

# Executive

Wednesday 2 December 2015

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A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 2 December 2015 at 6.00pm.

Membership:

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

## **Also attending (but not members of the Executive):**

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

## **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 4 November 2015

**(Item 2/Page 1)**

**Part 1**

(Items upon which a decision by Council is required)

3. **General Fund Budgets 2016/17**

To consider a report from Finance

**(Item 3/Page 1)**

4. **Code of Corporate Governance**

To consider a report from Finance

**(Item 4/Page 1)**

**Part 2**

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

5. **Digital Transformation of Council Services**

To consider a report from Deputy Chief Executive & Monitoring Officer

**(Item 5/Page 1)**

6. **Racing Club Warwick, St Mary's Lands, Warwick**

To consider a report from the Chief Executive

**(Item 6/Page 1)**

7. **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
9	1	Information relating to an Individual
9	2	Information which is likely to reveal the identity of an individual
8 & 10	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

8. **Land off Albion Street, Kenilworth**

To consider a report from Development Services

**(Item 8/Page 1)  
(Not for Publication)**

9. **HR Resources Review**

To consider a report from Human Resources

**(Item 9/Page 1)  
(Not for Publication)**

10. **Minutes**

To confirm the confidential minutes of the meeting held on 4 November 2015.

**(Item 10/Page 1)**  
**(Not for Publication)**

Agenda published Tuesday 24 November 2015

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353362.

# Executive

Minutes of the meeting held on Thursday 4 November 2015 at the Town Hall, Royal Leamington Spa at 6.00 pm.

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

**Also present:** Councillor Boad (Chair of Overview & Scrutiny Committee & Liberal Democrat Group Observer), Councillor Barrott (Chair Finance & Audit Scrutiny Committee) and Councillor Naimo (Labour Group Observer).

An apology for absence was received from Councillor Shilton.

## 57. **Declarations of interest**

There were no declarations of interest.

## 58. **Minutes**

The minutes of the meeting held on 30 September 2015 were agreed as written, subject to a minor amendment to record Councillor Phillips apologies instead of Councillor Quinney and signed by the Chairman as a correct record.

### **Part 1**

(Items on which a decision by Council is required)

## 59. **Leisure Development Programme**

The report asked the Executive to approve a series of recommendations following completion of the initial phase of the Leisure Development Programme. The programme was established in November 2014 to formulate options for the future provision and management of the Council's leisure centres and dual-use sites. The recommendations were based on strengthening the Council's facilities, service offering and income. The report addressed two significant issues that Members would need to determine.

Firstly, whether the Council should invest significant capital sums in two of its existing leisure centres (Newbold Comyn and St Nicholas Park) to make them fit for purpose for the next 20/30 years. The investment proposals at these two leisure centres included: the creation of state of the art health and fitness facilities; remodelling and updating of reception areas; and at Newbold Comyn, the construction of a new sports hall. Without this investment, there was a significant risk that these major leisure facilities would no longer be fit for purpose, resulting in a reduction in usage and a potential increase in public subsidy. There was also robust evidence supported by the Sport England Facilities Planning Model to support the view that without this investment the facilities would be insufficient for the growing population of the District.

Secondly, deciding what was the best model for managing the Council's leisure facilities in the future – keeping the management of the Leisure Service in-house or management via an external partner. Such a decision needed to be made in the context of the continuing reductions in local authority funding and take account of the need to secure best value for money without compromising the aim of securing the best outcome for the District in terms of providing quality leisure facilities and services.

The Council had 4 main leisure centres, all of which were built 20 – 30 years ago, which for many years have provided the District with a range of modern and varied facilities. The Council also managed dual use centres at Kenilworth School and Myton School which were available for community-use outside of school hours. Over time investment had been made in the centres, adding new elements and updating the internal finishes, ensuring that the facilities had remained in good condition and were structurally sound. This ongoing investment was justified when in 2013 a condition survey of all the Council's assets found the leisure centres to be in good structural condition, but crucially found them to be in need of modernisation and requiring the establishment of a programme of planned preventative maintenance including the replacement of significant elements of mechanical and electrical plant and building fabric.

