

Executive

Wednesday 26 July 2017

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 26 July 2017 at 6.00pm.

Membership:

Councillor A Mobbs (Chairman)	
Councillor N Butler	Councillor A Rhead
Councillor M Coker	Councillor A Thompson
Councillor M-A Grainger	Councillor P Whiting
Councillor P Phillips	

Also attending (but not members of the Executive):

Chair of the Finance & Audit Scrutiny Committee	Councillor Barrott
Chair of the Overview & Scrutiny Committee and Whitnash Residents' Association (Independent) Group Observer	Councillor Mrs Falp
Labour Group Observer	Councillor Quinney
Liberal Democrat Group Observer	Councillor Boad

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.

2. Minutes

To confirm the minutes of the meeting held on 1 June 2017

(To follow)

Part 1

(Items upon which a decision by Council is required)

3. Final Accounts 2016/17

To consider a report from Finance **(Pages 1 to 65)**

Part 2

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

4. Fire Safety in High-Rise Buildings

To consider a report from the Deputy Chief Executive (BH) **(Pages 1 to 17)**

5. Improvements in Royal Pump Rooms

To consider a report from Cultural Services **(Pages 1 to 24)**

6. 2nd Warwick Sea Scouts Headquarters

To consider a report from Development Services **(Pages 1 to 23)**

7. Environmental Enforcement Service Delivery Options

To consider a report from Neighbourhood Services **(Pages 1 to 9)**

8. General Reports

(A) Significant Business Risk Register (Pages 1 to 22)

(B) Temporary Assistant Conservation Officer – Historic Canal Network (Pages 1 to 4)

(C) Rural/Urban Capital Improvement Scheme (RUCIS) Application (Pages 1 to 8)

9. 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
10 & 11	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

10. **2nd Warwick Sea Scouts Headquarters – Appendix D**

To consider a report from Development Services **(Pages 1 to 1)**

11. **Minutes**

(a) To confirm the confidential minutes of Executive of 12 April 2017.
(Item 11a/Page 1)

(b) To confirm the confidential minutes of Executive of 1 June 2017.
(Item 11b/Page 1)

Agenda published Monday 17 July 2017

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


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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 26 July 2017		Agenda Item No. 3
Title	Final Accounts 2016/17	
For further information about this report please contact	Marcus Miskinis Tel 01926 456804 marcus.miskinis@warwickdc.gov.uk Jenny Clayton Tel 01926 456013 jenny.clayton@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	27 July 2016: Budget Review to 30 June 2016 28 September 2016: Fees and Charges 2017/18 2 November 2016: Budget Review to 30 September 2016 30 November 2016: General Fund Base Budgets latest 2016/17 and Original 2017/18 Housing Revenue Account Base Budgets latest 2016/17 and Original 2017/18 8 February 2017: GF Budget 2017/18 And Council Tax – Revenue & Capital HRA Budget 2017/18 And Rents 22 February 2017: Formal Council Tax Resolution 25 July 2017: Finance & Audit Scrutiny Committee - Audited Statement of Accounts	
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	Reference

number)	847
Equality Impact Assessment Undertaken	No (This Report is a matter of fact)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	10/7/2017	
Head of Service	10/7/2017	Mike Snow
CMT	10/7/2017	
Section 151 Officer	10/7/2017	Mike Snow
Monitoring Officer	10/7/2017	
Finance	10/7/2017	Report from Finance
Portfolio Holder(s)	10/7/2017	Peter Whiting
Consultation & Community Engagement		
Not Applicable		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 The 2016/17 Accounts have been closed, at the time of writing this report are being audited and will be made available on the Council's Website by the end of July, subject to the outcome of the Audit. At the time of writing this Report, it is intended that Finance and Audit Scrutiny Committee will formally approve the Audited Statement of Accounts on the 25th July 2017.
- 1.2 The Executive are asked to note the financial position for 2016/17 as detailed in the report, and to retrospectively approve the allocation of the surplus which was appropriated to the Planning Appeals Reserve and the Leisure Options Reserve under delegated authority.
- 1.3 This report provides summary information on the 2016/17 out-turn with the Appendices and Statement of Accounts providing an in depth analysis.

2. Recommendation

- 2.1 It is recommended that Members note the new arrangements for the closure of the Annual Accounts as outlined in Sections 3.1. and 3.2 below and also in the November 2016 Budget Review Report.
- 2.2 Members are asked to note the final position for Revenue Slippage (Ear Marked Reserves) to 2017/18. £288,600 General Fund and £163,900 Housing Revenue Account (HRA). Section 3.3, with 3 additional requests having been approved under delegated authority.
- 2.3 Members note the final positions for the two funds, £456,800 favourable General Fund Revenue and £1,607,600 favourable Revenue HRA. The Capital Programme shows a favourable variation of some£4,824,600. It is recommended members confirm the appropriations which have been made. Section 3.4.
- 2.4 Members confirm the revised contributions from the Leisure Options Reserve and to the Corporate Asset Reserve. Sections 3.6 and 3.7.

3. Reasons for the Recommendation

- 3.1 Under the Accounts and Audit Regulations 2015, local authorities' audited Statement of Accounts from 2017/18 must be published by 31 July 2018, and annually thereafter. Under the current regulations, the draft accounts must be completed and signed by the responsible finance officer by 30 June, with the audit and formal publication completed by 30 September. Piloting this new tighter timetable, the draft accounts for 2016/17 were completed by the end of May, giving June and July for the audit process. At the time of writing this report, Finance and Audit Scrutiny Committee have yet to approve the Audited Statement of Accounts and these are on that agenda for Members' information.
- 3.2 The November 2016 Budget Review Report detailed how the new arrangements would work and Members approved that any surplus or deficit on the General Fund balance was to be appropriated to or from the General Fund Balance within the Statement of Accounts. Similarly it was agreed for the Housing Revenue Account, that the balance automatically appropriated to/from the HRA Capital Investment Reserve. It was also agreed that the Head of Finance, in consultation with the Finance Portfolio Holder, would amend these

arrangements for appropriating the surpluses or deficits as necessary and would agree any further items of revenue and capital slippage.

- 3.3 In February of this year as part of the Budget Setting Process, Members approved the Revenue Ear Marked Reserves to be carried forward into 2017/18 where it had not been possible to complete projects during 2016/17. Further requests have been approved under delegated authority by the Head of Finance and are shown in the table below.

Portfolio	Project	Amount £	Reason
Cultural Services	Replacement of Netting at St Nicholas Park and Castle Farm Leisure Centres	6,400	Awaiting completion of the Redevelopment of the Leisure Centres
Strategic Leadership	ICT Hardware	3,100	Ordered at the beginning of February, shortage of parts has delayed delivery until April
Strategic Leadership	Software for new printers that are in the process of being procured	11,200	Part of review of printer software and equipment based on relocation requirements

The unspent balances on the original approved Ear Marked Reserve Requests have been updated to reflect those at 31st March 2017. Some of these have proven lower than forecast, due to more monies being spent during 2016/17 than originally envisaged. Incorporating the new requests Members will see that the actual amounts carried forward have reduced. The final position for Ear Marked Reserves to be carried forward into 2017/18 is shown in the Table Below.

	Actual Unspent Balance £	Original Request £
General Fund		
Strategic Arts Programme	5,300	5,500
St Marys Lands Masterplan	39,300	55,900
Electric Pool Vehicles	2,100	6,200
Heat Distribution Network	17,200	17,200
Lillington Regeneration	26,300	26,000
Europa Way Strategic Opportunity Proposal	6,400	26,200
Harbury Lane	103,800	104,000
Crematorium Rebranding	24,000	24,000
HQ Relocation Project Manager	9,000	9,000
Coventry & Warwickshire LEP Growth Hub	22,500	22,500
Website	2,900	15,000
Workplace Transformation in preparation for Office Relocation	9,100	9,200
ICT hardware	3,100	
Castle Farm £1,700 & St Nicholas Park £4,700	6,400	

nets		
Installation of new printers	11,200	
Total General Fund	288,600	320,700
HRA		
New Carpeting for Chandos Court	10,700	10,700
Independent Satisfaction Survey for Tenants and Leaseholders	5,800	6,000
Chandos Court Scooter Store	32,700	33,000
New Fire Panels for Sheltered Schemes	114,700	157,000
Total HRA	163,900	206,700

It is recommended that the Executive note the position on Revenue slippage. As in previous years, expenditure against these Budgets will be regularly monitored and reported to the Executive as part of the Budget Review Process.

3.4 The final out-turn positions upon closure of the Accounts are as follows-

	Revised Budget £'000's	Actual £'000's	Variation £'000's
HRA	-3,992	-5,599	-1,608
General Fund	11,969	11,512	-457
Capital Programme	21,515	16,690	-4,825

Members are asked to note the position and note that £150,000 of the General Fund Surplus was appropriated to the Planning Appeals Reserve to replenish the extra demands from the implementation of the local plan upon it as outlined in the June 2017 Fit for the Future report. As referred to in Section 8.1, the Refurbishment of the Leisure Centres has been delayed. At the time of writing this Report, officers believe that the new Contractor is likely to seek compensation but will also aim to reduce the net cost to this Council. The Leisure Options Reserve is not adequate to forward fund any settlement, prior to the Council being able to agree any reimbursement. Members are therefore asked to confirm that the residual surplus (£306,800) is appropriated to the Leisure Options Reserve. These appropriations were made within the 2016/17 Accounts under the delegated powers outlined in 3.2 above. The HRA balance is automatically transferred to the HRA Capital Investment Reserve with the Capital underspend being slipped to 2017/18 or returned to the HRA or General Fund Capital Investment Reserves as appropriate. Any adjustments to these arrangements would be carried out in 2017/18.

- 3.5 Section 8 and the appendices provide further information on the Capital Programme, General Fund and HRA Revenue Accounts outturns, with explanations for significant variations. The Executive need to be aware of the final position for the Council's finances for 2016/17 and any future implications. They are asked to note these explanations and endorse the work that officers are doing to improve the accuracy of budget setting and monitoring.
- 3.6 Members will recall approving that some £484,000 was approved to be drawn down from the Leisure Options Reserve to compensate for the reduced income whilst Newbold Comyn and St Nicholas Park Leisure Centres underwent refurbishment (November 2016 Base Budget Report). Upon closure of the Accounts the actual outturn was £101,000 favourable against the Revised

Budgets, so reducing the need for this Reserve Funding from £484,000 to £383,000. Members are asked to confirm the revised contribution, with no changes to this being made in 2017/18 at present.

- 3.7 In April of this year, Members received a Report on the Corporate Repair and Annual Maintenance Programme. At that point it was forecast that £485,600 of this budget would be slipped due to some of the planned works being deferred until 2017/18. Upon closure of the accounts, it has been established that the budget, £1,371,500, has actually been underspent by £931,800. These monies will be returned to the Corporate Asset Reserve to be utilised in future years. The April Report outlined the reasons for the delays, including the absence of the Head of Service, weather and proactive decisions to defer works to minimise service disruption. This underspending is spread across the General Fund Services and is contained within the "Premises" variations in the detailed General Fund Appendix. It is recommended that Members note the revised position and confirm that the surplus appropriated back to the Reserve within the 2016/18 should remain so for 2017/18.

4. **Policy Framework**

- 4.1 **Policy Framework** – The Final Accounts for 2016/17 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 Accounts cover 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 2016/17 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 Whilst the draft Accounts have been published within the early closure timescale, there is a risk that in doing so there is a material error within. At the time of writing this report, External Audit have yet conclude their opinion on the accounts. Members will be updated at the meetings of Finance and Audit (25/7/17) and Executive (26/7/17).
- 6.2 The timetable for achieving the early closedown had its own risk register.

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 to allow the General Fund balance to vary from the £1.5m level, along with how the 2016/17 surplus has been allocated. Any changes to the allocations would be carried out during 2017/18.

8. Background

8.1 Capital Programme

Capital Expenditure showed a favourable variance against the revised budget (£21,515,000) of £4,824,600. This is comprised of the Housing Investment Programme and Other Services. The table below summarises Budget and Expenditure by Fund-

	Latest 2016/17 £'000's	Actual 2016/17 £'000's	Variation 2016/17 £'000's
Housing Investment Programme	13,230.0	11,357.7	-1,872.3
Other Services	8,285.0	5,332.7	-2,952.3
Total Capital	21,515.0	16,690.4	-4,824.6

The main reasons for these variations were slippage (£351,000 Housing Investment Programme and £2,822,000 Other Services) and underspends (£1,738,000 Housing Investment Fund and £16,000 Other Services). The Other Services Programme includes a budget of £74,000 for a Colour Photocopier. This has been purchased by way of a Finance Lease and these costs have been included accordingly within the Accounts. Whilst this shows as a variation in the table above and appendices, it is not an underspend or saving.

Appendices A and B, show an analysis of the Capital Programme and it's financing, with Appendix C providing explanations for the variations.

Members will be aware that the Sayer Court development was completed during 2016/17. The Budget of £7,572,000 allowed for a contingency should costs overrun. However, it has not been necessary to utilise this and overall the scheme shows a saving of some £920,000.

Within the Housing Landlord function, Members will see that some of the projects, such as the Electrical Fitments have been delayed. However, in some cases, there is already sufficient budget in 2017/18 to be able to deliver the programme without needing the unspent balances from 2016/17.

The Leisure Centre Refurbishment Programme has been delayed, primarily due to issues with the utilities. Unfortunately, this will delay completion until after the Centres are contracted to be outsourced. At the time of writing this report, Officers are engaged in discussions with the relevant parties to minimise costs arising from this. Some £769,000 of the Capital Budget is being slipped to 2017/18.

Delays in the procurement process for the Pump Room Gardens restoration has led to £1,179,000 of the budgeted £1,299,000 being slipped to 2017/18.

8.2 General Fund

The outturn for the General Fund Services for 2016/17 presents a favourable variation of some £456,800. An analysis by Portfolio Holder is shown at Appendix Di.

Appendix Dii provides a more detailed breakdown of major service variations with the most significant being discussed below as well. (IAS19 adjustments and capital charging have been excluded from this analysis as these are compensated for below the line).

Net Business Rates Retained Income to the General Fund is £421,700 below the revised Budget. The Budget had assumed a £139,000 surplus. Due to the necessary accounting practice, which requires the Council to pay over Central Government's share of the additional income (the levy) in 2016/17, whilst not receiving its share of the benefit until subsequent years, and the Business Rates Collection Fund bringing forward a deficit from prior years, there is actually a deficit for 2016/17 of some £282,700. The variation between budget and actual has been funded from the Business Rates Volatility Reserve.

Electricity Budgets were increased, as when the contract was awarded there had been an increase in energy prices. However, upon closure of the accounts, it has been established there is a favourable variation of some £91,000 against the Revised General Fund Budget of £629,000. This is partly attributable to £24,000's of refunds in respect of prior years.

The most significant areas are shown in the table below.

Site	Variation £'000's	Annual Budget £'000's
Office Accommodation- Riverside House	-26	88
Newbold Comyn Leisure Centre	-21	79
Royal Pump Rooms	-15	59
Total of above Sites	-62	226
Total General Fund	-91	629

Having a reasonably mild winter will have led to a drop in consumption. Officers will work with the Energy Management team to determine the most appropriate usage that budgets should be based upon, with the 2017/18 budgets being adjusted to reflect this.

Investment Interest is higher than that budgeted. Delays in various programmed expenditure as discussed within this Report, means that there has been more balances to invest which has led to this favourable variation rather than it being due to higher interest rates. The Annual Treasury Management Report was presented to Finance and Audit Committee on 27th June, this provides more details on the 2016/17 performance. The Table below shows that budgeted and that received broken down into the 2 Funds.

	Revised Budget £'000's	Actual £'000's	Variation £'000's
HRA	-187	-208	-21
General Fund	-299	-328	-29
Total Interest	-486	-536	-50

Car Parking Income is £108,000 favourable against a revised budget of £3,019,000. In February 2016, Members approved that any surplus Car Parking income be appropriated to the Car Parks Repairs and Maintenance Budget to contribute towards the ongoing maintenance of the Council's Multi-Storey Car Parks. Members are informed that this appropriation has been made as part of the final accounts process.

The Spa Centre shows a net favourable variation of £96,500 on direct income and expenditure. There was a further net variation nearing £15,000 on the Bar and Catering, bringing the overall net direct income and expenditure variation there to £111,500. For the first year ever, income exceeded £1 million and was well in excess of that budgeted. Ticket Sales rose to 74,209, the highest ever (6,000 more than 2015/16). Pantomime income alone was £275,800, an increase of some £39,000 on the previous year.

In 2015/16 it was calculated that the Council would be reimbursed for a further £78,000 for that year's Parliamentary Election. This would be received in 2016/17 and was factored in accordingly. But the actual reimbursement still outstanding at 31st March 2016 was only £44,000, as the income received from the neighbouring local authorities had not been taken into account in the 2015/16 calculations. Hence 2015/16 income was overstated and leads to a £34,000 adverse variance in 2016/17.

A reduction in Costs awarded for Council Tax Arrears Hearings, (despite having the same number of Courts) and reduced income from penalty charges for fraudulent claims for single occupancy discount have led to an unfavourable variation in income budgets of some £43,000 in total. The National Fraud Initiative had been delayed until 2017/18 so there should be some improvement in identifying the fraudulent claims in the new financial year.

Staff Vacancies in Environmental Protection and the Sustainability Officer post mean these budgets were underspent by some £45,000 in total. These posts were not filled due to the impending Health and Community Protection restructure from 1st May of this year.

An additional budget of £100,000 for Bed and Breakfast costs was built into the budget in October of last year. This would be compensated for in part by additional benefits reimbursement from Government and an additional £100,000 in rebates was also built in. However, upon closure of the Accounts, it has been established the costs in the second half of the year were not as high as forecast, a favourable variation against the revised budget of £34,000. But this meant that the level of rebate would also be lower than the revised Budget. Usually, any variation in income should be matched by a variation in expenditure, leaving minimal impact overall.

However, the Government will only rebate up to a set amount per week and does not refund Service Charges. As Warwick District is a premium tourist attraction, it means that the Bed and Breakfast accommodation charges in the area are priced to reflect this, particularly during peak seasons. Hence, whilst Costs were £151,000, the Rebates were only £135,000, £16,000 lower than expenditure. But the Council also incurred a further cost from Overpayments of £50,000. These arose when Benefit Officers were not aware of a significant number of tenants who had left the accommodation and funding was still being received from Central Government. Some £40,000 of these relate to overpayments prior to 2016/17. Overall, there is a net shortfall of some £55,000 between income rebates and expenditure against Budget. Officers

have reviewed processes to mitigate against such communication failures in the future. The Table below demonstrates how the £54,000 adverse variance is comprised-

	Budget £	Actual £	Variation £
Bed & Breakfast Exps	185,000	151,000	-34,000
Rent Rebates (B&B)	-173,000	-134,000	39,000
Net Total	12,000	17,000	5,000
Overpayments		50,000	50,000
Revised Net Total	12,000	67,000	55,000

Within Property Services, there is an underspending of £79,000 on salaries. This is due to vacancies within the Surveyors Section. The Building Surveyor Manager has been seconded to the Asset Manager Post. His substantive post remains vacant with 2 existing members of the team covering this. One of the Area Engineer left during the year and has not been replaced.

Due to the imminent transfer of the Management of the Leisure Centres, a vacant post within Warwick Plant Maintenance was not filled. Out turn was £28,000 below budget.

There are some notable variations within Bereavement Services. Cremation Income is lower than budgeted. £36,000 adverse at the Crematorium against a budget of £1,174,000. Members are reminded of the recent refurbishment which restricted availability and the disruption which may have led to some customers going to other crematoria in the area. The new facility at Rugby is now open. Whilst the budget was set with this in mind, it was only possible to estimate the effect it might have. However, it is not possible to fully judge the situation until a full year of normal operation. This adverse variation is offset by an underspend on the LPG Fuel Budget (£42,000 favourable against a budget of £79,000). Officers are aware that this does not reflect current prices and whilst the budget will be amended in 2017/18 as part of the Budget Review Process, potential future additional costs for the renewal of the Cremator Repairs and Maintenance Contract and the LPG Fuel one in 2018 will reduce the on-going saving. Income from Cemeteries however, is £27,000 favourable against that budgeted.

The integrated Waste Collection Contract is overspent by some £40,000. Despite increases of £13,000 per annum built into budgets and the Medium Term Financial Strategy, the significant growth in development across the District means the extra number of properties has now exceeded the next threshold built into the agreement. Officers are working to reprofile the growth in Contract Value for 2017/18 and future years. This will then be reported to Members as part of the Budget Review Process. For 2016/17, savings on bins and other recycling receptacles alongside an overall increase in Waste Management Income present a net favourable variation of some £30,000 above that budgeted.

8.3 HRA

The Revised Budget for the HRA was a net credit of £3,991,500, the actual outturn is a net credit of £5,599,100. The resulting surplus of £1,607,600 has been appropriated to the HRA Capital Investment Reserve. This is summarised in Appendix Ei. Appendix Eii provides a detailed analysis of the variations.

Pending the outcome of the Stock Condition Survey, Repairs and Maintenance have only been carried out where necessary or as part of an already agreed programme. A new programme will be prepared when the Condition Survey is back. Overall within the HRA budgets there is a saving of £600,000 in total.

The Bad Debt Provision has been reviewed on the basis of the level of outstanding debt at 31st March 2017. The levels of debt has reduced. This can be attributed to a more proactive approach to debt collection and an overly cautious approach when closing the 2015/16 Accounts. £360,000 favourable.

There have been numerous vacancies with the HRA during the year. Taking into account staff related expenditure such as training and mileage, this creates a favourable variance across the service of £160,000. There have been reductions in overtime in some areas as well.

The Cost Management Consultancy Service had not been utilised since December 2016, yielding a saving of some £97,000. This budget is used for various projects, including the 5 yearly valuations. This would have been used for providing final account data for the TPC contracts during 2016/17 However Impart Links or their services are no longer used and there was no other planned projects against this budget. Officers will review what the budget for this should be for 2017/18 and subsequent years, based upon previous history and any known future commitments.

HRA PV Panel income is favourable compared to that budgeted by some £58,000. The calculations of this have been updated to ensure all income due for the year is correct. The 2017/18 assumptions used to set this budget will be reviewed and updated if necessary.

There is a £94,000 saving on a budget of £100,000 on the Lettings Incentive Scheme. Fewer tenants are moving to other properties. The 2017/18 has already been reduced to £20,000 to reflect this.

Overall the income charges for the Central Alarm is over-recovered by a net £38,000. This will help offset loss of grant income from Warwickshire County Council.

The Housing Capital Investment Programme is discussed in the section on Capital (above). The saving net of the overspendings, as shown in Appendix C, £1,532,000 will be appropriated back to the HRA Capital Investment Programme and Major Repairs Reserve(MRR).

The 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.

After funding all relevant Capital expenditure the Major Repairs Reserve has increased from £4.611m to £6,781m. This is higher because of the reduced level of capital expenditure.

8.4 Collection Fund

The Collection Fund collection rates were Council Tax 98.2% (98.5% 2015/16) and NNDR 98.3% (98/6% 2015/16).

The Collection Fund Accounts for 2016/17 are contained within the Statement of Accounts presented to Finance and Audit Scrutiny Committee on 25th July.

Following the statutory mid-January review of the Council Tax Collection Fund it was estimated that it would be have a deficit balance at 31st March 2017 of £183,000 which has been built into the 2017/18 budgets (this Council's share being £20,000). The actual deficit at the end of the year was actually £120,000, a reduction of £63,000 below the estimate. The Council's share of this reduction amounts to £7,000 which will be carried forward to be reflected in the 2018/19 accounts, along with any estimated balance on the 2017/18 Council Tax Collection Fund.

8.5 Reserves and Provisions

Movements on the Council's Reserves and Provisions are contained within the Statement of Accounts. A comparison to the balances forecast for the 31st March 2017 and actual are contained within Appendix F.

Members will note within Appendix Di, there is a significant reduction in the net contributions from Reserves. The most notable are discussed below.

- The reduction in the amounts required from the Leisure Options Reserve (£101,000) and Corporate Repairs and Maintenance Budget (£931,800) are discussed in Sections 3.6 and 3.7.
- The tendering process for works to Covent Garden Car Park (£300,000) and St Peters Multi Sorey Car Park were delayed (£120,000) as shown in Appendix C. These works are to be funded from the Car Parking Repairs and Maintenance Reserve.
- Similarly, delays in procuring the Pump Room Gardens restoration, reduced the contribution from the Service Transformation Reserve (£43,000) as well as impacting on the Capital Programme. (Section 8.1).
- Members will be aware that the Office Relocation Project has slipped, this is reflected in the reduced level of Service Transformation Reserve funding (86,000).

8.6 Prudential Indicators

An analysis of the 2016/17 Prudential Indicators are contained in Appendix G.

CAPITAL EXPENDITURE 2016/17

	Latest 2016/17 £'000's	Actual 2016/17 £'000's	Variation 2016/17 £'000's
<u>HOUSING INVESTMENT PROGRAMME</u>			
<u>Housing Revenue Account (HRA) related HIP</u>			
New Build/Reprovision of Housing	7,572	6,636	(935)
Improvement/Renewal Works	4,871	4,069	(802)
Total HRA related HIP	12,443	10,705	(1,738)
<u>General Fund (GF) Housing related HIP</u>			
Private Sector Housing	787	653	(134)
Total GF Housing related HIP	787	653	(134)
TOTAL HOUSING INVESTMENT PROGRAMME	13,230	11,358	(1,872)
<u>OTHER SERVICES PROGRAMME</u>			
Chief Executive & CWLEP	444	256	(188)
Health & Community Protection Services	2	2	-
Culture Services	4,072	3,291	(781)
Development Services	1,524	1,086	(438)
Finance	90	114	24
Neighbourhood Services	2,154	584	(1,569)
TOTAL OTHER SERVICES PROGRAMME	8,285	5,333	(2,952)
TOTAL CAPITAL PROGRAMME	21,515	16,691	(4,824)

Capital Funding 2016/17

	Latest 2016/17 £'000's	Actual 2016/17 £'000's	Variation 2016/17 £'000's
Housing Investment Programme 'HIP'			
Capital Receipts	53	47	(6)
Capital Receipts: One for One Replacement	3,418	3,164	(254)
Major Repairs Reserve	4,564	3,964	(600)
Capital Grant	734	607	(127)
RCCO - Housing Revenue Account	307	104	(203)
Housing Capital Investment Reserve	4,154	3,472	(682)
Total HIP Funding	13,230	11,358	(1,872)
Other Services Programme			
Internal Borrowing	3,467	2,759	(708)
Capital Receipts	1,500	1,093	(407)
Leasing	74	-	(74)
Revenue Contributions to Capital Outlay	133	82	(51)
Service Transformation Reserve	135	5	(130)
External Contributions	1,874	783	(1,091)
Capital Investment Reserve	28	-	(28)
Equipment Renewal Reserve	37	33	(4)
ICT Replacement Reserve	296	272	(24)
Car Parks R&M Reserve	120	-	(120)
Public Open Space Reserve	248	129	(119)
Public Amenity Reserve	373	176	(197)
Total "Other Services" Funding	8,285	5,333	(2,952)
Total Capital Funding	21,515	16,691	(4,824)

	Projected Balance 31-Mar-17 £'000's	Balance c/fwd 31-Mar-17 £'000's	Variation 2016/17 £'000's	Financing of 2016/17 Slippage £'000's	Balances c/fwd after Slippage £'000's
Total Balances Carried Forward					
Housing Investment Programme 'HIP'					
MRA Balance carried forward	6,244	6,782	538	225	6,557
Housing Capital Investment Reserve	20,568	22,932	2,364	15	22,917
Revenue Contributions to Capital Outlay from HRA	-	-	-	111	-
Any Purpose Usable Capital Receipts carried forward	7,610	5,877	(1,733)	-	5,877
New Build Usable Capital Receipts carried forward	-	-	-	-	-
Capital Grant - (RP) carried forward	138	138	-	-	138
Capital Grant - Other carried forward	175	303	128	-	303
External Contributions - (RP) carried forward	962	1,101	139	-	1,101
External Contributions - Other carried forward	6	6	-	-	6
Total HIP Balances Carried Forward	35,703	37,139	1,436	351	36,899
Other Services					
Capital Receipts	338	745	407	1,500	(755)
External Contributions & Grants	54	192	138	802	(610)
Capital Investment Reserve	1,799	1,833	34	167	1,666
Other Capital Reserves	1,764	1,936	172	353	1,583
Total Other Capital Balances Carried Forward	3,955	4,706	751	2,822	1,884
Internal/Prudential Borrowing not utilised in 2016/17	-	-	-	708	(708)
Slippage to be met from grants and external contributions to be received in 2017/18	-	-	-	60	(60)
Total Capital Resources Carried Forward	39,658	41,845	2,187	3,941	38,015

Capital Expenditure - Reasons for Major Variations 2016/17

Housing Investment Programme 2016/17

			<u>Latest Estimate</u>	<u>Actual</u>	<u>Capital Expenditure</u>	<u>Expenditure to Revenue</u>	<u>Total Expenditure</u>	<u>Variation</u>	<u>Reason</u>
			<u>£'000's</u>	<u>£'000's</u>	<u>£'000's</u>	<u>£'000's</u>	<u>£'000's</u>	<u>£'000's</u>	
Housing Landlord									
C249	Central Heating Replacement	Required in 2017/18 for BBU heating system.	1,339	1,229			1,229	(110)	Slippage to 2017/18
C239/C424	HRA Aids & Adaptations/Extensions	Achieved better value for cost of works. One large extension is already committed for 2017/18.	837	742			742	(95)	Slippage to 2017/18
C262	Environmental Improvements- Tenant participation	Projects ongoing	60	38			38	(22)	Slippage to 2017/18
C293	Garage Refurbishment	Awaiting policy decision for garage strategy	26	6			6	(20)	Slippage to 2017/18
Housing Landlord - Major Redevelopment									
C388	Sayer Court Development	Main project is now complete and this saving is due to the contingency value for any unexpected costs not being Minor works in 2017/18	7,572	6,636			6,636	(920)	Saving
Private Sector Housing Grants									
C277	Disabled Facilities Grants	Grants to be paid 2017/18	693	604			604	(89)	Slippage to 2017/18
Housing Landlord									
C248	Electrical Fitments	New contractor from May 2016. Mobilisation took about 3 months during which time nothing major was carried out. The programmes of work were then planned and started. Current budget for 2017/18 is sufficient so no slippage required.	824	337			337	(487)	Saving
C246	Kitchen & Bathroom Replacement	Awaiting stock condition survey data to provide full programme of works. Current budget for 2017/18 is sufficient so no slippage required.	921	839			839	(82)	Savings
C243	Door Entry Systems	Small saving on programme	190	182			182	(8)	Savings
C244	Window & Door Replacement	Small saving on programme	396	388			388	(8)	Savings
C251	Water Services	No planned programme, small budget kept for responsive works not fully spent	5					(5)	Saving
C252	Structural Improvements	Small saving on programme	21	13			13	(8)	Saving
C242	Defective Flooring	Reactive budget	60	20			20	(40)	Savings
C240/C247	Roof Covering/Acorn Court	No planned programme, small budget kept for responsive works not fully spent	157	21			21	(136)	Savings
Private Sector Housing Grants									
C274	Energy Efficiency Grant	Not required.	5					(5)	Savings
C273/C278/C298/C280/C276/C292/C279	Discretionary Disabled Facilities/Revonation/Decent Homes/Home Repairs/ Care & Repair Grants and loans	Not required.	89	48			48	(41)	Savings
Housing Landlord									
C261	Environmental Improvements- General	Projects ongoing. Earlier slippage of £87k was over-estimated.	37	57			57	20	Resources b/fwd from future years
Play Areas									
C436/C443/C457/C452	Redland, Priory Pools, The Holt & Saltisford Common Play Areas	Play area programme is General Fund budget. Works done to these four play areas are on HRA land and can't be funded from this budget.		197	9		206	206	Overspend
Total Housing Investment Programme Variations									(1,872)

Housing Investment Programme in Summary:

Slippage to 2017/18	(351)
Savings	(1,738)
Overspend	206
Resources b/fwd from future years	20
Total of Items Charged to Revenue	(9)
Total Variances	(1,872)

Other Services Capital Programme 2016/17			Latest Estimate	Actual Capital Expenditure	Expenditure to Revenue	Total Expenditure	Variation	Reason
			£	£	£	£	£	
CHIEF EXECUTIVE & CWLEP PORTFOLIO								
C222	Desktop Infrastructure	Scheme continuing in 2017/18.	26	17	3	20	(6)	Slippage to 2017/18
C407	Public Service Network Changes	Scheme continuing in 2017/18.	3				(3)	Slippage to 2017/18
C454	Network Devices LN/WN	Scheme continuing in 2017/18.	129	114	1	115	(14)	Slippage to 2017/18
C377	Broadband UK	Scheme continuing in 2017/18.	70	-17		-17	(87)	Slippage to 2017/18
C456	Photocopier Finance Lease	Funded by Finance Lease	74				(74)	Finance lease
TOTAL CHIEF EXECUTIVE & CWLEP PORTFOLIO CAPITAL VARIATIONS								(188)
CULTURE SERVICES								
C434/C458	Leisure Centre Refurbishments	Delays in project mainly due to utilities problems.	3,576	2,807	0	2,807	(769)	Slippage to 2017/18
C437	RSC Operation Works	Scheme complete	462	450		450	(12)	Saving
C449	Edmondscote Track Pole Vault	Scheme complete	11	11		11	(0)	Saving
C450	St Nicholas Park Tennis Courts	Scheme mostly complete	23	23		23		
TOTAL CULTURE SERVICES CAPITAL VARIATIONS								(781)
DEVELOPMENT SERVICES								
C084 & C093	Conservation Grants	No further grants committed	15	11		11	(4)	Saving
C451	Wall Repairs Barford	Funding not required for this project but some of the budget has been requested for a new Assistant Conservation post.	134		0	0	(134)	Slippage to 2017/18
C459	Acquisition Spencer Yard Premises	Delay in exchange of contract due to legal issues	300				(300)	Slippage to 2017/18
TOTAL DEVELOPMENT SERVICES CAPITAL VARIATIONS								(438)
FINANCE SERVICES								
C100/C101	Rural Initiatives Schemes	A few late grant applications were received.	90	114		114	24	Resources b/fwd from future years
TOTAL FINANCE SERVICES CAPITAL VARIATIONS								24
NEIGHBOURHOOD SERVICES								
C023	St. Nicholas Park Improvements	Project complete	11		11	11		Overspend
Various	Play Area Improvement Programme	See Housing overspend to compensate for this slippage. Overall overspend in 2016/17 mainly due to additional tree works and asbestos contamination	476	279	39	318	(158)	Slippage to 2017/18
C375	Oakley Wood Crematorium Improvements	Project complete	8		8	8		Savings
C367	Recycling	Container policy is due to be reviewed in August so retain budget pending the outcome.	133	82		82	(51)	Slippage to 2017/18
C402	Pump Room Gardens	Delays in procurement process and finalising supporting documentation.	1,299	114	5	119	(1,180)	Slippage to 2017/18
C440	Victoria Skate Park	Project Complete	108	110	-2	108		Overspend
C453	St Peter's MS Car Park	Delay in tender exercise	120				(120)	Slippage to 2017/18
TOTAL NEIGHBOURHOOD SERVICES CAPITAL VARIATIONS								(1,569)

OTHER SERVICES CAPITAL PROGRAMME IN SUMMARY:

Total of Slippage to 2017/18	(2,821)
Total Savings	(16)
Resources b/fwd from future years	24
Finance lease	(74)
Total of Items Charged to Revenue	(65)
	(2,952)

General Fund Revenue Summary 2016/17

Appendix Di

Portfolio	Latest Annual Budget £	Outturn YTD £	Variance (-)Favourable, (+)Adverse £
Cultural Services	4,466,700	4,016,600	-450,200
Development Services & Business	2,867,900	2,642,100	-226,200
Finance	2,142,400	2,024,300	-118,900
Health & Community Protection	2,965,300	2,691,000	-274,300
Housing & Property Services	2,301,200	1,525,600	-775,800
Neighbourhood Services	4,905,700	3,437,000	-1,468,700
Strategic Leadership	1,307,300	1,391,400	83,700
Net Cost of General Fund Services	20,956,500	17,728,000	-3,230,400
Less:Capital Financing Charges	-4,634,306	-4,085,789	548,517
Less IAS19 included above	-565,300	-441,781	123,519
Controllable Expenditure	15,756,894	13,200,430	-2,558,364
Financing Charges etc.			
Loan repayments etc	8,112	8,453	341
Revenue Contributions to Capital	816,994	685,938	-131,056
Contributions to/(-from) reserves	-4,102,697	-2,228,495	1,874,202
Planning Appeal Contribution			
Leisure Contribution			
Contributions to/from General Fund Balance	-210,894	-210,894	
External investment interest	-299,103	-327,767	-28,664
Total Financing Charges etc	-3,787,588	-2,072,765	1,714,823
Net Expenditure	11,969,306	11,127,665	-843,541
Revenue Support Grant	-1,586,731	-1,586,731	
NNDR redistributed	-139,000	282,700	421,700
Surplus for the Year		456,800	456,800
General Grants	-2,310,200	-2,347,059	-36,859
Collection Fund Balance	-55,000	-55,000	
Council Tax borne expenditure	7,878,375	7,878,375	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Cultural Services	3,260,700	2,809,000	-451,800	
Abbey Fields SP				
Employees	283,700	233,300	-50,400	
Premises	178,400	227,100	48,700	
Transport	0	100	100	
Supplies and Services	19,700	20,900	1,200	
Third Party Payments	300	0	-300	
Total Direct Expenditure	482,100	481,400	-700	
Other Income	-900	-400	500	
Sales	-6,200	-5,800	400	
Fees and Charges	-278,500	-300,300	-21,800	
Rents	-2,000	-2,700	-700	
Total Direct Income	-287,600	-309,200	-21,600	
Net Direct Cost	194,500	172,200	-22,300	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	112,800	85,300	-27,500	Plant Maintenance & Corporate R&M
Total Recharges	112,800	85,300	-27,500	
Total Abbey Fields SP	307,300	257,500	-49,800	
Castle Farm RC				
Employees	133,300	154,200	20,900	
Premises	108,200	90,500	-17,700	
Supplies and Services	10,100	6,700	-3,400	
Third Party Payments	400	0	-400	
Total Direct Expenditure	252,000	251,400	-600	
Sales	-100	0	100	
Fees and Charges	-198,400	-178,000	20,400	
Rents	-700	-500	200	
Total Direct Income	-199,200	-178,500	20,700	
Net Direct Cost	52,800	72,900	20,100	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	117,300	86,800	-30,500	Plant Maintenance & Corporate R&M
Total Recharges	117,300	86,800	-30,500	
Total Castle Farm RC	170,100	159,700	-10,400	
Catering Contract				
Premises	23,400	26,900	3,500	
Supplies and Services	0	800	800	
Third Party Payments	3,400	700	-2,700	
Total Direct Expenditure	26,800	28,400	1,600	
Rents	-82,800	-80,800	2,000	
Total Direct Income	-82,800	-80,800	2,000	
Net Direct Cost	-56,000	-52,400	3,600	
Support Services	6,600	8,800	2,200	
Total Recharges	6,600	8,800	2,200	
Total Catering Contract	-49,400	-43,600	5,800	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
CSTeam				
Supplies and Services	0	5,100	5,100	
Total Direct Expenditure	0	5,100	5,100	
Other Income	0	-4,400	-4,400	
Total Direct Income	0	-4,400	-4,400	
Net Direct Cost	0	700	700	
Support Services	400	100	-300	
Recharges	-400	-800	-400	
Total Recharges	0	-700	-700	
Total CSTeam	0	0	0	
Cultural Services Technical Support Team				
Employees	154,400	150,700	-3,700	
Transport	500	500	0	
Supplies and Services	8,700	7,900	-800	
Total Direct Expenditure	163,600	159,100	-4,500	
Support Services	69,000	63,100	-5,900	
Recharges	-244,300	-231,900	12,400	Revised Allocations
Total Recharges	-175,300	-168,800	6,500	
Total Cultural Services Technical Support Team	-11,700	-9,700	2,000	
Edmondscote Sports Track				
Premises	24,300	22,600	-1,700	
Supplies and Services	1,500	1,100	-400	
Third Party Payments	11,700	7,600	-4,100	
Total Direct Expenditure	37,500	31,300	-6,200	
Fees and Charges	-15,700	-22,400	-6,700	
Rents	-200	-200	0	
Total Direct Income	-15,900	-22,600	-6,700	
Net Direct Cost	21,600	8,700	-12,900	
Support Services	24,300	26,900	2,600	
Total Recharges	24,300	26,900	2,600	
Total Edmondscote Sports Track	45,900	35,600	-10,300	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Golf Course				
Premises	9,700	9,800	100	
Supplies and Services	0	900	900	
Third Party Payments	0	6,200	6,200	
Total Direct Expenditure	9,700	16,900	7,200	
Rents	-24,000	-23,300	700	
Total Direct Income	-24,000	-23,300	700	
Net Direct Cost	-14,300	-6,400	7,900	
Support Services	19,300	27,400	8,100	
Total Recharges	19,300	27,400	8,100	
Total Golf Course	5,000	21,000	16,000	
Green Space Development				
Premises	122,800	141,600	18,800	Revised Maintenance Programme
Supplies and Services	0	800	800	
Total Direct Expenditure	122,800	142,400	19,600	
Support Services	800	0	-800	
Total Recharges	800	0	-800	
Total Green Space Development	123,600	142,400	18,800	
Lillington Community Centre				
Employees	4,200	4,400	200	
Premises	3,100	3,000	-100	
Supplies and Services	200	-100	-300	
Total Direct Expenditure	7,500	7,300	-200	
Rents	-6,100	-5,400	700	
Total Direct Income	-6,100	-5,400	700	
Net Direct Cost	1,400	1,900	500	
Support Services	1,700	1,800	100	
Total Recharges	1,700	1,800	100	
Total Lillington Community Centre	3,100	3,700	600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Meadow Community Sports Centre				
Employees	60,000	64,800	4,800	
Premises	14,800	16,300	1,500	
Supplies and Services	3,300	1,800	-1,500	
Total Direct Expenditure	78,100	82,900	4,800	
Fees and Charges	-56,700	-47,000	9,700	
Total Direct Income	-56,700	-47,000	9,700	
Net Direct Cost	21,400	35,900	14,500	
Support Services	21,700	24,300	2,600	
Total Recharges	21,700	24,300	2,600	
Total Meadow Community Sports Centre	43,100	60,200	17,100	
Myton School Dual Use				
Employees	45,200	24,800	-20,400	Contracted staff leaving and not replaced from Nov 16 cover with casuals
Premises	15,100	19,600	4,500	
Supplies and Services	1,700	600	-1,100	
Total Direct Expenditure	62,000	45,000	-17,000	
Fees and Charges	-72,800	-57,200	15,600	Various shortfalls all below £10,000, general reduction in customer numbers
Total Direct Income	-72,800	-57,200	15,600	
Net Direct Cost	-10,800	-12,200	-1,400	
Support Services	25,900	36,200	10,300	Revised Allocations
Total Recharges	25,900	36,200	10,300	
Total Myton School Dual Use	15,100	24,100	9,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Newbold Comyn LC				
Employees	531,400	513,400	-18,000	
Premises	333,500	289,700	-43,800	
Transport	0	100	100	
Supplies and Services	42,800	35,100	-7,700	
Third Party Payments	200	0	-200	
Total Direct Expenditure	907,900	838,300	-69,600	
Other Income	-1,500	-900	600	
Sales	-11,800	-10,400	1,400	
Fees and Charges	-599,200	-691,500	-92,300	
Total Direct Income	-612,500	-702,800	-90,300	
Net Direct Cost	295,400	135,500	-159,900	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	257,000	170,000	-87,000	Plant Maintenance & Corporate R&M
Total Recharges	257,000	170,000	-87,000	
Total Newbold Comyn LC	552,400	305,500	-246,900	
Outdoor Recreation				
Premises	32,700	48,400	15,700	Various all below £10,000
Transport	300	0	-300	
Supplies and Services	6,700	3,200	-3,500	
Third Party Payments	51,700	51,700	0	
Total Direct Expenditure	91,400	103,300	11,900	
Other Income	-4,600	-4,600	0	
Fees and Charges	-29,700	-22,900	6,800	
Rents	-14,900	-14,800	100	
Total Direct Income	-49,200	-42,300	6,900	
Net Direct Cost	42,200	61,000	18,800	
Support Services	18,800	10,400	-8,400	
Total Recharges	18,800	10,400	-8,400	
Total Outdoor Recreation	61,000	71,400	10,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Royal Pump Rooms				
Employees	361,000	354,600	-6,400	
Premises	290,800	233,900	-56,900	Part of overall Repairs and Maintenance revised Programme, £15,000 underspend on Electricity and various below £10,000
Transport	1,800	2,200	400	
Supplies and Services	143,400	118,100	-25,300	Various all below £10,000
Total Direct Expenditure	797,000	708,800	-88,200	
Other Grants and Contributions	-10,600	-15,500	-4,900	
Other Income	-3,000	-4,900	-1,900	
Sales	-1,900	-13,200	-11,300	Various all below £10,000
Fees and Charges	-3,300	-4,200	-900	
Rents	-63,800	-63,800	0	
Total Direct Income	-82,600	-101,600	-19,000	
Net Direct Cost	714,400	607,200	-107,200	
Support Services	166,100	156,700	-9,400	
Recharges	-2,700	-2,800	-100	
Total Recharges	163,400	153,900	-9,500	
Total Royal Pump Rooms	877,800	761,100	-116,700	
Royal Spa Centre				
Employees	475,400	476,600	1,200	
Premises	207,700	200,200	-7,400	
Transport	700	1,000	300	
Supplies and Services	858,500	919,000	60,500	
Third Party Payments	4,200	300	-3,900	
Total Direct Expenditure	1,546,500	1,597,100	50,700	
Sales	-172,300	-188,700	-16,400	
Fees and Charges	-929,100	-1,074,900	-145,800	
Total Direct Income	-1,101,400	-1,263,600	-162,200	
Net Direct Cost	445,100	333,500	-111,500	
Support Services	208,200	181,900	-26,300	
Total Recharges	208,200	181,900	-26,300	
Total Royal Spa Centre	653,300	515,500	-137,700	£111,400 favourable variation on direct income and expenditure

