDC would need to provide Bloor Homes in order for them to remove the restrictive covenant.
- 3.14 Additionally, Planning Consent for the change of use confirmed that WDC, as a Local Planning Authority, did not believe that the loss of the small piece of Public Open Space would be detrimental to the area, nor to the entrance into Sabin Drive, taking into account the large surrounding areas of Public Open Space that would be retained on both sides of the entrance into Sabin Drive & on the estate. Furthermore, disposal of the land in question would provide WDC with a Capital Receipt ; would reduce WDC's future Grounds Maintenance costs ; and would ensure no further damages to the private manhole covers for 1 Sabin Drive that are located within the Public Open Space that WDC propose to dispose of. Plan 4 attached displays the location of the private manhole covers.
- 3.15 The Planning Consent that granted the change of use of the land in question from Public Open Space to private garden land & the erection of post and rail fence incidental to the enjoyment of 1 Sabin Drive, placed Planning Conditions on the proposal which will, among other things, ensure that the boundary fencing shall be constructed exclusively of a 1m high post & rail paddock fencing, as shown on Plans 2 & 3 attached, with future intention to plant sympathetic shrubs & flowers along the fencing/close to the fencing on the owners side of the fence.

4. **POLICY FRAMEWORK**

- 4.1 The proposal would comply with this Councils Fit for the Future policy through its 'Money' framework by assisting this Council to achieve a sustainable balanced budget.

5. **BUDGETARY FRAMEWORK**

- 5.1 The disposal of the land in question shall provide WDC with a General Fund Capital Receipt and reduce its liability concerning Public Open Space

6. **RISKS**

6.1

Risk	Possible Trigger	Possible Consequences	Risk Mitigation / Control
Refuse to Dispose of Land	The land will remain within ownership & responsibility of WDC	Reduced capital receipt WDC continue to pay Grounds Maintenance costs of the Public Open Space & continue to insure/indemnify WDC against any claims that may be brought against it due to injuries/damages that may occur on the land.	Approve disposal of the land

7. **ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 This Council retains the land and continues to maintain it, at its expense, and refuse all similar future requests hereafter.

8. **BACKGROUND**

- 8.1 None

APPENDIX 1

1 of 2

[REDACTED]

6 April 2016

Mr C Makasis,
Estate Manager
Warwick District Council
Riverside House
Leamington Spa
CV32 5HZ

Dear Chris

1 SABIN DRIVE, WESTON UNDER WETHERLEY

I am writing in response to the Public Notice re the sale of Public Open Space to the owners of the above property.

I recognise that this area of Public Open Space has now been designated as Garden area by the Planning Committee of Warwick District Council in March 2015 (incorrectly in my view and totally against the advice of the Planning Department). However it has not yet been sold to anyone and on that basis I would like my **Objection** to the sale to be recorded for the following reasons.

When Wetherley Rise was built in 1997-99 the areas in front of 1 Sabin Drive, 2&4 Sabin Drive, the junction of Alderman Way /Sabin Drive and the District Council play area next to the Village Hall were all designated as public open spaces to be kept like this for the enjoyment of the village. This was to ensure that the pleasant vista and arrival at the entrance to Wetherley Rise was retained and would enhance the village. This was incorporated in the planning consents and obligations of Warwick District Council at the time.

Over the years previous owners of The Barn, the owner of No 3 Sabin Drive and a resident from The Courtyard tried to purchase land to give themselves a garden but these requests were robustly refused by both the then Parish Councillors and WDC, you, Chris, being the one officer of WDC who refused these attempts.

This land should continue to be open for the enjoyment of villagers as was the intention all those years ago and it is what many villagers and Councillors have fought for subsequently.

Despite the fact that it is now no longer designated as public open space, it should not be sold to a private individual. [REDACTED]

No-one should be able to buy public open space land that would then go on and alter the entrance to the estate. [REDACTED] bought the house knowing it had no garden. If a garden is what [REDACTED] wanted then [REDACTED] should have bought elsewhere.

This application never came to a public meeting of the village so that [REDACTED] could explain their reasons. Maybe before WDC sell off public land there should be a public meeting of the village to discuss this matter.

May I suggest that Warwick District Council think about leasing the land to the property, or to [REDACTED] which would then need to be re-leased to any new purchaser upon sale of the property.

Doing this will ensure that there is no financial gain to anyone. [REDACTED] (the same Code of Conduct that binds the District Councillors) and the Nolan Principles within this Code state:-

Selflessness - Holders of public office should act solely in terms of the public interest.
Integrity - They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends.

[REDACTED] is in danger of breaching the Code of Conduct, but leasing the land would avoid that problem completely.

Therefore my objection stands on the basis that this land has not yet been sold and should not be sold, as

- it will ruin the vista and entrance to the estate which was fought for so hard in 1997 and agreed at the time by WDC
- It has been refused permission for people to purchase by both Weston PC and WDC over the years, and simply
- It should stay as the open space that was intended
- it should be leased rather than sold.