In parallel with the condition survey, a facility audit (available on the Council website) was undertaken by Neil Allen Associates (NAA) to establish whether the range of leisure facilities was appropriate for the District, and if this provision would be able to meet the future needs and demands of the local community. The audit concluded that when using the Sport England Facility Planning Model (FPM), the existing provision was largely in the right place and was providing a suitable range of activities and facilities for the people of Warwick District. There was no evidence to suggest that any of the facilities were under-used, nor that there were parts of the District that did not have reasonable access to facilities. The model took account of the anticipated growth of population in the District and at the time of assessment in 2014, used the then Local Plan figures to calculate demand. Based on the figures at that time, the audit recommended that the present facilities were retained, but that investment was made to bring the facilities up to modern standards and extended to provide additional health and fitness provision and an additional sports hall (located in Leamington).

However, following receipt of the Planning Inspector's Local Plan letter early that summer and the subsequent development of the sub regional Memorandum of Understanding about housing numbers, officers had liaised with Sport England on the potential implications for sports facilities. Officers have been advised that the FPM should be re-run in the next 12 months to take into account the additional houses that were now required in the District. However, having undertaken an initial desk-top exercise using the model, the data suggest that the additional houses would not change the outcome of the FPM significantly and that the approach of extending and refurbishing current facilities remained valid.

The NAA report strongly supported the proposals for significant expansion of the health and fitness element of the facilities (gyms and studios). It was acknowledged that this was a strong and commercially significant element of the leisure sector and one which was a key source of income for any operator. A soft market testing exercise was undertaken by Strategic Leisure (consultants commissioned by the Council to support on the Programme) in Spring 2014 to examine the appetite and interest of the private sector in partnering with the Council to manage its leisure centres. The respondents confirmed that they would see the expansion of health and fitness facilities as a priority in the event that they were offered the opportunity to manage the Council's leisure centres.

Aware of the levels of potential investment being proposed, set against the volatile nature of the health and fitness sector, officers had undertaken a review of the status of health and fitness provision locally, Appendix 2 to the report. It concluded that, whilst there were some local gyms that were not identified in the NAA report, there remained a strong case for expansion of the Council's facilities to offer a modern and accessible health and fitness product that would have the capacity to attract new members and increase levels of physical activity across all sectors of the community.

The investment recommendations in that report related only to the leisure centres in Leamington and Warwick. The situation in Kenilworth was significantly different for two reasons. Firstly, the proposed relocation of Kenilworth School and the Kenilworth Wardens sports club from land allocated as strategic housing development sites within the Submission Draft Local Plan could directly impact on the existing Council facilities. Secondly, unlike Leamington and Warwick, there was a potential impact on the Council's leisure facilities in Kenilworth from planned future facility development in neighbouring areas and, in particular, the emerging plans that Coventry City Council and the University of Warwick had for their leisure provision. Discussions were held, and continued, with both bodies. Coventry's plans relating to the replacement of the Fairfax Street 50m pool and sports centre were acknowledged but due to the travel time from the District were not considered relevant to Warwick District's facility planning exercise. Warwick University were reviewing their campus master-plan and that process included a review of sports and leisure provision. Whilst any changes made at the University site had a broad relevance to the whole District they were not considered to be in conflict with the proposals for St Nicholas Park and Newbold Comyn but, due to the proximity of the University to Kenilworth, they would potentially have had a direct impact on the Council's facilities in Kenilworth.

In the light of these issues officers had consulted with Kenilworth Councillors on the recommendations of the NAA report and the feedback from Strategic Leisure in respect of the leisure facilities in the town. The conclusion of these discussions was that it would be premature to recommend an investment programme for the Kenilworth facilities until the Local Plan had been adopted, the funding issues around the relevant site developments clarified and the potential impact of facility development in neighbouring areas confirmed. Future plans for the Kenilworth facilities should, therefore, be viewed as a second phase to a

programme of investment and development with the current proposals for Newbold Comyn and St. Nicholas Leisure Centres forming Phase I. Members should note that, if recommendation 2.6 of the report, was approved and a procurement process undertaken to identify an external operator for the Council's leisure facilities, any future contract would include the current Kenilworth sites. Any contract would need to be structured in a way that would allow for variation in the event of significant changes to the facilities in Kenilworth in the future.