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Sports Facilities Admin				
Employees	194,800	184,000	-10,800	
Premises	22,000	1,500	-20,500	Part of overall Repairs and Maintenance revised programme
Transport	4,200	1,500	-2,700	
Supplies and Services	32,300	31,000	-1,300	
Third Party Payments	33,100	69,300	36,200	£21,000 adverse Legal Fees on Leisure Options Project, plus various small variations
Total Direct Expenditure	286,400	287,300	900	
Support Services	351,300	356,600	5,300	
Recharges	-684,400	-530,600	153,800	Revised Allocations
Total Recharges	-333,100	-174,000	159,100	
Total Sports Facilities Admin	-46,700	113,300	160,000	
St. Nicholas Park LC				
Employees	435,400	431,200	-4,200	
Premises	262,800	226,400	-36,400	
Transport	0	300	300	
Supplies and Services	26,900	21,700	-5,200	
Third Party Payments	200	0	-200	
Total Direct Expenditure	725,300	679,600	-45,700	
Other Income	-800	-400	400	
Sales	-5,600	-3,300	2,300	
Fees and Charges	-533,700	-476,300	57,400	
Rents	-2,400	-6,700	-4,300	
Total Direct Income	-542,500	-486,700	55,800	
Net Direct Cost	182,800	192,900	10,100	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	260,700	167,400	-93,300	
Total Recharges	260,700	167,400	-93,300	Plant Maintenance & Corporate R&M
Total St. Nicholas Park LC	443,500	360,300	-83,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Town Hall Facilities				
Employees	171,600	185,300	13,700	includes redundancies funded from Reserve (approved by Executive February 2017)
Premises	178,100	145,100	-33,100	Part of overall Repairs and Maintenance revised programme
Transport	0	0	0	
Supplies and Services	12,900	13,200	300	
Third Party Payments	1,200	1,000	-200	
Total Direct Expenditure	363,800	344,600	-19,300	
Fees and Charges	-78,800	-68,100	10,700	Internal and External Customers lower than forecast
Rents	-27,400	-27,300	100	
Total Direct Income	-106,200	-95,400	10,800	
Net Direct Cost	257,600	249,200	-8,500	
Support Services	220,200	203,900	-16,300	recharges within General Fund
Recharges	-543,900	-566,700	-22,800	internal recharge to office accommodation
Total Recharges	-323,700	-362,800	-39,100	
Total Town Hall Facilities	-66,100	-113,600	-47,600	
Youth Sport Development				
Employees	39,900	36,900	-3,000	
Transport	2,200	500	-1,700	
Supplies and Services	34,900	30,000	-4,900	
Third Party Payments	0	600	600	
Total Direct Expenditure	77,000	68,000	-9,000	
Fees and Charges	-1,500	-600	900	
Total Direct Income	-1,500	-600	900	
Net Direct Cost	75,500	67,400	-8,100	
Support Services	57,900	77,200	19,300	recharges within General Fund
Total Recharges	57,900	77,200	19,300	
Total Youth Sport Development	133,400	144,600	11,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Development Services & Business	1,726,000	1,686,500	-39,500	
26HT				
Premises	7,200	13,000	5,800	
Supplies and Services	15,900	12,200	-3,700	
Third Party Payments	0	200	200	
Total Direct Expenditure	23,100	25,400	2,300	
Fees and Charges	0	-800	-800	
Rents	-29,500	-37,000	-7,500	
Total Direct Income	-29,500	-37,800	-8,300	
Net Direct Cost	-6,400	-12,400	-6,000	
Support Services	600	600	0	
Total Recharges	600	600	0	
Total 26HT	-5,800	-11,800	-6,000	
Building Control				
Employees	694,900	655,900	-39,000	Staff Vacancies
Premises	11,500	11,300	-200	
Transport	55,900	52,500	-3,400	
Supplies and Services	30,800	32,200	1,400	
Third Party Payments	45,700	12,000	-33,700	Marketing consultancy funded from Building Control Reserve not spent
Total Direct Expenditure	838,800	763,900	-74,900	
Other Income	-105,000	-99,900	5,200	
Fees and Charges	-727,600	-716,800	10,800	1% on Budget of £728,000
Total Direct Income	-832,600	-816,700	16,000	
Net Direct Cost	6,200	-52,800	-58,900	
Support Services	1,124,100	1,067,900	-56,300	Revised Allocations
Recharges	-973,100	-935,200	37,900	Revised Allocations
Total Recharges	151,000	132,700	-18,400	
Total Building Control	157,200	79,900	-77,300	
Christmas Illuminations				
Supplies and Services	76,900	86,800	9,900	
Total Direct Expenditure	76,900	86,800	9,900	
Other Income	-53,600	-53,600	0	
Total Direct Income	-53,600	-53,600	0	
Net Direct Cost	23,300	33,200	9,900	
Support Services	2,100	1,700	-400	
Total Recharges	2,100	1,700	-400	
Total Christmas Illuminations	25,400	34,900	9,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Development Control				
Employees	894,900	929,500	34,600	fully staff, vacancy factor built into staffing budgets
Transport	18,000	15,700	-2,300	
Supplies and Services	-1,000	100	1,100	
Third Party Payments	158,900	126,000	-32,900	Fewer large Planning Applications than expected and less Planning Appeals reducing Legal Fees
Total Direct Expenditure	1,070,800	1,071,300	500	
Government Grants	0	-5,900	-5,900	
Other Grants and Contributions	0	-200	-200	
Other Income	-100	-200	-100	
Fees and Charges	-1,142,800	-1,126,500	16,300	Fewer planning applications and planning appeals
Total Direct Income	-1,142,900	-1,132,800	10,100	
Net Direct Cost	-72,100	-61,500	10,600	
Support Services	411,900	324,100	-87,800	recharges within General Fund
Recharges	-58,900	-58,900	0	
Total Recharges	353,000	265,200	-87,800	
Total Development Control	280,900	203,700	-77,200	
Development Services Mgt				
Employees	77,300	79,600	2,300	
Transport	500	100	-400	
Supplies and Services	12,800	11,600	-1,200	
Total Direct Expenditure	90,600	91,300	700	
Support Services	52,300	42,600	-9,700	
Recharges	-149,500	-140,100	9,400	
Total Recharges	-97,200	-97,500	-300	
Total Development Services Mgt	-6,600	-6,200	400	
Economic Development				
Employees	99,000	92,600	-6,400	
Transport	1,400	1,100	-300	
Supplies and Services	46,400	24,300	-22,100	LEP contribution on Earmarked Reserve Schedule
Third Party Payments	137,000	110,500	-26,500	St Marys Lands Masterplan on Earmarked Reserve Schedule
Total Direct Expenditure	283,800	228,500	-55,300	
Other Income	0	-1,400	-1,400	
Total Direct Income	0	-1,400	-1,400	
Net Direct Cost	283,800	227,100	-56,700	
Support Services	106,100	98,300	-7,800	
Total Recharges	106,100	98,300	-7,800	
Total Economic Development	389,900	325,400	-64,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Economic Regeneration				
Supplies and Services	20,000	25,000	5,000	
Total Direct Expenditure	20,000	25,000	5,000	
Support Services	62,600	71,700	9,100	
Total Recharges	62,600	71,700	9,100	
Total Economic Regeneration	82,600	96,700	14,100	
Enterprise Development				
Employees	87,400	85,400	-2,000	
Premises	77,100	81,100	3,900	
Transport	2,500	1,900	-600	
Supplies and Services	23,900	20,500	-3,400	
Third Party Payments	2,600	13,000	10,400	Various all below £10,000
Total Direct Expenditure	193,500	201,900	8,300	
Fees and Charges	-15,100	-17,800	-2,700	
Rents	-204,600	-211,500	-6,900	
Total Direct Income	-219,700	-229,300	-9,600	
Net Direct Cost	-26,200	-27,400	-1,300	
Support Services	35,100	43,400	8,300	
Total Recharges	35,100	43,400	8,300	
Total Enterprise Development	8,900	16,000	7,000	
Kenilworth Public Service Centre				
Premises	50,800	63,300	12,500	Part of overall revised Repairs and Maintenance Programme
Supplies and Services	1,500	200	-1,300	
Third Party Payments	9,200	3,200	-6,000	
Total Direct Expenditure	61,500	66,700	5,200	
Fees and Charges	0	-200	-200	
Rents	-37,000	-34,700	2,300	
Total Direct Income	-37,000	-34,900	2,100	
Net Direct Cost	24,500	31,800	7,300	
Support Services	14,100	13,200	-900	
Total Recharges	14,100	13,200	-900	
Total Kenilworth Public Service Centre	38,600	45,000	6,400	

Local Land Charges

Employees	100	100	0	1466 searches received in 26/17 compared to 1632 searches received in 25/16
Transport	200	0	-200	
Supplies and Services	19,200	19,200	0	
Third Party Payments	45,500	43,900	-1,600	
Total Direct Expenditure	65,000	63,200	-1,800	
Government Grants	-9,100	-9,100	0	
Fees and Charges	-175,000	-159,000	16,000	
Total Direct Income	-184,100	-168,100	16,000	
Net Direct Cost	-119,100	-104,900	14,200	
Support Services	23,000	18,100	-4,900	
Total Recharges	23,000	18,100	-4,900	
Total Local Land Charges	-96,100	-86,800	9,300	

Markets

Premises	4,700	4,800	0
Transport	0	0	0
Supplies and Services	600	800	200
Total Direct Expenditure	5,300	5,600	200
Rents	-37,000	-30,800	6,200
Total Direct Income	-37,000	-30,800	6,200
Net Direct Cost	-31,700	-25,200	6,400
Support Services	1,800	1,700	-100
Total Recharges	1,800	1,700	-100
Total Markets	-29,900	-23,500	6,300

Mops

Supplies and Services	0	0	0
Third Party Payments	10,700	8,100	-2,600
Total Direct Expenditure	10,700	8,100	-2,600
Fees and Charges	-11,000	-7,500	3,500
Total Direct Income	-11,000	-7,500	3,500
Net Direct Cost	-300	600	900
Support Services	17,600	11,800	-5,800
Total Recharges	17,600	11,800	-5,800
Total Mops	17,300	12,400	-4,900

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Open Spaces				
Employees	138,200	130,000	-8,200	
Premises	8,600	15,100	6,500	
Transport	3,000	1,100	-1,900	
Supplies and Services	107,200	123,400	16,200	various all below £10,000
Third Party Payments	10,900	4,900	-6,000	
Total Direct Expenditure	267,900	274,500	6,600	
Other Grants and Contributions	-40,100	-41,600	-1,500	
Other Income	0	-2,700	-2,700	
Fees and Charges	-61,500	-57,900	3,600	
Rents	-154,100	-131,700	22,400	Income for reprovding Public Right of Way in Kenilworth not yet received, does not impact on General Fund as there will be no contribution to Capital Investment Reserve
Total Direct Income	-255,700	-233,900	21,800	
Net Direct Cost	12,200	40,600	28,400	
Support Services	110,800	77,400	-33,400	recharges within General Fund
Recharges	-48,000	-48,000	0	
Total Recharges	62,800	29,400	-33,400	
Total Open Spaces	75,000	70,000	-5,000	
Organisational Development				
Employees	3,300	-1,100	-4,400	
Transport	800	0	-800	
Supplies and Services	1,200	0	-1,200	
Total Direct Expenditure	5,300	-1,100	-6,400	
Support Services	19,700	19,800	100	
Recharges	-25,200	-19,100	6,100	
Total Recharges	-5,500	700	6,200	
Total Organisational Development	-200	-400	-200	
Policy and Projects				
Employees	391,000	385,100	-5,900	
Premises	0	200	200	
Transport	1,400	700	-700	
Supplies and Services	7,700	19,200	11,500	Various below £10,000
Third Party Payments	143,400	224,600	81,200	Various small variations but primarily, additional Cost of Local Plan review, consultation and inspection funded from Planning Appeals Reserve
Total Direct Expenditure	543,500	629,800	86,300	
Support Services	129,600	124,900	-4,800	
Recharges	-84,200	0	84,200	recharges within General Fund Revised Allocations
Total Recharges	45,400	124,900	79,400	
Total Policy and Projects	588,900	754,700	165,700	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Tourism				
Employees	28,300	27,000	-1,300	
Premises	15,900	15,500	-400	
Supplies and Services	139,600	121,300	-18,400	Shakespeare Country Grant -Prepayment not posted in 2015/16 in error, five quarterly payments in 2015/16 accounts.
Third Party Payments	500	0	-500	
Total Direct Expenditure	184,300	163,800	-20,600	
Other Income	0	-1,500	-1,500	
Sales	-13,300	-15,100	-1,800	
Fees and Charges	-500	-500	0	
Total Direct Income	-13,800	-17,100	-3,300	
Net Direct Cost	170,500	146,700	-23,900	
Support Services	29,400	29,200	-200	
Total Recharges	29,400	29,200	-200	
Total Tourism	199,900	175,900	-24,100	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Finance	2,344,500	2,251,300	-94,000	
Accountancy				
Employees	454,000	473,400	19,400	Temporary Staff cover for long term sickness absence and maternity leave
Transport	1,000	700	-300	
Supplies and Services	52,400	47,800	-4,600	
Other Income	0	0	0	
Total Direct Expenditure	507,400	521,900	14,500	
Support Services	112,200	127,600	15,400	Revised Allocations
Recharges	-651,900	-680,300	-28,400	Revised Allocations
Total Recharges	-539,700	-552,700	-13,000	
Total Accountancy	-32,300	-30,800	1,500	
Audit & Risk				
Employees	209,800	215,400	5,600	
Transport	1,100	600	-500	
Supplies and Services	32,200	22,200	-10,100	various all below £10,000
Third Party Payments	9,500	7,500	-2,000	
Total Direct Expenditure	252,600	245,700	-7,000	
Other Income	-11,200	-11,800	-600	
Total Direct Income	-11,200	-11,800	-600	
Net Direct Cost	241,400	233,900	-7,600	
Support Services	54,500	44,300	-10,200	recharges
Recharges	-311,500	-292,800	18,700	recharges
Total Recharges	-257,000	-248,500	8,500	
Total Audit & Risk	-15,600	-14,600	900	
Benefits				
Employees	683,400	663,800	-19,600	Variances below £10,000 within the services in Benefits
Transport	6,600	3,000	-3,600	
Supplies and Services	256,700	166,000	-90,700	£80,000 reduction in Bad Debt Provision
Third Party Payments	5,100	4,100	-1,000	
Transfer Payments (Housing Benefits)	28,966,900	28,636,600	-330,300	Rent Allowance payments overestimated
Total Direct Expenditure	29,918,700	29,473,500	-445,200	
Government Grants	-29,825,300	-29,412,600	412,700	Reduction in subsidy received. Rent Allowance Payments lower than forecast
Other Income	0	-14,500	-14,500	Admin costs of Universal Credit by LA billed to DWP
Fees and Charges	0	-500	-500	
Total Direct Income	-29,825,300	-29,427,600	397,700	
Net Direct Cost	93,400	45,900	-47,500	
Support Services	401,700	354,000	-47,800	recharges within General Fund
Recharges	-121,600	-115,700	5,900	
Total Recharges	280,100	238,300	-41,900	
Total Benefits	373,500	284,200	-89,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Concurrent Services				
Supplies and Services	95,000	95,000	-100	
Third Party Payments	53,200	50,900	-2,500	
Total Direct Expenditure	148,200	145,900	-2,600	
Support Services	2,600	2,800	200	
Total Recharges	2,600	2,800	200	
Total Concurrent Services	150,800	148,700	-2,400	
Corporate Management				
Employees	19,200	0	-19,200	National Living Foundation provision not required. Removed from 2017/18 Budget
Supplies and Services	89,900	104,300	14,400	£40,000 increase in Bad Debt Provision, a reduction of £28,000 to the Insurance Provision
Total Direct Expenditure	109,100	104,300	-4,800	
Support Services	602,600	553,200	-49,400	Revised Allocations
Recharges	-18,100	-18,100	0	
Total Recharges	584,500	535,100	-49,400	
Total Corporate Management	693,600	639,400	-54,200	
CUP - United Reform Church				
Premises	0	4,600	4,600	
Total Direct Expenditure	0	4,600	4,600	
Support Services	5,000	3,600	-1,400	
Total Recharges	5,000	3,600	-1,400	
Total CUP - United Reform Church	5,000	8,200	3,200	
Finance Management				
Employees	97,200	100,100	3,000	
Transport	300	500	200	
Supplies and Services	7,000	6,700	-300	
Third Party Payments	0	3,500	3,500	
Other Income	0	0	0	
Total Direct Expenditure	104,500	110,800	6,400	
Support Services	55,300	63,200	7,800	
Recharges	-167,100	-181,000	-13,900	recharges within General Fund
Total Recharges	-111,800	-117,800	-6,100	
Total Finance Management	-7,300	-6,900	300	
Financial Services Team				
Employees	159,500	156,000	-3,500	
Transport	100	0	-100	
Supplies and Services	8,700	6,500	-2,200	
Total Direct Expenditure	168,300	162,500	-5,800	
Other Grants and Contributions	-8,500	-8,500	0	
Total Direct Income	-8,500	-8,500	0	
Net Direct Cost	159,800	154,000	-5,800	
Support Services	66,300	45,800	-20,500	Revised Allocations
Recharges	-237,000	-209,500	27,500	Revised Allocations
Total Recharges	-170,700	-163,700	7,000	
Total Financial Services Team	-10,900	-9,700	1,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Non-Distributed Costs				
Employees	554,500	544,200	-10,300	Pensions Contributions reduced, to be monitored during 2017/18 to assess if this is a recurrent trend
Total Direct Expenditure	554,500	544,200	-10,300	
Recharges	-24,300	-20,500	3,800	
Total Recharges	-24,300	-20,500	3,800	
Total Non-Distributed Costs	530,200	523,700	-6,500	
Procurement				
Employees	90,400	81,000	-9,400	
Transport	800	500	-300	
Supplies and Services	1,300	1,900	600	
Third Party Payments	8,600	7,200	-1,400	
Total Direct Expenditure	101,100	90,600	-10,500	
Support Services	28,900	37,300	8,400	
Recharges	-133,200	-125,400	7,800	
Total Recharges	-104,300	-88,100	16,200	
Total Procurement	-3,200	2,500	5,700	
Revenues				
Employees	572,700	569,000	-3,800	
Transport	2,300	1,400	-900	
Supplies and Services	111,800	112,500	700	
Third Party Payments	30,800	33,400	2,600	
Total Direct Expenditure	717,600	716,300	-1,400	
Government Grants	-214,400	-216,800	-2,400	
Other Grants and Contributions	-70,700	-72,800	-2,100	
Other Income	0	13,000	13,000	Collection Fund Adjustment in respect of Business Rate Retention Scheme
Fees and Charges	-400,000	-357,300	42,700	Fewer Court Costs and Penalties for Single Person Discount Fraudulent Claims reduced
Total Direct Income	-685,100	-633,900	51,200	
Net Direct Cost	32,500	82,400	49,800	
Support Services	549,900	523,500	-26,500	Recharges, revised allocations
Total Recharges	549,900	523,500	-26,500	
Total Revenues	582,400	607,000	24,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Treasury Management				
Supplies and Services	35,800	67,400	31,600	Bank Reconciliation, income overstated in the ledger. Plus corrections to Payroll Systems
Third Party Payments	2,100	0	-2,100	
Total Direct Expenditure	37,900	67,400	29,500	
Other Income	0	-6,900	-6,900	
Total Direct Income	0	-6,900	-6,900	
Net Direct Cost	37,900	60,500	22,600	
Support Services	43,400	44,300	900	
Recharges	-3,000	-3,100	-100	
Total Recharges	40,400	41,200	800	
Total Treasury Management	78,300	101,700	23,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Health & Community Protection	2,233,800	2,091,600	-142,200	
Alleviation of Flooding				
Premises	25,600	25,000	-600	
Supplies and Services	0	100	100	
Third Party Payments	500	0	-500	
Total Direct Expenditure	26,100	25,100	-1,000	
Support Services	109,100	107,800	-1,300	
Total Recharges	109,100	107,800	-1,300	
Total Alleviation of Flooding	135,200	132,900	-2,300	
CCTV				
Employees	199,700	192,900	-6,800	
Premises	8,100	8,600	500	
Transport	300	200	-100	
Supplies and Services	134,500	130,100	-4,400	
Third Party Payments	300	0	-300	
Total Direct Expenditure	342,900	331,800	-11,100	
Other Grants and Contributions	-14,700	-14,700	0	
Other Income	-8,000	-8,200	-200	
Total Direct Income	-22,700	-22,900	-200	
Net Direct Cost	320,200	308,900	-11,300	
Support Services	99,300	105,600	6,300	
Recharges	-300,900	-300,700	200	
Total Recharges	-201,600	-195,100	6,500	
Total CCTV	118,600	113,800	-4,800	
Civil Contingencies				
Supplies and Services	6,500	5,800	-700	
Total Direct Expenditure	6,500	5,800	-700	
Support Services	79,500	81,500	2,000	
Total Recharges	79,500	81,500	2,000	
Total Civil Contingencies	86,000	87,300	1,300	
Community Development				
Supplies and Services	333,700	331,300	-2,400	
Total Direct Expenditure	333,700	331,300	-2,400	
Support Services	34,000	32,200	-1,900	
Total Recharges	34,000	32,200	-1,900	
Total Community Development	367,700	363,500	-4,300	
Community Forums				
Supplies and Services	48,200	48,200	0	
Total Community Forums	48,200	48,200	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Community Partnership				
Employees	155,900	161,100	5,200	
Premises	1,700	1,100	-600	
Transport	1,300	1,200	-100	
Supplies and Services	3,600	3,800	200	
Third Party Payments	400	0	-400	
Total Direct Expenditure	162,900	167,200	4,300	
Other Grants and Contributions	-25,000	-25,000	0	
Total Direct Income	-25,000	-25,000	0	
Net Direct Cost	137,900	142,200	4,300	
Support Services	78,900	100,900	22,000	recharges within General Fund
Recharges	-45,000	-43,200	1,800	
Total Recharges	33,900	57,700	23,800	
Total Community Partnership	171,800	199,900	28,100	
Community Safety				
Employees	275,200	288,100	12,900	£7,600 Vacancy Factor, small variations
Transport	8,400	8,200	-200	
Supplies and Services	158,600	148,800	-9,800	
Third Party Payments	7,100	10,500	3,400	
Total Direct Expenditure	449,300	455,600	6,300	
Other Grants and Contributions	-73,300	-73,300	0	
Other Income	-42,400	-40,800	1,600	
Fees and Charges	-13,300	-12,500	800	
Total Direct Income	-129,000	-126,600	2,400	
Net Direct Cost	320,300	329,000	8,700	
Support Services	202,600	213,100	10,500	Revised Allocations
Recharges	-339,000	-354,500	-15,500	Revised Allocations
Total Recharges	-136,400	-141,400	-5,000	
Total Community Safety	183,900	187,600	3,700	
EH Environmental Health Core				
Employees	115,400	111,000	-4,400	
Transport	4,800	3,400	-1,400	
Supplies and Services	61,400	47,400	-14,000	Small variations all below £10,000
Third Party Payments	7,200	2,800	-4,400	
Total Direct Expenditure	188,800	164,600	-24,200	
Other Income	-500	-600	-100	
Total Direct Income	-500	-600	-100	
Net Direct Cost	188,300	164,000	-24,300	
Support Services	107,200	144,600	37,400	Revised Allocations
Recharges	-224,300	-297,700	-73,400	Revised Allocations
Total Recharges	-117,100	-153,100	-36,000	
Total EH Environmental Health Core	71,200	10,900	-60,300	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Environmental Protection				
Employees	374,600	324,700	-49,900	Vacant Posts held within Service pending restructure from 1/5/17
Premises	1,800	0	-1,800	
Transport	21,700	18,800	-2,900	
Supplies and Services	67,000	51,400	-15,600	Small variations all below £10,000
Third Party Payments	121,100	9,300	-111,800	
Total Direct Expenditure	586,200	404,200	-182,000	£1,300 Heat Distribution Network on Earmarked Reserve List
Government Grants	-90,100	0	90,100	
Other Income	0	1,500	1,500	
Fees and Charges	-18,600	-17,400	1,300	
Total Direct Income	-108,700	-15,900	92,900	
Net Direct Cost	477,500	388,300	-89,100	
Support Services	406,900	411,100	4,100	
Recharges	-302,100	-302,100	0	
Total Recharges	104,800	109,000	4,100	
Total Environmental Protection	582,300	497,300	-85,000	

Food+Occupational Safety+Health			
Employees	380,000	382,800	2,800
Transport	14,600	13,000	-1,600
Supplies and Services	1,800	1,100	-700
Third Party Payments	13,400	9,900	-3,500
Total Direct Expenditure	409,800	406,800	-3,000
Other Income	0	-2,000	-2,000
Fees and Charges	-4,800	-10,000	-5,200
Total Direct Income	-4,800	-12,000	-7,200
Net Direct Cost	405,000	394,800	-10,200
Support Services	92,400	92,000	-400
Recharges	-104,100	-104,100	0
Total Recharges	-11,700	-12,100	-400
Total Food+Occupational Safety+Health	393,300	382,700	-10,600

Licensing & Registration			
Employees	111,500	115,000	3,600
Transport	1,300	1,400	100
Supplies and Services	23,900	20,900	-3,000
Third Party Payments	22,300	25,100	2,800
Total Direct Expenditure	159,000	162,400	3,500
Other Income	-5,000	-5,500	-500
Fees and Charges	-366,800	-377,100	-10,200
Total Direct Income	-371,800	-382,600	-10,700
Net Direct Cost	-212,800	-220,200	-7,200
Support Services	283,100	262,700	-20,400
Recharges	-3,300	-3,300	0
Total Recharges	279,800	259,400	-20,400
Total Licensing & Registration	67,000	39,200	-27,600

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Office Accommodation				
Premises	333,300	331,100	-2,200	
Supplies and Services	28,200	22,000	-6,200	
Third Party Payments	8,800	5,400	-3,400	
Total Direct Expenditure	370,300	358,500	-11,800	
Rents	-26,300	-30,800	-4,500	
Total Direct Income	-26,300	-30,800	-4,500	
Net Direct Cost	344,000	327,700	-16,300	
Support Services	0	200	200	
Recharges	-366,300	-328,100	38,200	Revised Allocations
Total Recharges	-366,300	-327,900	38,400	
Total Office Accommodation	-22,300	-200	22,100	
Small Grants				
Supplies and Services	11,200	10,800	-400	
Total Direct Expenditure	11,200	10,800	-400	
Support Services	19,700	19,000	-800	
Total Recharges	19,700	19,000	-800	
Total Small Grants	30,900	29,800	-1,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Housing & Property Services	1,318,600	510,200	-808,600	
Asset Management				
Employees	818,600	654,700	-163,900	£70,000 Consultant Budget, funded from Service Transformation Reserve not used, £79,000 staff saving, Member of Staff seconded to Asset Manager's substantive post not filled. Back filled using existing staff, one Engineer Post left vacant
Premises	0	9,000	9,000	
Transport	20,700	22,300	1,600	
Supplies and Services	18,300	14,300	-4,000	
Third Party Payments	3,900	4,100	200	
Total Direct Expenditure	861,500	704,400	-157,100	
Support Services	211,100	172,400	-38,700	recharges within General Fund
Recharges	-1,125,000	-915,900	209,100	recharges across General Fund and HRA according to Surveyor's time spent on assets
Total Recharges	-913,900	-743,500	170,400	
Total Asset Management	-52,400	-39,100	13,300	
Chase Meadow Community Centre				
Premises	3,100	1,600	-1,500	
Supplies and Services	1,500	0	-1,500	
Third Party Payments	0	1,100	1,100	
Total Direct Expenditure	4,600	2,700	-1,900	
Other Income	0	-1,600	-1,600	
Total Direct Income	0	-1,600	-1,600	
Net Direct Cost	4,600	1,100	-3,500	
Support Services	100	100	0	
Total Recharges	100	100	0	
Total Chase Meadow Community Centre	4,700	1,200	-3,500	
Contributions to HRA				
Supplies and Services	37,900	37,900	0	
Total Contributions to HRA	37,900	37,900	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Corporate R+M Unallocated				
Premises	434,900	0	-434,900	Revised Repairs and Maintenance Programme, Budget returned to Corporate Assets Reserve
Total Corporate R+M Unallocated	434,900	0	-434,900	
Estate Management				
Employees	0	500	500	
Premises	325,300	175,900	-149,400	Revised Repairs and Maintenance Programme
Supplies and Services	5,500	4,700	-800	
Third Party Payments	77,000	61,200	-15,800	Small variations, most significant is a modest saving on Legal Fees.
Total Direct Expenditure	407,800	242,300	-165,500	
Other Income	-7,300	-14,600	-7,300	
Fees and Charges	-4,300	-1,700	2,600	
Rents	-512,700	-599,800	-87,100	£88,500 dilapidations monies received from previous tenants of 32 hamilton Terrace to be transferred to the Corporate Repairs and Maintenance Reserve.
Total Direct Income	-524,300	-616,100	-91,800	
Net Direct Cost	-116,500	-373,800	-257,300	
Support Services	146,800	186,900	40,100	Revised Allocations
Total Recharges	146,800	186,900	40,100	
Total Estate Management	30,300	-186,900	-217,200	
Homelessness/Housing Advice				
Employees	402,600	382,500	-20,100	£16,000 Vacancies in Housing Advice. Fixed Term post in Social Mobility Housing removed for 2017/18 budget
Premises	98,800	111,900	13,100	£12,500 overspend on Repairs
Transport	5,200	5,400	200	
Supplies and Services	232,600	176,800	-55,800	Bed and Breakfast lower costs, see above and main report
Third Party Payments	31,800	27,000	-4,900	
Total Direct Expenditure	771,000	703,600	-67,500	
Other Grants and Contributions	-14,000	-14,500	-500	
Other Income	0	0	0	
Fees and Charges	-2,800	-2,800	0	
Rents	-246,100	-144,600	101,500	The reimbursements shortfall on Bed and Breakfast costs, with prior year overpayments as discussed in the main report.
Total Direct Income	-262,900	-161,900	101,000	
Net Direct Cost	508,100	541,700	33,500	
Support Services	434,100	491,700	57,600	recharges within General Fund
Recharges	-347,000	-404,500	-57,500	recharges within General Fund
Total Recharges	87,100	87,200	100	
Total Homelessness/Housing Advice	595,200	628,900	33,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Housing Strategy				
Employees	43,300	57,800	14,500	Compromise Agreement Reserve Funded
Transport	1,200	100	-1,100	
Supplies and Services	184,200	191,400	7,200	
Third Party Payments	135,700	87,200	-48,500	Legal Fees for Waterloo Housing Agreement, Budget for 2017/18 to be reduced. Lillington Regeneration is on Ear Marked Reserve List
Total Direct Expenditure	364,400	336,500	-27,900	
Support Services	91,200	63,100	-28,100	Revised Allocations
Recharges	-19,700	-19,800	-100	
Total Recharges	71,500	43,300	-28,200	
Total Housing Strategy	435,900	379,800	-56,100	
Office Accommodation				
Premises	258,900	213,000	-45,900	Riverside House £26,000 Electricity underspend, revised repairs and maintenance programme to reflect expected length of occupancy
Supplies and Services	0	1,400	1,400	
Third Party Payments	0	1,000	1,000	
Total Direct Expenditure	258,900	215,400	-43,500	
Support Services	103,800	81,900	-21,900	Revised Allocations
Recharges	-524,500	-487,200	37,300	Revised Allocations
Total Recharges	-420,700	-405,300	15,400	
Total Office Accommodation	-161,800	-189,900	-28,100	
Other Housing Property				
Premises	100	600	500	
Supplies and Services	0	100	100	
Total Direct Expenditure	100	700	600	
Rents	-35,600	-42,000	-6,400	
Total Direct Income	-35,600	-42,000	-6,400	
Net Direct Cost	-35,500	-41,300	-5,800	
Support Services	9,400	10,400	1,000	
Total Recharges	9,400	10,400	1,000	
Total Other Housing Property	-26,100	-30,900	-4,800	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Private Sector Housing				
Employees	293,200	292,700	-500	
Transport	6,000	6,100	100	
Supplies and Services	18,000	14,500	-3,600	
Third Party Payments	20,000	31,000	11,000	
Total Direct Expenditure	337,200	344,300	7,000	
Government Grants	-684,100	-684,800	-700	
Other Grants and Contributions	-85,100	-80,500	4,600	
Other Income	-1,000	-600	500	
Fees and Charges	-84,100	-76,400	7,700	
Total Direct Income	-854,300	-842,300	12,100	
Net Direct Cost	-517,100	-498,000	19,100	
Support Services	228,700	185,500	-43,300	Revised Allocations
Recharges	-114,700	-102,900	11,800	Revised Allocations
Total Recharges	114,000	82,600	-31,500	
Total Private Sector Housing	-403,100	-415,400	-12,400	
Public Conveniences				
Premises	191,400	150,100	-41,300	Repairs and Maintenance both Responsive and Planned
Total Direct Expenditure	191,400	150,100	-41,300	
Rents	0	-200	-200	
Total Direct Income	0	-200	-200	
Net Direct Cost	191,400	149,900	-41,500	
Support Services	24,100	16,200	-7,900	
Total Recharges	24,100	16,200	-7,900	
Total Public Conveniences	215,500	166,100	-49,400	
Supporting People to HRA				
Supplies and Services	155,000	155,000	0	
Total Direct Expenditure	155,000	155,000	0	
Other Grants and Contributions	-155,000	-155,000	0	
Total Direct Income	-155,000	-155,000	0	
Total Supporting People to HRA	0	0	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Warwick Plant Maintenance				
Employees	102,400	72,800	-29,600	Vacant post held as service ending 31 May 2017 due to transfer of Leisure centres.
Transport	7,500	6,400	-1,100	
Supplies and Services	500	500	0	
Total Direct Expenditure	110,400	79,700	-30,700	
Support Services	12,400	12,400	0	
Recharges	-130,500	-96,500	34,000	Recharge to Leisure Centres lower as spent less on staffing
Total Recharges	-118,100	-84,100	34,000	
Total Warwick Plant Maintenance	-7,700	-4,900	2,800	
WDC Highways				
Employees	0	0	0	
Premises	90,800	85,400	-5,400	
Total Direct Expenditure	83,100	80,500	-2,600	
Support Services	124,500	80,300	-44,200	
Total Recharges	124,500	80,300	-44,200	
Total WDC Highways	215,300	165,700	-49,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Neighbourhood Services	3,791,200	2,602,100	-1,189,100	
Abandoned Vehicles				
Support Services	1,800	1,700	-100	
Total Abandoned Vehicles	1,800	1,700	-100	
Alleviation of Flooding				
Premises	13,800	13,800	0	
Total Direct Expenditure	13,800	13,800	0	
Other Grants and Contributions	-14,000	-18,800	-4,800	
Total Direct Income	-14,000	-18,800	-4,800	
Total Alleviation of Flooding	-200	-5,000	-4,800	
Bereavement Services				
Employees	214,400	217,600	3,200	
Premises	504,400	391,100	-113,300	Revised Maintenance Programme, budget for LPG Fuel too high, £42,000 favourable, £24,000 Crematorium Rebranding is an Ear Marked Reserve built into 2017/18 Budget
Transport	6,100	5,300	-800	
Supplies and Services	103,500	80,600	-22,900	Various, all below £10,000. Primarily Furniture, Equipment & Materials
Third Party Payments	127,500	134,600	7,100	
Total Direct Expenditure	955,900	829,200	-126,700	
Other Grants and Contributions	-2,900	-200	2,700	
Other Income	-100	-6,000	-5,900	
Fees and Charges	-1,548,700	-1,538,100	10,600	£36,000 shortfall at the Crematorium, £27,000 favourable Cemeteries, discussed in Main Report
Rents	-23,900	-18,500	5,400	
Total Direct Income	-1,575,600	-1,562,800	12,800	
Net Direct Cost	-619,700	-733,600	-113,900	
Support Services	84,100	94,100	10,000	Within General Fund
Total Recharges	84,100	94,100	10,000	
Total Bereavement Services	-535,600	-639,500	-103,900	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Car Parks				
Employees	67,400	58,700	-8,700	
Premises	828,200	577,100	-251,100	Covent Garden Refurbishment Delayed. Reserve Funded
Supplies and Services	165,500	178,000	12,500	Various all below £5,000
Third Party Payments	157,400	220,100	62,700	£38,000 to be repaid under shared agreement (see income variation)
Total Direct Expenditure	1,218,500	1,033,900	-184,600	
Other Grants and Contributions	0	-38,800	-38,800	£77,700 repaid under shared agreement (see income variation)
Other Income	-43,900	-41,900	2,000	
Fees and Charges	-2,966,100	-3,114,500	-148,400	£108,000 surplus to be transferred to Reserve, £38,000 to be repaid under shared agreement
Rents	-9,400	-11,800	-2,400	
Total Direct Income	-3,019,400	-3,207,000	-187,600	
Net Direct Cost	-1,800,900	-2,173,100	-372,200	
Support Services	673,300	657,900	-15,400	Within General Fund
Recharges	0	-6,200	-6,200	
Total Recharges	673,300	651,700	-21,600	
Total Car Parks	-1,127,600	-1,521,400	-393,800	
Customer Service Centre				
Employees	24,600	24,600	0	
Supplies and Services	0	-200	-200	
Third Party Payments	25,900	19,200	-6,700	
Total Direct Expenditure	50,500	43,600	-6,900	
Support Services	0	200	200	
Recharges	-43,500	-42,900	600	
Total Recharges	-43,500	-42,700	800	
Total Customer Service Centre	7,000	900	-6,100	
Green Space Development				
Employees	212,000	218,500	6,500	
Premises	452,400	214,100	-238,300	Revised Maintenance Programme
Transport	8,400	7,900	-500	
Supplies and Services	124,300	130,700	6,400	
Third Party Payments	114,800	6,300	-108,500	Harbury Lane lifting of Covenant Ear Marked Reserve Request
Total Direct Expenditure	911,900	577,500	-334,400	
Other Grants and Contributions	-197,500	-436,500	-238,900	\$106 monies taken to Reserves
Other Income	-7,400	-8,200	-800	
Fees and Charges	-1,200	-1,300	-100	
Rents	-1,500	-2,300	-800	
Total Direct Income	-207,600	-448,300	-240,600	
Net Direct Cost	704,300	129,200	-575,000	
Support Services	756,000	419,600	-336,400	Revised Allocations
Recharges	0	-22,800	-22,800	Revised Allocations
Total Recharges	756,000	396,800	-359,200	
Total Green Space Development	1,460,300	526,000	-934,200	
Green Spaces Contract Mgt				
Premises	12,300	10,900	-1,400	
Supplies and Services	197,700	196,100	-1,600	
Third Party Payments	110200	110200	0	
Total Direct Expenditure	320,200	317,200	-3,000	
Other Grants and Contributions	-37,600	-34,600	3,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Other Income	-6,000	-6,000	0	
Total Direct Income	-43,600	-40,600	3,000	
Net Direct Cost	276,600	276,600	0	
Support Services	46,700	60,100	13,400	Revised Allocations
Total Recharges	46,700	60,100	13,400	
Total Green Spaces Contract Mgt	323,300	336,700	13,400	
Grounds Maintenance Contract Services				
Premises	26,100	26,100	0	
Supplies and Services	63,300	63,100	-200	
Third Party Payments	634,300	638,800	4,500	
Total Direct Expenditure	723,700	728,000	4,300	
Other Income	0	-900	-900	
Rents	-33,000	-29,000	4,000	
Total Direct Income	-33,000	-29,900	3,100	
Net Direct Cost	690,700	698,100	7,400	
Support Services	116,500	174,600	58,100	Revised Allocations
Total Recharges	116,500	174,600	58,100	
Total Grounds Maintenance Contract Services	807,200	872,700	65,500	