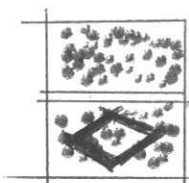
Yours sincerely

[REDACTED]
[REDACTED]



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Scale: 1:2000
Date: 20/04/2016
OS Tile: SP3669SE



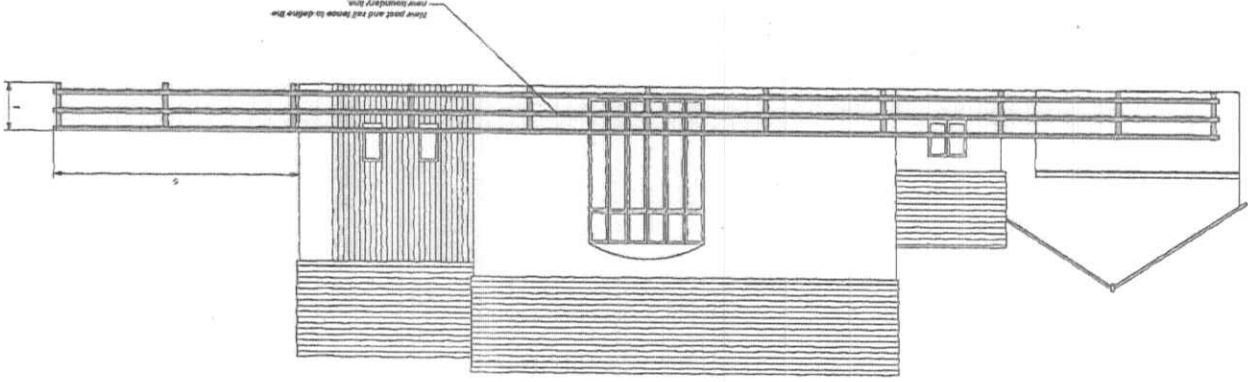
= PUBLIC OPEN SPACE
= LAND IN QUESTION

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Plan 1

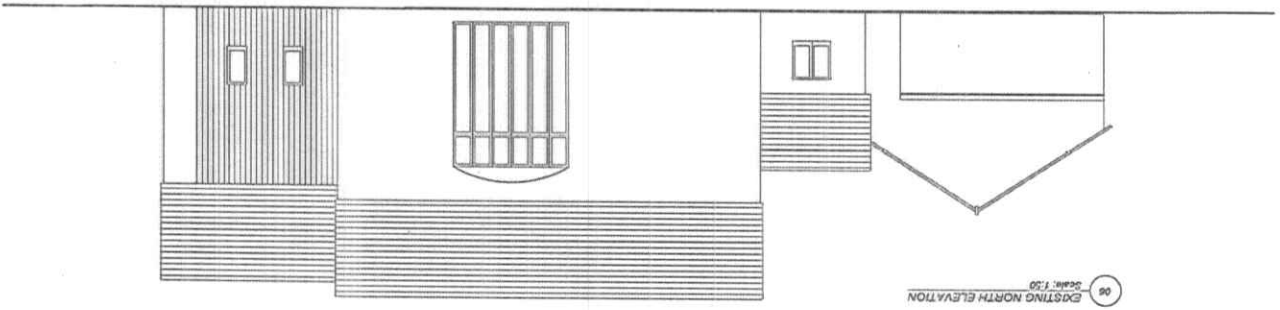


Plan 2



07 PROPOSED NORTH ELEVATION
 Scale: 1:50

Proposed



08 EXISTING NORTH ELEVATION
 Scale: 1:50

Existing

Job No: A1-SH04 Date: January 2016 Version: 1.0 Author: Matt Nichol Client: 11 School Lane, Redford Corniche 01920 880440 Project: ISOLA GARDEN DESIGN Description: Garden Development for The Burrell 1 School Road, Western Under Wetherby, Wetherby, West Yorkshire.	Title: A Date: 01/11/15 Author: Richard Brown Description: Proposed Boundary Treatment.
Title: 1 Date: 01/11/15 Author: Richard Brown Description: Proposed Boundary Treatment.	Title: 1 Date: 01/11/15 Author: Richard Brown Description: Proposed Boundary Treatment.



14 EXISTING WEST ELEVATION
Scale: 1/32"

Proposed



Technical drawing of a garden seat. The drawing shows a side view of the seat with dimensions f and h indicated. A note points to the seat structure: "Keep post and rail fence in same material as garden seat." The seat is shown with a wooden frame and a cushioned seat.

New post and rail fence to run around perimeter of new garden area.

No.	Date	Appr.	Preparer's initials
1	5/27/15		Approved Secondary Treatment
<div style="border: 1px solid black; height: 100px; width: 100%;"></div>			
<div style="border: 1px solid black; height: 100px; width: 100%;"></div>			

A	DATE	DISC'D ISSUE
No.	Date	Issue Notes
<div style="border: 1px solid black; height: 100px; width: 100%;"></div>		

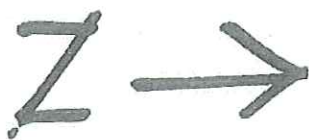
ISOLA GARDEN DESIGN

11 School Lane, Medford Somerville
01228 8B3340

Matt Nichol

Project Name: Garden Development for:
The Barr 1 Saxon Road,
Western Under Woburny, Waveredshiro,
West Elburston

Project Location: Bar and the Pabstons
Address: Woburny
Date: January 2014
Prepared by: A1-SH03
Scale: 1:500



EXISTING SITE POSITION
Scale: 1:200

RUGBY ROAD

5 x
MANTHOLE
COVERS

1. 4. 5. 6.

03 PROPOSED NEW PERIMETER
Scale: 1:100



www.isoagardendesign.co.uk

www.laoaiguaranteed.com

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[illegible]