In developing the investment proposals to RIBA Stage 2 (Appendix 3 to the report), project managers, Mace Ltd, and their professional colleagues such as architects and Mechanical & Electrical (M&E) consultants had produced a cost model (Confidential Appendix 1 in the Part B). The model included construction costs, M&E costs and an allowance for professional fees, which totalled £11,984,698. Initial fees to the total of £171,400 was approved previously by the Executive and had already been spent in reaching RIBA Stage 2. Should the Executive approve Recommendations 2.1 – 2.5 which enabled the project to progress to RIBA Stage 4, the design plans would be refined and a comprehensive cost model developed. Invasive surveys of the existing buildings would be carried out in order to provide certainty that the designs being prepared could be successfully built. The designs would be prepared for a planning application and the application would be submitted towards the end of RIBA Stage 4 as can be seen in Table 1, in the report.

It should be noted that the investment proposals had subsumed some of the leisure centre elements of the Council's Planned Preventative Maintenance Programme (PPM). These elements were estimated to cost in the region of £3m over a period of 30 years. The first 5 years of the leisure centre PPM Programme had an estimated cost of £836,000. Further detail on the financial implications of the PPM Programme was included in paragraph 5.7 of the report.

The plans and costs included in respect of Newbold Comyn and St Nicholas Park Leisure Centres represent Stage 2, the "Concept Design" phase of the RIBA framework. In Stages 3 and 4, the project progressed with updated proposals for structural design, building service systems, outline specifications, and fully detailed cost projections and Risk Assessments. At the end of this phase, the Council had the opportunity to continue with the proposals or halt the project. In order to achieve this, £550,000 was required to fund the Project and Programme Management, planning applications and surveys.

To progress the investment proposals to RIBA Stage 2, the Council engaged Mace Ltd as project managers through the NHS Shared Business Services Framework. In doing so the project had benefited from the services of a range of professions including architects and M&E consultants, all of whom have been sub contracted by Mace Ltd on competitive rates. If the Executive approves Recommendations 2.1 and 2.2 and authorised officers to produce detailed proposals for the investment and thereby progressed the scheme to RIBA Stage 4, consideration needed to be given to the most appropriate way of procuring the relevant services.

Officers had sought advice from the Procurement Manager and Head of Finance on the most appropriate approach to the next stage that minimises costs and ensures continuity of the project to RIBA Stage 4. Officers therefore continued to work with Mace Ltd as project managers under the NHS Shared Business Services Framework to complete that next phase of work and, subject to the decision to progress to construction, Mace Ltd continued as project managers until the end of the construction phase.

It was proposed that an application for planning permission should be made towards the end of RIBA Stage 4, using the information prepared as part of the RIBA Stage 4 process. That would ensure that the planning process could be undertaken in time to begin work on site in accordance with the agreed programme, subject to permission being granted. Delegated authority was also sought to apply for planning permission and for any other necessary and statutory consents to allow the project to proceed to the next stage of proceedings.

It was anticipated that the investment proposals would be funded from a number of sources, some of which were already secured, and others which had yet to be confirmed. Further details were included in 5.2.4, of the report.

It was proposed that officers sought to access funding from the Sport England Strategic Facilities Fund (SFF). Due to the way in which Sport England manage that fund, there was no indication at that stage as to whether an application would be successful. Recommendation 2.4 sought the relevant delegation to the appropriate officer and Member to progress any application.

The Sport England SFF was designed to direct capital investment to local authority projects that had been identified through a strategic needs assessment and that have a maximum impact on growing and sustaining community sport participation. Projects that were funded from this source were promoted as best practice in the delivery of quality and affordable facilities and were able to demonstrate long term efficiencies. Projects needed to be able to demonstrate that they were bringing together a number of partners, with input from public and private sectors, and had the support of national governing bodies of sport.

Applications to this fund were on a "solicited-only" basis, meaning that the Council had to be invited by Sport England to make an application. Consequently, officers had been working closely over the last 12 months with Sport England, and with the County Sports Partnership who had an overview of the regional strategic picture of facility provision, to get to a point where Sport England would hopefully invite an application for the improvements at Newbold Comyn and St Nicholas Park Leisure centres.