Neighbourhood Services			
Employees	77,200	79,500	2,300
Transport	100	0	-100
Supplies and Services	5,000	4,500	-500
Total Direct Expenditure	82,300	84,000	1,700
Support Services	36,200	33,600	-2,600
Recharges	-120,300	-123,000	-2,700
Total Recharges	-84,100	-89,400	-5,300
Total Neighbourhood Services	-1,800	-5,400	-3,600

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
One Stop Shops				
Employees	179,400	187,000	7,600	
Premises	0	100	100	
Transport	700	200	-500	
Supplies and Services	2,700	1,200	-1,500	
Total Direct Expenditure	182,800	188,500	5,700	
Other Income	0	-700	-700	
Total Direct Income	0	-700	-700	
Net Direct Cost	182,800	187,800	5,000	
Support Services	14,800	14,500	-300	
Recharges	-233,200	-213,700	19,500	Revised Allocations
Total Recharges	-218,400	-199,200	19,200	
Total One Stop Shops	-35,600	-11,400	24,200	
Payment Channels				
Supplies and Services	29,900	26,700	-3,200	
Third Party Payments	100,000	85,800	-14,200	Budget was increased due to new way of charging for transactions. Outturn less than revised budget
Total Direct Expenditure	129,900	112,500	-17,400	
Support Services	30,900	31,200	300	
Recharges	-160,800	-143,500	17,300	Revised Allocations
Total Recharges	-129,900	-112,300	17,600	
Total Payment Channels	0	200	200	
Reception Facilities & Leamington OSS				
Employees	134,700	136,700	2,000	
Supplies and Services	9,000	8,800	-200	
Total Direct Expenditure	143,700	145,500	1,800	
Support Services	137,000	132,200	-4,800	
Recharges	-330,800	-287,000	43,800	Revised Allocations
Total Recharges	-193,800	-154,800	39,000	
Total Reception Facilities & Leamington OSS	-50,100	-9,300	40,800	
Street Cleansing				
Premises	25,000	21,100	-3,900	
Transport	800	900	100	
Supplies and Services	24,900	23,800	-1,100	
Third Party Payments	1,248,800	1,249,700	900	
Total Direct Expenditure	1,299,500	1,295,500	-4,000	
Other Income	-58,300	-58,300	0	
Total Direct Income	-58,300	-58,300	0	
Net Direct Cost	1,241,200	1,237,200	-4,000	
Support Services	118,100	192,600	74,500	Revised Allocations
Total Recharges	118,100	192,600	74,500	
Total Street Cleansing	1,359,300	1,429,800	70,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Waste Collection				
Supplies and Services	49,100	32,800	-16,300	Down turn in requests for new bins after charging policy introduced
Third Party Payments	2,105,600	2,146,800	41,200	Growth in property numbers has increased contract value, Budgetary implications for 2017/18 and beyond to be assessed.
Total Direct Expenditure	2,154,700	2,179,600	24,900	
Other Income	-441,200	-450,600	-9,400	
Fees and Charges	-132,500	-138,200	-5,700	
Total Direct Income	-573,700	-588,800	-15,100	
Net Direct Cost	1,581,000	1,590,800	9,800	
Support Services	205,000	51,000	-154,100	Revised Allocations, see Waste Management below
Total Recharges	205,000	51,000	-154,100	
Total Waste Collection	1,786,000	1,641,800	-144,300	
Waste Management				
Employees	791,100	786,100	-5,000	
Premises	0	0	0	
Transport	19,500	13,100	-6,400	
Supplies and Services	40,900	42,300	1,400	
Third Party Payments	2,900	0	-2,900	
Total Direct Expenditure	854,400	841,500	-12,900	
Other Income	-4,900	-5,000	-100	
Total Direct Income	-4,900	-5,000	-100	
Net Direct Cost	849,500	836,500	-13,000	
Support Services	229,400	158,200	-71,200	Revised Allocations, see Waste Collection above
Recharges	-1,303,000	-1,043,600	259,400	Revised Allocations, see Waste Collection above
Total Recharges	-1,073,600	-885,400	188,200	
Total Waste Management	-224,100	-48,900	175,200	
WCC Highways				
Third Party Payments	106,500	101,900	-4,600	
Total Direct Expenditure	106,500	101,900	-4,600	
Other Grants and Contributions	-112,300	-116,600	-4,300	
Total Direct Income	-112,300	-116,600	-4,300	
Net Direct Cost	-5,800	-14,700	-8,900	
Support Services	27,100	47,900	20,800	Revised Allocations
Total Recharges	27,100	47,900	20,800	
Total WCC Highways	21,300	33,200	11,900	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Strategic Leadership	1,082,100	1,184,300	101,800	
Assist Travel-Transport Tokens				
Supplies and Services	200	200	0	
Third Party Payments	5,000	5,600	600	
Total Direct Expenditure	5,200	5,800	600	
Other Income	-700	-600	100	
Total Direct Income	-700	-600	100	
Net Direct Cost	4,500	5,200	700	
Support Services	9,200	8,300	-900	
Total Recharges	9,200	8,300	-900	
Total Assist Travel-Transport Tokens	13,700	13,500	-200	
Assisted Travel Passes				
Third Party Payments	0	100	100	
Other Income	0	-100	-100	
Total Assisted Travel Passes	0	0	0	
Chair of the Council				
Employees	24,900	25,900	1,000	
Transport	2,400	3,400	1,000	
Supplies and Services	19,200	20,300	1,100	
Total Direct Expenditure	46,500	49,600	3,100	
Support Services	16,000	14,900	-1,200	
Recharges	-2,600	0	2,600	
Total Recharges	13,400	14,900	1,400	
Total Chair of the Council	59,900	64,500	4,500	
Chief Executive's Office				
Employees	361,000	368,100	7,100	
Transport	1,100	500	-600	
Supplies and Services	34,000	30,000	-4,000	
Third Party Payments	25,700	37,400	11,700	Expenditure on Legal Fees for Corporate Projects, such as St Marys Lands & the Office Relocation
Total Direct Expenditure	421,800	436,000	14,200	
Support Services	81,900	76,700	-5,200	
Recharges	-518,500	-517,400	1,100	
Total Recharges	-436,600	-440,700	-4,100	
Total Chief Executive's Office	-14,800	-4,800	10,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
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Committee Services				
Employees	133,800	132,400	-1,400	
Transport	700	600	-100	
Supplies and Services	21,000	16,900	-4,100	
Third Party Payments	28,000	28,700	700	
Total Direct Expenditure	183,500	178,600	-4,900	
Support Services	104,300	94,800	-9,500	
Recharges	-307,500	-282,500	25,000	Revised Allocations
Total Recharges	-203,200	-187,700	15,500	
Total Committee Services	-19,700	-9,100	10,600	

Consultation			
Third Party Payments	4,600	4,200	-400
Total Consultation	4,600	4,200	-400

Corporate Management - Chief Executive			
Support Services	400	400	0
Total Corporate Management - Chief Executive	400	400	0

Corporate Projects				
Employees	67,800	45,800	-22,000	£9,000 Project Manager, on EarMarked Reserve Schedule
Supplies and Services	0	300	300	
Third Party Payments	96,700	2,600	-94,100	Riverside House Relocation £87,000 funded from Service Transformation Reserve, will be slipped to 2017/18
Total Direct Expenditure	164,500	48,700	-115,800	
Support Services	1,900	1,900	0	
Recharges	-171,600	-53,300	118,300	Revised Allocations
Total Recharges	-169,700	-51,400	118,300	
Total Corporate Projects	-5,200	-2,700	2,500	

CSTeam				
Employees	167,400	146,100	-21,300	£13,000 Vacancies, £8,000 Earmarked Reserve for DMC relocation no longer required
Transport	100	0	-100	
Supplies and Services	20,700	13,300	-7,400	
Total Direct Expenditure	188,200	159,400	-28,800	
Support Services	71,100	67,500	-3,600	
Recharges	-269,700	-234,200	35,500	Revised Allocations
Total Recharges	-198,600	-166,700	31,900	
Total CSTeam	-10,400	-7,300	3,100	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Customer Contact Manager				
Employees	52,600	53,800	1,200	
Supplies and Services	9,000	5,400	-3,600	
Total Direct Expenditure	61,600	59,200	-2,400	
Support Services	5,100	4,900	-200	
Recharges	-67,600	-64,900	2,700	
Total Recharges	-62,500	-60,000	2,500	
Total Customer Contact Manager	-900	-800	100	
Democratic Representation				
Employees	14,700	2,400	-12,300	Superannuation no longer payable for Members, Budget now removed for 2017/18
Transport	8,500	3,300	-5,200	
Supplies and Services	363,900	308,300	-55,600	£45,000 for Town Hall AV system to be transferred to capital & slipped to 2017/18, plus other small variations
Third Party Payments	14,700	1,500	-13,200	Small Variations all below £5,000
Total Direct Expenditure	401,800	315,500	-86,300	
Support Services	612,300	657,700	45,400	Revised Allocations
Recharges	-73,500	-73,500	0	
Total Recharges	538,800	584,200	45,400	
Total Democratic Representation	940,600	899,700	-40,900	
Deputy Chief Exec's & Senior Mgt Support				
Third Party Payments	4,100	4,100	0	
Total Deputy Chief Exec's & Senior Mgt Support	4,100	4,100	0	
Elections	94,800	133,200	38,400	
Employees	201,900	203,800	1,900	
Premises	77,900	77,700	-200	
Transport	3,300	3,400	100	
Supplies and Services	237,000	231,200	-5,800	
Total Direct Expenditure	520,100	516,100	-4,000	
Government Grants	0	-3,500	-3,500	
Other Income	-499,500	-439,900	59,600	£34,000 adverse Variation on Parliamentary Election discussed in Main Report. £16,000 Referendum Income Budget based on Costs incurred.
Total Direct Income	-499,500	-443,400	56,100	
Net Direct Cost	20,600	72,700	52,100	
Support Services	74,200	60,500	-13,700	Within General Fund, Revised Allocations
Total Recharges	74,200	60,500	-13,700	
Total Elections	94,800	133,200	38,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Electoral Registration				
Employees	120,100	112,000	-8,100	
Premises	2,800	0	-2,800	
Transport	500	400	-100	
Supplies and Services	143,500	125,800	-17,700	Service Transformation Reserve funding will be slipped into 2017/18
Total Direct Expenditure	266,900	238,200	-28,700	
Government Grants	-30,500	-30,500	0	
Other Income	-30,700	-30,700	0	
Sales	-2,400	-2,600	-200	
Total Direct Income	-63,600	-63,800	-200	
Net Direct Cost	203,300	174,400	-28,900	
Support Services	69,700	49,500	-20,200	Within General Fund, Revised Allocations
Recharges	-15,700	-15,700	0	
Total Recharges	54,000	33,800	-20,200	
Total Electoral Registration	257,300	208,200	-49,100	
Human Resources				
Employees	366,200	373,100	6,900	
Transport	1,200	500	-700	
Supplies and Services	74,300	66,500	-7,800	
Third Party Payments	27,800	24,000	-3,800	
Total Direct Expenditure	469,500	464,100	-5,400	
Support Services	136,900	134,500	-2,400	
Recharges	-614,700	-596,400	18,300	Revised Allocations
Total Recharges	-477,800	-461,900	15,900	
Total Human Resources	-8,300	2,200	10,500	
ICT Services				
Employees	836,700	849,800	13,100	Unable to meet 2.5% vacancy factor built into Budget
Transport	4,100	2,200	-1,900	
Supplies and Services	410,200	406,300	-4,000	
Third Party Payments	7,200	7,200	0	
Total Direct Expenditure	1,258,200	1,265,500	7,200	
Fees and Charges	-45,000	-52,800	-7,800	
Total Direct Income	-45,000	-52,800	-7,800	
Net Direct Cost	1,213,200	1,212,700	-600	
Support Services	187,400	185,400	-2,000	
Recharges	-1,523,500	-1,530,300	-6,800	
Total Recharges	-1,336,100	-1,344,900	-8,800	
Total ICT Services	-122,900	-132,200	-9,400	
Legal Services (In-House WDC)				
Support Services	1,000	0	-1,000	
Total Legal Services (In-House WDC)	1,000	0	-1,000	

Legal Services (Shared Service WCC)

Third Party Payments	1,300	300	-1,000
Total Direct Expenditure	1,300	300	-1,000
Fees and Charges	0	-600	-600
Total Direct Income	0	-600	-600
Net Direct Cost	1,300	-300	-1,600
Support Services	15,100	14,000	-1,100
Recharges	-16,400	-13,800	2,600
Total Recharges	-1,300	200	1,500
Total Legal Services (Shared Service WCC)	0	-100	-100

Media Room

Employees	178,700	178,800	-100	Various all below £10,000
Transport	800	300	-500	
Supplies and Services	77,700	59,500	-18,200	
Third Party Payments	400	0	-400	
Total Direct Expenditure	257,600	238,600	-19,200	
Other Income	-58,400	-48,900	9,500	Revised Allocations
Sales	0	-100	-100	
Fees and Charges	-4,000	-1,700	2,300	
Total Direct Income	-62,400	-50,700	11,700	
Net Direct Cost	195,200	187,900	-7,500	
Support Services	93,700	88,100	-5,600	
Recharges	-310,000	-266,800	43,200	
Total Recharges	-216,300	-178,700	37,600	
Total Media Room	-21,100	9,200	30,100	

Member Training

Employees	4,600	2,900	-1,700
Total Direct Expenditure	4,600	2,900	-1,700
Support Services	0	500	500
Total Recharges	0	500	500
Total Member Training	4,600	3,400	-1,200

Organisational Development

Employees	-5,000	0	5,000	Digital by Default savings target. Savings made within individual Services
Transport	-1,600	0	1,600	
Supplies and Services	-85,800	0	85,800	
Total Direct Expenditure	-92,400	0	92,400	
Total Organisational Development	-92,400	0	92,400	

Web Services

Employees	43,500	44,600	1,100
Transport	600	400	-200
Supplies and Services	69,700	66,800	-2,900
Total Direct Expenditure	113,800	111,800	-2,000
Support Services	60,900	57,900	-3,000
Recharges	-177,900	-172,700	5,200
Total Recharges	-117,000	-114,800	2,200
Total Web Services	-3,200	-3,000	200

Housing Revenue Account (HRA)

Appendix Ei

Housing Revenue Account (HRA)

Expenditure

	Latest Budget 2016-17	Actual Outturn 2016-17	Outturn Variance
	£	£	£
Revenue Repairs and Maintenance	5,927,900	5,339,197	(588,703)
Housing Repairs Supervision	682,300	825,748	143,448
Electricity	400	3,638	3,238
Rates	2,000	2,072	72
Council Tax	19,700	49,334	29,634
Water Charges-Metered	32,600	42,655	10,055

Premises

	6,664,900	6,262,645	(402,255)
Debt Recovery Agency Costs	3,900	-	(3,900)
Contribution to Insurance Provision	15,000	(925)	(15,925)
Bad Debts Provision	437,000	77,929	(359,071)

Supplies and Services

	455,900	77,004	(378,896)
Supervision & Management	5,066,200	4,273,635	(792,565)

Support Services

	5,066,200	4,273,635	(792,565)
Loss / (Gain) on Impairment of Assets	-	(36,778,508)	(36,778,508)
REFCUS	-	-	-
Depreciation on Council Dwellings	2,913,400	2,922,762	9,362
Depreciation on Other HRA Properties	541,800	516,715	(25,085)
Depreciation on Equipment	10,700	10,662	(38)

Capital Charges

	3,465,900	(33,328,369)	(36,794,269)
Total Expenditure	15,652,900	(22,715,085)	(38,367,985)

Income

Other Income	-	(5,000)	(5,000)
Other Licences	(4,100)	(1,046)	3,054
Heating Charges	(102,900)	(120,417)	(17,517)
Service Charges	(131,200)	(190,124)	(58,924)
Service Charges Supporting People	(147,500)	(163,000)	(15,500)
Water Charges	(31,100)	(32,891)	(1,791)
Rents - Housing	(25,603,000)	(25,586,856)	16,144
Rents - Garages	(520,000)	(515,809)	4,191
Rents - Other	(320,000)	(293,105)	26,895
General Fund Share of Open Spaces	(37,900)	(37,900)	0
Other Grants and Contributions	(155,000)	(154,977)	23

Total Income

Net Income From HRA Services

	(27,052,700)	(27,101,125)	(48,425)
	(11,399,800)	(49,816,210)	(38,416,410)

	Latest Budget 2016-17	Actual Outturn 2016-17	Outturn Variance
Debt Charges - Premiums & Discounts			
Interest Payable	4,765,600	4,765,564	(36)
Interest Receivable - Balances	(253,300)	(208,400)	44,900
Capital Charges - adj	(100,000)	-	100,000
Net Operational Income	(6,987,500)	(45,259,046)	(38,271,546)
Housing Revenue Account (HRA) Continued			
	£	£	£
Net Operational Income	(6,987,500)	(45,259,046)	(38,271,546)
Appropriations:			
Appropriation: Adjust Depreciation to MRA	2,730,800	2,683,877	(46,923)
Revenue Contribution to Capital Outlay (RCCO)	439,900	103,968	(335,932)
NCA impairment charged to rev	-	36,778,508	36,778,508
Employee Benefits Accruals	-	(5,004)	(5,004)
Net IAS19 Charges for Retirement Benefits	(510,700)	(449,451)	61,249
Employers Contris payable to Pension Fd	239,400	223,017	(16,383)
Pensions Interest+Rate of Return Assets	174,700	159,200	(15,500)
Contribution from Reserves	(100,000)	(20,000)	80,000
Contribution to HRA Early Retirement Reserve	8,000	171,900	163,900
Contribution from HRA Early Retirement Reserve	-	-	0
Contribution to HRA Capital Investment Reserve	3,991,500	5,599,131	1,607,631
Taken To HRA Balance	(13,900)	(13,900)	
HRA Balance Brought Forward	(1,385,900)	(1,385,900)	
HRA Balance Carried Forward	(1,399,800)	(1,399,800)	

	Latest Budget 2016-17	Actual Outturn 2016-17	Outturn Variance
	£	£	£
HRA Repairs & Maintenance			
Cyclical & Major Repairs & Maintenance			
Painting & Decorations	450,000	448,370	(1,630)
Concrete Repairs	40,000	49,927	9,927
Communal Flooring / Carpets	10,700	-	(10,700)
Electrical Repairs & Maintenance	601,400	539,966	(61,434)
Gas/Heating Maintenance	594,100	540,175	(53,925)
Lift & Stairlift Maintenance	114,800	68,035	(46,765)
Door Entry & Security Maintenance	60,000	58,619	(1,381)
Shop Maintenance	10,700	10,449	(251)
Legionella Testing	34,600	16,688	(17,912)
EMR Mobility Scooter	33,000	350	(32,650)
EMR Fire Prevention Flats	60,000	19,030	(40,970)
Garages	-	-	0
Fire Prevention Work	150,000	9,273	(140,727)
Sheltered Scheme Fire Alarm system	-	0	0
EMR Shelt Schm alarm	207,000	92,340	(114,660)
HRA Paths and Surfacing	100,000	58,243	(41,757)
HRA Asbestos Works	637,600	696,796	59,196
RM HRA Repairs & Maintenance	-	640	640
Expenditure To Repairs Summary	3,103,900	2,608,900	(495,000)
Void & Responsive Repairs & Maintenance			
Void Repair Contract	1,271,500	1,061,668	(209,832)
Garages: Void Repairs	-	-	-
Out of Hours Contract	-	(90)	(90)
Day to Day Repairs Contract	1,493,800	1,614,758	120,958
Garages: Routine Repairs	58,700	49,833	(8,867)
Expenditure To Repairs Summary	2,824,000	2,726,169	(97,831)
Capital Maintenance & Improvements (summary from Housing Investment Programme 'HIP')			
Improvement / Renewal Works	4,869,220	3,969,708	(1,132,236)
Expenditure To Repairs Summary	5,314,200	4,181,964	(1,132,236)
Summary of Housing Repairs, Maintenance & Improvements			
Cyclical & Major Repairs & Maintenance	3,103,900	2,608,900	(495,000)
Void, Routine & Responsive Repairs & Maintenance	2,824,000	2,726,169	(97,831)
Total Revenue Repairs & Maintenance (within HRA)	5,927,900	5,335,069	(592,831)
Capital Maintenance & Improvements (HIP)	4,869,220	3,969,708	(899,512)
Total Housing Repairs & Maintenance (including Capital)	10,797,120	9,304,777	(1,492,343)
Other HRA Related Capital Expenditure (Summary from 'HIP')			
Construction / Acquisition of Housing	7,571,700	6,636,378	(935,322)
Lettings Incentive Scheme	-	-	-
Total Other Capital Expenditure	7,571,700	6,636,378	(935,322)

Housing Revenue Account Variations 2016/17

	LATEST BUDGET 2016/17 £	ACTUAL 2016/17 £	VARIATION 2016/17 £	EXPLANATION OF VARIATIONS
S7000 HOUSING REVENUE AC				
Housing Repairs Supervision	682,300	825,748	143,448 (A)	Change in allocations
HRA Repairs and Maintenance	5,927,900	5,339,197	(588,703) (F)	See Page H5
Utilities	400	3,638	3,238 (A)	
Rates	2,000	2,072	72 (A)	
Council Tax	19,700	49,334	29,634 (A)	Increase in voids due to length of void periods increasing, and void periods corresponding to Sayer Court development. Lead time between completion and occupation, with some existing tenants then vacating an existing council property.
Water Charges-Metered	32,600	42,655	10,055 (A)	Sayer Court Costs. The additional expenditure was not accounted for at budget setting.
Premises	6,664,900	6,262,645	(402,255) (F)	
Debt Recovery Agency Costs	3,900	-	(3,900) (F)	
Contributions To Provisions	15,000	(925)	(15,925) (F)	Reduced assessment from HRA Insurances Provision
Bad Debts Provision	437,000	77,929	(359,071) (F)	Revised assessment driven by improved income collection
Supplies and Services	455,900	77,004	(378,896) (F)	
Hsq Sup+Man General	2,848,600	2,243,019	(605,581) (F)	See Page H2
Hsq Sup+Man Special	2,217,600	2,030,616	(186,984) (F)	See pages H3-5
Supervision and Management	5,066,200	4,273,635	(792,565) (F)	
Loss / (Gain) on Impairment of Assets	-	(36,778,508)	(36,778,508) (F)	
Depreciation on Council Dwellings	2,913,400	2,922,762	9,362 (A)	
Depreciation on Other HRA Properties	541,800	516,715	(25,085) (F)	
Depreciation on Equipment	10,700	10,662	(38) (F)	
Capital Charges	3,465,900	(33,328,369)	(36,794,269) (F)	
TOTAL EXPENDITURE	15,652,900	(22,715,085)	(38,367,985) (F)	
INCOME				
Other Income	-	(5,000)	(5,000) (F)	
Other Licences	(4,100)	(1,046)	3,054 (A)	
Heating Charges	(102,900)	(120,417)	(17,517) (F)	
Service Charges	(131,200)	(189,683)	(58,483) (F)	Sayer Court service charges not budgeted
Service Charges Supporting People	(147,500)	(163,000)	(15,500) (F)	Budget underestimated expected income
Water Charges	(31,100)	(32,891)	(1,791) (F)	
Service Charges Leasehold	-	(441)	(441) (F)	
General Fund	(37,900)	(37,900)	-	
General Fund- SP	(155,000)	(154,977)	23 (A)	
Rents-Housing	(25,603,000)	(25,518,853)	84,148 (A)	Offset with rents shared ownership
Rents-Shared Ownership	-	(68,004)	(68,004) (F)	
Rents-Garages	(520,000)	(515,809)	4,191 (A)	
Rents-Others	(320,000)	(293,105)	26,895 (A)	Increase in voids
TOTAL INCOME	(27,052,700)	(27,101,125)	(48,425) (F)	
NET EXPENDITURE / (INCOME) FROM SERVICES	(11,399,800)	(49,816,210)	(38,416,410) (F)	
External Interest	4,765,600	4,765,564	(36) (F)	
Interest-Balances	(253,300)	(208,400)	44,900 (A)	
Capital Charges - Adj	(100,000)	-	100,000 (A)	
NET OPERATIONAL EXPENDITURE / INCOME	(6,987,500)	(45,259,046)	(38,271,546) (F)	
NET OPERATIONAL EXPENDITURE / INCOME	(6,987,500)	(45,259,046)	(38,271,546) (F)	
APPROPRIATIONS:				
Appropriation Re Depn + MRA	2,730,800	2,683,877	(46,923) (F)	
Cap Fin-Rev Contr to Cap Outlay(GF+HIP)	439,900	103,968	(335,932) (F)	
NCA impairment charged to rev	-	36,778,508	36,778,508 (A)	
Cont from Reserves	8,000	171,900	163,900 (A)	
Contrib HRA Capital Invest Reserve (Dr)	3,991,500	5,599,131	1,607,631 (F)	Net change in service income and expenditure
Cont from Reserves	(100,000)	(20,000)	80,000 (A)	Contribution from retirement reserve
employee benefits accruals (cr)	-	(5,004)	(5,004) (F)	
IAS19 Pension Adjustments	(96,600)	(67,234)	29,366 (A)	
TAKEN FROM / (TO) BALANCES	(13,900)	(13,900)		
Balance Brought Forward	(1,385,900)	(1,385,900)		
BALANCE CARRIED FORWARD	(1,399,800)	(1,399,800)		

Housing Revenue Account Variations 2016/17

	LATEST BUDGET 2016/17 £	ACTUAL 2016/17 £	VARIATION 2016/17 £	
S7010 HSG SUP+MAN GENERAL				
DIRECT EXPENDITURE				
Employees	(200)	1,338	1,538 (A)	
Premises	174,400	175,091	691 (A)	
Supplies and Services	98,200	109,747	11,547 (A)	
Third Party Payments	460,200	354,160	(106,040) (F)	Consultancy service for providing account data no longer used from Q3.
TOTAL DIRECT EXPENDITURE	732,600	640,336	(92,264) (F)	
DIRECT INCOME				
Other Income	(41,000)	(60,699)	(19,699) (F)	
Fees and Charges	(119,800)	(205,496)	(85,696) (F)	PV panel income increased to reflect updated FIT values. Increased RTB's
Other Grants and Contributions	(20,000)	(11,110)	8,890 (A)	
TOTAL DIRECT INCOME	(180,800)	(277,305)	(96,505) (F)	
NET DIRECT EXPENDITURE / (INCOME)	551,800	363,031	(188,769) (F)	
Support Services	2,979,100	2,724,274	(254,826) (F)	Changes in allocations
Recharges	(682,300)	(844,286)	(161,986) (F)	Change in costs to be allocated
NET EXPENDITURE / (INCOME) TO SUMMARY	2,848,600	2,243,019	(605,581) (F)	
S7200 HOUSING SERVICES				
DIRECT EXPENDITURE				
Employees	1,505,700	1,430,926	(74,774) (F)	Head of housing early retirement. Vacancies and establishment gaps awaiting new starters.
Premises	-	4,535	4,535 (A)	
Transport	43,300	43,208	(92) (F)	
Supplies and Services	203,700	146,770	(56,930) (F)	Underspend on corporate postage and reduced general expenses
Third Party Payments	250,600	97,251	(153,149) (F)	Reduced Lettings Incentive Scheme and reduced legal and court costs
TOTAL DIRECT EXPENDITURE	2,003,300	1,722,690	(280,410) (F)	
DIRECT INCOME				
Other Income	(39,600)	(42,578)	(2,978) (F)	
Fees and Charges	(47,000)	(47,024)	(24) (F)	
TOTAL DIRECT INCOME	(86,600)	(89,602)	(3,002) (F)	
NET DIRECT EXPENDITURE / (INCOME)	1,916,700	1,633,088	(283,412) (F)	
Support Services	504,000	479,790	(24,210) (F)	Changes in allocations
Recharges	(2,415,300)	(2,132,879)	282,421 (A)	Change in costs to be allocated
NET EXPENDITURE / (INCOME) TO SUMMARY	5,400	(20,000)	(25,200) (F)	

Housing Revenue Account Variations 2016/17

	LATEST BUDGET 2016/17 £	ACTUAL 2016/17 £	VARIATION 2016/17 £	
S7015 HSG SUP+MAN SPECIAL				
S7410 WARWICK RESPONSE	669,700	491,487	(178,213) (F)	See detail below
S7430 VERY SHELTERED HOUSING	-	7,957	7,957 (A)	See detail below
S7440 HOUSING SUPPORT	429,400	426,717	(2,683) (F)	See detail below
S7450 CENTRAL HEATING	150,600	141,743	(8,857) (F)	See detail below
S7460 COMMUNITY CENTRES	9,800	3,254	(6,546) (F)	See detail below
S7620 HSG OPEN SPACES	379,500	442,395	62,895 (A)	See detail below
S7630 HSG COMMUNAL AREAS	365,400	345,625	(19,775) (F)	See detail below
S7635 ESTATE SUPERVISORS	158,500	162,200	3,700 (A)	See detail below
S7900 HSG REPAIRS - MAJOR	49,300	9,236	(40,064) (F)	See detail below
NET EXPENDITURE / (INCOME) TO SUMMARY	2,212,200	2,030,615	(181,585) (F)	
S7410 WARWICK RESPONSE				
DIRECT EXPENDITURE				
Employees	596,300	549,809	(46,491) (F)	Reduction in Overtime Required due to complete establishment
Premises	6,800	6,352	(448) (F)	
Transport	38,400	23,570	(14,830) (F)	Use of Pool Cars
Supplies and Services	168,500	147,898	(20,602) (F)	Reduced professional subscriptions and reduced general expenses
Third Party Payments	300	168	(132) (F)	
TOTAL DIRECT EXPENDITURE	810,300	727,796	(82,504) (F)	
DIRECT INCOME				
Other Grants and Contributions	-	(144)	(144) (F)	
Other Income	(59,400)	(69,472)	(10,072) (F)	
Fees and Charges	(250,300)	(274,933)	(24,633) (F)	Cental alarm lifeline service
TOTAL DIRECT INCOME	(309,700)	(344,549)	(34,849) (F)	
NET DIRECT EXPENDITURE / (INCOME)	500,600	383,248	(117,352) (F)	
Support Services	169,100	108,240	(60,860) (F)	Changes in allocations
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	669,700	491,487	(178,213) (F)	
S7430 VERY SHELTERED HOUSING				
DIRECT EXPENDITURE				
Premises	-	7,550	7,550 (A)	
Supplies and Services	-	1,791	1,791 (A)	
Third Party Payments	-	400	400 (A)	
TOTAL DIRECT EXPENDITURE	-	9,741	9,741 (A)	
DIRECT INCOME				
Other Income	-	(1,811)	(1,811) (F)	
TOTAL DIRECT INCOME	-	(1,811)	(1,811) (F)	
NET DIRECT EXPENDITURE / (INCOME)	-	7,931	7,931 (A)	
Support Services	-	27	27 (A)	
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	-	7,957	7,957 (A)	

Housing Revenue Account Variations 2016/17

	LATEST BUDGET 2016/17 £	ACTUAL 2016/17 £	VARIATION 2016/17 £	
S7440 HOUSING SUPPORT				
DIRECT EXPENDITURE				
Employees	247,800	218,630	(29,170) (F)	Reduced overtime
Premises	8,700	7,468	(1,232) (F)	
Transport	11,200	11,971	771 (A)	
Supplies and Services	78,700	62,205	(16,495) (F)	
Third Party Payments	-	2,328	2,328 (A)	
TOTAL DIRECT EXPENDITURE	346,400	302,602	(43,798) (F)	
DIRECT INCOME				
Other Income	-	(501)	(501) (F)	
Fees and Charges	(3,100)	(4,035)	(935) (F)	
Other Grants and Contributions	(200)	-	200 (A)	
TOTAL DIRECT INCOME	(3,300)	(4,536)	(1,236) (F)	
NET DIRECT EXPENDITURE / (INCOME)	343,100	298,066	(45,034) (F)	
Support Services	88,500	128,651	40,151 (A)	Changes in allocations
Recharges	(2,200)	-	2,200 (A)	
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	429,400	426,717	(2,683) (F)	
S7450 CENTRAL HEATING				
DIRECT EXPENDITURE				
Premises	148,400	139,698	(8,702) (F)	
Supplies and Services	1,900	1,732	(168) (F)	
TOTAL DIRECT EXPENDITURE	150,300	141,430	(8,870) (F)	
Support Services	300	313	13 (A)	
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	150,600	141,743	(8,857) (F)	
S7460 COMMUNITY CENTRES				
DIRECT EXPENDITURE				
Premises	6,300	3,860	(2,440) (F)	
Supplies and Services	4,200	115	(4,085) (F)	
TOTAL DIRECT EXPENDITURE	10,500	3,974	(6,526) (F)	
DIRECT INCOME				
Other Income	(700)	(720)	(20) (F)	
TOTAL DIRECT INCOME	(700)	(720)	(20) (F)	
NET DIRECT EXPENDITURE / (INCOME)	9,800	3,254	(6,546) (F)	
Support Services	-	-	-	
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	9,800	3,254	(6,546) (F)	
S7620 HSG OPEN SPACES				
DIRECT EXPENDITURE				
Premises	30,200	15,197	(15,003) (F)	Reduced Grounds Maintenance cost
Supplies and Services	3,000	5,068	2,068 (A)	
Third Party Payments	290,300	314,856	24,556 (A)	Poor weather over Winter requiring additional tree work to be carried out.
TOTAL DIRECT EXPENDITURE	323,500	335,121	11,621 (A)	
Support Services	56,000	107,275	51,275 (A)	Changes in allocations housing services and waste management
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	379,500	442,395	62,895 (A)	

Housing Revenue Account Variations 2016/17

	LATEST BUDGET 2016/17 £	ACTUAL 2016/17 £	VARIATION 2016/17 £	
S7630 HSG COMMUNAL AREAS				
DIRECT EXPENDITURE				
Premises	297,300	281,509	(15,791) (F)	Reduced electricity use. Reduced cost of cleaning contract.
Supplies and Services	600	357	(243) (F)	
TOTAL DIRECT EXPENDITURE	297,900	281,866	(16,034) (F)	
Support Services	67,500	63,758	(3,742) (F)	Changes in allocations
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	365,400	345,625	(19,775) (F)	
S7635 ESTATE SUPERVISORS				
DIRECT EXPENDITURE				
Employees	142,700	147,619	4,919 (A)	
Premises	16,100	8,570	(7,530) (F)	
Transport	4,700	11,816	7,116 (A)	
Supplies and Services	6,300	6,230	(70) (F)	
Third Party Payments	-	1,651	1,651 (A)	
TOTAL DIRECT EXPENDITURE	169,800	175,886	6,086 (A)	
Support Services	15,700	13,314	(2,386) (F)	
Recharges	(27,000)	(27,000)	-	
NET EXPENDITURE / (INCOME) TO SUP+MAN SPECIAL	158,500	162,200	3,700 (A)	
S7900 HOUSING REPAIRS - MAJOR				
7900 PAINTING & DECORATIONS	450,000	448,370	(1,630) (F)	
7901 CONCRETE REPAIRS	40,000	49,927	9,927 (A)	
7905 EPM COMMUNAL FLOORING CARPETS	10,700	-	(10,700) (F)	Delayed - to be completed after fire alarm system scheme
7910 ELECTRICAL REPAIRS	601,400	539,966	(61,434) (F)	Delays in programme whilst awaiting completion of service redesign
7912 GAS/HEATING MAINTENANCE	594,100	540,175	(53,925) (F)	Timing of maintenance contracts and delivery constraints
7914 HRA LIFT MAINTENANCE	39,400	44,129	4,729 (A)	
7916 DOOR ENTRY & SECURITY MAINTENANCE	60,000	58,619	(1,381) (F)	
7918 SHOP MAINTENANCE	10,700	10,449	(251) (F)	
7920 HRA STAIRLIFT MAINTENANCE	75,400	23,906	(51,494) (F)	No planned programme, contingency for reactive works underspent
7922 LEGIONELLA TESTING	34,600	16,688	(17,912) (F)	Legionella management programme in development
7923 EMR MOBILITY SCOOTER STORE (REPM FIRE PR	33,000	350	(32,650) (F)	Delays in programme. Due to complete early 2017/18
7925 EMR FIRE PREV BLOCKS OF FLATS (REPM FIRE	60,000	19,030	(40,970) (F)	Repairs coded through day to day repairs budget
7926 FIRE PREVENTION WORKS	150,000	9,273	(140,727) (F)	Capital security budget spent on fire alarms. Responsive works being coded to Day to day repairs contract
7929 EMR SHELTERED SCHEMES ALARM SYSTEMS	207,000	92,340	(114,660) (F)	Delays in programme of Sheltered Scheme Fire Alarm Systems Upgrade to be completed Q1 2017/18
7930 HRA PATHS AND SURFACING	100,000	58,243	(41,757) (F)	
7940 HRA ASBESTOS WORKS	637,600	696,796	59,196 (A)	Contracts now in place catch up on outstanding works
7000 HRA REPAIRS & MAINTENANCE	-	640	640 (A)	
NET EXPENDITURE / (INCOME) TO SUMMARY	3,103,900	2,608,900	(495,000) (F)	Change in Repair contracts from Open Book to Schedule of Rates
S7950 HOUSING REPAIRS - RESPONSIVE				
7960 VOID REPAIR CONTRACT	1,271,500	1,061,668	(209,832) (F)	Works coded to Day to Day repairs. Tighter control on expenditure
7964 OUT OF HOURS CONTRACT	-	(90)	(90) (F)	
7966 DAY TO DAY REPAIRS CONTRACT	1,493,800	1,614,758	120,958 (A)	Fire prevention works being coded to day to day repairs
7968 GARAGES: RESPONSIVE REPAIRS	58,700	49,833	(8,867) (F)	
	2,824,000	2,726,169	(97,831) (F)	Tighter control on expenditure arising from change to charging mechanism from "Open Book" to "Schedule of Rates"

GENERAL FUND RESERVES BALANCES AT 31/3/2017**Appendix F****- COMPARISON 2016/17 LATEST TO 2016/17 ACTUAL**

<u>Reserve</u>	<u>Forecast Balance as per Appendix 3b of 2017/18 Budget Report</u>	<u>Actual Balance</u>	<u>Variation</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Art Fund Reserve	68	71	3
Art Gallery Gift Reserve	57	57	0
Biodiversity Reserve	0	0	0
Building Control Reserve	204	229	25
Business Rate Retention Volatility Reserve	880	445	-435
Capital Investment Reserve	1,799	1,833	34
Car Parking Repairs & Maintenance Reserve	242	790	548
Cemetery Land Purchase Reserve	0	3	3
Community Forums Reserve	66	71	5
Corporate Assets Reserve	1,377	2,379	1,002
Covent Garden MSCP Resrve	900	900	0
Early Retirements Reserve	143	33	-110
Election Expenses Reserve	45	45	0
Energy Management Reserve	109	109	0
Enterprise Projects Reserve	59	82	23
Equipment Renewal Reserve	687	782	95
Hill Close Gardens Reserve	60	60	0
ICT Replacement Reserve	489	507	18
Insurance Reserve	292	292	0
Leisure Options Reserve	1,641	2,057	416
Local Plan Delivery Reserve	148	149	1
Other Commuted Sums Reserve	550	548	-2
Planning Appeal Reserve	457	470	13
Public Amenity Reserve	374	539	165
Public Open Spaces Planning Gain Reserve	661	958	297
Rent Bond Scheme Reserve	22	22	0
Right to Bid Reserve	20	20	0
Right to Challenge Reserve	26	26	0
Riverside House Maintenance Reserve	0	30	30
Services Transformation Reserve	958	1,223	265
Tourism Reserve	39	39	0
	12,373	14,769	2,396

2016/17 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 2016/17 in February 2016 and then revised them in February 2017. 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 2017.

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.

	2016/17 Revised	2016/17 Actual
General Fund	-1.00% to -6.00%	-2.76%
Housing Revenue Account	38.00% to 43.00%	37.44%
Overall	24.00% to 29.00%	25.40%

It can therefore be seen that the General Fund and Overall ratios for 2016/17 Actual are within range whilst the Housing Revenue Account ratio is just out of range but on the favourable side i.e. the debt servicing costs take less of the HRA income than expected.

1.4 Actual capital expenditure for 2016/17

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.

	2016/17 Revised	2016/17 Actual
General Fund	£9,072,315	£5,985,339
Housing Revenue Account	£12,442,856	£10,625,033
Overall	£21,515,171	£16,610,372

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 £1.179m on the refurbishment of the Pump Room Gardens , £0.769m on the Leisure Centre refurbishment project, £0.3m on the acquisition of the former nursery in Spencers Yard, £0.158m on Play Area improvements, £0.134m re Barford Wall and £0.120m on remedial works at St Peters Car Park. The most significant items accounting for the underspend on the Housing Revenue Account relate to savings on the Sayer Court project of £0.920m and Electrical Fitments £0.487m.


1.5 Actual capital financing requirement at 31/3/2017

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

	2016/17 Revised	2016/17 Actual
General Fund	£2,398,137	£1,615,716
Housing Revenue Account	£135,786,796	£135,786,796
Overall	£138,184,933	£137,402,512

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 2017 was £136,157,000. The principal outstanding at 31st March 2017 on all Finance leases was £78,660 which when added to the external borrowing of £136,157,000 gives £136,235,660 total debt outstanding at 31st March 2017, well within the Council's Operational and Authorised limits for external debt.

	Executive - 26 th July 2017	Agenda Item No. 4
Title	Fire safety in high-rise buildings	
For further information about this report please contact	<p>Bill Hunt Deputy Chief Executive bill.hunt@warwickdc.gov.uk 01926 456014</p> <p>Russell Marsden Interim Assets Manager russell.marsden@warwickdc.gov.uk 01926 456038</p> <p>Philip Rook Head of Consortium, Warwick Building Control phil.rook@warwickdc.gov.uk 01926 456543</p> <p>Mark Lingard Private Sector Housing Manager mark.lingard@warwickdc.gov.uk 01926 456410</p>	
Wards of the District directly affected	Leamington Crown, Brunswick, Clarendon; Warwick Emscote, Kenilworth Abbey	
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	n/a	
Background Papers	Regulatory Reform (Fire Safety) Order 2005; Building Regulations 2010 Approved Document Part B, Volume 2, 2006 edition, incorporating 2007, 2010, and 2013 amendments; Housing Revenue Account (HRA) Budget 2017/18; HRA Business Plan; Correspondence with Warwickshire Fire & Rescue Service; DCLG Guidance notes; Fire Risk Assessments; Letters to HRA tenants	

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	No

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Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive		Bill Hunt - author
Head of Service		Bill Hunt
CMT	10/7/17	
Section 151 Officer	10/7/17	Mike Snow
Monitoring Officer	10/7/17	Andrew Jones
Finance	10/7/17	Andrew Rollins
Portfolio Holder(s)	10/7/17	Cllr. Phillips
Consultation & Community Engagement		
Letters delivered to all tenants and leaseholders of 7 multi-storey blocks 14/6/17 and 29/6/17		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 The fire in Grenfell Tower in the London Borough of Kensington & Chelsea on the night of the 13/14 June 2017 is presumed to have killed at least 80 people and has had far reaching consequences. The causes of the fire, the spread of the fire and the response to the fire are the subject of a number of investigations, including an on-going Police investigation and the commencement of the process for a Public Inquiry into the tragedy, led by a retired judge. The Department of Communities and Local Government has issued a number of guidance statements on fire safety checks and instructions on the testing of certain types of cladding to all local authority and housing association chief executives and the owners, landlords and managers of private residential blocks and the Government Property Unit has subsequently extended this guidance to all Government departments so that it now also applies to all government buildings and the education and health sectors.
- 1.2 In Warwickshire, the Chief Fire Officer has instigated a series of Fire Safety Compliance Checks on any building above 18 metres in height and/or any residential premises above 6 storeys. These audits of the fire safety provisions within those premises have been undertaken by officers from Warwickshire Fire & Rescue Service (WFRS), in conjunction with representatives of the building owner or managing agent, in the Fire Services' capacity as Enforcing Authority under the Regulatory Reform (Fire Safety) Order 2005.
- 1.3 Warwick District Council (WDC) owns and manages seven multi-storey blocks above 18 meters in height, all within Leamington, and has two further blocks of flats of six-storeys, also within Leamington. These blocks have all been inspected by WFRS and a Fire Safety Compliance Check Report has been received for each block.
- 1.4 In addition WFRS and WDC have identified a number of private residential blocks of six-storeys or more within the district, mostly in Leamington although WFRS are assessing whether a block within Warwick falls within the criteria plus a hotel in Kenilworth.
- 1.5 The purpose of this report is to advise members of the work that has been underway since the Grenfell Tower fire and the work that has been identified as a result of the WFRS compliance checks.

2. Recommendations

- 2.1 That Executive notes the contents of this report
- 2.2 That Executive delegates authority to the Deputy Chief Executive (BH) in consultation with the Housing Portfolio Holder, to agree additional expenditure in 2017/18 for fire safety works to Housing Revenue Account (HRA) properties, utilising the unallocated balances on the Major Repairs Reserve
- 2.3 That, subject to agreement of recommendation 2.2, Executive agrees that fire safety works to front doors to, and fire detection equipment within, leasehold flats within the nine designated blocks, listed at Appendix One, will 'in principle' be funded by the HRA.
- 2.4 That Executive notes that a further report will be presented to a future Executive meeting when WFRS have re-inspected the Council's nine designated blocks of six-storeys or above.

3. Reasons for the Recommendations

- 3.1 The Council owns and manages seven multi-storey blocks within its HRA stock that are above 18 metres in height, containing a total of 369 socially rented and leasehold flats. In addition it owns and manages two further blocks, which do not exceed 18 metres in height but which have six storeys or more. These blocks contain a further 28 socially rented and leasehold flats. In total across the nine blocks there are 375 socially rented flats and 32 leasehold flats as shown at **Appendix One**.
- 3.2 DCLG fire safety guidance applies to the seven multi-storey blocks and the Council has provided the necessary returns confirming compliance with this guidance to Government.
- 3.3 In the immediate aftermath of the Grenfell Tower disaster the Council hand delivered a letter to each property within the seven multi-storey blocks to provide reassurance to the residents of the fire safety provisions that are in place and the additional checks that were now being put in place. A subsequent letter was hand delivered on 29 June. Copies of these letters have previously been circulated to all members but are set out at **Appendix Two** and **Appendix Three** for ease of reference.
- 3.4 These letters set details of the current fire safety regime which includes:
- Fire safety Assessments completed and documented for each block
 - Daily checks of landings and stairwells for obstructions and fire hazards
 - Weekly health and safety checks
 - Weekly test of the fire alarm systems fitting to the communal areas of each block
 - Monthly test of the emergency lighting by Housing staff (and full testing by our specialist contractor on a 6 monthly basis)
 - Quarterly maintenance and servicing of communal fire alarm systems
 - Twice yearly servicing and maintenance of the dry risers installed in buildings that are used by the Fire Service if they need to fight a fire.
 - Fire safety notices on display in all communal areas.
 - Availability of 24/7 repair reporting via the Lifeline Control Centre to ensure any repair issues are dealt with promptly out of hours or at weekends
 - Smoke detection equipment fitted internally within individual flats
- 3.5 Although the DCLG guidance only refers to blocks in excess of 18 metres in height, WFRS decided that they would inspect all blocks of six storeys or more. An initial round of joint inspections was undertaken for the seven multi-storey blocks and subsequently the two additional six storey blocks falling within the local designation have also been jointly inspected. A separate letter will be sent to the residents of these blocks.
- 3.6 The joint inspections included visual inspections of the following elements within each block:
- External cladding where fitted
 - Communal areas, stairwells and escape routes
 - Fire safety signage
 - Dry risers where fitted
 - Bin stores and, where applicable, bin chutes
 - Storage areas and meter cupboards
 - Fire doors to communal areas
 - Front doors to flats

- Fire stopping and cable clipping in communal areas
- External areas to ensure there were no fire safety hazards

In addition the visit also assessed the records maintained in respect of:

- Testing of electrical installations
- Testing of fire alarm systems
- Testing of emergency lighting
- General fire safety management

- 3.7 The national guidance initially focussed on the cladding fitted to high rise blocks. Five of the HRA blocks are clad, four with one system, one with another. None of the cladding systems fitted to the blocks comprises the Aluminium Composite Material (ACM) system that was fitted to Grenfell Tower and which the DCLG guidance has required to be tested. The focus of the investigations into the cladding of the five blocks has been to ensure that the integrity of the cladding system isn't compromised, with repairs being ordered to rectify the few examples of minor damage, followed by a thorough technical review of the fire safety properties of the cladding's properties, in consultation with WFRS
- 3.8 However, as shown above, the joint visits focussed on a broader range of issues than just the cladding fitted to the blocks. Following the visits the Council has received an individual Fire Safety Compliance Check Report for each of the seven multi-storey blocks and is awaiting similar reports for the two six-storey blocks. Each of the reports received to date provides an individual schedule of issues that WFRS will require the Council to address in respect of its duties under the Regulatory Reform (Fire Safety) Order 2005 and some additional recommendations listed as 'Goodwill Advice'. It is anticipated the two letters yet to be received will follow a similar format.
- 3.9 WFRS have advised that they will re-inspect each block on 20 September 2017 by which time they expect that the specified issues will have been addressed. Provided this is the case they intend to then issue a 'Letter of general compliance' in respect of each block. At this point the Council will also formally update its Fire Risk Assessments in respect of each block.
- 3.10 Officers welcome both the detailed reports that have been received and the collaborative approach adopted by WFRS. Resident safety is of paramount importance and a huge amount of work has already been completed or put into train. A corporate Fire Safety Group has been established and is currently meeting weekly to oversee the multiple work-streams that are underway. Led by the Deputy Chief Executive (BH) the membership of this group is:
- Head of Consortium, Warwick Building Control
 - Technical Consultant, Warwick Building Control
 - Building Manager & Health and Safety Coordinator
 - Asset Manager
 - Sustaining Tenancies Manager
- This group has been working closely with WFRS and officers from the group have been attending a fortnightly WFRS/Local Authority meeting that is overseeing the county-wide response to events since the Grenfell Tower fire.
- 3.11 As a result of the joint inspections of the blocks work has either been completed or is well advanced to:
- Replace damaged front doors and/or repair damaged door frames to 58 flats
 - Provide additional cable clipping in communal areas as appropriate
 - Provide fire stopping in communal areas where new work has been identified since this was last completed (e.g. where a new cable has been fitted).

- Repair or replace any damaged communal area store or meter cupboard doors
- Relocate external recycling bins further away from blocks
- Repair any minor damage to cladding, where fitted

3.12 In addition the following management actions have been implemented:

- Review of existing fire safety assessments
- An enhanced communal area inspection regime with revised recording systems
- Issue of revised fire safety notices to all residents
- Visual inspection of every flat front door
- Identification of an appropriate specialist framework contractor to enable additional works to be ordered speedily
- Adoption of a risk based approach in respect of additional verification of the fire safety properties of the cladding fitted to five of the multi-storey blocks
- Prioritised requests to specialist contractors for costed proposals for automatic smoke ventilation systems to stairwells, fitting of 'drench' sprinkler systems to bin stores; upgrades to the communal fire alarm systems currently fitted to every block; retro-fitting of dry-risers to the two six storey blocks; upgrades to lobby protection and bin chute door specifications; provision of an electronic register for future maintenance recording

3.13 WFRS have indicated they are satisfied with the response that WDC has made to date in respect of the Compliance Check Reports and have re-iterated their desire to work collaboratively. Officers will be ensuring that regular dialogue is maintained in respect of the progress of the works already in train in the Council's nine designated blocks and will be seeking their specialist guidance in respect of particular proposals that are now being developed under the last bullet point above. It is also known that the Chief Fire Officer will continue to advocate the 'retro-fitting' of sprinkler systems to all designated blocks, an issue set out in the 'goodwill advice' section of the letters received to date. This is a significant technical issue that will require detailed and specialist consideration so will be dealt with once the list of works set out above has been addressed.

3.14 The Fire Safety group is also developing a programme for an internal inspection of every flat within the nine blocks to provide a further level of reassurance in respect of fire safety. These inspections will record:

- Flat layout (to enable details to be provided to WFRS)
- Check to ensure no internal fire safety measures have been compromised (e.g. unauthorised removal of kitchen door, deactivation of fitted smoke detectors etc.)
- Occupant details (to enable details to be provided to WFRS of any occupants with special needs and allow an assessment to be made of the need for any specialist equipment e.g. beacons as well as sounders for alarms for hard of hearing occupants)
- Condition of windows and doors
- Visual check of cladding around window reveals (to check for any damage that can't be observed from ground level)

3.15 In addition to these inspections WFRS will also be arranging for their operational crews (as opposed to their specialist Fire prevention Officers who have undertaken the joint visits to date) to visit each flat within the nine blocks and offer the occupants a Safe and Well Check allowing education and guidance on fire safety issues to be provided.

- 3.16 As detailed in paragraph 3.10 an appropriate specialist framework contractor has been identified and a direct award made to engage their services as required by the Code of Contract Practice. Demand for the services of such contractors is currently high so officers have moved quickly to place the direct award which will be followed by an appropriate form of contract. The contractor will begin a detailed survey of every door on every floor of the communal areas, including all flat front doors. This is additional to the current programme of repairing or replacing damaged doors for which two dedicated crews have been provided by our responsive repair contractor. The aim of this survey will be to enable us to work with the framework contractor to devise a programme of replacing every door on a rolling programme, enabling them to be upgraded to provide 60 minute fire protection.
- 3.17 It is recommended that delegated authority is provided to the Deputy Chief Executive (BH), in consultation with the Housing Portfolio Holder, to enable this work to be undertaken during the coming financial year. Clearly all this work would not be completed by 20 September 2017 when WFRS re-inspect the blocks but they have indicated that they are likely to be satisfied with evidence that an appropriate, risk based, programme is in place provided the immediate remedial work (currently underway) has been completed. The likely cost of a comprehensive door replacement programme plus future specialist works such as the fitting of automatic smoke ventilation, fire alarm upgrades or fire suppression systems for bin stores is estimated at c£2.5m. The proposed mechanism for financing these works is to use the unallocated balances within the Major Repairs Reserve which means it could be accommodated without detriment to the planned expenditure already budgeted for within the HRA Business Plan. This is explained in further detail in Section 5 of this report.
- 3.18 It is recommended that the Council assumes responsibility for the replacement of the front doors to the 32 leasehold flats within the nine blocks and also for any upgrades required to the existing internal alarm provision within these flats (for example, we are currently unsure if any of the flats were sold prior to hard-wired smoke alarms being fitted to flats within the block). Legal advice is being obtained on whether a nominal charge should be levied for the proposed work and whether or not a leaseholder could be compelled to accept the offer of the work being paid for by Council (at least in respect of an upgraded front door to their flat on the grounds that a door providing less fire protection than those fitted elsewhere in the block could compromise the safety of all residents not just the occupants of the leasehold flat) and a verbal update will be provided at the meeting of Executive.
- 3.19 In addition to the work that is being undertaken in respect of the Council's nine HRA blocks, officers from the Private Sector housing Team and Warwick Building Control have also been in extensive and regular dialogue with WFRS in respect of privately owned residential blocks within the district.
- 3.20 WFRS have been undertaking similar inspections of the communal parts and exterior of these blocks in conjunction with the owner, landlord or managing agent and providing them with the same Fire Safety Compliance Check Report as they have for the Council. In all cases to date these have identified issues to be addressed and other 'goodwill advice' issues for consideration as in the reports the Council has received.
- 3.21 The blocks inspected to date are:
- Manor Court, Avenue Road, Leamington

- The Space, Clarendon Avenue, Leamington
- Regency House, Newbold Terrace, Leamington
- 9 Clarendon Place, Leamington

WFRS are currently assessing whether a further block at Kempton Drive, Warwick falls within their criteria. They have also undertaken an inspection of the Holiday Inn, Kenilworth as this is above six storeys in height.

- 3.22 At present there appears to be no immediate role for the Council in respect of these privately owned blocks although there could potentially be a future enforcement role were the owners/agents not to undertake work identified by WFRS as necessary under the Regulatory Reform (Fire Safety) Order which applies to the private sector as well as local authorities and housing associations. There is also the possibility that, based on a risk assessment of their findings in respect of communal areas WFRS may advise that it would be prudent to check the fire safety of flats within these privately owned blocks, utilising the Council's powers under the Housing Health and Safety Rating System. The potential for Council involvement is being closely monitored by the Fire Safety Group described at paragraph 3.8 and in addition officers are having a further meeting with WFRS, focussing solely on these blocks.
- 3.23 The current situation is fast moving and guidance continues to evolve. The Council continues to do all it can to reassure tenants, collaborate with WFRS, adapt its risk based approach, deal with immediate issues, revise inspection regimes and evaluate all options to mitigate risk and enhance the existing levels of fire safety. The Council's risk based approach to fire safety in its high rise flats will be independently re-assessed by WFRS, no later than 20 September 2017 when the nine designated blocks are re-inspected. A further report will be brought to a future Executive after that date setting out any further work required in respect of the nine designated high rise blocks and examining any issues relating to fire safety in the Council's remaining low rise blocks of flats.

4. **Policy Framework**

- 4.1 Sustainable Community Strategy – Housing is one of the key thematic priorities within the refreshed Sustainable Community Strategy.
- 4.2 Fit for the Future (FFF) – The HRA Business Plan contributes to the Fit for the Future transformation programme and assists the Council to deliver its Vision and supports the priorities set out in the Sustainable Community Strategy.
- 4.3 The Council, as a stock-holding authority, has specific responsibilities towards its own tenants and leaseholders and in respect of the maintenance and the safety compliance of the housing assets it owns.
- 4.4 The Housing Revenue Account (HRA) budget and the HRA Business Plan are the financial expressions of the Council's housing policies.

5. **Budgetary Framework**

- 5.1 As set out in paragraph 3.17 it is proposed that any additional fire safety works to the nine designated blocks are funded by through the use of unallocated balances held within the HRA in the Major Repairs Reserve (MRR). This proposal would ensure that the 17/18 expenditure approved in the HRA Rent Setting and Budget report of February 2017 can continue without any requirement to

modify the programme and that all existing planned and responsive works would be unaffected.

- 5.2 The MRR is topped up annually by a sum that is equivalent to assumed level of depreciation across the HRA stock and is ring-fenced to maintain the stock to offset this depreciation. Balances have been growing as the condition of the HRA stock, as re-affirmed by the outcomes of the latest Stock Condition Survey, is generally good and the level of expenditure on Major Repairs through the Housing Investment Programme, is lower than the annual level of depreciation, as was highlighted by some members of the Finance & Audit Scrutiny Committee earlier this year.

- 5.3 The position for 2017/18 is as follows:

	£
MRR opening balance	4,523,000
17/18 depreciation	6,400,000
Notional total at year end	10,923,000
17/18 Major Repairs budget	4,987,000
MRR projected closing balance	5,936,000

- 5.4 As the table above shows the MRR balance is expected to increase by £1.4m during 2017/18. Current HRA Business Plan projections are that the MRR balance will continue to increase annually, even allowing for the increased recurrent expenditure on Major Repairs approved by Council in the 17/18 HRA Budget to reflect the outcomes of the Stock Condition Survey. The unallocated balance of the MRR is projected to be £13.8m by 2020/21.
- 5.5 The one-off costs of investment in additional fire safety measures in the Council's nine designated blocks are currently estimated to be in the region of £2.5m. This sum encompasses the proposed comprehensive door replacement programme and the specialist works for which proposals are currently being sought, such as automatic smoke ventilation, fitting of 'drench' sprinkler systems to bin stores, fire alarm upgrades etc, as set out in paragraph 3.12.
- 5.6 Whilst these works would reduce the projected closing balance of the MRR to £3,436,000 at year end the robustness of the HRA finances demonstrates that they could be accommodated without detriment to the HRA Business plan or the approved 2017/18 HRA Budget.
- 5.7 Depending on the outcome of the detailed consideration required before any decision is made on the viability of retro-fitting 'mist' and/or traditional sprinkler systems to the designated blocks there could be an additional future cost. While the level of this cost is at this stage unknown the level of the remaining unallocated, and growing, MRR balances indicate that of any such future expenditure on such items could also be accommodated without detriment to the HRA Business Plan.
- 5.8 There has been some media speculation that the Government may provide some financial assistance to local authorities in respect of the cost of additional fire safety work in high-rise buildings. No such funding is currently available but officers will ensure that the costs of all works undertaken and clearly identified and separately recorded from other expenditure so that any future funding opportunities that might become available can be pursued.

6. Risks

- 6.1 The Council has statutory and legal responsibilities in respect of the maintenance of its HRA assets, the safety of residents and the enforcement of the Housing Health and Safety Rating System in respect of privately owned properties. The recommendations set out in this report mitigate the risk of the Council being in breach of any of these responsibilities.
- 6.2 The national focus on fire safety within high-rise properties since the Grenfell Tower disaster has significantly raised the risk of significant reputational damage to any landlord perceived to be failing to address its responsibilities. The recommendations set out in this report mitigate the Council's exposure to such reputational risk.
- 6.3 Any potential financial risks to the Council's HRA Business Plan and the approved 17/18 HRA Budget from the anticipated expenditure set out in paragraph 5.5 and the potential additional expenditure resulting from the exploration of additional options, as set out in paragraph 5.7, can be addressed by the use of the unallocated MRR balances, as detailed in section 5.
- 6.4 Any risk of a procurement challenge has been addressed by the award of planned work to a recognised framework contractor, in accordance with the Code of Financial Practice.
- 6.5 There is a potential risk that any additional work could not be accommodated within existing staffing resources, for example, a large number of inspections of privately owned properties are required, without detrimental consequences to existing work programmes. This is an unquantifiable risk at present but if it were to materialise officers would carefully consider how any adverse consequences could be mitigated by reallocation of priorities and/or bringing forward a business case for additional resources.

7. Alternative Option(s) considered

- 7.1 The Council could consider not adopting the recommendations set out in this report but this is not considered to be a viable option given the risks set out above.

Block Name	General Description	Year of Construction	No. Floors	Approx. Height		No. Units	Bedsit	1 bed	2 bed	3 bed		Total Rented	Total Leasehold
Multi storey blocks (18m or above)													
Ashton Court, CV32 7PX	Early 1960's, non-traditional PRC build with 46 units over 8 storeys	1961	8	21m		46	7	8	30	1		44	2
14-67 Christine Ledger Square, CV31 3BB	Late 1960's, non-traditional PRC construction with 54 units over 11 storeys	1967	11	29m		54	0	12	42	0		49	5
Eden Court, CV32 7PG	Late 1950's, non-traditional PRC construction with 90 units over 15 storeys	1957-60	15	40m		90	1	60	29	0		90	0
Radcliffe Gardens, CV31 2DY	Late 1960's, non-traditional PRC construction with 54 units across 11 storeys	1967	11	28m		54	1	26	27	0		52	2
Southorn Courte, CV32 7PU	Early 1960's, non-traditional PRC construction with 46 units across 8 storeys	1962	8	21m		46	7	8	30	1		44	2
Stamford Gardens, CV32 6DB	Early 1960's, non-traditional PRC construction with 46 units across 10 storeys	1961	10	25m		46	0	28	18	0		41	5
Westbrook House, CV32 5AS	Early 1960's, non-traditional PRC construction with 33 units across 11 storeys	1960	11	32m		33	0	0	33	0		26	7
TOTAL						369	16	142	209	2		346	23
Other designated blocks													
42-62 Binswood Street, CV32 5RN	Mid 1960s, 5 storeys to front elevation with 2 units on each floor. Rear 6 storeys including garage under croft	1966	6	15m		10	0	0	10	0		18	2
44 Clarendon Square, CV32 5QZ	Regency style town house converted to flats in 1971 where 1840 front elevation retained, main accommodation purpose built. 18 units across 6 storeys	1971	7	16m		18	0	6	9	3		11	7
TOTAL						28	0	6	19	3		29	9
All Block TOTAL						397	16	148	228	5		375	32

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The Resident,

29th June 2017

Dear Resident,

Fire Safety in High Rise Blocks

After the tragic fire at Grenfell Tower in London we wrote to all residents of our high rise buildings on the 14 June 2017, to reassure you regarding our fire safety arrangements.

A lot has happened since that time both nationally and locally and I wanted to update you on the latest actions we have taken.

Fire Safety Inspections

Our staff have visited all high rise blocks, on several occasions since 14 June to thoroughly inspect the communal areas, the fire alarm systems, the stairwell and flat doors. We have also undertaken a joint inspection of your block with officers from Warwickshire Fire and Rescue Service, to review the current fire safety arrangements so we can review and update our Fire Risk Assessments. As a result of these inspections we have identified some immediate remedial works and placed the necessary repair orders, which have now either been completed or are due to be done so urgently. This includes some repairs ordered to flat doors where we will arrange with individuals affected access to complete the repair.

We are continuing to work closely with the Fire Service to ensure all our high rise blocks are safe and will continue to remain safe in the future. The fire service will be writing to us this week with the results of this joint approach, providing us with a list of agreed repair works as well as any recommendations on additional safety measures.

Cladding

5 of our 7 high rise blocks have external cladding – Radcliffe Gardens, Christine Ledger Square, Ashton Court, Southorn Court and Westbrook House. I can confirm that none of the cladding on these blocks is the Aluminium Composite Material cladding that was fitted at Grenfell Tower and is now the subject of the national testing programme.

If you live in Eden Court or Stamford Gardens there is no cladding in place. In the other blocks we have taken some samples of cladding and insulation material and will be arranging for them to be tested to confirm that the manufacturer's assurances are still valid and that they conform to all current safety requirements. I must stress, however, that this is for reassurance purposes as there is nothing to indicate the cladding is in any way problematic or unsafe, being of a different material and fitted to a different design to Grenfell Tower. I will contact you again when we have the test results, we hope to have these as soon as possible but this is dependent on the capacity of the test centre we will be using.

Further Work

We are now looking at further measures to improve safety. Please do not be alarmed by this – our intention is to provide you with even greater reassurance. We are not in a similar position to the London Borough of Camden where the London Fire brigade has advised the council that the safety of residents could not be assured. Based on our discussions with Warwickshire Fire and Rescue Service there is certainly no need nor intention here to evacuate residents from our blocks.

We will be undertaking further surveys of fire precaution measures and this will mean we will need to visit your home to inspect it thoroughly. We hope to complete this visit within the next 4 weeks to allow us to check the operation of the smoke detection equipment in your home, complete a layout plan of the flat that we can provide to the Fire Service, check the front door and windows and check if there is any safety work required.

I am also aware that the Fire Service is also planning to visit all premises to carry out site familiarisation and offer reassurance to residents, we welcome this joint working approach and the additional advice you will receive.

We are looking to have a programme of front door replacements to upgrade the fire resistance value of doors; recording what we have currently in place will help us identify what changes we can make.

Fire prevention measures

In the meantime, as stated in my previous letter, we already have in place a number of measures to ensure you continue to have a safe environment to live in. We carry out the following:

- Weekly fire alarm tests and health and safety checks
- Daily checks of landings and stairwells for obstructions and fire hazards
- Emergency repairs in communal areas to fire doors, glass panels, door closers, blocked chutes etc.
- Monthly tests of the emergency lighting in communal areas.
- Quarterly maintenance and servicing of communal fire alarm systems
- Twice yearly servicing and maintenance of the dry risers installed in buildings that are used by the Fire Service if they need to fight a fire.

In addition we will continue to:

- Ensure fire safety notices are displayed in all communal areas
- Ensure all flats have smoke detectors
- Work closely with Warwickshire Fire and Rescue Service
- Provide you with advice and reassurance whenever you need it and keep you informed of what actions are being taken as new information emerges in the aftermath of the Grenfell Tower fire.

I have enclosed an information notice regarding fire safety which I encourage you to read, display in your home and ensure everyone living there knows what to do in the event of a fire. The Fire Service will also be pleased to give you further advice or clarification when they visit you.

What you can do

Can I stress the importance of you and your neighbours ensuring that the communal areas of your block are kept free of any fire risks or obstructions. Please do not leave any items in communal areas such as mats, bikes, plants or rubbish, these are considered a fire hazard and any such items will be removed.

It is also important that you report any repairs that are required to communal areas. We check these regularly but if you notice something please don't assume it has already been reported. Please ring us on 01926 456129.

Future developments

We are closely monitoring the developments following the Grenfell Tower fire, the public enquiry that has been established, the police investigation and the advice from central Government. We will respond to any findings and recommendations that result from these enquiries.

In the meantime, we are already investigating other potential actions. As well as upgrading front doors, we will be considering fitting fire sprinklers or other fire suppression equipment to areas such as bin stores and bin chutes and reviewing the need to upgrade the fire alarm systems in communal areas. As these reviews progress I will keep you updated.

I hope this gives you reassurance in the light of the distressing events at Grenfell Tower and the continuing news items of fire safety. We are doing everything we can to deal with any concerns and to ensure that we have the best possible safety arrangements in place. I can also assure you that as soon as there is any further news I will write to you again.

Please do not hesitate to contact us on 01926 456129 or via hsqem@warwickdc.gov.uk if you require any further information.

Yours sincerely,



Simon Brooke
Sustaining Tenancies Manager
Housing Services

Fire Information

What to do if fire breaks out in your flat

- Don't try to tackle the fire yourself.
- Leave the room at once and close the door.
- Alert any other people in the flat. Leave your home and, when everyone is out, close the front door.
- Call the fire brigade by dialling 999 or 112
- When leaving the building use the staircase. Do not use the lift

If fire breaks out elsewhere in your building, or if you hear the fire alarm

- You should consider whether to leave the building or remain in your flat.
- The building is designed to contain a fire in the flat where it starts – this means it will usually be safe for you to stay in your own flat if the fire is elsewhere.
- However, you must leave immediately if smoke or heat affects your home, or if you are told to leave by the Fire Service
- If you are in doubt – get out.
- If you can see the Fire Service on the ground, then there is no need to call 999.
- It is an offence to intentionally wedge fire doors open, if anyone is injured due to this action you could be held responsible in a court of law.
- Lifts should never be used if there is a fire

If you have any queries on this Information please contact Warwick District Council on 01926 456129 or at hsgem@warwickdc.gov.uk



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web: www.warwickdc.gov.uk

The Resident,

14th June 2017

Dear Resident

Fire Safety in High Rise Blocks Flats

After the tragic fire at Grenfell Tower in London last night, I wanted to write to all residents in our high rise blocks to reassure you regarding our fire safety arrangements.

We want to assure you that resident safety is a priority and we are doing everything possible to ensure our blocks are safe. We comply within the fire safety regulations (The Regulatory Reform (Fire Safety) Order 2005).

In order to provide a safe environment for you to live in, we carry out the following actions:

- Weekly fire alarm testing and health and safety checks by our Neighbourhood Officers
- Daily checks on our landings for obstructions and fire hazards
- Our repairs and maintenance contractor will quickly repair any emergency repairs in communal areas to fire doors, glass panels, closers, blocked chutes etc.
- Work closely with Warwickshire Fire and Rescue Service to ensure that our risk assessments are up to date and relevant.
- Test and service our fire panels on a regular basis on planned maintenance and provide emergency response to any issues
- All flats have smoke detectors fitted in them which should be regularly tested by residents
- Our Neighbourhood Officers test our emergency lighting on a monthly basis and we test all our emergency lighting on a 6 and 12 monthly basis
- Regular servicing and maintenance of dry risers installed in buildings
- 24/7 Lifeline Control Centre who deal with any repairs and issues out of hours including weekends
- Fire evacuation notices are displayed in all communal areas.

As well as the actions that we regularly take, can I also stress the importance of resident's responsibility to actively ensure that communal areas are free of fire risks and obstructions. Please report any repairs or issues in the block via the details at the end of this letter.

Tenants and leaseholders should also be reminded that we as a landlord have a duty to conduct yearly gas safety inspections and 5 yearly electrical safety checks and Tenants and leaseholders must allow us access to their property to complete these tests.

To report repairs please call 01926 456129 between 08:45 to 17:15 Monday to Thursday and 08:45 to 16:45 Fridays. At all other times emergency repairs can be reported on the same number where our control centre will make an assessment and log any works required.

I hope this gives reassurance that effective arrangements are in place. I attach a notice regarding fire safety in communal areas for your information. If there is any further news I will write to you again about this matter.

Thank you for your cooperation in this matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'P. Sheen'. The signature is fluid and cursive, with a large 'P' and a long, sweeping underline.

Neighbourhood and Estates Services Team
Sustaining Tenancies Team
Housing Services

 EXECUTIVE 26th July 2017		Agenda Item No. 5
Title	Improvements in Royal Pump Rooms	
For further information about this report please contact	David Guilding david.guilding@warwickdc.gov.uk Arts Manager, Cultural Services 01926 456230	
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, 5th January 2017 (agenda item 9, 'Review of Visitor Information Centre (VIC) arrangements')	
Background Papers	Employment Committee, 15th February 2017 (agenda item 6, 'Leamington Visitor Information Centre Staff Transfer')	

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	No
All of the proposed improvements shall be of benefit to all users. There will be no detriment to any protected group.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	04/07/17	Andy Jones
Head of Service	04/07/17	Rose Winship
CMT	4/07/17	Chris Elliott, Bill Hunt, Andy Jones
Section 151 Officer	04/07/17	Mike Snow
Monitoring Officer	04/07/17	Andy Jones
Finance	04/07/17	Mike Snow
Portfolio Holder(s)	05/07/17	Cllr Michael Coker
Consultation & Community Engagement		
The Arts Manager has consulted widely with the Art Gallery & Museum team and Visitor Information Centre staff as well as Warwickshire County Council Library & Information Service and Kudos Catering Limited. WDC Conservation, Planning and Media officers and various WDC contractors have also been consulted as part of the scoping of the project. Informal advice was also sought from a range of professional and community sources including Rugby Visitor Information Centre, CMI Workplace, Vitsoe, Warwickshire Open Studios and Art In The Park regarding the potential use and layout of the Royal Pump Rooms concourse area.		
Final Decision?	Yes	

1. **Summary**

- 1.1 A report regarding the management of the Royal Leamington Spa Visitor Information Centre (VIC) was considered at a meeting of the Executive on 5th January 2017. The Executive approved the report's recommendation that Warwick District Council's Arts section take responsibility for the delivery of the service and that the VIC and Box Office teams be combined into a single team.
- 1.2 It was also agreed by the Executive that the budget for the annual grant previously allocated to Warwick Town Council for delivering the VIC service in 2017/18 could be reallocated to fund the relocation of the box office to the VIC area at the front of the Royal Pump Rooms.
- 1.3 A staffing review which aims to combine the two teams is already underway and is in the final stages of the Council's established service review process. During the consultation stages of the service review a wide range of issues were identified that affected the Royal Pump Rooms more generally. This report proposes a creative scheme of improvements intended to directly address those issues and ultimately increase footfall through the Royal Pump Rooms and the use of the services within.

2. **Recommendation**

- 2.1 That the Executive approve the aims and principles of the proposed scheme of improvements to the public concourse at the Royal Pump Rooms as detailed in 3.1.
- 2.2 That, subject to the approval of recommendation 2.1, the Executive approve the use of the remaining £9,000 of the £15,000 total annual grant that was reallocated from Warwick Town Council in 2017/18 to fund improvement works to the concourse area of the Royal Pump Rooms.
- 2.3 That, subject to the approval of recommendation 2.1 and 2.2, the Executive approve a further amount of up to £20,000 to be allocated from the Contingency Budget in order to pay for additional improvement works to the Royal Pump Rooms concourse area and that the Executive delegate authority to the Head of Cultural Services to agree the allocation of those funds in consultation with the Culture Portfolio Holder.

3. **Reasons for the Recommendation**

- 3.1 It would be the aim of the proposed project to increase the use of one of the Council's key assets, the Royal Pump Rooms. It is believed that the Council is best placed to promote all of the various services delivered from the site in a more cohesive fashion. It is necessary to reinforce public perception of the Royal Pump Rooms as a 'high quality cultural hub' in order to increase footfall from local residents and tourists.
 - 3.1.1 In order to achieve this there must be a level of investment from the Council. The objective would be to change the layout and use of the public concourse area in order to create a destination where the public would wish to dwell for leisure time, rather than simply use it as a thoroughfare. There would be no structural alterations to the building and these changes would be achieved through a review of the roles of WDC staff that work within the building and some relatively minor improvements to the internal layout and décor of the concourse area.
 - 3.1.2 Any increase in ongoing operational costs would have to be met from the service's existing budgets and will be cost neutral. It is also the

expectation that any additional investment in the area would have to be met through external grant funding or sponsorship.

3.1.3 There is the opportunity to partner with the District's professional and community arts sector as part of the project in order to provide a space from which they can create and promote their work. It is the belief that the Royal Pump Rooms could become the primary focus for the District's arts community.

3.2 A request to utilise £6,000 of the £15,000 budget re-allocated from Warwick Town Council was made by the Arts Manager in May 2017 in order to fund the relocation of the Box Office from the Town Hall to the VIC area of the Royal Pump Rooms. This request was granted and primarily enabled changes to the ICT infrastructure and the purchase of equipment.

3.2.1 At a meeting of the Executive on 5th January 2017 Members agreed that this budget could be utilised to 'deliver ICT infrastructure upgrades'. It is now necessary to request further authorisation from the Executive in order to utilise the remaining £9,000 of the budget to fund wider improvements to the area associated with the project.

3.2.2 If approved, it would be the intention to use the £9,000 budget to make changes to the layout of the concourse area. A plan of the current area is included as Appendix A - Plan of the Current Concourse Area. As part of that project the current art gallery reception desk would be re-sited into the concourse area and placed more prominently in order to act as a reception for the wider building, as well as serving as the combined box office and visitor information point. The CCTV monitor screens and telephone located at the current gallery desk would also be relocated as part of the project. The budget would also fund any necessary enabling works to re-route CCTV, data and power to the desk.

3.2.3 It is intended that the space made available within the gallery by the relocation of the reception desk would be utilised as additional exhibition space, which is currently at a premium.

3.2.4 It is intended that the display 'rotundas' and the large reception desk currently sited within the Visitor Information Centre area of the concourse would be removed in order to reduce the footprint in that area and generate additional space which could be utilised in new ways. The quantity of promotional literature on display would be rationalised and a new method of displaying print would be introduced.

3.2.5 It is intended that the retail display furniture of the AG&M shop would be relocated to the concourse and combined with that of the VIC. There would also be a review of the retail products lines on offer.

3.2.6 It is intended that the signage and décor of the general concourse area would be redesigned. The main wall would be repainted and branded with a sympathetic scheme which would clearly signpost visitors to the various areas within the building – particularly to the AG&M. A visual representation has been included as Appendix B – Example Interior Scheme.

3.3 While these proposed changes to the layout of the concourse area, together with changes to staff roles and responsibilities, would improve the customer

experience it is proposed that a more comprehensive scheme would be necessary in order to have any significant impact on the use of the Royal Pump Rooms, increasing footfall. This would extend to changing the layout of the concourse area to enable activities to take place there and the re-branding of the main entrance to the building in order to better promote the services within. A plan of the proposed layout has been included as Appendix C – Proposed Layout.

- 3.3.1 It is believed that the main entrance to the Royal Pump Rooms should be emphasised and that the services within should be better promoted externally. It is intended that 'Food & Drink, Art, History, Literature, Information' become the five 'pillars' of the building's brand. It is proposed that the entrance way and the windows which run along the Pump Room Gardens side of the building be treated with a sensitive vinyl design which attracts attention, clearly promotes the services within and ensure that the primary route into the building is highlighted. An example visual representation has been included as Appendix D – Example Exterior Scheme. Officers have already successfully explored the opportunity to incorporate the work of a local artist in the design of this scheme which would directly link to the heritage of the Royal Pump Rooms and further emphasise the purpose of the building as a cultural space. This scheme would have to comply with the restrictions placed upon the building, as it is listed. WDC's Conservation & Design Officer was consulted during the initial scoping stages and would continue to be involved throughout. All potential Planning issues would also be considered and the correct processes followed.
- 3.3.2 There is an ambition for smaller workshops and events (that currently take place in the library and AG&M) to take place in that concourse space. It is proposed that once the Arts section staff are responsible for supervising that area from a central desk it would become feasible for the team to police it effectively. It is also feasible that an area could be dedicated for local professional artists to work within on a rotating basis and to display their works for sale. This would have the advantage of drawing the local professional artistic community into the venue, providing a showcase for their work. It could create a more interesting, engaging atmosphere for visitors and meet a substantial need of the arts sector. The feasibility of this has been explored with a local collective of artists and extremely positive, supportive feedback has been received.
- 3.3.3 It is intended that all the services delivered from the Royal Pump Rooms should each become an integral part of the concourse space. Items from the AG&M collections and literature should be displayed in that area to the same quality as they are currently within the AG&M spaces. The intention would be create displays which would capture the interest of visitors immediately upon entry to the building and to encourage them to enter the gallery and museum for further information. This additional display space would also provide an opportunity to exhibit social history objects and artworks that cannot currently be viewed by the public as they are kept in storage. It would also serve to better promote the AG&M's programme temporary exhibitions, as pieces from those exhibitions could be showcased in that prominent area at the front of the building. The selection of the objects and the design of the displays would be resourced from the service's current exhibitions budget, using existing resources. The majority of the budget would be allocated to the purchase of appropriate, secure and environmentally sound display cases.