In the event that the Executive approved Recommendations 2.1 – 2.5, officers would confirm, to Sport England, the Council's commitment to the investment proposals and would look to work with the relevant Sport England officers to secure funding from this source in order to improve the



affordability of the schemes. The modelling explained in Section 5 of this report and Confidential Appendix Z of the Part B report showed the impact of the Council being unsuccessful in securing Sport England funding.

A fundamental consideration in finalising the detail of the investment proposals for Newbold Comyn and St Nicholas Park Leisure Centres was the impact of increased customer visits to these sites and the additional pressure that this would place on the car parking provision. If facilities were expanded and insufficient parking provision is made, business models would not be deliverable and customer satisfaction levels would be reduced.

Recognising the challenges that this could pose, consultants Atkins were commissioned to assess the current level of car park usage, to consider the future pressures on parking provision at these sites as a result of the investment proposals and to make recommendations on how car parking provision could be managed in future to minimise the impact on customers of the leisure centres and other car park users.

The high level summary of the surveys for St Nicholas Park and Newbold Comyn leisure centres were set out in the report.

Officers of Cultural Services and Neighbourhood Services had considered the findings and recommendations of the Atkins surveys and had concluded that car parking provision at Newbold Comyn was satisfactory for the extended facilities proposed for that site. In respect of St Nicholas Park it was clear that, whilst the current parking provision could meet demand at most times of the day/week, there were some times when demand would exceed capacity. Officers had considered a range of mitigation measures that could be put in place in future to address these shortfalls, but also taking into account the emerging findings of an investigation into car parking throughout Warwick town centre currently being undertaken. It was proposed that the outcome of this work would be reported to the Executive alongside the further report referred to in Recommendation 2.1. It was believed that the car parking issues at St Nicholas Park Leisure Centre was not severe enough to question the decision to invest in the facilities. Nonetheless, any mitigation would be advantageous to the future performance of the Centre and the user experience more broadly.

As part of the planning process Green Travel Plans would be developed for both facilities and that would help to alleviate pressure on car parking.

The recommendation that tenders would be invited for the management of all the Council's leisure and dual use facilities (subject to agreement by dual use partners), took into consideration the Business Plan (Confidential Appendix 2 in the Part B report) and the confidential Prospectus (Confidential Appendix 3 in Part B of the report) submitted by the in-house team. It considered the report from Strategic Leisure (Confidential Appendix 4 in Part B of the Agenda) comparing the relative merits of the in-house model and potential external operators (based on industry benchmarks for external operators).

Due to the commercial sensitivity of this information, the full details of the in-house proposal was included in Part B of the Agenda. The proposal was considered to be a robust and comprehensive Business Plan and Prospectus that had been developed from first principles and had included forensic challenge of all aspects of the business.

The Business Plan had been written to address two scenarios. Firstly, and referred to hereafter as Option 1, there was an assumption that the Executive decides not to invest in the enhancement and extension of Newbold Comyn and St Nicholas Park Leisure Centres (other than essential £3.9m of works referred to in paragraph 5.7), and so relied on the in-house team delivering the service in a more commercial manner with a clear focus on the areas of greatest potential for income generation i.e. swimming lessons and health and fitness.

The alternative, Option 2, was based on Executive agreeing to invest in the region of £12m in the Newbold Comyn and St Nicholas Park Leisure Centres, and so relied on significant increase in the income generated by the expanded health & fitness provision, the expansion of the swimming lesson programme (as in Option 1), the installation of a "Clip and Climb" facility and a new sports hall at Newbold Comyn, and a consequent uplift in income from a number of areas as a result of the improved changing provision, refurbished reception areas and general service improvement.

The Prospectus described in detail how the in-house team intended to approach the service improvement that was essential for both Option 1 and 2 to be successful. It highlighted the many benefits that would be optimised by retaining the service in-house, focuses on the Principles that would underpin the new-look "Warwick District Sports & Leisure" team going forward, and describes the areas that the team intends to focus on in order to develop the service.

In order to get an independent assessment of the in-house proposals, Strategic Leisure was asked to produce an evaluation report which was included in full as confidential Appendix 4 in Part B of the report. Strategic Leisure highlighted a number of areas which they believed warranted detailed consideration when comparing the in-house v external model for both Options 1 & 2. A financial analysis of the two models was included at section 5 of this report and in all scenarios Strategic Leisure considers that an external provider would out-perform the in-house model, albeit by a margin that requires careful consideration.