3.3.4 The Café would also include their seating in the area and the Library would include displays.

4. **Policy Framework**

4.1 Sustainable Community Strategy – this project contributes to the Council's mission to make Warwick District a great place to live, work and visit by improving the offering of the Royal Pump Rooms and ensuring that local residents and visitors are engaging with the services provided within.

4.1.2 The project directly benefits the Council's Prosperity agenda primarily by encouraging tourism and day trippers to Royal Leamington Spa. It is the intention that the proposed Sales & Information team will actively approach tour providers to encourage trips into the town. As well as the visitor information service provided at the Royal Pump Rooms the AG&M will partner with Kudos Café in order to present a more 'joined up' offer for tour operators – including tour of the Art Gallery & Museum and catering provision.

4.1.3 This project contributes to the Council's Community Engagement aims as it increases access and usage of our services and encourages greater participation by local residents. By working in partnership with the local professional and community arts sector there is the potential to showcase work created in the District and encourage residents to participate in workshops and events in the space.

4.2 **Fit for the Future**

This project would increase footfall through the Royal Pump Rooms and improve service use. It also has the potential to contribute to the reduction of the costs of delivering the service through increased income – specifically by increased retail sales and commissions.

5. **Budgetary Framework**

5.1 The works involved in changing the layout of the concourse and the additional branding have been carefully explored and costed in as much detail as is possible at this stage. The estimated total cost for the first stage is £9,000 and the second stage is estimated to require a maximum of £20,000. It is the expectation that any additional spend, not included in the breakdown below, would have to be funded through the services own discretionary budgets.

5.2 The changes to the concourse layout proposed in 3.2 would be funded from the remaining £9,000 budget originally allocated to Warwick Town Council. The fully costed breakdown of expenditure is (net of VAT):

- a) Relocation of gallery desk and disposal of VIC desk / rotundas: **£3,015**
- b) Decoration of the concourse walls: **£1,485**
- c) Vinyl signage for main concourse wall: **£1,500**
- d) Re-routing of CCTV and data / power: **£1,000**
- e) Contingency (including making good): **£2,000**

5.3 The scheme proposed in 3.3 would be funded by a maximum of £20,000, it is proposed that this be funded from the Contingency Budget. There is currently £115,900 remaining in this Budget. Approving this request would leave a balance of £95,900 not taking into account any other items on this Agenda. The fully costed breakdown of expenditure is (net of VAT):

- a) Purchase of object display cases for concourse **£15,000**
- b) Vinyl branding of main windows and entrance **£3,500**

- c) Removal of Art Gallery & Museum doors **£500**
- d) Purchase and installation of promotional displays: **£1,000**

6. Risks

- 6.1 By extending the display of the objects from the AG&M collections out into the public concourse area there is an increased risk of damage or theft. The items would be displayed in appropriate, secure display cases. It is unlikely that items of significant financial value would be displayed in that area, as they would be carefully selected. The Council's experienced team of Curators would create the displays and would consider everything necessary to protect the Collection, including security and insurance arrangements as well as environmental concerns. The area would have a higher degree of supervision by WDC staff and the public concourse also has CCTV cameras.
- 6.2 By relocating the gallery desk from within the gallery there is an increased risk that items from the collection on display within the AG&M could be stolen or damaged. Staffing arrangements would be put in place in order to ensure that appropriate invigilation of the gallery spaces was maintained.
- 6.3 Staff working within the concourse space would handle cash and if the reception desk were located in more open public area there would be a higher risk of theft or robbery. Appropriate steps would be taken to ensure that the risk is minimal, including constant supervision of the area, CCTV and ensuring that only small amounts of cash are held on site.

7. Alternative Option(s) considered

- 7.1 The Executive could refuse to support the proposed changes. The service review, which seeks to amalgamate the VIC and box office teams, will increase the opening hours of that area of the service and will also create an enhanced customer experience. With no additional funding or physical changes to the concourse area the newly formed team could operate from the existing VIC desk. However, none of the other challenges identified would be resolved and it is unlikely that footfall through the building would increase significantly.
- 7.2 The Executive could choose to support only the reallocation of the remaining £9,000 grant to fund this project. These funds would allow for partial implementation of the proposal including the relocation of the gallery desk to the concourse area and the disposal of the current VIC furnishings. However, without significant improvements to the exterior and interior branding of the building, it is unlikely to have a significant impact on attendance to the Royal Pump Rooms and the services within. A limited scheme is also unlikely to attract the support of potential local partners or national funders.
- 7.3 The possibility of commercial sponsorship for the project has been investigated but interest is not high at the current time. The Council has received informal indications that if the planned changes were to occur and the footfall was to increase significantly, there may be renewed interest from commercial creative companies to become involved in a potentially more ambitious scheme. This would be particularly feasible if creative events were to begin to take place in the area.
- 7.4 The possibility of gaining external grant funding to support the project has been explored. Informal discussions with the Arts Council of England (ACE) have been encouraging but it is clear that there would have to be evidenced commitment from the WDC before a supporting bid could be considered. Any external funding would be in addition to any capital investment by WDC. There remains significant potential to connect the concourse space and the wider

building with the AG&M's series of temporary exhibitions. If the proposal were to be authorised it would be the intention for the AG&M to submit a specific bid to ACE to support a programme of work in the area aimed at connecting the heritage of the building to the local community, commissioning local artists to work in the space and engage with the public.

8. **Background**

- 8.1 The Royal Pump Rooms, located on the main Parade in Royal Leamington Spa, is a highly prominent building within the town and is owned and operated by Warwick District Council (WDC). The historic site is heavily used, attracting an average annual footfall of over 500,000 (in addition to attendances to events within the Assembly Rooms and Annexe) which consists of a mixture of local residents and visitors to the District. It is the location of Warwick District Council's Art Gallery & Museum (AG&M), Box Office and Visitor Information Centre (VIC). It also accommodates Kudos Catering Limited which operates the Café and the Assembly Rooms on behalf of WDC. Warwickshire County Council's Library Service (WCC) is based in the building and operates Leamington Library.
- 8.2 The Royal Leamington Spa Visitor Information Centre (VIC), located in the main concourse at the front of the Royal Pump Rooms, is a service that has been delivered by various organisations through the years. More recently it had been provided as part of an agreement between Warwick Town Council and Warwick District Council. The Town Council managed the service on behalf of the District Council in return for an annual grant, which was in effect a 'management fee'. In addition to this grant the direct costs of providing the service (such as staffing and stock) were also charged back in full to Warwick District Council. The manager of Warwick Visitor Centre ran the Leamington site remotely under a 'hub and spoke' model and as an extension of their core service.
- 8.3 A report which reviewed the operation of the Visitor Information Centre within the Royal Pump Rooms was considered at a meeting of the Executive on 5th January 2017 (agenda item 9, 'Review of Visitor Information Centre (VIC) Arrangements'). The Executive supported the report's recommendations which, in summary, were:
- a) To conclude the then current agreement with Warwick Town Council to manage the Royal Leamington Spa VIC from 31st March 2017.
 - b) For the operation of the Royal Leamington Spa VIC to be brought in-house as soon as was practicable and for that service to be placed under the management of the Arts section of Cultural Services.
 - c) That, following full consultation with staff, the roles of Visitor Information Assistant, Senior Art Gallery Assistant and Box Office Supervisor be combined into a single team with the aim of providing an enhanced service and extending the opening hours of both the Box Office and the VIC.
 - d) To utilise the annual grant of £15,000 previously allocated Warwick Town Council in 2017/18 to instead deliver ICT infrastructure upgrades to enable the Royal Spa Centre Box Office and Art Gallery & Museum reception to be collocated to the VIC area within the Royal Pump Rooms.
- 8.4 Subsequently, the VIC staff were transferred to the employ of Warwick District Council on 1st March 2017 and the daytime box office was relocated from the Town Hall to the Royal Pump Rooms from the week commencing 3rd July 2017. These teams are currently operating side by side until the completion of a service review which is already underway. The aim of the review is to combine

the two teams into a single offering in order to extend opening hours and improve the quality of service. The outcomes of that review shall be considered by Employment Committee in September 2017.

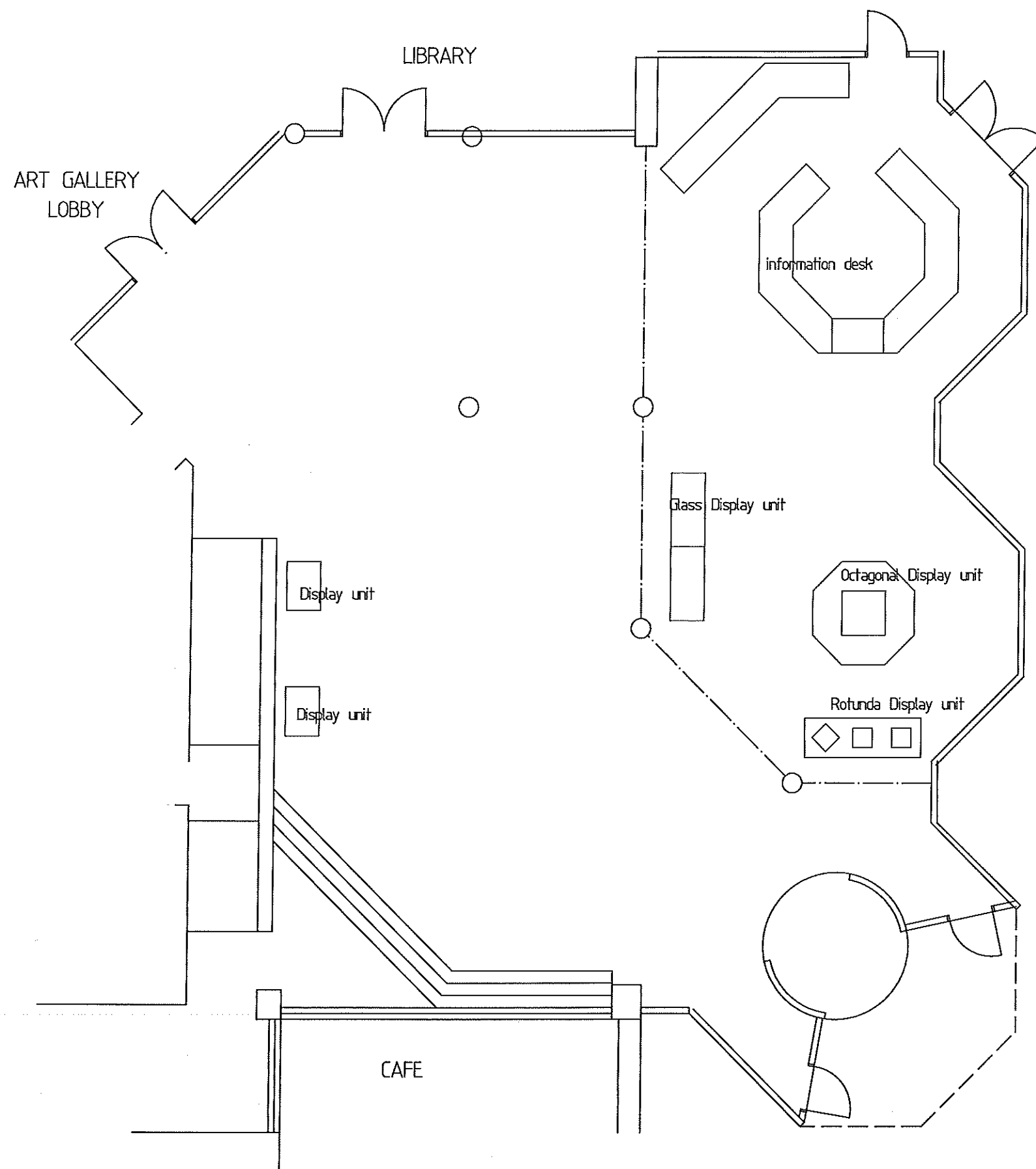
- 8.5 A request to access £6,000 of the £15,000 budget re-allocated from Warwick Town Council was made by the Arts Manager in May 2017 in order to fund the relocation of the Box Office from the Town Hall to the VIC area of the Royal Pump Rooms. This primarily enabled changes to the ICT infrastructure and the purchase of equipment.
- 8.6 The 'Arts section' of Warwick District Council's Cultural Services team, which includes the Royal Spa Centre, Leamington Town Hall, the Arts Development Officer and the Leamington Art Gallery & Museum, underwent a service review in 2016. Upon the conclusion of the review it was recommended that those separate areas be amalgamated into one team in order to create a more efficient, consistent service with a combined management team and joint approach to delivery. The final proposals were supported at the Employment Committee in December 2016 and the resulting changes were implemented from 1st February 2017. The subsequent 'at risk' and trial periods ran up until 9th March 2017.
- 8.7 The newly amalgamated Arts section is now also responsible for the wider operation of the Royal Pump Rooms which, as well as the Art Gallery & Museum, also accommodates a range of external organisations that deliver services to the public.
- 8.8 The Arts Manager is now the contract manager for the Royal Pump Rooms catering concessions contract. Kudos Catering Limited operates on a concessionary contract, which generates income for the council, lowering the operational costs of the Royal Pump Rooms. This contract has recently been extended by one year.
- 8.9 The primary purpose of the VIC is to offer visitors to the area a comprehensive, face to-face information service which effectively promotes the District's offering (with an emphasis on Royal Leamington Spa) - including attractions, events, accommodation and transport links- as well as providing promotional material, guides, maps, souvenirs and other items relevant to tourism. Its prominent location at the front of the Royal Pump Rooms is highly advantageous a. The VIC team also assist residents seeking out information about local events and services.
- 8.10 In 2016/17 financial year the box office for the Royal Spa Centre & Town Hall sold over 74,000 tickets at a value of £1,024,140.00 It is believed that the extended opening hours and prominent location within the Royal Pump Rooms with high levels of footfall will result in an increase in ticket sales.
- 8.11 The original proposal to integrate the management of the VIC service into the Arts section of Warwick District Council was prompted by concerns raised during the Arts review consultation. During that review the working group consistently received feedback from the AG&M team regarding the VIC and other issues associated with the shared concourse area. The Royal Spa Centre & Town Hall staff also had long held concerns about the location of the daytime box office at the Town Hall and its short opening hours. At the same time as the Arts review was underway WDC's Economic Development team were also reviewing its Tourism offering and it was clear that they were seeking some improvements.

8.12 The issues identified are:

- a) Currently the various services with the Royal Pump Rooms operate independently of each other and are physically divided into different areas of the building off the main concourse area (see Appendix A). To a first time visitor there appears to be no connection between the services and the offer does not appear clear or cohesive. These services also currently promote their activity independently of each other.
- b) The positioning of the AG&M within the Royal Pump Rooms is not beneficial. The main entrance to the AG&M is not prominent and the galleries have no presence within the expansive concourse space, which is believed to have a detrimental effect upon attendance. 30% of the total annual footfall through the Royal Pump Rooms were visitors to the AG&M in 2016/17. The footfall through the AG&M has modestly increased in recent years despite a decreasing trend for the building overall. This is mainly due to the high quality programme of exhibitions and events within the AG&M. Feedback from visitors to the AG&M is consistently and universally positive. However, public awareness of that quality offering is not aided by poor promotion within and without the building. Attracting visitors remains an increasingly difficult challenge, particularly new audiences and hard to reach groups (many of whom currently make use of other services provided within the building).
- c) The largest proportion of the footfall through the main front doors is to Leamington Library. 46% of visitors to the Royal Pump Rooms use the library and a large proportion of those visitors do not visit the other services within the building. The Library Service faces similar challenges to the AG&M in attempting to increase public use of their services and developing new user groups.
- d) Approximately 24% of the footfall through the main front doors of the Royal Pump Rooms makes use of the Visitor Information Centre and/or Café (although in addition to this a proportion of visitors to the AG&M will often make use of these services whilst in the building). Kudos Catering Limited is a commercial company which are seeking to increase the levels of daytime trade in the café. They have limited funds to allocate to the marketing of the café and the restrictions regarding promotional signage on the main Parade and on the building itself limit their ability to effectively advertise their offering to passing trade. WDC benefits financially from any increase in income from the café, as the contract is let on a sales commission basis. This income significantly contributes to the lowering of the operational costs of the building.
- e) It is apparent that the two sets of doors at the entrance to the AG&M act as a psychological barrier to entry and do not encourage visitors to enter and explore the space freely. The view of the high quality, but somewhat formal art gallery, that can be partially seen through the glass of those entrance doors can discourage some members of the public from entering. In actual fact the AG&M offers a welcoming, family friendly experience as well as an engaging and fascinating insight into the history of the building and Royal Leamington Spa. This is not adequately represented at the entrance to the gallery or within the wider building.
- f) The VIC service has a significantly large footprint within the public concourse area, taken up by a large reception desk and poster displays. These furnishings were installed as part of the original refurbishment of the Royal Pump Rooms in the 1990s and have now begun to look dated. The pull-up banners and poster 'rotunda's are highly visible through the main windows and do not entice visitors into the building.

- g) The Royal Pump Rooms is an iconic building within the town and its image is often used in promotional material to advertise Royal Leamington Spa itself. The exterior facade and architecture is very appealing and the building attracts a large number of tourists. However, despite its prominence there is clearly some confusion from first time visitors to the town as to the purpose of the building. There is also a lack of awareness locally and many residents anecdotally refer to the Royal Pump Rooms as 'the library'. Residents often express surprise upon visiting the AG&M for the first time, having not previously been aware of its existence (despite having visited the building many times before).
- h) Appendix E – Customer Journey, includes images which illustrate the visitor approach to the entrance of the Royal Pump Rooms. The following issues have been identified with the exterior:
 - a. There is a lack of obvious signage and as such the purpose of the building is unclear to first time visitors. The services within are not clearly indicated.
 - b. The point of entry to the building is unclear.
 - c. The large windows facing the Pump Rooms Gardens act as a mirror and reflect the light during the day. As a result the building appears dark and inactive. This is the main view of the building from the Pump Room Gardens.
 - d. Upon entry to the building the 'municipal' modern interior contrasts with the expectation created by the historical exterior. The concourse area does not reflect the cultural aspects of the wider building. There is also a lack of exposition, signage or focus within the concourse and so visitors are often confused by that area and unsure which route to follow.
 - e. When the Visitor Information Centre is closed, being located within the open plan, public concourse, it is currently necessary to secure the area with large, floor to ceiling shutters which are highly visible from the entrance and convey the false impression to the public that the building as a whole is also 'closed'. It is believed that this acts as a significant deterrent which has a detrimental effect on footfall into the building.
- i) The AG&M and VIC both have modest retail ventures which offer a comparable range of high quality merchandise. It was felt by the team that there is an element of duplication as the merchandise is of a similar type - being primarily focused on the Royal Pump Rooms itself or heritage of Royal Leamington Spa. During the 2016/17 financial year the AG&M gift shop generated approximately £10,300 of net income and the VIC shop achieved £15,125 (with approximately 50% of that income being profit after the cost of sales is deducted). It is believed that the customer experience could be much improved and the level of retail sales could be increased significantly if the offering was reviewed and the location was more prominent within the main concourse space.
- j) The supervision of the Royal Pump Rooms and the public concourse is weak. The building has previously been managed as a 'joint operation' with each operator (WDC, Kudos, WCC, VIC) taking equal responsibility for shared areas. However, in practice the Warwick District Council staff based in the AG&M deal with the majority of day-to-day issues. There is no official reception for the building and no staff present in the shared area to welcome customers or respond to queries. Being a public building, anti-social behaviour is also a common occurrence which is challenging to police.

- 8.12 It is anticipated that the Royal Pump Rooms café and Leamington Library would be important partners for this project. Both organisations fully support the proposals and would welcome greater activity within the concourse area – the hope being that they would benefit from increased footfall. It is intended that the Council would work in partnership with the catering provider to bring seating down into that concourse area and incorporate their branding. The current operators, Kudos Catering Ltd have recently accepted a further year extension to the concessions contract which will terminate in February 2019.



NOTES

REVISIONS

WARWICK DISTRICT COUNCIL
Asset Management Team

P.O. Box 1710
Riverside House
Milverton Hill
Leamington Spa
CV32 6RQ

ROYAL PUMP ROOMS
Tourist Information Area

SCALE
1:100 at A3

DRAWN BY
AD

DATE
June 2017

DRAWING No
AMT/RPS/01



Assembly Rooms

The Royal Pump Rooms is a flexible space and can be hired for a whole range of events from weddings, civil ceremonies and celebration parties to conferences, meetings, dinners, receptions, and Christmas parties.

For more information, visit our website or call us.

01526 511 978

museum

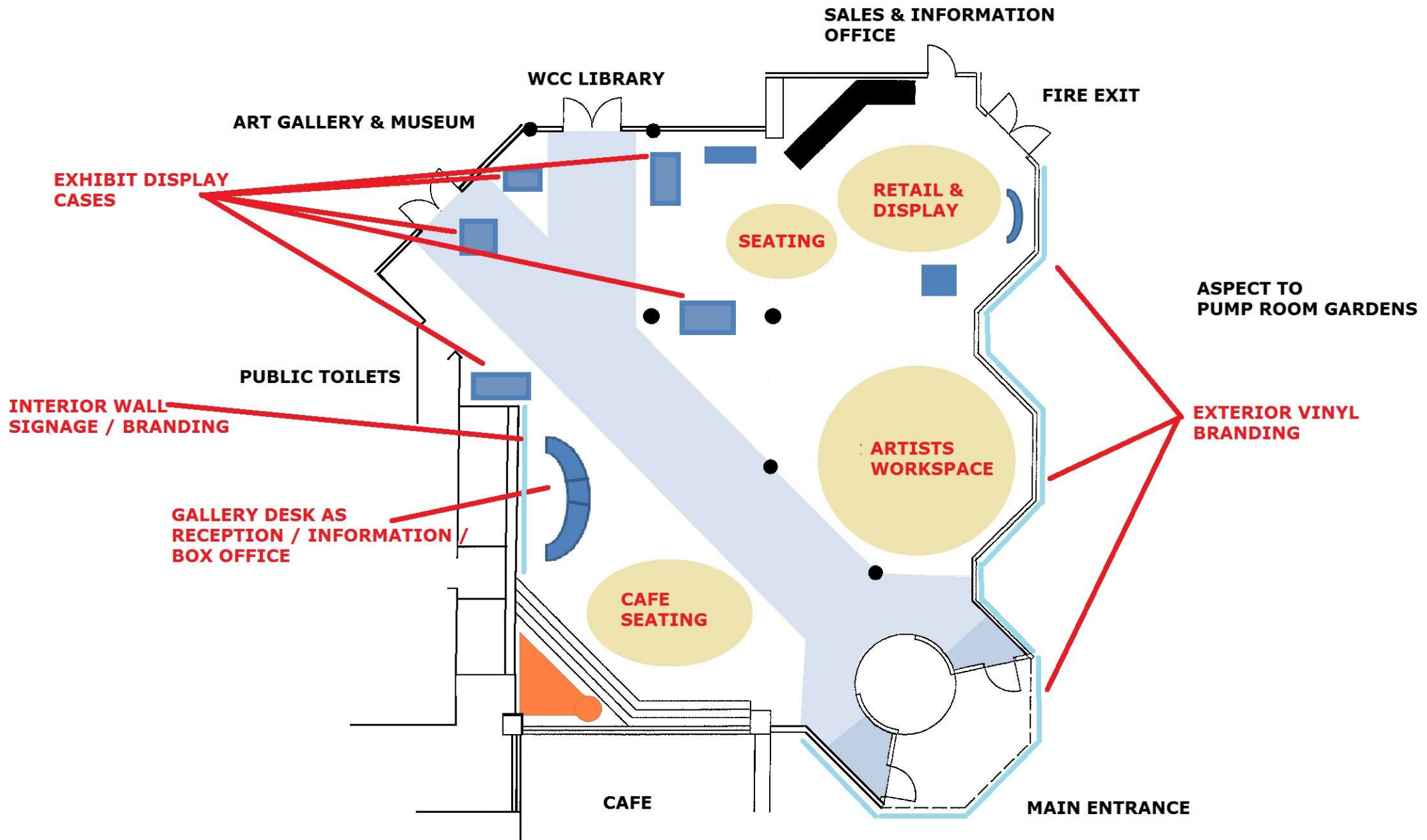
gallery

library

OPEN 2017 EXHIBITION

FOR ARTISTS BASED IN THE WEST MIDLANDS

25 JUNE 2017



Vinyls covering
50% of front
windows



a) Vinyl lettering /
directional arrows
b) Large vinyl graphic to
cover blue wall

c) Large vinyl graphics to
cover walls

d) hanging
flags/wall flags

Cafe

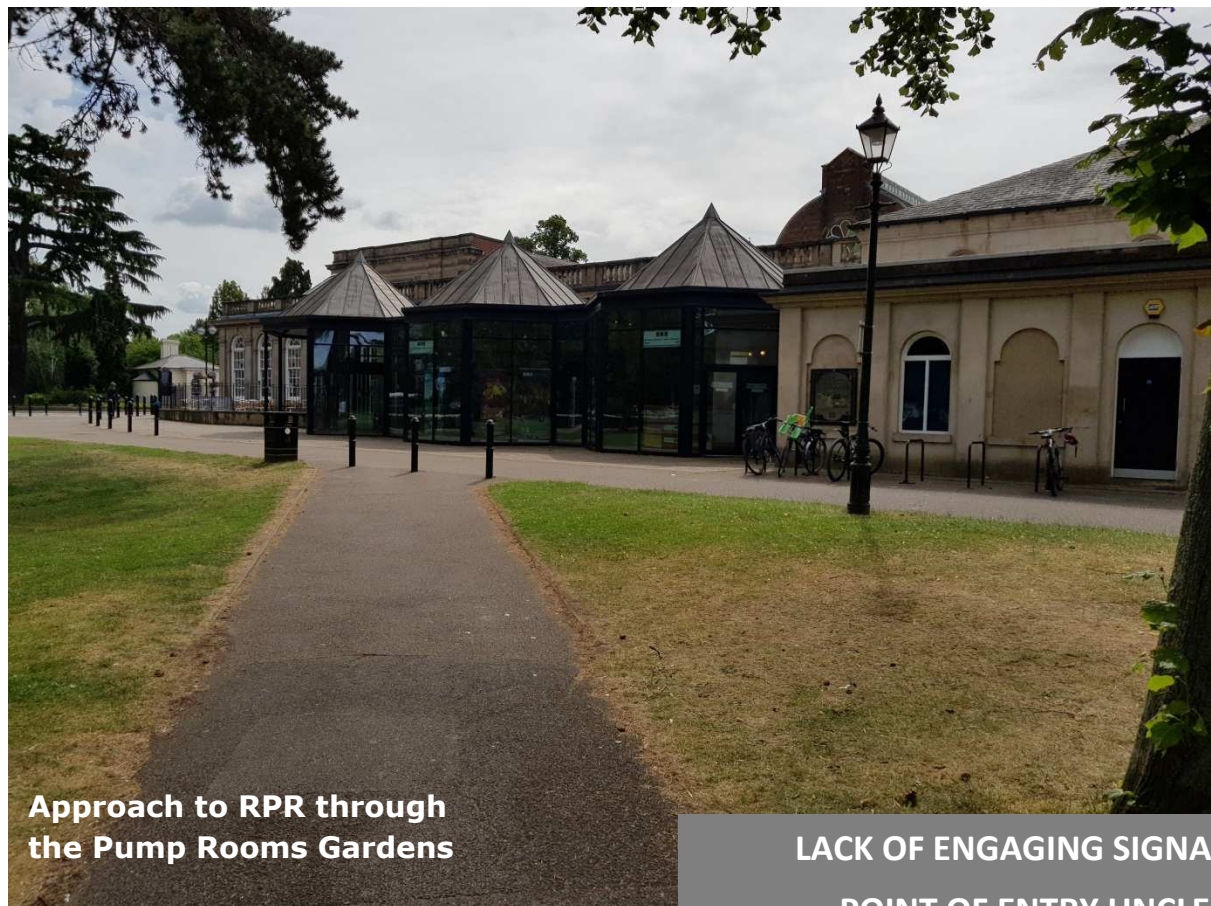
Welcome to the
**Art Gallery
& Museum**

Visitor Information
Library
Cafe
Assembly Rooms

Gallery

Library

e) floor graphics

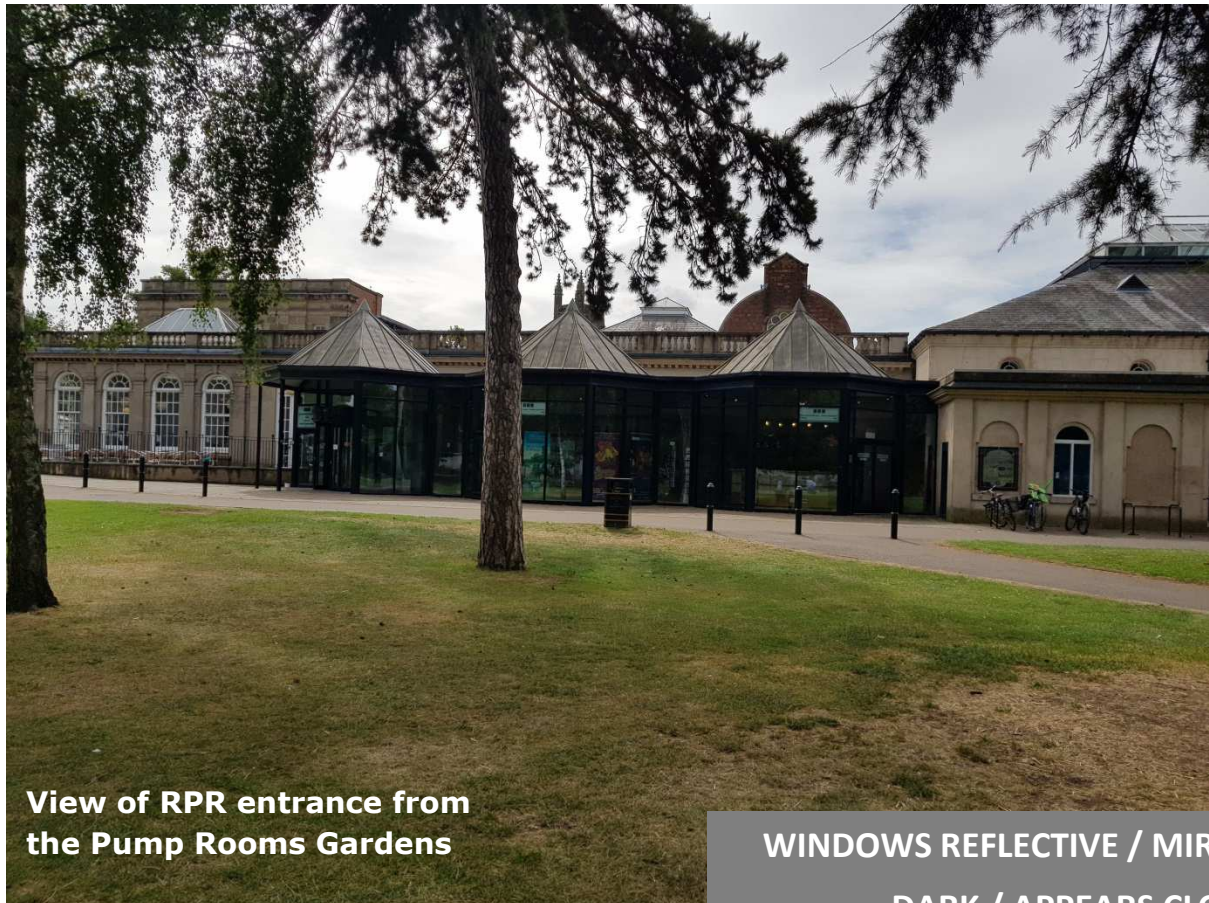


**Approach to RPR through
the Pump Rooms Gardens**

**LACK OF ENGAGING SIGNAGE
POINT OF ENTRY UNCLEAR
PURPOSE OF BUILDING UNCLEAR**

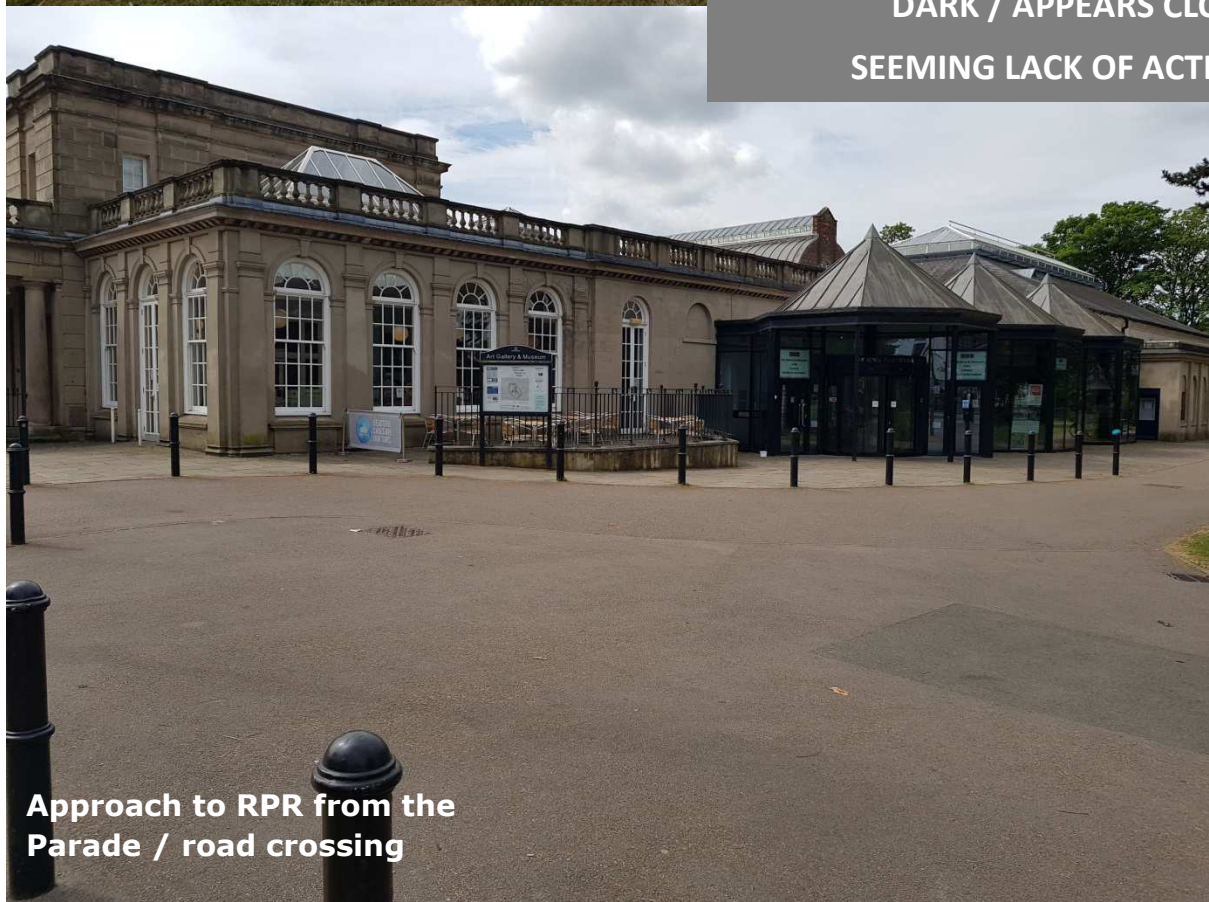


**Approach to RPR from
Linden Arches walk**



**View of RPR entrance from
the Pump Rooms Gardens**

**WINDOWS REFLECTIVE / MIRROR
DARK / APPEARS CLOSED
SEEMING LACK OF ACTIVITY**



**Approach to RPR from the
Parade / road crossing**



Approach to RPR main entrance

**SIGNAGE IS SMALL & INADEQUATE
OFFERING WITHIN UNCLEAR
OPEN? / CLOSED?**

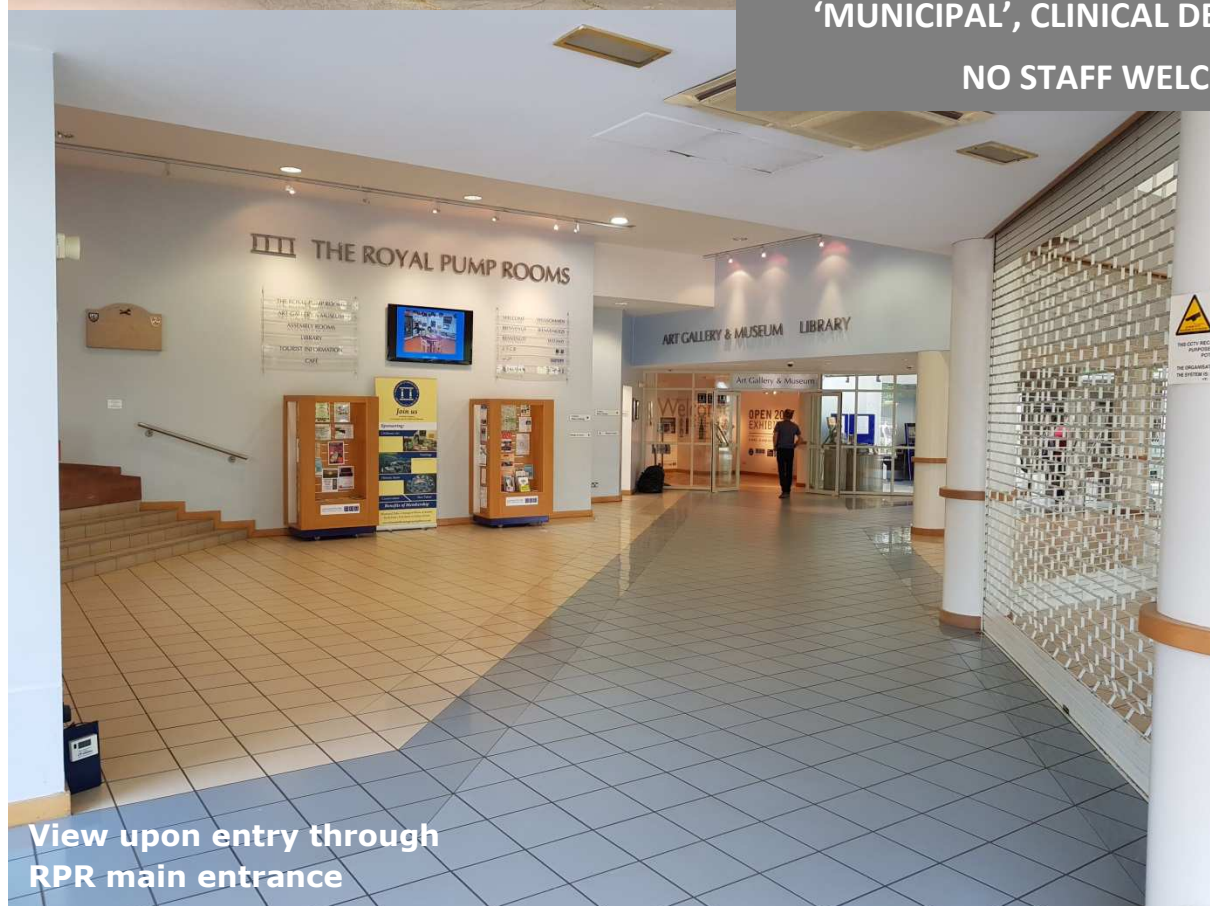


View of RPR windows

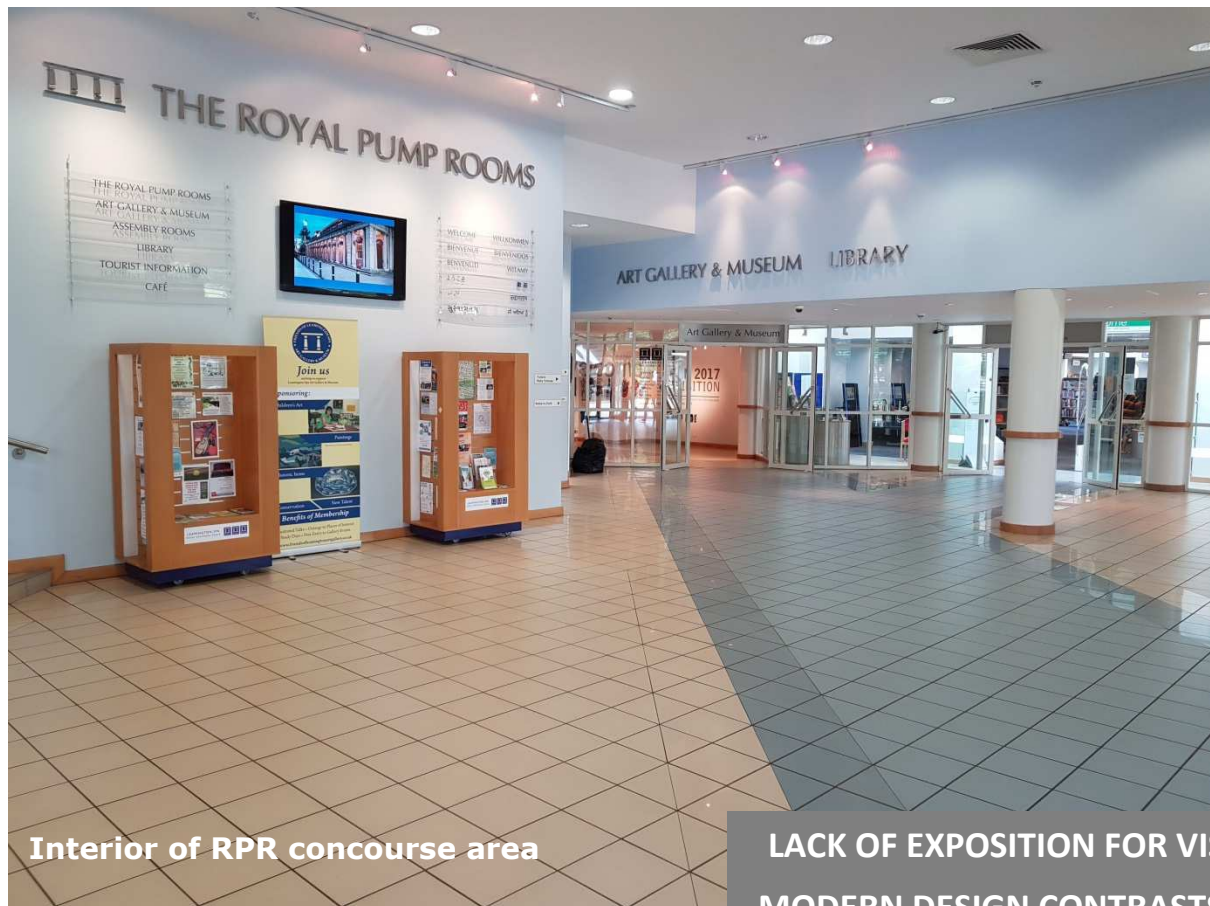


Immediate approach to RPR main entrance

OPENING TIMES NOT CLEAR
'MUNICIPAL', CLINICAL DECOR
NO STAFF WELCOME

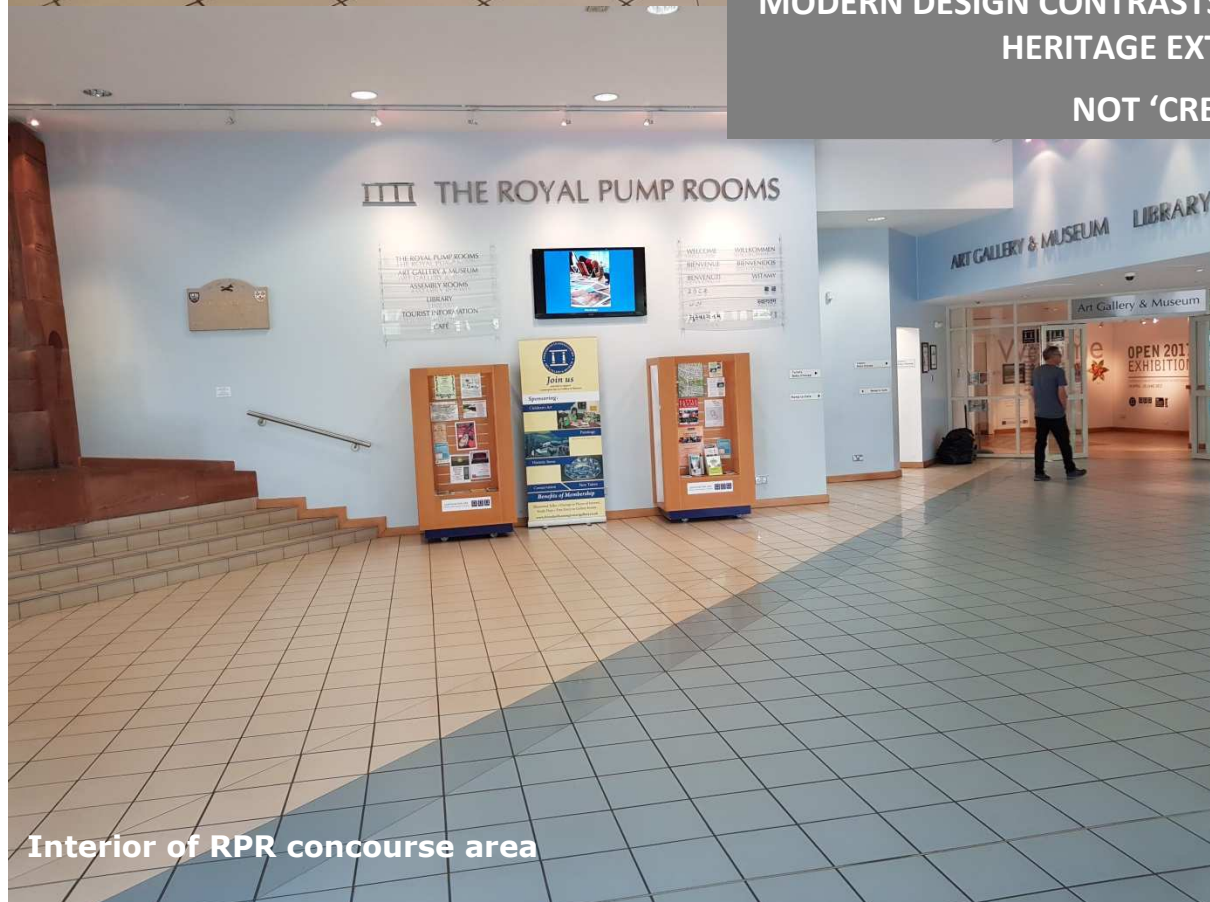


View upon entry through RPR main entrance



Interior of RPR concourse area

LACK OF EXPOSITION FOR VISITORS
MODERN DESIGN CONTRASTS WITH
HERITAGE EXTERIOR
NOT 'CREATIVE'



Interior of RPR concourse area

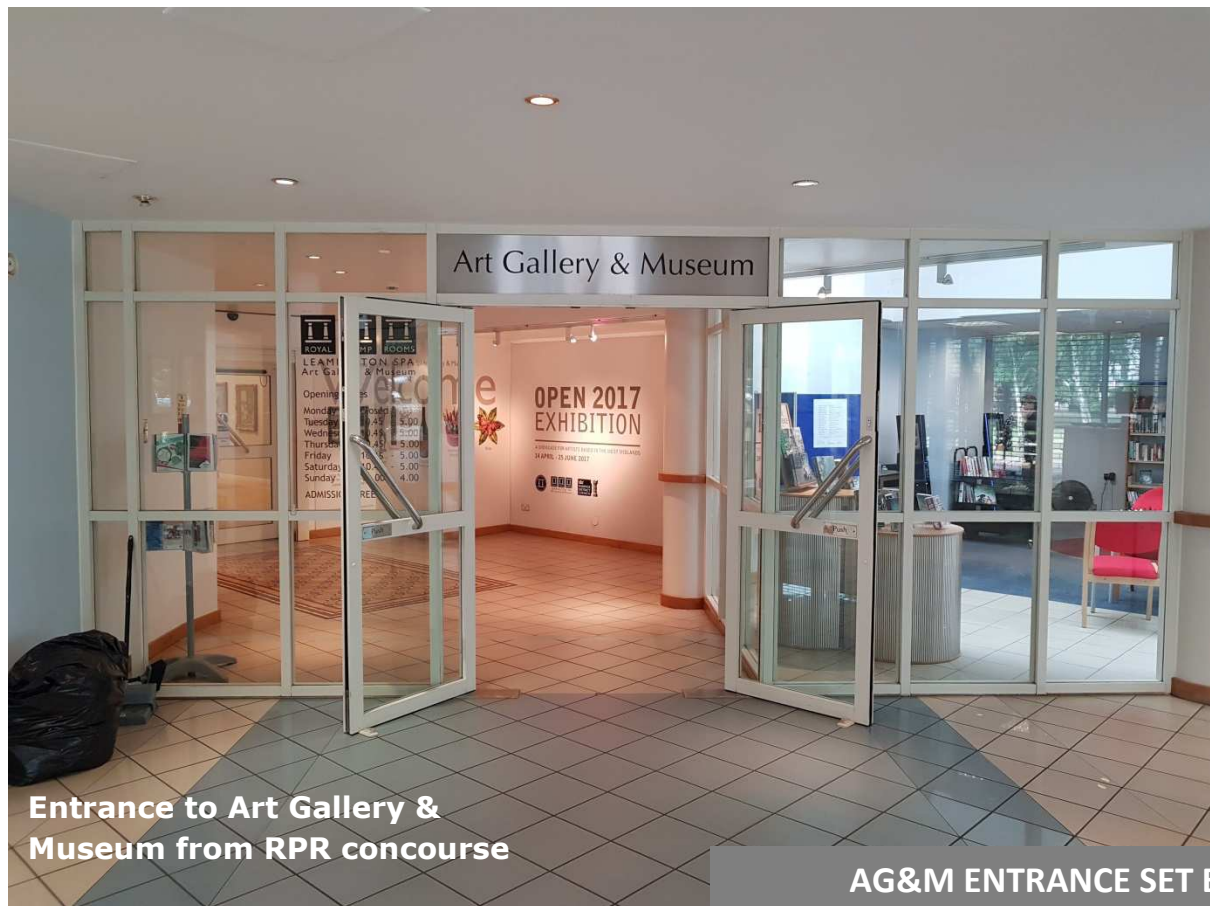


Visitor Information shutters

SHUTTERS IMPLY BUILDING IS CLOSED
WATER FEATURE NOT OPERAITONAL
CAFÉ SET BACK & UP STEPS



Entrance to cafe



Entrance to Art Gallery & Museum from RPR concourse


AG&M ENTRANCE SET BACK
TWO SETS OF DOORS = BARRIERS
GOOD QUALITY BRANDING



Art Gallery & Museum foyer



DOORS CLOSED = BARRIER
FORMAL VIEW INTIMIDATING?
FREE?

 Executive – 26 July 2017		Agenda Item No. 6
Title	2 nd Warwick Sea Scouts Headquarters	
For further information about this report please contact	Philip Clarke – 01926 456518 Philip.clarke@warwickdc.gov.uk	
Wards of the District directly affected	Warwick South	
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, however the report refers to some confidential information relating to pledges of financial support and these have been included as a confidential appendix.	
Date and meeting when issue was last considered and relevant minute number	Executive – 12 th February 2014 (minute 137)	
Background Papers	Executive – 12 th February 2014 Planning permission W/14/1138	

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	29/6/17	Chris Elliott
Head of Service	29/6/17	Rose Winship Rob Hoof
CMT	4/7/17	Chris Elliott, Andrew Jones; Bill Hunt
Section 151 Officer	4/7/17	Mike Snow
Monitoring Officer	4/7/17	Andrew Jones
Finance	4/7/17	Mike Snow
Portfolio Holder(s)	5/7/17	Michael Coker Moira-Ann Grainger
Consultation & Community Engagement		
<p>Consultation was undertaken in preparing report in 2014 and subsequently as part of the 2014 planning application.</p> <p>Prior to this report, further consultation was undertaken by 2nd Warwick Sea Scouts with the young people and their parents, Coten End School, Friends of St Nicholas Park, residents of Pickard Street and at the Sea Scouts regatta on 25th June 2017. The changes to the hut, boatyard and slipway require a variation to the current (2014) planning consent, and further consultation is currently (or shortly to be) underway on this (see para. 3.6 below).</p>		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 On 12th February 2014 the Executive gave landlord's permission for the development of new facilities in St Nicholas Park by 2nd Warwick Sea Scouts (2WSS). For ease of reference that report (but not its appendices) is attached as **appendix A**.
- 1.2 This report asks members to agree revisions to the scheme outlined in 2014. The changes are designed to reduce the overall cost of the scheme and re-sequence the work to allow a start on site to be made before the current planning consent expires in November 2017.
- 1.3 The changes proposed are:-
- The new HQ building adjacent to St Nicholas Park Leisure Centre will have less floor space and only one meeting hall. (See **appendix B** – plan for illustrative purposes only)
 - The existing riverside hut will be retained and refurbished instead of being demolished and rebuilt
 - The new boatyard will be constructed adjacent to the existing hut on the site previously proposed for a new boathouse.
 - The location of proposed new slipways will change to reflect the revised boatyard location (see **appendix C**).

2 **Recommendations**

That the Executive:

- 2.1 Grants landlord's permission for refurbishment of the existing riverside hut; construction of a new boatyard adjacent to the west wall of the retained building and remodelling of the slipway and landing stages on the riverbank (see **appendix C** – plan for illustrative purposes only) subject to the requirement that formal approval is obtained from the Council for the commencement of any works considered in this report (see also recommendation 2.3 below)
- 2.2 Subject to 2WSS providing evidence of the projected cost and its ability to fund that sum, agrees that 2WSS may undertake the works relating to the riverbank and boatyard while it continues fundraising to support the construction of a new HQ building, refurbishment of its riverside hut, withdrawal from the sailing club site in Myton Fields and reinstatement of that area as parkland (including removal of slipways, docks, fencing and storage containers).
- 2.3 Delegates to the Chief Executive in consultation with the Portfolio holders for Neighbourhood Services and Culture authority to consider the cost estimates for the riverbank and boatyard works and provided they are satisfied that 2WSS has sufficient funds to cover the cost, authorise 2WSS to commence work. This delegation would also extend to all subsequent phases of the project as fundraising continues.
- 2.4 Amends resolutions contained within the Executive report of 12th February 2014 (attached as **appendix A**) to replace any references to Deputy Chief Executive (AJ) with Chief Executive.

3 **Reasons for the Recommendations**

- 3.1 Following the granting of landlord's permission by the Executive in February 2014, 2WSS gained planning consent for its scheme in November 2014.
- 3.2 Cost estimates for the consented design put construction costs for the new HQ building at circa £1 million and the boathouse/ yard circa £450,000. 2WSS was optimistic that it might be possible to raise funds to cover costs of that scale. A scheme proposed (but subsequently withdrawn) in 2008 attracted pledges of over £300,000 within just a few months.
- 3.3 Fundraising for the current scheme has proved to be challenging with receipts and pledges well short of the £1 million required for the HQ. Confidential **appendix D** summarises the funding raised and pledged to date.
- 3.4 In light of these fundraising results to date, the 2WSS HQ Project Team have reviewed the proposals and scaled back their ambitions. They now propose to retain the existing hut and refurbish it. A new boatyard would still be required, but that would be positioned adjacent to the west wall of their hut. With the boatyard repositioned, the proposed slipway arrangements also need to be amended to align with revised winching points and the boatyard gates. 2WSS is also considering reducing the new HQ building from a two story structure to a single floor building with mezzanine.
- 3.5 2WSS estimates that the cumulative effect of the changes under consideration could reduce overall costs to circa £700,000.
- 3.6 In order to achieve a start on site and preserve its planning permission (which would otherwise lapse in November 2017), 2WSS wishes to implement its revised plans for the slipways, jetties and boatyard. This will require a planning application to vary its current planning consent in relation to the hut, boatyard and riverbank works. At the time of writing this report, it was anticipated that by the report date this application will have been made.
- 3.7 2WSS estimates that works on the slipway, jetties and boatyard will cost in the region of £50,000. The 2WSS HQ Project Team advise that such an amount could be covered by cash held from general fundraising activities which was not specifically pledged in relation to the HQ building. Before agreeing that work can commence, officers will seek sight of construction cost quotations and bank statements to confirm the availability of funds.
- 3.8 Members attention is also drawn to the fact that the Chief Executive has taken over as sponsor for this project from the Deputy Chief Executive (AJ). A number of decisions were delegated to the Deputy Chief Executive (AJ) in the 2015 Executive Report, and so for clarity and consistency recommendation 2.4 above proposes that these be now passed to the Chief Executive.

4 **Policy Framework**

- 4.1 The development of new facilities for 2WSS would significantly increase the group's ability to expand its membership and provide positive activities for young people in the area. The initiative forms part of WDC's Locality Improvement Plan within the FFF strategy. It helps develop opportunities for young people, builds vibrant communities and opportunities for all. 2WSS has also indicated that the venue would be available for groups other than the

Scouts to use at certain times.

5 Budgetary Framework

- 5.1 The recommendations proposed in this report do not have any new financial implications for the Council. The 2014 Executive report (appendix A) set aside £50,000 from the Service Transformation Reserve as a grant to 2WSS to support this project. The grant has not been paid out to date and remains in place. It is not affected by the recommendations in this report.

6 Risks

- 6.1 The main risk faced is that 2WSS embarks on a phase of development which it does not have sufficient funds to complete and the Council ends up with part built facilities which it found itself under pressure to complete. To minimise that risk, before agreeing to let 2WSS embark on any phase of development, officers will request sight of cost quotations for the work and bank statements to confirm sufficient funds are held to cover those costs.
- 6.2 With reinstatement of Myton Fields proposed as the final project phase, there is a risk that fundraising could fail to generate revenue to cover the cost of that phase. To offset that risk, officers will retain the balance of Council grant funding that remains once the cost of the skate park relocation has been covered. Those funds would then only be made available to 2WSS once the Council is satisfied that Myton Fields has been reinstated. This could mean that money is held back until the final phase of the project. This matter will be kept under review with 2WSS.


7 Alternative Option(s) considered

- 7.1 The Council could refuse to provide landlord's consent. That would leave 2WSS having to pursue its original scheme where the funding challenge is of such magnitude that is likely never to be delivered.

8 Background

- 8.1 In February 2014 the Executive gave its support to a proposal by 2WSS to:
- Construct a new HQ building adjacent to St Nicholas Park Leisure Centre on the site of the skate park.
 - Demolish its current riverside hut and replace it with a new building on a site immediately adjacent to the current structure.
 - Develop an open air boatyard on the site of the current hut.
 - Remodelling of slipways and landing stages on the riverbank.
 - Discontinue use of the sailing club site in Myton Fields and return the site to parkland
- 8.2 To facilitate this, agreement was given to relocating the Skate Park onto part of the land currently used as a BMX track. 2WSS was to make a contribution to the cost of that relocation. A grant of £50,000 was agreed to support this work.
- 8.3 It was proposed that the scheme would be developed in stages as fundraising allowed; with the first phase being construction of the new HQ building. Planning consent for the new facilities was granted in November 2014.
- 8.4 Further background information is set out in sections 6 and 7 of the February 2014 Executive report attached as Appendix A.

Appendix A

 Executive – 12th February 2014		Agenda Item No.
Title	2 nd Warwick Sea Scouts' Headquarters	
For further information about this report please contact	Andrew Jones 01926 456830; andrew.jones@warwickdc.gov.uk	
Wards of the District directly affected	Warwick South	
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	3 rd September 2008 (Minute 394)	
Background Papers	Report to Executive: St Nicholas Park – Parks for People – HLF report Feb 2008; Executive report September 2008	

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 (566)
Equality Impact Assessment Undertaken	Yes

Officer/Councillor Approval		
	Date	Name
Chief Executive/Deputy Chief Executive	9 th January 2014	Andrew Jones
Head of Service	10 th January 2014	Rose Winship
CMT	21 st January 2014	Chris Elliott, Andrew Jones; Bill Hunt
Section 151 Officer	15 th January 2014	Mike Snow
Monitoring Officer	9 th January 2014	Andrew Jones
Legal Services	13 th January 2014	Barry Juckes
Portfolio Holder	22 nd January 2014	Stephen Cross
Consultation & Community Engagement		
<p>Proposals presented by WDC & 2nd Warwick Sea Scouts to: Ward councillors; portfolio holders (and shadows) for Cultural Services & Neighbourhood Services; Warwick Town councillors (South); skate park & BMX track users' representatives; Gary Timlin (WCC Youth Worker); Friends of St Nicholas Park; park businesses – café, boat hire, amusements; Warwick Boat Club.</p> <p>Pre-application advice regarding the proposed development has been sought from planning officers and the tree preservation officer.</p> <p>A decision about whether to undertake pre-application consultation with residents adjacent to the park will be made once full details on the design plans, tree and bat surveys are available.</p>		

Full public consultation would follow the anticipated planning application.

Final Decision?	Yes
Suggested next steps (if not final decision please set out below) Should landlord's permission be granted by the Executive, planning permission will need to be sought before the project can progress further	

1. SUMMARY

- 1.1** This report asks members to grant landlord's permission for the development of new facilities in St Nicholas Park by 2nd Warwick Sea Scouts (2WSS). The proposal comprises:
- 1.1.1** Construction of a new HQ building by 2WSS adjacent to the leisure centre on the site of the current skate park. (See Appendix A – plan for illustrative purposes only)
 - 1.1.2** Re-development of their current riverside site to provide a new building for equipment storage and changing facilities, alongside a boat yard. (See Appendix B– plan for illustrative purposes only)
 - 1.1.3** Withdrawal from the sailing club site in Myton Fields and re-instatement of the area as park land. (See site plan in Appendix C)
- 1.2** Members are asked to agree to re-location of the current skate park and re-modelling of the BMX track on the site of the current BMX area. (See Appendix A). The Scouts are aware that they will need to make a contribution towards the cost of these relocations.
- 1.3** The report also asks members to confirm that a grant of £50,000 be made available to 2WSS in support of this project.

2 RECOMMENDATIONS

- 2.1** The Executive grants landlord's permission for:
- 2.1.1** A new 2 storey 2WSS HQ building to be constructed by 2WSS adjacent to the east wall of St Nicholas Park Leisure Centre, with restricted vehicular access via the existing leisure centre service road (see Appendix A): The necessary agreements and lease arrangements to be on terms and conditions acceptable to the Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Cultural Services.
 - 2.1.2** Demolition of the current riverside 2WSS hut and construction of a new building by 2WSS (anticipated to be of similar scale to the current hut) on a site adjacent to the west wall of the current building with the footprint of the current building re-developed for use as an open air boat yard and re-modelling of the slipway arrangements on the riverbank (see Appendix B): The necessary agreements and lease arrangements to be on terms and conditions acceptable to the Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Cultural Services.
 - 2.1.3** Accepting surrender of the current 25 year lease of the sailing club site in Myton Fields (due to expire in 2025) following re-instatement by 2WSS of the site as parkland (including removal of slipways, docks, fencing and storage containers) on terms and conditions acceptable to the Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Culture. See Appendix C for site plan.

- 2.2** The Executive agrees (subject to an acceptable contribution to costs by 2WSS as agreed by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Neighbourhood Services) that the skate park and BMX facilities can be re-located and re-modelled on the site of the current BMX area (see Appendix A) and notes that these changes will be based on new designs evolved in conjunction with the facility users and can be made by the Council under Part 12 of the General Permitted Development Order.
- 2.3** The Executive agrees that £50,000 may be made available from the Service Transformation Reserve in the form of a grant to 2WSS as part of the FFF, Locality Improvement Plan to be released at a time determined by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Culture.

3 REASONS FOR THE RECOMMENDATION

- 3.1** Almost 10 years ago, 2WSS approached the Council explaining that their current headquarters building was nearing the end of its serviceable life and needed replacement. Furthermore, the existing building no longer met the Scouts' needs either in terms of current members/ activities or to meet future demands evidenced by the size of their longstanding waiting list.

After several years of debate, the current proposal has emerged as the most acceptable compromise between officers and scout leaders.

- 3.2** Appendix D contains copies of plans produced for 2WSS showing draft layouts for the new HQ and riverside facilities.
- 3.3** The new HQ building will include two meeting halls – allowing the possibility of running groups in parallel to increase membership opportunities for those 140+ boys and girls on the waiting list.

Locating the HQ building next to the leisure centre will help consolidate built form into one area of the park. This is considered preferable to new/ expanded development elsewhere in “open” areas of the park.

- 3.4** The redeveloped riverside hut will be no larger than the one it replaces. Its new position will remove the problem of the current hut being built over the line of a storm sewer. (Regulations introduced since the hut's construction in the 1960's now prohibit development within 5m of the pipe.)

The new boat yard next to the riverside hut, along with the service yard at the rear of the new 2WSS HQ building are required to house boats currently stored at the Myton Fields site.

New slipway(s) parallel to the bank will allow boats to be winched in and out of the river with minimal impact on other park users. The new slipway(s) would be designed to avoid either reducing the navigable width of the river or altering the existing current flows. Advice will be sought from the Environment Agency.

- 3.5** De-commissioning the sailing club site in Myton Fields will remove what is widely considered an “eyesore”.
- 3.6** Informal consultation has produced a generally positive response to the proposals. In particular, representatives of the skate and BMX users were happy with the plans for the area adjacent to the leisure centre.

- 3.7** Pre-application advice from Development Control and WDC Tree Officer has not identified any significant issues with the proposals. Wherever possible current trees and other planting will be preserved. Any tree removals agreed would be subject to the Council's replanting guidelines.

Some members of the Friends of St Nicholas Park group have expressed concerns about the riverside re-development; particularly the boat yard which they believe will be unsightly for Pickard Street residents. Others are supportive.

- 3.8** Consultation with local residents has not yet been undertaken, in the knowledge that:

- 3.8.1** The re-sited skate facility will remain over 95m away from the nearest residential property and the BMX track is not expected to extend more than 2 or 3 metres beyond its current footprint.
- 3.8.2** The new riverside building will be no larger than the one it replaces and will be slightly further away from the houses in Pickard Street.
- 3.8.3** All scout meetings will begin and end at the new HQ building. Parents will drop off and collect children using St Nicholas Park car park and no longer bring congestion to roads around Pickard Street.
- 3.8.4** A final decision about whether to undertake any pre-application public consultation will be made once the scouts have produced detailed plans showing their final designs including the results of arboreal and bat surveys.

- 3.9** Landlord's agreement will allow 2WSS to develop those detailed plans in confidence, leading to a planning application including formal consultation.

Once planning permission is in place, costs can be projected and the process of fundraising started.

- 3.10** To demonstrate in-principle support for 2WSS' aspirations, Members had provisionally identified a sum of £50,000 to help with fund-raising initiatives. However, this sum had not been committed to any budget and therefore should Members support the proposals in this report it is recommended that the £50,000 is now allocated.

4 POLICY FRAMEWORK

- 4.1** The development of new facilities for 2WSS would significantly increase the group's ability to expand its membership and provide positive activities for young people in the area.

The initiative forms part of WDC's Locality Improvement Plan within the FFF strategy. It helps develop opportunities for young people, builds vibrant communities and opportunities for all.

5 BUDGETARY FRAMEWORK

- 5.1** It is proposed that a grant of £50,000 be made available to 2WSS in support of this project which is likely to cost them in excess of £500,000 to complete.

The Locality Improvement Plan (as noted by the Executive in December 2013)

included £50,000 potential funding towards this project from the Service Transformation Reserve which currently has an unallocated balance of £1,934,000.

- 5.2** We have already indicated to 2WSS that WDC will expect them to make a significant contribution towards the cost of moving the skate and BMX facilities.
- 5.2.1** The skate users would like to see a new facility built, rather than a simple re-location of the current skate park. The costs and funding arrangements for a new facility have not yet been determined, although the skaters have indicated a willingness to raise funds towards the costs.
- 5.2.2** This work will be considered as a separate project by Neighbourhood Services' Green Space Team. As the 2 projects' timelines develop, decisions will be taken about whether the Scouts fund re-location of the current skate park or make an equivalent contribution towards the costs of a new facility.
- 5.2.3** Initial estimates suggest that re-location the current skate facilities and re-instatement of the vacated site could cost circa £40,000. (in practice, re-instatement may not be required given the intention to build on the vacated site)
- 5.2.4** 2WSS are aware that in practice this could account for most, if not all, of the £50k grant funding.

5.3 Under their 2 current leases 2WSS pay ground rent as follows:

5.3.1 Riverside HQ building: £571p.a.; next review 1/1/15. Lease expires 1/1/25.

5.3.2 Myton Fields site: £800p.a.; next review 1/8/15. Lease expires 1/8/25.

5.4 New market leases will be granted covering the new HQ site next to the leisure centre and extended riverside site.

6 ALTERNATIVE OPTION(S) CONSIDERED

6.1 In September 2008 the Executive gave landlord's consent to 2WSS for development of a new HQ building in Myton Fields. That proposal was the preferred site identified in an extensive feasibility study.

Plans produced by the scouts for consultation in spring 2011 were for a building much larger than was considered in the feasibility and many objections were received.

6.2 A number of options were considered and rejected including:

6.2.1 Relocation to a new riverside site at Edmondscote. This was rejected by the scouts as it lay outside the Warwick Division scouting area and was up stream of the confluence of the rivers Avon and Leam, where water volumes were insufficient to support the full range of water based activities that they run.

6.2.2 The idea of a second site away from the park and riverside was discussed and rejected. Some years ago, 2WSS had experimented with using facilities at Coton End School. The trial was abandoned as a lack of access to resources, particularly during the boating season, severely restricted the programme that could be offered.

6.3 The option of rebuilding the riverside hut on its existing site and locating the boat yard to its west side (effectively reversing the proposed layout of hut and yard) was

considered and rejected by 2WSS on cost grounds.

This would have required the storm sewer to be re-routed; a development that the Scouts' advisors believe would be very expensive.

- 6.4** As landlord of the scouts' existing facilities, WDC has no obligation to help them bring forward these expansion plans. However, if we chose not to co-operate and make new land and leases available, we would miss the opportunity to help secure the future of this popular and well run youth organisation.

7 BACKGROUND

- 7.1** 2WSS currently has 195 active members and a waiting list of 142.

Sea Scouting shares the same objectives as the rest of the groups affiliated to the Scout Association; the only difference lie in the fact that water and associated nautical skills are used more as a medium of training.

- 7.2** 2WSS is a highly regarded scout unit. It is one of a very small number of Sea Scout units achieving standards that allow it to be endorsed by the Royal Navy. 2WSS has a very high Royal Navy inspection rating – ranking it as one of the leading Sea Scout units in the country.
- 7.3** The group operates every weekday evening. During the winter the majority of meetings are held in the hall; in spring and summer meetings involve outside activities on the water.
- 7.4** Apart from weekly meetings the group runs: weekend and holiday activities (75% of which take place away from St Nicholas Park) and between 10 and 20 camps per year.
- 7.5** 2WSS currently operates from 3 venues in St Nicholas Park:

Scout hut on north bank of the river (adjacent to Charter Bridge)	Their HQ building where the ground floor is used for equipment storage and the first floor provides an assembly hall, galley and leaders office.
Sailing Club site in Myton Fields	A fenced area on the south bank of the river that includes open boat storage and 3 shipping containers which house boats and equipment.
Hut adjacent to St Nicholas Park car park	Used to store camping equipment. The building is also at the end of its serviceable life.

- 7.6** Apart from the equipment stored at the 3 venues above, 2WSS also maintains a small fleet at Draycote water.
- 7.7** The current building is nearly 50 year's old. It has been in a very poor state of repair for several years and is near the end of its serviceable life. Problems include the roof which is not weather tight and gas / electrical installations in need of update.

There are inadequate shower/ changing facilities for the numbers enrolled. The building has no disabled access.

- 7.8** The proposals would see the scouts' activities consolidated to 2 sites within the park, with less distance between these than currently separates the riverside hut

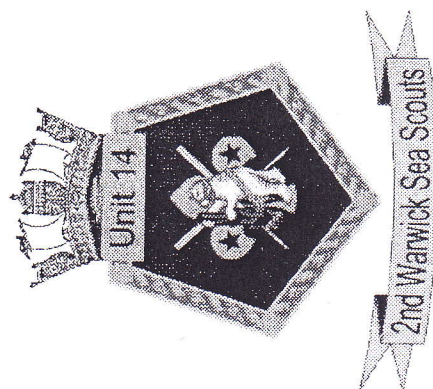
from the sailing club site. The contents of the storage hut would be housed within the new HQ building and the hut handed back to the Scout Association who owns it.

Vehicle movements in the park would be reduced. Leaders' vehicles would access the new HQ using the leisure centre service road. Vehicle access to the riverside site would be significantly reduced and there would be no need for vehicles to enter Myton Fields.

- 7.9** The new scheme would be developed in stages as fundraising allowed. The first phase would see construction of the new HQ building. This would be followed by re-development of the riverside site. Withdrawal from Myton Fields would be the final stage once the new HQ and riverside sites were available to rehouse the equipment from the sailing club site.
- 7.10** 2WSS allows Warwick Boat Club to use the sailing club facilities to help stage its annual regatta. De-commissioning of the site will lead the boat club to review how it operates the regatta.

Boat Club representatives have met scout leaders and the 2 groups will liaise to see if emerging designs for new slipways next to the riverside hut (s3.4 above) could substitute for the facilities lost in Myton Fields.

2ND WARWICK SEA SCOUTS

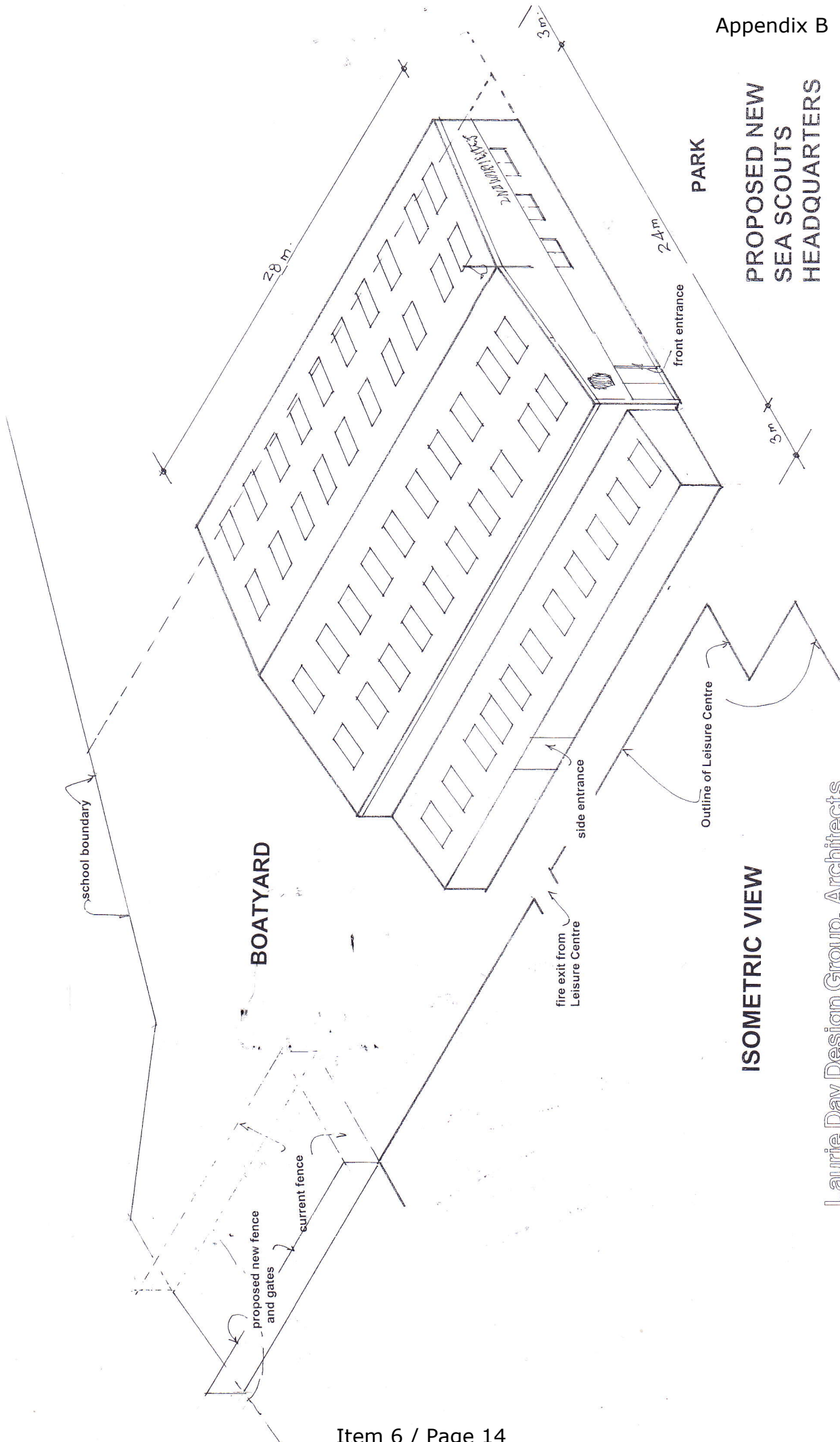


PROPOSED SEA SCOUT HEADQUARTERS WARWICK

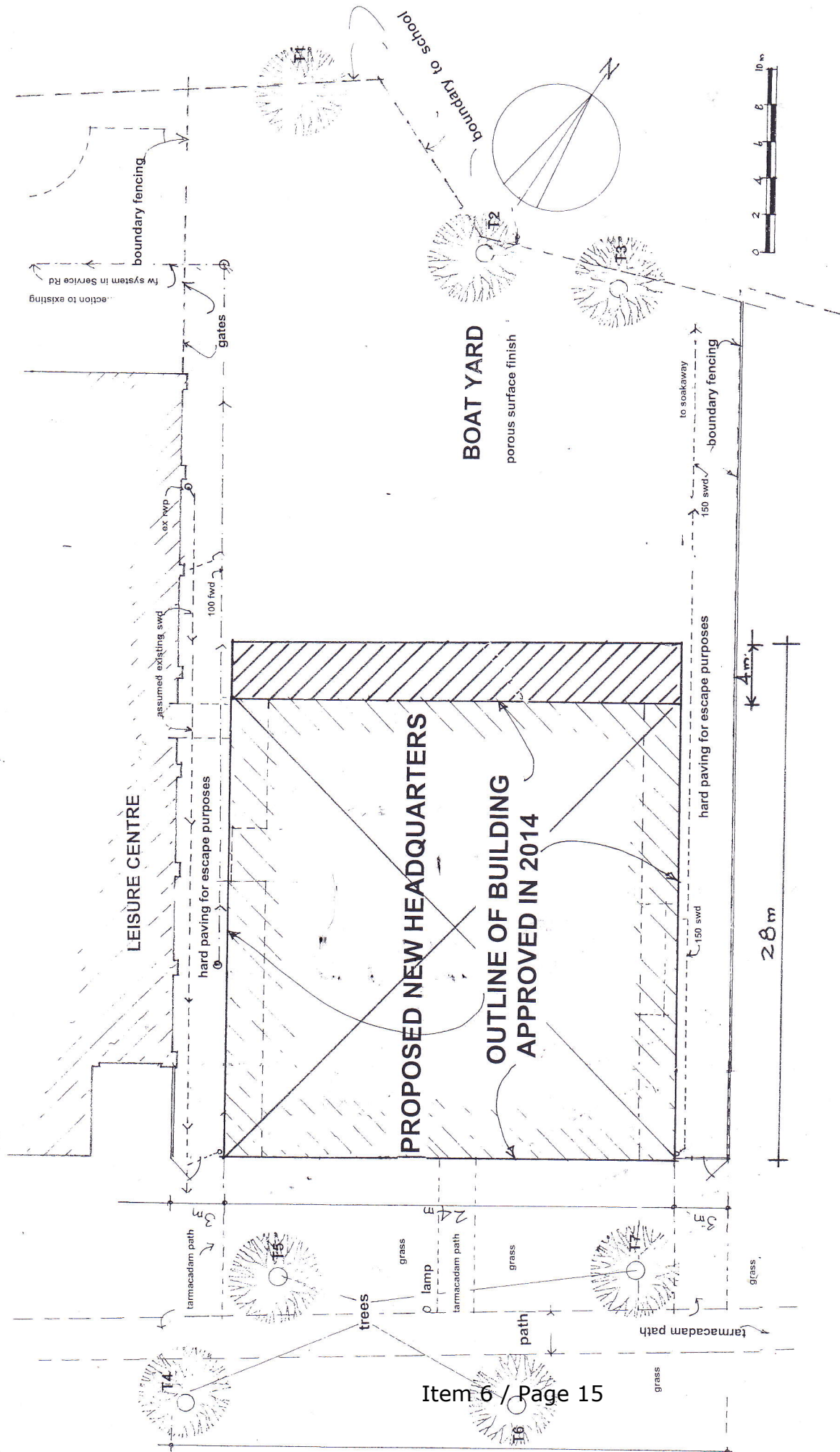
3rd MARCH 2017

**PROPOSED NEW
SEA SCOUTS
HEADQUARTERS**

Drawing 2017-1401-306
Scale 1 : 200 @A3 February 2017



Laurie Day Design Group. Architects.
25 THEATRE ST WARWICK CV34 4DP. TEL WARWICK 01926 410891