However, when considering the in-house bid against what an external operator might be able to provide in the context of the separate decision on investment, the Council needed to consider a wider number of issues, not all of which are financial. These were set out in Table 2, of the report.

The assessment brought out issues; track record of the in-house offer, financial impact, impact on staff, impact on procuring an external supplier on the rest of the Council, certainty of benefit of procuring an external supplier; and best value.

It was acknowledged that over the course of the last two years, and more particularly the last six months, the in-house operation had improved significantly, with income projected to be circa £50k above the 2015/16 budget at year end. However, the increased income detailed in the business plan, whilst being cautious, was a major step-change on what has previously been delivered by the in-house team. Consequently, the Option 2 business plan which would increase income by some £2m could be a major challenge for the Council in-house team to sustain. The contrast with a commercial operator was that driving income is its day-to-day business. The recent improvement coincides with the appointment of the current Sports & Leisure Manager and other operational management changes. It was the case, though, that if the current position had largely been driven by one individual there was a significant risk to the business if that individual leaves the organisation, or falls ill or is otherwise prevented from performing as now.

Strategic Leisure's view was that an external operator would be able to deliver a financial benefit at least as good as the in-house offer, indeed surpassing it. If that was not the case and the operator was unable to deliver to its business plan it would still be liable to pay the agreed contractual fee to the Council. However, should the in-house bid not deliver in accordance with the business plan, it would lie with the Council to make good any deficit.

The impact on staff was more difficult to estimate but feedback from Strategic Leisure's experience in similar leisure service outsourcing projects elsewhere suggests that the overwhelming majority of staff who work within the current service were likely to continue to do so. This was of course subject to the Council's compliance with the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and the Government's Fair Deal pension policy.

No modelling had been done so far on what other savings could be made from "back-office" changes should Executive decide to externalise the service. However, should Executive make that decision then the next report would detail the areas where it was considered that further savings could be made and would also address any other possible consequences.

Strategic Leisure states, *"Without formal procurement of the service it is difficult to confirm definitively the difference between an in-house operation and an external operator."* The whole tenor of Strategic Leisure's appraisal was that an external operator could deliver a greater financial advantage than the in-house provider and deliver the same service, but the only way to determine this was by going to the market.

The Public Services (Social Value) Act 2012 placed a requirement on the Council to consider overall value, including economic, environmental and social value, when reviewing service provision. These elements would be integrated into the evaluation methodology for the tenders for both the management and the construction and refurbishment projects.

Taking into careful consideration the recommendations from Strategic Leisure, it was recommended that the Council procured a partner to

manage its leisure centres on a long-term basis through a competitive process in compliance with the Public Contract Regulations 2015. The specific procurement procedure likely to be used was the Competitive Procedure with Negotiation, as that would enable the Council to specify its minimum requirements and then to negotiate with bidders on their proposals with a view to refining and improving the proposals, ultimately to arrive at a preferred bidder and a preferred arrangement.

As part of the procurement process, the Council would set down minimum requirements which it was seeking from any proposal in the Service Specification. Bidders would be invited to submit proposals which, amongst other things, were deliverable, financially acceptable to the Council and best fit with the Council's requirements.

The timing of the procurement process would be heavily influenced by the construction programme should that be approved and it was proposed that the two processes dovetail to cause minimum interruption for service users, staff and management. The provisional procurement timetable was set out in the report.

The decision by the Executive to undertake a procurement to seek tenders from the external market must be a considered one. Members would need to balance a number of factors when reaching their decision, including:

The financial and other benefits of what the market could offer compared to an in-house model, which was capable of being clearly articulated to all interested parties,

That Council officer time and costs would be incurred in undertaking the procurement process, as well as increased costs of contract monitoring and risk of contract failure,

That the procurement procedure would need to be planned in such a way as to avoid the need for cancellations and avoid the risk of challenge from prospective partners, and

To mitigate (but not remove) this risk, it was recommended that the Council, in the procurement documents, reserves the right not to award any contracts as a result of the procurement process, and that the Council would not be liable for any of the bidders' costs in submitting a bid.