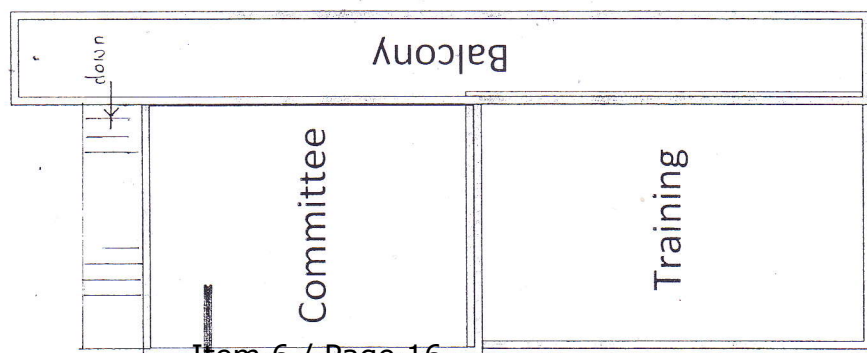
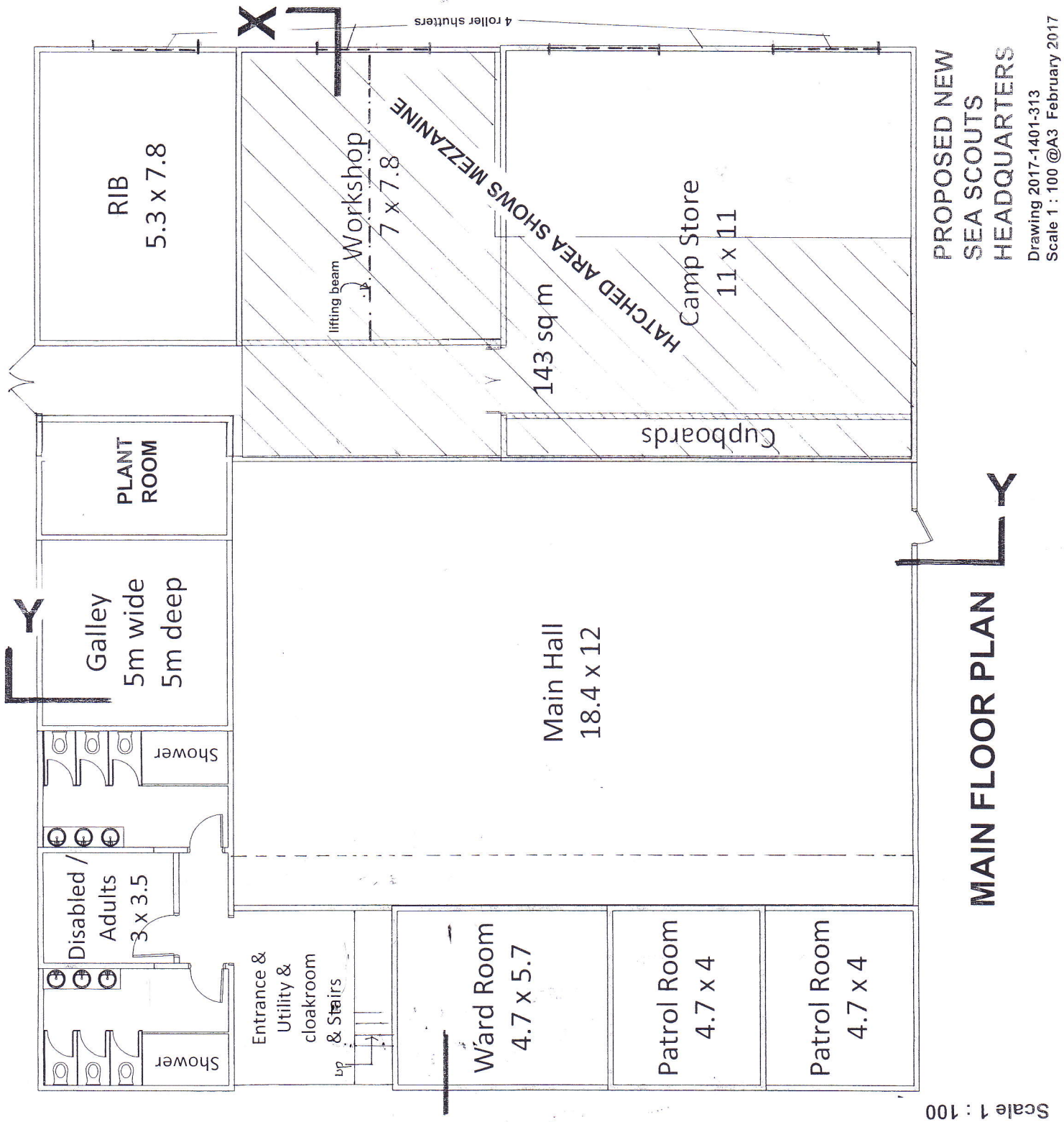


**PROPOSED NEW
SEA SCOUTS
HEADQUARTERS**

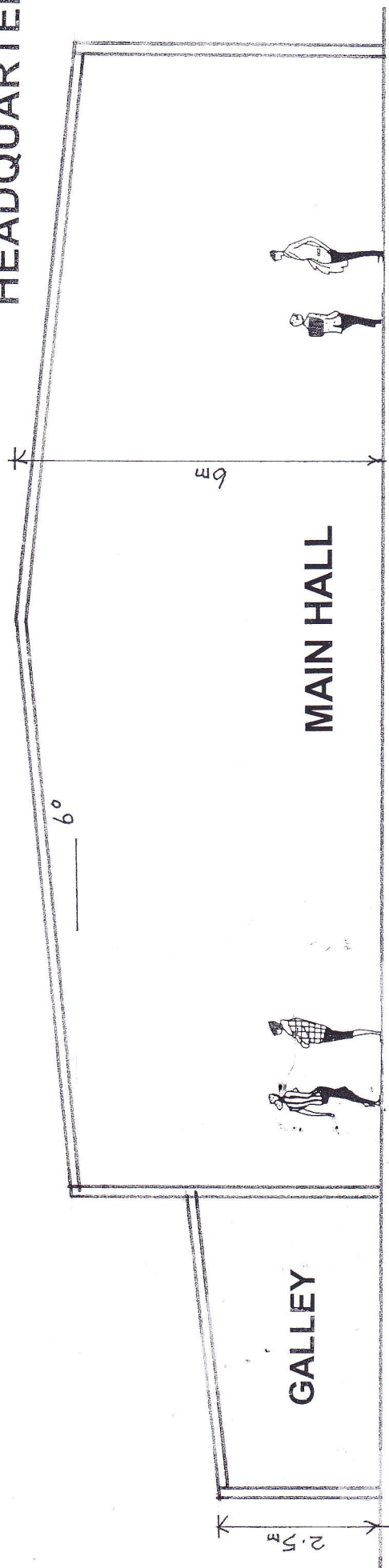
Drawing 2017-1401-312

SITE LOCATION RELATIVE TO THE LEISURE CENTRE

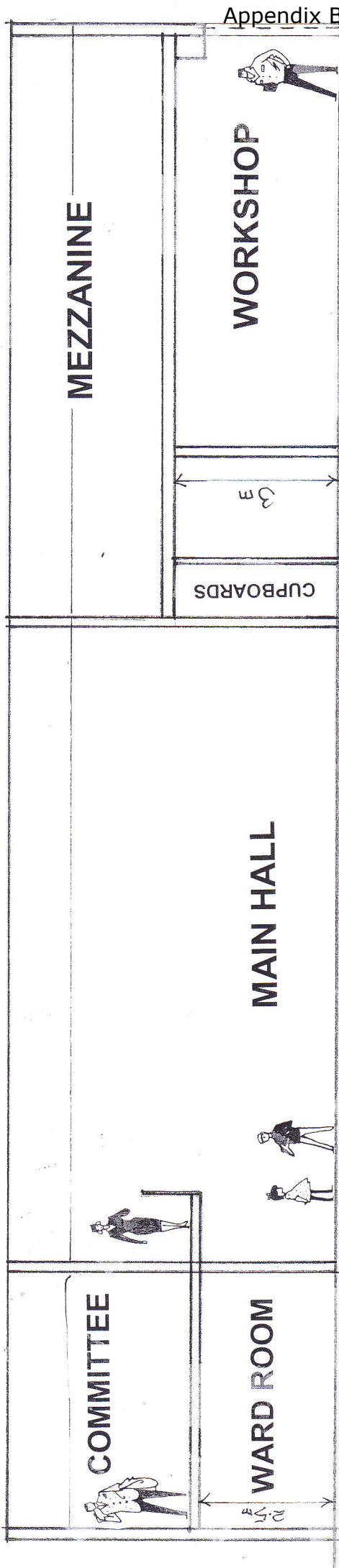
AS PROPOSED



PROPOSED NEW SEA SCOUTS HEADQUARTERS

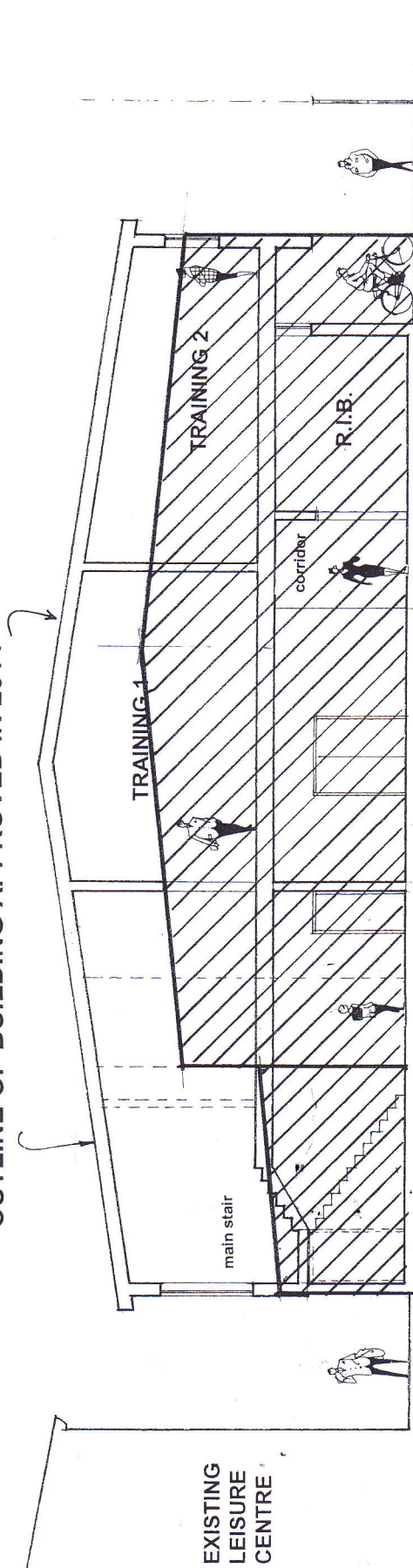


SECTION Y---Y



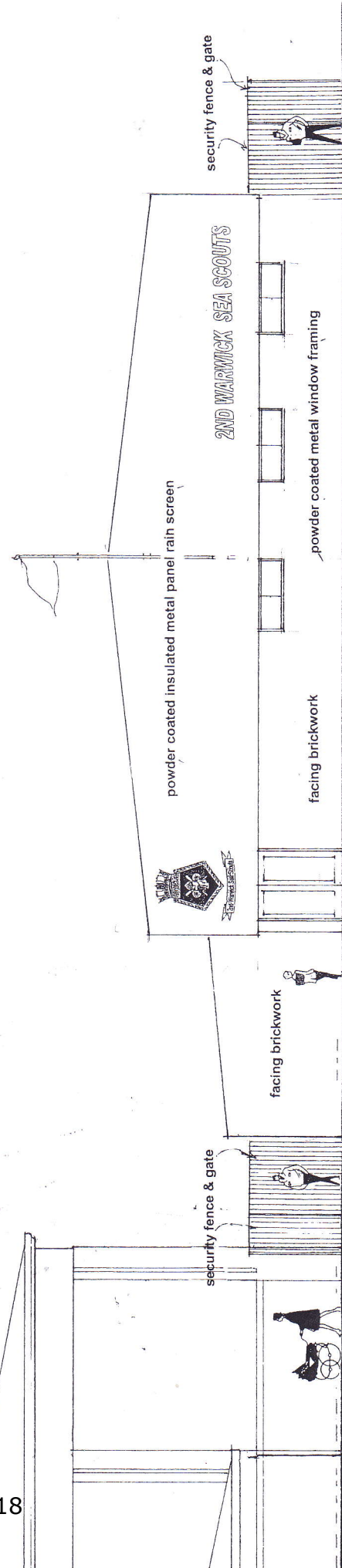
SECTION X---X

OUTLINE OF BUILDING APPROVED IN 2014



EXISTING
LEISURE
CENTRE

SECTION X - X



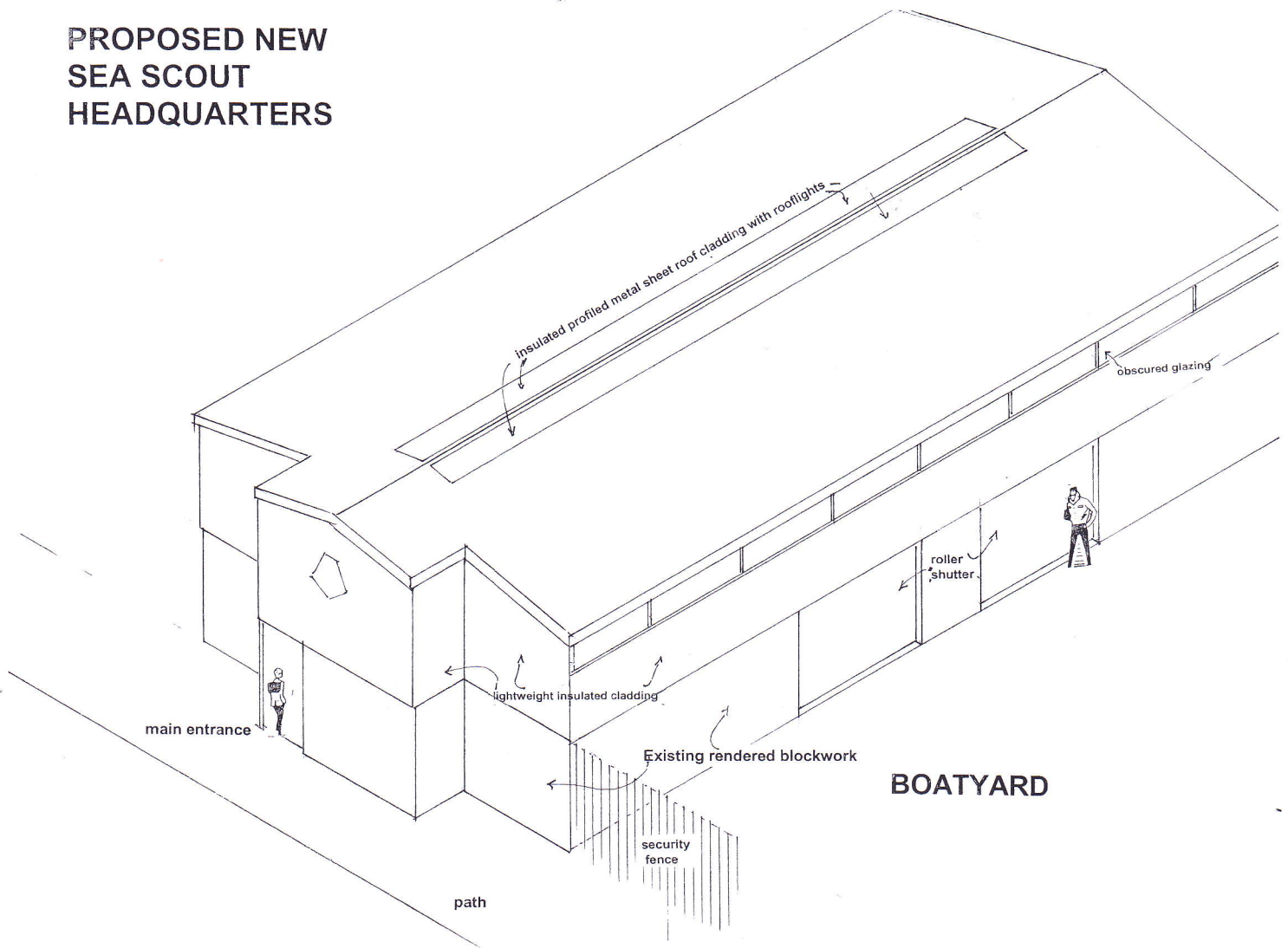
PROPOSED NEW
SEA SCOUTS
HEADQUARTERS

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Scale 1 : 100 @A3 February 2017

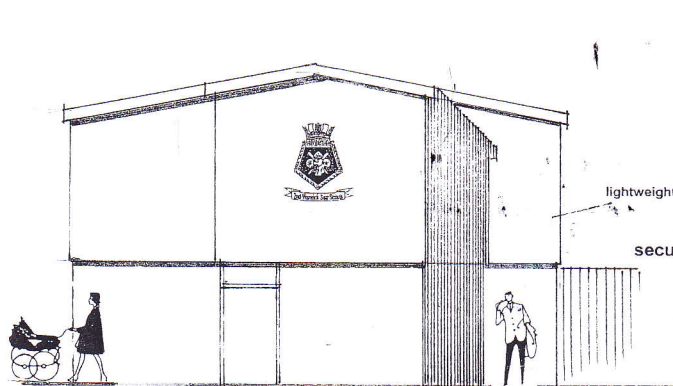
SOUTH - EAST ELEVATION



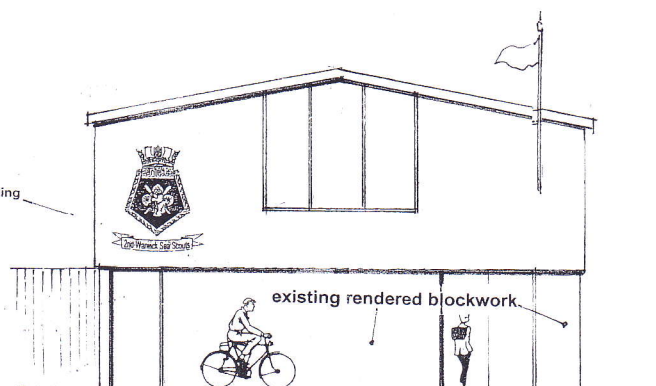
PROPOSED NEW SEA SCOUT HEADQUARTERS



BOATYARD



NORTH WEST ELEVATION



SOUTH EAST ELEVATION



PROPOSED REFURBISHMENT OF EXISTING
BUILDING TO FORM BOAT STORE AT
GROUND FLOOR AND CHANGING ROOMS /
TOILETS AT FIRST FLOOR

AS PROPOSED

PROPOSED NEW
SEA SCOUT
HEADQUARTERS

PROPOSED REFURBISHMENT OF EXISTING
BUILDING TO FORM BOAT STORE AT
GROUND FLOOR AND CHANGING ROOMS /
TOILETS AT FIRST FLOOR

Drawing 2017-1401-309

Scale 1 : 200 @A3 February 2017

Item 6 / Page 20

Area A-L and C-D-E-F-G allocated to ZWSS for access
from Pickard St and the tarmac path to their
new Riverside Accommodation

Area A-L and C-D-E-F-G allocated for access to the River

When walking is taking place pedestrians will be asked

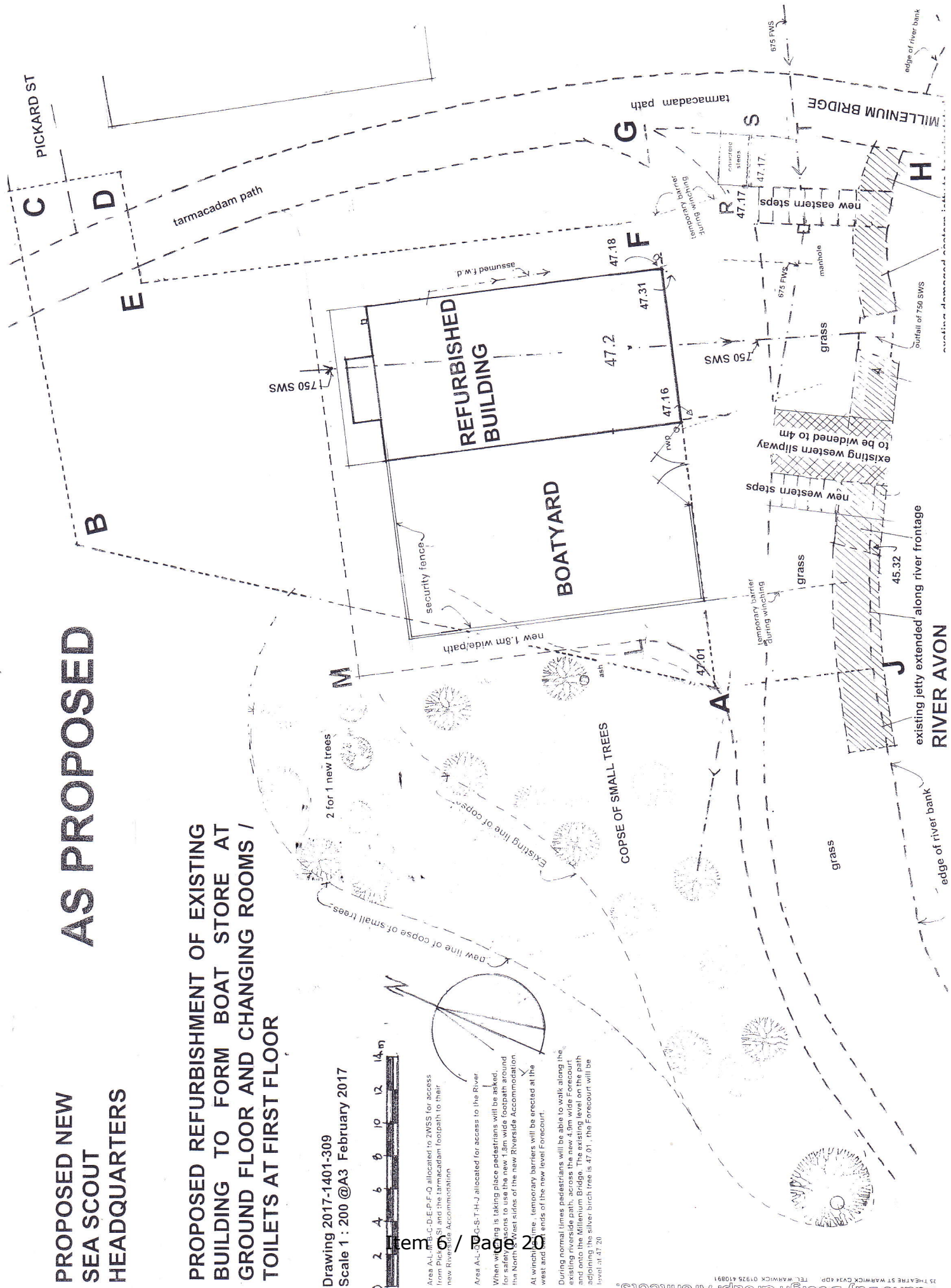
for access from the new Riverside Accommodation

the North West side of the new Riverside Accommodation

At which time, temporary barriers will be erected at the

west and east ends of the new level Forecourt.

During normal times pedestrians will be able to walk along the
existing riverside path, across the new 4.8m wide Forecourt
and onto the Millennium Bridge. The existing level on the path
adjoining the silver birch tree is 47.01, the Forecourt will be
level at 47.20





2017/02/25

N W ELEVATION


22



2017/02/25

N E. ELEVATION



 Executive Meeting – 26 July 2017		Agenda Item No. 7
Title	Environmental Enforcement Service Delivery Options	
For further information about this report please contact	Graham Folkes-Skinner Waste Policy and Performance Officer Graham.folkes-skiner@warwickdc.gov.uk 01926 456337	
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	N/A	
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	No (If No state why below)
Not in detail at this point	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliot
Head of Service	10 th July 2017	Rob Hoof
CMT	10 th July 2017	Chris Elliott Andrew Jones Bill Hunt
Section 151 Officer	10 th July 2017	Mike Snow
Monitoring Officer	10 th July 2017	Andrew Jones
Portfolio Holder(s)	10 th July 2017	Moirra-Ann Grainger
Consultation & Community Engagement		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 Warwick District Council provides an extensive range of waste collection and street cleansing operations to deliver a high quality environment across the district. This work is delivered through two of the Council's major contracts, and includes both scheduled and responsive operations.
- 1.2 Responsive operations include removal of fly tipping, fly posting, and graffiti, also additional cleansing/waste collections, to address issues that will not wait until the next scheduled visit. Recent increases in the levels of these incidents (as shown in Appendix 1) has prompted a review of the Council's approach, and to consider the use of enforcement powers in addition to education, informal cautions, and the use of operational resources.
- 1.3 Warwick District Council has a wide range of legislative power available to it, ranging from Council Tax to Planning Enforcement and the approach required for its use can be very prescriptive, to allowing a degree of discretion. An example of the legislation available within the different Service Areas can be found in Section 8.
- 1.4 It is clear from a review of the legislation actively used within Warwick District Council that the areas dealing with the waste offences are not presently actively enforced and as highlighted in Para.1.2, circumstances have prompted a review of this position.
- 1.5 The environmental legislation available to Warwick District Council that provides the enforcement tools for incidents of fly-tipping, littering etc. stems from a number of pieces of legislation, including the Environmental Protection Act 1990, the Clean Neighbourhoods and Environment Act 2005 and more recently the Anti-Social Behaviour, Crime and Policing Act 2014.
- 1.6 This report explores the three environmental enforcement options that have been considered, and sets out the basis on which the recommended course of action has been established.
- 1.7 The option considered were:-
 - Option 1 In-house direct employment of staff
 - Option 2 Shared service with a neighbouring local authority
 - Option 3 Use of external contractors

2. Recommendations

- 2.1 That Option 2 – shared service with a neighbouring local authority, is adopted as the preferred method of managing environmental enforcement, and to investigate this option further.
- 2.2 That subject to agreeing 2.1, the Executive receives a further report in September 2017 which provides full details of the cost, time scale for implementation, and scope of service.

3. Reasons for the Recommendations

- 3.1 Utilising existing resources and expertise from another local authority should enable enforcement activities to commence in a shorter period of time than the other options considered.

- 3.2 The ability to draw down services as and when required makes this the most cost effective option and gives greater flexibility.
- 3.3 This option can be trialled without any long term commitment, and other options are still available should it prove unsuccessful.
- 3.4 Full details of the evaluation of this option are set out in 8.2.

4. Policy Framework

4.1 Fit for the Future

Any potential enforcement work would contribute to this strategy in a number of ways; overall it contributes to the vision of making Warwick District a great place to live work and visit and helping our residents enjoy a good quality of life. It will contribute to helping reduce anti-social behavior.

4.2 Impact Assessments

An appropriate impact assessment will need to be completed on the recommended option to ensure that there is no disproportionate impact on residents of Warwick District.

5. Budgetary Framework

- 5.1 The council does not currently fund any resources associated with this type of environmental enforcement, therefore any adopted proposal would require ongoing additional expenditure.

6. Risks

- 6.1 It cannot be guaranteed that a move towards greater enforcement will significantly reduce operational costs currently incurred to deal with these issues.
- 6.2 If an environmental enforcement function is established, the demands on the service may be greater than can be delivered.
- 6.3 The level of successful prosecutions for enviro crime may not be of the level expected or give the impact anticipated.
- 6.4 Enforcement action can result in negative as well as positive responses from various stakeholders.
- 6.5 To date officers have only been given an informal commitment from another authority that they would be willing to provide this service.

7. Alternative Option(s) considered

- 7.1 Do nothing - Neighbourhood Services could continue to use its street cleansing contractor Veolia to react to issues such as fly-tipping, as the cost is covered within the current contract. These operational teams are within the direct control of the Council, with some of the resources funded by the Housing Revenue Account.
Whilst this is the most viable option from a financial perspective, this approach has been discounted due to the increasing levels of enviro crime, and the

expectation of residents for the council to use the enforcement powers at its disposal.

- 7.2 To employee additional members of staff and provide an in house enforcement function. This has been discounted at this time as it is an expensive option and could take up to 12 months to establish. Full details of the evaluation of this option are set out in 8.1.
- 7.3 To engage an external contractor to carry out enforcement activities on behalf of the WDC – This has been discounted due to the risk of a potentially aggressive enforcement approach around the issuing of fixed penalty notices, rather than concentrating on the Council's prime requirements of prevention and compliance. Full details of the evaluation of this option are set out in 8.3.

8. Background

8.1 Option 1 – In house direct employment of Staff

It is estimated that to deal with the current scale of enforcement issues there would need to be a core of 3 Enforcement Officers to allow for leave/sickness and the requirement in certain circumstances to "pair up" for certain types of work. Due to the level of skill and competency required to potentially take prosecution cases to court these Enforcement Officers would need to be employed on Grade E. These Enforcement Officers would need to be managed and coordinated by an existing team leader or manager. The cost of an in-house service would be approximately £150k per annum.

This evaluation is based on a small benchmarking exercise with a couple of neighbouring authorities that undertake environment enforcement.

Rugby Borough Council have 3 FTE's working full time on Environmental Enforcement, in addition to Environmental Enforcement Wardens who undertake the small scale enforcement i.e. FPN's for littering, and also gather evidence for the Enforcement Officers for fly-tipping etc.

Solihull Borough Council currently employ 4 Enforcement Officers and solely deal with larger scale enforcement issues and do not deal with smaller scale FPN issues.

Option 1 Pros

- Dedicated and trained team to deal with environmental enforcement issues determined by WDC.
- Surety of service that could be delivered
- Would work with the control of WDC, and reflect the Councils aims and values

Option 1 Cons

- Not a 7 days per week service.
- Not proactively looking for issues or issuing Fixed Penalty Notices (FPN's)
- Expensive to operate
- May take a long time to establish the service
- Any loss of staff would quickly affect the resilience of the service.

8.2 **Option 2 – Shared service with a neighbouring local authority**

Rugby Borough Council has informally suggested that their enforcement team could provide the investigative resource for infringements within Warwick District's area.

Rugby Borough Council currently works with Harborough District Council for £75 per hour. Harborough DC collects the evidence on any environmental infringements and delivers it to Rugby Borough Council who investigates; produce notices or prosecution case files on behalf of the former.

Warwick District Council staff and/or contractors would need to collect evidence of any infringements and appropriately store and pass on any written or physical evidence to ensure integrity and continuity is maintained.

Option 2 Pros

- Enables service to be drawn down as required
- Enables flexibility on enforcement issues dealt with.
- An existing experienced and trained resource.
- No long term staffing commitments
- Enables enforcement activities to be trialled with minimal risk.

Option 2 Cons

- This is only an informal commitment by Rugby BC at this stage and needs further discussion.
- Would still require a WDC resource to collect evidence on which to base potential prosecutions.
- Not a 7 day a week service

8.3 **Option 3 – Use of external contractors**

There are a number of national companies that offer an environmental enforcement service to local authorities

There are different models of service that are offered by these external suppliers, these are broadly:

- External provider supplies the resource and function on a contractual basis.
- External supplier and Council share any fixed penalty notice income received
- Council pays an hourly rate for the service and receives all the fixed penalty income
- Council receives the service and the external supplier receives all the fixed penalty income.

Pros of Option 3

- Offer a 7 day a week service
- Provide all administrative services, training, absence cover, uniforms and vehicles
- Potentially could offer a low cost solution to the Council, dependant on the external contractor offsetting the cost of operation through Fixed Penalty Notice (FPN) work

Cons of Option 3

- Recent negative national media coverage as these contractors are often seen to be less sympathetic to the public service agenda, and may be focused on an aggressive approach to serving FPNs
- Potentially an expensive option if not underpinned with FPN income.
- Uncertainty at this stage of the likely costs of such a contract.
- Once a contract is in place it would be more difficult to extend or reduce the level or scope of enforcement activities.
- Any early termination of a contract due to change of approach by the council could be expensive
- Use of contractors would still require a client resource to oversee the delivery of the service
- Legal limitations of contractors prosecuting on behalf of WDC would need to be clarified.

General Enforcement Considerations

- 8.4 Fair and effective enforcement is essential to protect the health, safety and economic interests of the public, business and the environment. The decisions about what form of enforcement action to take, and in particular the decision to prosecute has serious implications for all involved. The scope and type of legislation that the Council has the authority to enforce is wide ranging and covers most aspects of the work. The common thread that holds it together is a nationally recognised Regulators' Code issued by the Government and represents expectations where "businesses have the confidence to invest and grow and citizens and communities are properly protected" This is represented in Warwick District Council's Enforcement Policy which sets out the standards by which enforcement is pursued independent of the issue.
- 8.5 It is evident from recent local press coverage and the formation of the Housing in Multiple Occupation (HMO) Task and Finish Group that for key areas of the district low level "nuisance" environmental crime is of concern. Such issues are dealt with by a number of Service Areas across the Council but most of the "waste type" incidents are dealt with by Neighbourhood Services. Traditionally informal advice and guidance has been used, alongside the quick and efficient removal of the problem. Appendix 1 shows the total number of fly-tips reported over recent years and how that relates that to neighbouring authorities.
- 8.6 The Council has a wide range of legislative power available to it, ranging from Council Tax to Planning Enforcement and the approach required for its use can be very prescriptive to allowing a degree of discretion. The environmental legislation available to Local Authorities stems largely from a number of pieces of legislation, including the Environmental Protection Act (EPA) 1990, the Clean Neighbourhoods and Environmental Act 2005 and the Anti-Social Behaviour, Crime and Policing Act 2014. This legislation is delegated mainly to Neighbourhood Services and Health and Community Protection and any proposed enforcement of the legislation needs to be coordinated.
- 8.7 From the information provided in Appendix 1 the main issues for Neighbourhood Services involve dealing with fly-tipping on various scales, ranging from commercial type deposits in lay-bys to smaller one or two refuse sacks placed on the highway. Dog fouling and graffiti incidents occur but are relatively rare or not reported.

- 8.8 It is appropriate to define the meaning of a "Fly-Tip." The term is used in its generic sense in the recording of the incidents dealt with by Neighbourhood Services and represented graphically in Appendix 1. However is it the same offence of fly-tipping, whether it is a lorry-sized load of commercial waste in a lay-by or a couple of refuse sacks placed inappropriately on the footpath, albeit on the wrong collection day, but with the expectation that it will eventually be collected by the collection crew? It is important that this is considered because it isn't appropriate to use the same approach to the different issues that could be loosely defined as "fly-tipping"
- There is the potential of overlap in enforcement between Section 33 EPA (Fly-Tipping) and Section 87 EPA (Litter) and in such circumstances, a local authority must use its discretion to determine which is the most appropriate offence to represent the level of offending

Examples of legislation actively enforced within Warwick District Council

8.9 Development Services

The main legislative tools used are Building Act 1984, Planning (Listed Buildings & Conservation Areas) Act 1990 and the Town and Country Planning (General Permitted Development)(England) Order 2015. This provides the principal legislative framework that sets out the classes for development alongside Building Control requirements and enforcement tools such as notices to require work and improvement on developments

8.10 Health and Community Protection

This service area covers a wide range of functions and the delegated powers reflect this. It includes the Food Safety Act 1990 that allows inspection and seizure of food. The Environmental Protection Act 1990 allows the use of enforcement and prohibition notices for Statutory Nuisance. The Licensing Act 2003 is used to accept or reject club licenses

8.11 Housing and Property Services

The Housing Act 1985 allows the Council to allocate tenancies and fix rents alongside serving notices to seek possession of a property. Whereas the Housing Act 1996 allows the council to investigate and determine homeless applications

8.12 Finance

The Local Government Finance Act 1992 provides Warwick District Council the ability to levy and collect council tax.

Houses in Multiple Occupation (HMO) Task and Finish Group

- 8.13 On 1 June 2017, an Executive Paper, presented to the Council's Overview and Scrutiny Committee by the above group highlighting a number of recommendations. This was agreed by the Committee and subsequently a sub-group has been set up to coordinate these actions.
- 8.14 The group had a wide remit but it did include the issue of waste and anti-social behaviour and a number of the recommendations reflected that and they were:-
- Recommendation 2.2:* Ask officers to work with its existing waste contractors, and others, to develop a scheme for waste/recycling collection from HMO properties at peak end-of-lease times, for use by landlords and tenants; in particular working with local charities and student organisations, as seen in other areas of the country.

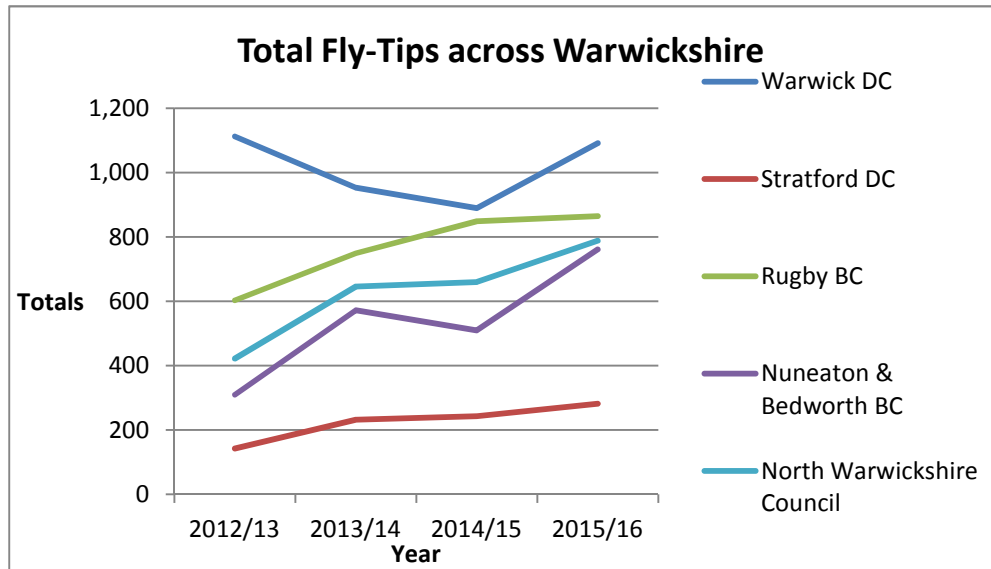
Recommendation 2.9: Endorses the work by the Deputy Chief Executive and Monitoring Officer to review enforcement work across the Council and recommends that co-ordination across the relevant departments is improved to make full use of HMO licensing and regulatory powers

Appendix 1

- Neighbourhood Services is required to report onto a national database called “Fly-Capture*” the incidents of fly-tipping within the district. Alongside this the internal reporting mechanisms were interrogated to understand the other main issues that NS, through their contractors, have to deal with.
- Figure 1 illustrates the number of fly-tips recorded against WDC on “Fly-Capture*” for the last couple of years and compares that with the other Warwickshire Local Authorities

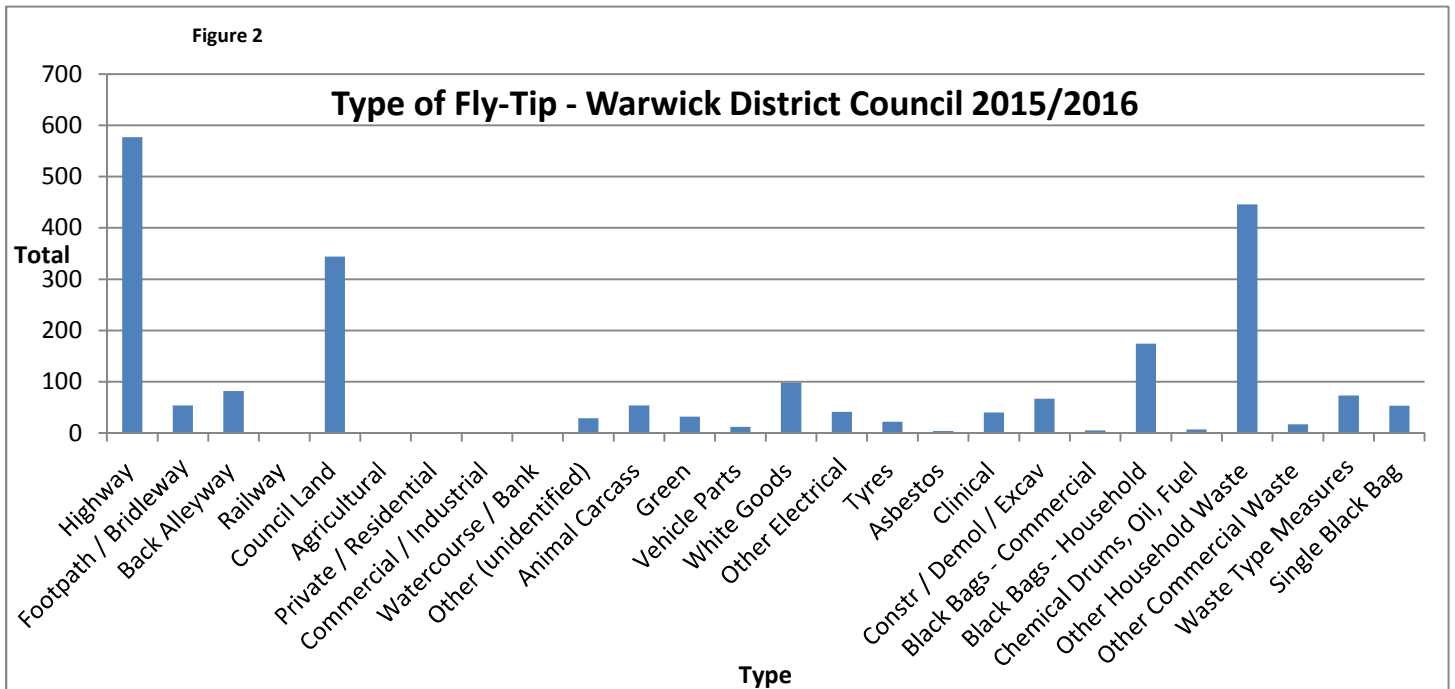
Figure 1


*Fly-Capture is a web-based fly-tipping database for the UK. It was created to help local authorities and the Environment Agency tackle fly-tipping and was in response to the requirements of the Anti-Social Behaviour Act 2003. It enables councils to submit summary data relating to volumes and types of incidents handled



- Figure 2. Illustrates fly-tipping categories within the totals above for the last complete year.

Figure 2



 EXECUTIVE 26th July 2017		Agenda Item No. 8A
Title	Significant Business Risk Register	
For further information about this report please contact	Richard Barr Tel: (01926) 456815 E Mail: richard.barr@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	5 April 2017 – Executive	
Background Papers	Minutes of Senior Management Team	

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 & Sustainability Impact Assessment Undertaken	No (N/A: no direct service implications)

Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors, relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Chief Executive	21 June 2017	Chris Elliott
CMT	21 June 2017	CMT
Head of Service	21 June 2017	SMT
Section 151 Officer	21 June 2017	Mike Snow
Monitoring Officer	29 June 2017	Andrew Jones
Finance	21 June 2017	As S151 Officer
Portfolio Holder(s)	29 June 2017	Councillor Mobbs
Consultation & Community Engagement		
Senior Management Team review of Significant Business Risk Register.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1 **Summary**

- 1.1 This report sets 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.

2 **Recommendations**

- 2.1 That Executive should review the Significant Business Risk Register attached at Appendix 1 and consider if any further actions should be taken to manage the risks facing the organisation.
- 2.2 That the Executive note the emerging potential and changing risks identified in section 10 of this report.

3 **Reason for the Recommendations**

- 3.1 This report seeks to assist members fulfil their 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 sets 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. They should:

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

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

It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the chief executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people

throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility.”

4 Policy Framework

- 4.1 The Significant Business Risk Register is based on the Council’s corporate priorities and key strategic projects that are reflected in Fit for the Future. The Fit for the Future programme is also based on an agreed set of values amongst which are the ones of openness and honesty. This is integral to the consideration of risk in an organisation; risk issues needs to be discussed and debated and mitigation put in place, in order to prevent them materialising. It does not mean, however, that all risks recorded are immediately impending or are likely to happen. Paradoxically, to not debate risks is to help them more likely to materialise.
- 4.2 It is worth members re-apprising themselves of the basis on which risks are scored in relation to likelihood and impact – see Appendix 3. The probability of a risk being realised and how many times it might happen, is assessed over a number of years, not as if it is going to happen tomorrow.

5 Budgetary Framework

- 5.1 Although there are no direct budgetary implications arising from this report, risk management performs a key role in corporate governance including that of the Budgetary Framework. An effective control framework ensures that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.
- 5.2 The risk register sets out when the realisation of risks might have financial consequences. One of the criteria for severity is based on the financial impact.

6 Risks

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

7 Alternative Options Considered

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

8 Background

- 8.1 The Significant Business Risk Register (SBRR) records all significant risks to the Council’s operations, key priorities, and major projects. Individual services also have their own service risk registers.
- 8.2 The SBRR is 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 is set out as Appendix 1 to this report.

- 8.3 A summary of all the risks and their position on the risk matrix, as currently assessed, is set out as Appendix 2.
- 8.4 The scoring criteria for the risk register are judgemental and are based on an assessment of the likelihood of something occurring, and the impact that might have. Appendix 3 sets out the guidelines that are applied to assessing risk.
- 8.5 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour (e.g. on-line), 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.

9 **Movements in Risk**

- 9.1 Any movements in the risk scores over the last six months are shown on the risk matrices in Appendix 1.
- 9.2 More than six months ago there were three risks in the "red zone" – Risks 4, 6 & 16 (as was, now numbered 17). Since then, as advised previously to Members, following the introduction of additional controls and mitigations, Risks 4 and 6 have come out of the red zone. Conversely, Risk 2 (Risk of Sustained Quality Service Reduction') moved into the red zone by virtue of the Likelihood of it occurring increasing. There has been significant progress on this area, however, this remains in the red zone pending the full implementation of mitigations and controls.
- 9.3 The other risk in the red zone was therefore Risk 16 (now 17): 'Risk of Local Plan being unsound' in the red zone. This came out of the red zone last quarter to reflect recent developments and has been re-titled 'Risk of Local Plan not adopted'.
- 9.4 To reflect the current IT risk environment a new risk entitled 'Risk of failure to protect information assets from a malicious cyber-attack' was added last quarter. This has become the new Risk 13 with each of the subsequent risks being re-numbered.
- 9.5 Thus, there are currently two risks in the red zone – Risks 2 and 13.

10 **Emerging Risks**

- 10.1 As part of the process of assessing the significant business risks for the Council, some issues have been identified which at this stage do not necessarily represent a significant risk, or even a risk at all, but as more detail emerges may become one. Currently these comprise:

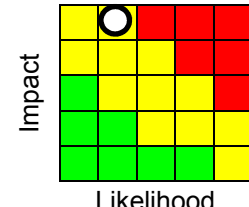
The impact of national housing policy proposals on the Council's ability to remain a viable landlord – see para. 10.2, below.

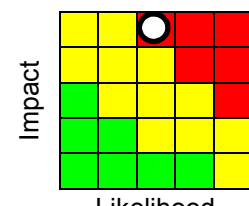
The EU referendum result, already recognised as a potential trigger to some of the Council's existing risks, will be kept under review so that as details emerge of exactly what Brexit may mean – generally for Local Government and specifically for this Council – its implications for the Council's risk environment can be considered further.

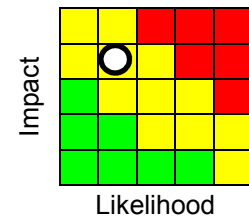
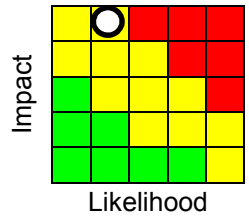
The Government had started consultations around the proposed 100% Business Rate Retention by Local Government. However, following the General Election, the Government has gone silent on whether it will push ahead with its proposals.

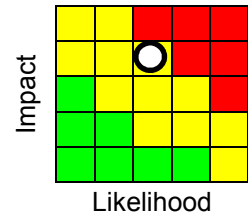
- 10.2 With regard to the first item above, an updated Housing Revenue Account (HRA) Business Plan was presented to the March 2016 Executive in the knowledge that a further update would be required when there was more certainty as to the impact of the Planning and Housing Act on the viability of the HRA. The recent announcements of the abandonment of a compulsory 'Pay to Stay' levy and a deferral of the implementation of a levy to compensate Registered Providers for an extension of the Right to Buy legislation to their sector, pending a pilot scheme, have now provided more confidence that the impact, at least in the short term, is less likely to be significantly detrimental. A new update to the HRA Business Plan was presented to the April 2017 Executive, as part of the Housing Futures project, and further reviews will be undertaken during 2017/18 as and when new guidance emerges.
- 10.3 The SBRR will be updated as necessary in the light of this additional work and officers will continue to scan to identify other potentially emerging risks.
- 10.4 Finally, SMT has assessed, and is still assessing, the implications for the Council arising from the terrible events recently concerning Grenfell Tower, in the London Borough of Kensington and Chelsea. SMT felt that it didn't highlight an additional risk entry on the SBRR as the way the Council's risk register is formatted means it would be reflected under Risk 14 relating to Asset Management Risks. Consideration of the issue did highlight, however, the need to include some additional controls and mitigations and these are highlighted in yellow (colour only shown on screens, hard copy agendas are in black & white) in the Controls & Mitigations column of Risk 14. A key one of these is the establishment of the corporate Fire Safety Group, as explained in the separate report on Fire Safety in high-rise buildings elsewhere on the agenda

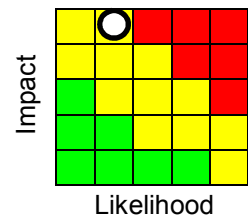
Significant Business Risk Register

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks				
1. Fit for the Future Change Programme not managed appropriately/effectively.	<p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and demotivated staff.</p>	<p>Project prioritisation. (SMT)</p> <p>SMT are Programme Board. (SMT)</p> <p>Fit for the Future change programme and associated governance arrangements. (SMT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications, staff focus group. (SMT)</p> <p>People Strategy Action plan. (SMT)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SAMS)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p>	

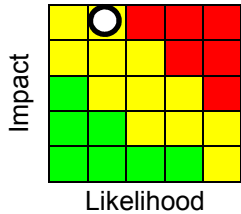
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks (Cont.)				
2. Risk of sustained service quality reduction.	<p>Shortage of staff resources and staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Pandemic.</p> <p>Contractor failure.</p> <p>Unplanned termination of contract by contractor.</p>	<p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised</p> <p>Public lose confidence in Council's ability to deliver.</p> <p>Demoralised and de-motivated staff.</p> <p>Additional costs attached to re-procuring contract, including legal fees.</p>	<p>Effective Management of Change Programme. (CMT)</p> <p>Agreeing additional resources where service quality is reduced. (CMT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SMT)</p> <p>Effective vacancy control. (SMT)</p> <p>Service Reviews. (SMT)</p> <p>Workforce Planning. (SMT)</p> <p>Launch of employee branding and recruitment package (July 2017) developed by Workforce Steering Group.</p> <p>Effective contract management supported by appropriate legal support. (SMT)</p> <p>Enhanced Performance Management System (HoNS)</p> <p>Workforce Steering Group project ongoing in respect of salary review, impact of National Living Wage, Apprentices. (HR Manager)</p>	 <p>Impact</p> <p>Likelihood</p>

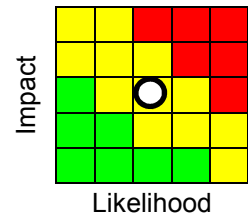
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
3. Risk of major contractor going into administration or deciding to withdraw from the contract.	Poor procurement of contractor. Poor contract management. Poor management of company. External factors. State of economy (including Brexit factors). Introduction of Living Wage.	Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage.	Properly procured contracts. (SMT) Active contract management supported by appropriate legal support. (SAMS) Business Continuity Plan. (SMT)	
Corporate Governance Risks				
4. Risk of corporate governance arrangements not maintained effectively.	Ineffective political and senior management leadership. Complacent attitudes. Delays in making, or failure to make, key decisions by Council Members. Breakdown of member-officer relationships. Election of new members.	Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.	Council's constitution. (DCE(AJ)) Council's strategies and policies, including Code of Financial Practice and Code of Procurement Practice. (SMT) Strong scrutiny arrangements. (SMT) Effective internal audit function. (HoF) Annual Governance Statement. (DCE(AJ)) Codes of Conduct. (Members) Effective Political Group discipline. (Group Leaders) Councillor training (CMT) New Member/Officer Protocol introduced. (DCE(AJ))	

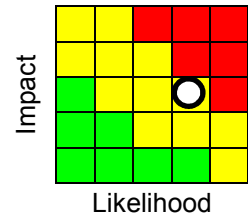
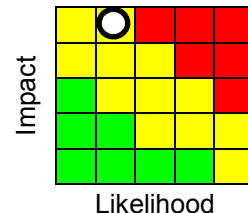
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Human Resources Risks				
5. Risk of staff not developed effectively.	<p>Ineffective workforce strategies.</p> <p>Not managing staffing resources efficiently and effectively.</p> <p>Possible insufficient training budget.</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities.</p> <p>Poor customer service.</p> <p>‘Industrial’ action.</p>	<p>Link to People Strategy. (SMT)</p> <p>Subset of-Workforce Steering Group to audit skills training as Mandatory/Essential/Desirable. Assess corporate/service area training budgets to match short and long term needs. (HR Manager)</p> <p>Succession planning. (SMT)</p> <p>Prioritisation of work. (SMT)</p> <p>Appropriate use of external resources. (SMT)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks				
6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).	<p>Poor financial planning.</p> <p>Unexpected loss of income and/ or increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Risk of poor Revenue Support Grant Settlement.</p> <p>Business Rate Retention.</p> <p>Council Tax income base reducing.</p> <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p>Reduced Government grants.</p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p>Weak financial planning and forecasts.</p> <p>External competition.</p> <p>Member decision making.</p> <p>Council policy framework not conducive to enterprise development.</p> <p>Increased contract costs (from intro of LW)</p> <p>Housing and Planning Bill reducing the resources available to the Council to maintain its housing landlord service.</p>	<p>Forced to make large scale redundancies.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p> <p>Landlord service becomes unviable and/or the condition of the housing stock reduces its utility and value.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SMT)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p>Council's constitution. (DCE(AJ))</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF/SMT)</p> <p>Prosperity Agenda prioritised within Council aspirations and resources aligned to support delivery. (CMT)</p> <p>Code of Financial Practice Training. (HoF)</p> <p>Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/SMT)</p> <p>Leisure Development Programme regarding investment and management arrangements now completed. (HoCS/CMT)</p> <p>New FFF programme agreed by Members. (CMT)</p> <p>Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms & conditions review. (SMT).</p> <p>Complete business case for HQ relocation. (DCE(BH)).</p> <p>Efficiency Plan agreed with DCLG. (HoF/CMT)</p>	

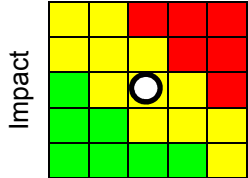
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p>	<p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p> <p>Contractual disputes.</p>	<p>Fit for the Future change programme. (CMT)</p> <p>Project Risk Registers. (SMT)</p> <p>Project Management. (SMT)</p> <p>Asset Management. (DCE(BH))</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SMT)</p> <p>Legal advice on projects. (SMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p> <p>Reserves used to smooth impact of fluctuations in income. (HoF)</p>	<p>Impact</p> <p>Likelihood</p>

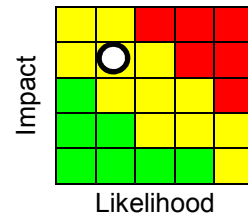
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
8. Risk of not investigating potential income sources.	Ineffective management. Complacency. Lack of resources to investigate. Other priorities.	More loss-making or subsidised services. Reduced income for the Housing Revenue Account that could compromise banking covenants.	<p>FFF Programme. (SMT)</p> <p>Effective fees and charges schemes. (HoF)</p> <p>Communications & Marketing Strategy. (SAMS)</p> <p>Regular review of financial forecasts to ensure income projections are up to date. (HoF)</p> <p>Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF)</p> <p>Ongoing submission of bids for external funding opportunities e.g. Expressions of Interest to CWLEP SEP refresh process for future LGF rounds, bids for Growing Places funding(DCE(BH))</p> <p>Adopt new Local Plan. (Members)</p>	 <p>Impact</p> <p>Likelihood</p>

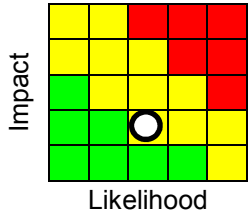
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Procurement Risks				
9. Risk of improper procurement practices and legislative requirements not being complied with.	Weak governance arrangements. Ineffective procurement. Poor procurement function.	Reduced levels of service provision. Increased costs. Fines/penalties imposed.	Codes of Financial Practice and Procurement Practice. (HoF) Training of staff. (HoF/SMT) Monitoring of departmental procurement. (SMT) Procurement Strategy (incl. action plan). (HoF) Code of Procurement Practice and related documents updated. (HoF) WCC Procurement Team and WCC Legal Team providing additional support and expertise.	 <p>Impact</p> <p>Likelihood</p>

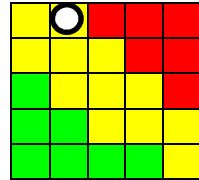
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Partnership Risks				
10. Risk of partnerships not delivering stated objectives.	<p>Poor management. Failure to apply a robust process for entering into partnerships.</p> <p>Lack of framework governing partnerships.</p> <p>Existing sub-regional partnerships disrupted or disbanded as a consequence of the regional focus resulting from the announcement of the West Midlands Combined Authority</p>	<p>Required outcomes not achieved.</p> <p>Increased costs.</p> <p>Reduced level of service or failure to deliver service.</p>	<p>Ongoing scrutiny of partnerships. (DCE(AJ))</p> <p>Normal management arrangements. (SAMS)</p> <p>Partnership checklists. (DCE(AJ))/SMT)</p> <p>Annual healthcheck completed by senior officers. (DCE(AJ))/SMT)</p> <p>Scrutiny committee regular review. (DCE(AJ))</p> <p>Audit of partnership arrangements. (DCE(AJ))</p> <p>Project Groups for significant services. (SMT)</p> <p>Involvement in and engagement with existing sub-regional partnerships e.g. CWLEP, sEPB etc. (CMT)</p>	 <p>Impact</p> <p>Likelihood</p>
Legal Risks				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	<p>Breakdown in governance.</p>	<p>External censure.</p> <p>Financial loss.</p> <p>Litigation.</p> <p>Financial sanctions/penalties</p> <p>Damage to reputation.</p>	<p>Constitution. (DCE(AJ))</p> <p>External legal advice. (DCE(AJ))</p> <p>Ongoing monitoring of all Executive recommendations. (DCE(AJ))</p> <p>Ongoing professional training. (SMT)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Information Management Risks				
12. Risk of ineffective utilisation of information and communications technology.	Poor management of IT function. Lack of specialist staffing. Lack of finance. Poor training of new and existing staff on ICT systems. Poor data quality. Resistance to change.	Costly services. Inefficient services. Poor customer service. Data disclosures.	ICT Strategy and Digital Transformation Strategy. (DCE (AJ)) Fully-resourced, effective and secure IT function. (DCE (AJ)) Training for staff. (DCE (AJ)) Remediation action being taken through re-formed ICT Steering Group. (SMT)	<p>Impact</p> <p>Likelihood</p>
13. Risk of failure to protect information assets from a malicious cyber attack	Lack of staff training and awareness. Poor or ineffective countermeasures. Ineffective incident response plans. Inadequate penetration testing regime.	Reputational damage. Lost productivity. Recovery costs. Potential fines (ICO).	CESG approved penetration tests. (DCE (AJ)) Patch Management Policy. (DCE (AJ)) Anti-malware software. (DCE (AJ)) Anti-malware strategy. (DCE (AJ)) Anti-malware risk log. (DCE (AJ)) Incident Management Policy & Procedure. (DCE (AJ)) Major Virus Response Procedure. (DCE (AJ)) Electronic Information Backup Policy. (DCE (AJ)) Staff training. (DCE (AJ)) Next generation AV. (DCE (AJ)) Intrusion detection. (DCE (AJ)) Log monitoring. (DCE (AJ))	<p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Asset Management Risks				
14. Risk of failing to provide, protect and maintain Council-owned property.	<p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p> <p>Inaction re multi-storey car parks.</p>	<p>Lack of a suitable and safe living or working environment for residents, staff and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p> <p>Closure of car parks with resultant loss of income.</p>	<p>New Asset Management Strategy developed linked to Asset Database. (DCE(BH))</p> <p>Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Asset Strategy Group – chaired by Deputy Chief Executive. (DCE(BH))</p> <p>The operational management of the corporate repairs budget is overseen by the Asset Management Group (AMG) – chaired by Property Manager. (PM)</p> <p>Improvements to be made to end to end systems to manage electrical testing, asbestos and gas servicing and Legionella Disease. (PM)</p> <p>Completion of HRA stock condition survey. (PM)</p> <p>Complete business case for HQ relocation. (DCE(BH))</p> <p>Completion of review of planned maintenance programme for corporate assets. (DCE(BH))</p> <p>Preparation of Business Cases for future investment in the Linen Street MSCP. (HoNS)</p> <p>Ongoing review of safety compliance in all corporate properties through a re-established Corporate Compliance Group. (HoH&CP)</p> <p>Ongoing review of fire safety compliance through newly established corporate Fire Safety Group. (DCE(BH))</p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Emergency Response and Business Continuity Risks				
15. Risk of a major incident not responded to effectively.	<p>Numerous causes including terrorism, natural disaster, loss of ICT facilities/data and pandemic such as bird flu.</p> <p>In terms of cyber-attacks, the Council does not currently operate an automated Intrusion Detection System (IDS).</p>	<p>Partial or total loss of resources such as staff, equipment, systems.</p> <p>Major media engagement.</p> <p>Major disruption to all Council services.</p> <p>Possible legal action for damages.</p>	<p>Emergency plan reviewed every 6 months. (CMT)</p> <p>Business continuity plan reviewed every 6 months. (CMT)</p> <p>Training for SMT – exercises and reviews. (HoH&CP)</p> <p>ICT Business Continuity contract, inc. annual off-site rehearsal (ICT)</p> <p>Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing (ICT)</p> <p>Backup and recovery procedures (ICT)</p> <p>Counter terrorism training has been provided (HoH&CP)</p> <p>Adoption of IDS is currently being investigated as part of the firewall upgrade scheduled for 2016/17. (ICT)</p>	
Environmental Risks				

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
16. Risk of climate change challenges not responded to effectively.	Lack of expertise. Lack of finance. Failure to reduce carbon footprint.	Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues.	Sustainability Action Plan (HoH&CP)	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Planning Risks				
17. Local Plan not adopted.	Legal challenge. Failure to support Inspector's report leading to full Council not adopting the Plan. Sub-Regional Housing Allocation not addressed.	Reduced or non-achievement of objectives. Adverse financial impacts such as failure to set the Community Infrastructure Levy, loss of New Homes Bonus, Reputational damage. Possible legal action for damages. Development not where required. Wasted resources involve in reworking the Local Plan and increased costs. Additional work. Reduction in investment in area. Increase in appeals. Risk of insufficient Infrastructure Funding. Impact on Sustainable Community Strategy (SCS) objectives.	Continue to seek legal advice on processes up until plan is adopted. Keep members informed of Inspector's conclusions and ensure the reasons for these are understood. Ensure effective Duty to Cooperate - MoU agreed by all councils in the sub-region except N&BBC.	 <p>Impact</p> <p>Likelihood</p>

Key:

New narrative

Narrative transferred

~~Deleted narrative~~

Comment

⬅ = Current risk score

etc = Previous risk scores

↗ etc = trail (direction) of changes

CMT	:	Corporate Management Team
SMT	:	Senior Management Team
CE	:	Chief Executive
DCE(AJ)	:	Deputy Chief Executive and Monitoring Officer – Andrew Jones
DCE(BH)	:	Deputy Chief Executive – Bill Hunt
HoF	:	Head of Finance (and S151 Officer)
HoDS	:	Head of Development Services
HoH&CP	:	Head of Health & Community Protection
HoNS	:	Head of Neighbourhood Services
HoH&PS	:	Head of Housing & Property Services (Post title now defunct – see below)
HoH	:	Head of Housing
PM	:	Property Manager
HoCS	:	Head of Cultural Services
HR	:	Human Resources & Organisational Development Manager
ICT	:	ICT Manager

Summary of Significant Business Risks

APPENDIX 2

Consequences	Probability of Occurrence				
	Low	Low-Medium	Medium	Medium-High	High
High		Risks 1, 4, 6, 8, 11 & 17	Risk 2		
Medium-High		Risks 3 & 15	Risks 5 & 7		
Medium		Risk 12	Risks 9 & 14	Risk 10	Risk 13
Low-Medium			Risk 16		
Low					


Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

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

Consequences

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

 Executive Report 26th July 2017		Agenda Item No. 8B
Title	Temporary Assistant Conservation Officer – Historic Canal Network	
For further information about this report please contact	Nick Corbett, Principal Conservation and Design Officer	
Wards of the District directly affected	District-wide	
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	The reallocation of funds from the Historic Building Grants Scheme to other conservation projects was reported to Executive on 13 th January 2016.	
Background Papers	None	

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 (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	/06/17	Chris Elliott/Bill Hunt
Head of Service	6/06/17	Tracy Darke
CMT	/06/17	Bill Hunt
Section 151 Officer	/06/17	Mike Snow
Monitoring Officer	/06/17	Andy Jones
Finance	/06/17	Mike Snow
Portfolio Holder(s)	/06/16	Cllr Alan Rhead

Consultation & Community Engagement

The proposals have been discussed with the Portfolio Holder.

Final Decision?	Yes
Suggested next steps (if not final decision please set out below)	

1. **Summary**

- 1.1 To agree to fund £35,000 for the appointment of a temporary assistant Conservation Officer whose primary role will be to create a new canal Conservation Area, covering the historic canal network in Warwick District.
- 1.2 It is estimated that the full cost of the appointment will be £35,000 (inclusive of all on-costs), which will come from the surplus funds following the cessation of the Historic Building Grant fund.

2. **Recommendation**

- 2.1 Executive agrees to the allocation of £35,000 from the Capital Investment Reserve for the appointment of a temporary assistant Conservation Officer for the period of approximately twelve months, to implement a new Conservation Area based upon the historic canal network in Warwick District.

3. **Reasons for the Recommendation**

- 3.1 Warwick District contains several miles of the historic Grand Union Canal (Birmingham to London) and the Stratford-upon-Avon Canal (Birmingham to Stratford-Upon-Avon), built in the late eighteenth and early nineteenth centuries. The whole of this network, together with its associated bridges, locks, towpaths, and cottages, is of special architectural, engineering, and historic interest, and warrants designation as a Conservation Area.
- 3.2 This is a major piece of conservation work, requiring assessment of the canal network and the contribution of its setting, establishing conservation area boundaries, identifying development sites, undertaking public consultation, producing a conservation area management plan, and reporting to Executive and/or Planning Committee on recommendations.
- 3.3 It is envisaged that the work will also feed into a new Development Plan Document that will guide development that affects the setting of the canal network. It is considered that this will give more weight in raising the standard of design for developments and its public realm next to the canal, and will give the opportunity to require improvements where development directly impacts on the canal-side.
- 3.4 The amount of work justifies the appointment of one full time assistant Conservation Officer for approximately twelve months. The appointee will be part of the conservation team, line managed by the Principal Conservation and Design Officer, but will work across teams, and particularly closely with planning policy.
- 3.5 The appointment will secure continued investment in the district's heritage following the discontinuance of the Historic Buildings Grants scheme, but in the canal network rather than the Barford Wall as that project has been completed by the owner of that property. The principal of transferring these funds to another project was agreed by Executive on 13th January 2016.

4. **Policy Framework**

- 4.1 Local planning authorities are obliged (under S69 of the Planning – Listed Buildings and Conservation Areas – Act 1990) to designate as conservation

areas any parts of their area that are of special architectural or historic interest, the character and appearance of which it is desirable to preserve or enhance.

- 4.2 *Paragraph 126 of the NPPF* advises local authorities to set out a positive strategy for 'the conservation and enjoyment of the historic environment', ensuring emphasis is placed on 'sustaining and enhancing the significance of heritage assets'.
- 4.3 **Fit for the Future:** protecting Warwick District's historic canal network will contribute to the vision of making Warwick District a great place to live, work and visit as set out in the Sustainable Community Strategy. The proposal will help to maximise the contribution that the historic canal network makes to attracting visitors, and attracting inward investment, in support of the Prosperity theme. The proposal also supports the Health and Well Being themes as it will promote public access to the countryside for leisure, recreation and exercise.

5. **Budgetary Framework**

- 5.1 It is estimated that the full cost of the appointment will be £35,000 (inclusive of all on-costs).
- 5.2 It was agreed by Executive on 13th January 2016 that the Historic Building Grant scheme would contribute towards the cost of a wall in Barford. The works were subsequently completed by the owner of the property, with no requirement for the Council to forward fund the works (which would have resulted in a charge on the property). Consequently there is an underspend on this budget.
- 5.3 The Historic Building Grant budget was part of the Capital Investment Programme. Consequently, if this underspend is to be utilised, this will be possible to be done by the Capital Investment Reserve.


6. **Risks**

- 6.1 There is a risk that the new member of staff is not proficient or effective in completing all of the required tasks, and/or all of the work might not be completed within twelve months, but this can be countered by a rigorous appointment process, and by requiring the new appointee to produce a precise timetable and project plan.
- 6.3 There is a risk that members of the public will reject the idea of a conservation area based upon the historic canal network, but this is unlikely given the fact that other local authorities have designated their canal networks as conservation areas, and the risk can be countered through positive public engagement.

7. **Alternative Options Considered**

- 7.1 The option of doing nothing is not considered to be appropriate given the high level of development pressure in the district, the fact that much of the canal infrastructure has no statutory protection, and the legal duty to designate conservation areas in those parts of the district that are of special architectural or historic interest.

- 7.2 The work could be undertaken by the existing conservation staff, but the team consists of only two officers and it would not be possible to take on the additional workload without cutting back on existing work streams, including providing advice on applications and enforcement-related work.
- 7.3 The work could be undertaken by consultants with experience of establishing new conservation areas, which could reduce the risk of relying on a single new member of staff, but recent experience suggests that the extra cost of appointing consultants compared with a temporary member of staff means this option would not represent best value for money.

 Executive – 26th July 2017		Agenda Item No. 8C
Title	Rural/Urban Capital Improvement Scheme (RUCIS) Application	
For further information about this report please contact	Jon Dawson Finance Administration Manager 01926 456204 email: jon.dawson@warwickdc.gov.uk	
Wards of the District directly affected	Old Milverton & Blackdown	
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	N/A	
Background Papers	RUCIS Scheme details. RUCIS Application file no. 225; correspondence with applicant.	

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	10.7.17	Chris Elliott
Head of Service	10.7.17	Mike Snow
CMT	10.7.17	Chris Elliot, Bill Hunt and Andy Jones
Section 151 Officer	10.7.17	Mike Snow
Monitoring Officer	10.7.17	Andy Jones
Finance	10.7.17	Mike Snow
Portfolio Holder(s)	10.7.17	Cllr Whiting
Consultation & Community Engagement		
Community Partnership Team and Manoj Sonecha (Active Communities Officer); Copy of report forwarded 29 th June 2017.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

1.1 This report provides details of a Rural/Urban Capital Improvement Scheme grant application by Leamington RFC which incorporates 3 mini-projects:

- Project 1; Install additional floodlighting for third team training pitch to support rugby training/matches, football training and community events throughout the year.
- Project 2: Green Plan to a) install new LED lighting, b) re-location of bar storage cellar to outside the building, c) new heating system to reduce costs for the club overall as part of a RFU green plan.
- Project 3: Replacement of tractor powered mower to be able to maintain playing pitches.

2. **Recommendation**

2.1 It is recommended that the Executive approves a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Leamington RFC of 50% of the total project costs to install additional floodlighting, new LED lighting, new heating system and to re-locate the bar cellar to outside the building and replace the tractor powered mower, as detailed within paragraphs 1.1, 3.2 and 8.1, up to a maximum of £21,525 including vat subject to receipt of the following:

- An updated quote from BeerTech Energy Solutions to reflect the costs as noted in the application
- Written confirmation of a successful application for a Rugby Football Foundation RFF Green Deal interest free loan

As supported by appendix 1.

3. **Reasons for the Recommendation**

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

3.2 This project contributes to the Council's Sustainable Community Strategy as without the rugby club there would be fewer opportunities for the community to enjoy and participate in sporting activity which could potentially result in an increase in anti-social behaviour, an increase in obesity (particularly in children) and disengage and weaken the community. The project will increase opportunity to participate in sporting activity as the additional floodlights for the third team pitch will enable evening activities all year round.

4. **Policy Framework**

4.1 The Rural and Urban Capital Improvement Scheme supports the Sustainable Community Strategy and the cross cutting themes which form the priorities for funding areas as follows:-

- Community Engagement & Cohesion (including Families at Risk)

- Targeting disadvantaged rural locations
- Reducing inequalities

5. **Budgetary Framework**

- 5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2017/18 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).
- 5.2 There is £75,000 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the urban cost centre budget in 2017/18.
- 5.3 There is £75,000 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the rural cost centre budget in 2017/18. If the application from Leamington RFC of 50% of the total project costs up to a maximum of £21,525 (including vat) is approved, £53,475 will remain in the rural cost centre budget.

As per appendix 2.

6. **Risks**

- 6.1 There are no main risks for this proposal.

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

- 7.1 The Council has only a specific capital budget to provide grants of this nature and therefore there are no alternative sources of funding if the Council is to provide funding for Rural/Urban Capital Improvement Schemes.
- 7.2 Members may choose not to approve the grant funding, or to vary the amount awarded.

8. **Background**

- 8.1 Leamington RFC has submitted a RUCIS application to:

- Project 1; Install additional floodlighting for third team training pitch to support rugby training/matches, football training and community events throughout the year.
- Project 2: Green Plan to a) install new LED lighting, b) re-location of bar storage cellar to outside the building, c) new heating system to reduce costs for the club overall as part of a RFU green plan.
- Project 3: Replacement of tractor powered mower to be able to maintain playing pitches.

The application is for 50% of the total project costs up to a maximum of £21,525 (including vat).

Leamington RFC has committed £2,952 to the project costs from their cash reserves; these funds have been evidenced through their annual accounts and the provision of recent bank statements.

Leamington RFC is registered for vat (registration number 272935339) but will not be reclaiming vat in connection to this project; the award will therefore be inclusive of vat. We have received written confirmation of this from the club dated 25th May 2017 in the names of Chris Davis (Treasurer), John Lyons (Secretary) and John Hodgetts (House Chairman) as follows:

"Advice received from our auditor who also manages our VAT returns for us; our understanding is that we are unable to recover the VAT and there are two factors at play:-

- The working presumption of the Revenue is that grants actually have an element of VAT embedded in them and it is therefore inappropriate to try and claim it back on the expenditure. Paragraph 2.4 of their guidance to sports clubs specifically states that *"We strongly suggest that you budget for irrecoverable VAT when considering your future expenditure particularly when undertaking major projects. Applications for grants should take account of irrecoverable VAT"*
- Paragraph 2.5 goes on to say – *"You may incur VAT on goods or services you will use wholly for the purpose of a non-business activity. This VAT is not input tax and you cannot reclaim it."* Non-business activity as explained to me is non-revenue generating activity and while some of what is proposed will arguably (although it's a tenuous argument) generate income some won't and trying to differentiate between the two and get the Revenue to agree that differentiation is beyond a relatively small Rugby Club.

If you look at the above two points together you will I think appreciate why the VAT is regarded as irrecoverable. We have a good relationship with HMRC (clean VAT spot check 4 years ago which means another is probably imminent) and if there is doubt about recoverability of VAT we err on the side of caution."

This issue has been considered by Council officers who agree it is best for the Club to err on the side of caution. However, the issue will be further discussed with the Club and if any of the VAT is recovered, so reducing the scheme costs, the grant will be reduced in line with normal grant conditions.

An application was made to Old Milverton and Blackdown Parish Council for a financial contribution to the project; whilst endorsing and supporting the club's plans, Old Milverton and Blackdown Parish Council have advised that they are unable to make a financial contribution to the project on this occasion.

Leamington RFC has applied to:

- The Rugby Football Foundation for a £2,500 grant towards the project; this has been agreed, a copy of the confirmation letter dated 5th April 2017 has been received
- The Rugby Football Foundation for a £15,573 RFF Green Deal interest free loan and are now waiting to complete the agreement
- Warwickshire RFU for a £500 grant towards this project; this has been agreed, a copy of the email confirmation dated 11th April 2017 has been received

A planning application was made for project 1 and was approved on 7th July.

Leamington RFC has previously had the following successful RUCIS grants:

- £1,914 (50% of the total project costs) for replacing the drainage / sewage system in December 2010
- £3,013 (50% of the total project costs) for energy saving alterations to the cellar coolers in November 2011
- £36,000 (41% of the total project costs) for refurbishing toilets and changing rooms, building disabled toilets and creating disabled access to the main entrance in February 2014

Leamington RFC and Leamington Netball Club are one legal entity; Leamington Netball Club has also previously had a successful RUCIS grant as follows:

- £30,000 (42% of the total project costs) to build a new courtside facility and raise the height of perimeter fencing in February 2016

With regards to multi-sports organisations, the RUCIS scheme criteria states:

“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 only. 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.”

Leamington RFC are applying for a grant to install additional floodlighting and purchase a replacement mower which are for the sole use of their sport organisation and improvements to the clubhouse which is also used by the other sports organisations, however, none of the other sports organisations have received a grant towards the shared clubhouse therefore the application meets the scheme criteria noted above. The application therefore also meets the scheme criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before re-applying for a new grant.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Leamington RFC of 50% of the total cost of the project including vat up to a maximum of £21,525.

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 26TH JULY 2017 EXECUTIVE :

Applicant : Leamington RFC

Description of scheme: The project is split into 3 mini-sections of improvement:

- Project 1; Install additional floodlighting for third team training pitch to support rugby training/matches, football training and community events throughout the year.
- Project 2: Green Plan to a) install new LED lighting, b) re-location of bar storage cellar to outside the building, c) new heating system to reduce costs for the club overall as part of a RFU green plan.
- Project 3: Replacement of tractor powered mower to be able to maintain playing pitches.

Evidence of need:

- Project 1: The club identified the need due to lack of space for training and events at night, the project will also save maintenance costs by reducing the ground work needed in the summer months on existing playing areas.
- Project 2: Visible lack of storage space for all the equipment that the community groups use to help with their activities along with helping to save club funds by the introduction of outside bar cellar cooling. This is part of an overall club strategy to look at reducing costs and encouraging the use of the clubhouse within the community. This strategy is also supported by the RFU facilities group who are trying to improve and sustain playing numbers in the Warwickshire area.
- Project 3: The need for this was identified by the club's maintenance team during the end of season equipment review.

3 years accounts received? 2014 - 2016 accounts (Leamington RFC Ltd) have been received along with recent statements for Leamington RFC's (the rugby section only) two bank accounts (dated 28th April 2017 and 15th May 2017); this evidences sufficient cash reserves to meet the contribution stated on the application form.

Financial Performance; minus figure = deficit	Year ended 30/04/17 -£2,001	Year ended 30/04/16 -£51	Year ended 30/04/15 £85
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Available Funds (cash and reserves)	Year ended 30/04/17 £17,000	Year ended 30/04/16 £51,288	Year ended 30/04/15 £32,359
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Details of membership, fees etc:

- Cost for hiring the club for an ad-hoc event such as a birthday party = £150 per night
- Cost of hire to the jazz club is approx. £70 per night
- Players subs = £192 a year for seniors

Details of usage:

- The club currently has 400 playing members and runs 3 adult male teams (80 members) that play on a Saturday and train on Tuesdays and Thursdays.
- It has a vibrant u16s (20 members), along with growing mini and junior sections for girls and boys from Under 7 to Under 16 (300 members), who play on a Sunday. The mini and junior festival hosts teams from around the country annually with approx. 200 people attending.
- This is incorporated with the ground and clubhouse being used by other rugby clubs such as South Warwickshire RFC and by representative sides twice a season and approx. 50 people from the community.
- Leamington Hockey and Netball also use the clubhouse as a social base whilst playing their matches elsewhere, and are now an integral part of Leamington RFC with 150 members using the clubhouse.
- Leicester Tigers use the ground and clubhouse every year for a week long coaching course for junior players from the area with approx. 300 people taking part.
- There is a gym on-site which besides being used by players also has approx. 20 of its own members.
- Car boot sales are held at the club every week during the summer and an annual bonfire and firework display is held which attracts up to 400 people from the local community and beyond.
- The clubhouse is also used on an ad-hoc basis by Leamington Jazz Club who hold bi-monthly evenings for the local community to enjoy.
- The clubhouse is also available for hire from members of the community for events such as birthdays, weddings and funerals with varying amounts of people.

Details of Organisations equalities policies: The club has an equal opportunity policy which is based on the RFU policy which has helped the club gain it's RFU Club Accreditation. The club also has a safeguarding policy.

3 quotes provided: Yes - for all aspects of the project work (18 quotes in total)

Which of the Council's Corporate Priorities are met? **Evidence**

Reduce anti-social behaviour

The rugby club provides a contribution to reducing anti-social behaviour by involving all areas of the community and giving young people a place to meet new people and gain friendship for life. The club currently has 400 playing members and runs 3 adult male teams (80 members), a vibrant u16s (20 members), along with growing mini and junior sections for girls and boys from Under 7 to Under 16 (300 members). In addition to this there are regular group activities and events that are held in the clubhouse, an annual bonfire & fireworks display, an annual rugby festival, regular car boot sales throughout the summer and ad-hoc hire for parties. By providing things to do for the community and opportunity to be involved within teams and groups all helps to reduce anti-social behaviour.

Reducing obesity, particularly in children	The club currently has 400 playing members and runs 3 adult male teams (80 members), a vibrant u16s (20 members), along with growing mini and junior sections for girls and boys from Under 7 to Under 16 (300 members); the sporting activity (i.e. regular rugby matches and training sessions) provided by the club helps to keep people fit and healthy and reduces obesity, including in children. In addition to this there is a small gym which has its own small membership as well as regularly being used by the players.
Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities	Installation of additional floodlighting (project 1) will enable night time activities throughout the year which will increase opportunity for members of the community to participate in sporting and physical activity.
Engaging and strengthening communities	The Club is run by a wide range of volunteers from across the community and the members of teams that are based at the club across a range of sports (rugby, hockey, netball) who use the clubhouse facilities are also made up from a wide range of members of the community, across a wide range of ages. Appropriate and well maintained facilities also enable members of the community to come together for events and activities. This all helps to strengthen and engage the community.

Total cost of scheme (including VAT where appropriate)	43,051	
Funded by:		Status
Organisations Own Funds	£2,952	Approved
Warwickshire RFU	£500	Approved
Rugby Football Foundation grant	£2,500	Approved
Rugby Football Foundation RFF Green Deal loan	£15,573	Awaiting signed agreement
Total RUCIS	£21,525	
equates to	50.0%	

RURAL/URBAN CAPITAL IMPROVEMENT SCHEME - 26TH JULY 2017 EXECUTIVE**APPENDIX 2****Summary of Financial Impact of Approving Scheme**

Scheme Description	RURAL	URBAN	UNDERSPENDS	TOTAL
<u>Original 2017/18 Budget</u>	£75,000	£75,000	£0	£150,000
<u>26th July 2017 Executive</u> Leamington RFC	-£21,525			-£21,525
Remaining Budget Sub-Total	£53,475	£75,000	£0	£128,475
 <u>Projects Closed - Underspend and Withdrawn 2017/18</u>				£0
 Total Remaining 2017/18 Budget	£53,475	£75,000	£0	£128,475