If the decision was made by the Executive to procure a provider to manage the Council's leisure center management service, it was recommended that the Executive delegated authority to the Head of Cultural Services, in consultation with the Portfolio Holder for Culture, to finalise the Service Specification, to undertake the procurement process through to one preferred party, and to complete the necessary legal documentation with that party. In the event that a significant risk or change to the proposed project emerges through the procurement process, then a full report would be brought back to the Executive before any decision was made.

The Service Specification was a detailed document that lays out the parameters within which the service would be delivered, and at the same time was the document by which the performance of any operator, be it the in-house team or an external contractor, could be monitored and managed. The successful delivery of the service would rely on the development of a "partnership approach" between Council and operator, subject to the terms and conditions agreed in the contract.

For example, the Service Specification includes minimum standards in respect of opening hours, cleanliness and maintenance, health and safety management, customer service, staff training and qualifications, and how the facilities were programmed to accommodate a wide range of users.

The Service Specification would also include a list of index-linked key charges and concessionary rates that any operator would be required to adhere to as maximum charges. It would be left to the discretion of the operator should they wish to lower the key charges. In that way the Council was able to protect certain user groups and ensure that they were not disadvantaged or discouraged from using the facilities.

The Specification would also include a performance management framework which again would be an essential tool in the Council managing the performance of the operator.

The draft Service Specification was attached as Appendix 1, to the report. The Council must recognise that there was many variables in the provision of leisure services which officers would need to work through in more detail should the Executive agree Recommendation 2.6. That would enable officers to finalise the Service Specification prior to the commencement of the tender process and then to enter into the necessary legal agreements with the chosen partner in order to best protect the Council's and the customers' interests.

The cross-party Members' Working Group had played a crucial role in steering the Programme to date. As the Programme entered the new phase it was considered appropriate for the Group to continue to provide oversight of the procurement and contract award process, and the investment work as it progresses to RIBA Stage 4. Members of the Group were also able to feed-back to their political Groups to ensure that Councillors remain up to date as the programme develops.

Throughout the course of the programme, sports and leisure staff and Unison representatives had been engaged in the process through regular briefing notes, and by the Unison Secretary being a member of the Programme Board. Staff from the leisure centres were also involved in the development of the in-house Prospectus and Business Plan and took part in a design workshop for the refurbishment work.

If the management of the service was externalised pursuant to Recommendation 2.6 all operational staff will automatically transfer to the new operator under the terms of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). HR and other relevant officers would work closely with the Programme Manager to ensure that appropriate

pension arrangements were in place. They would also identify other support staff that may be subject to TUPE by virtue of their duties as they relate to the Leisure Service. That would ensure the necessary work in this area was progressed in line with Council policies, and that staff were fully consulted at the appropriate times.

The report detailed the reasons why investment in Newbold Comyn and St Nicholas Park Leisure Centres was considered necessary (Section 3.1). However, a decision could be taken not to make the significant investment outlined in the report. If that were the decision, there would be some substantial essential maintenance required to the structure of the facilities, and some significant replacement of plant. Without these items, the leisure centres would become "not fit for purpose", attendances would fall, and the subsidy required to operate the facilities would increase. There would also be a shortfall in sports and leisure provision in the District which would have a detrimental effect on the health and well-being of current and future residents of the area.

A decision could be taken to invest on one but not both of the above venues. In that case some of the additional demand on sporting provision would be met by the additional provision made, but the District would face a shortfall in terms of the levels of provision that had been modelled by the Sport England Facilities Planning Model, and again risk not meeting the demands of a growing population. There would also remain a need to undertake essential maintenance/replacement at the venue that was not refurbished.

A Joint meeting of the Finance & Audit and Overview & Scrutiny Committee had taken place and recommended to the Executive that

- (1) recommendations 2.6, 2.7, 2.8 and 2.9 of the report are removed, effectively retaining the Leisure Options in Council's management control and continuing under existing arrangements; and
- (2) officers investigate the option of introduction a "Passport to Leisure" into the contract to enable access to leisure facilities for all members of the community.

The Executive welcomed the recommendations from the Joint Scrutiny Committee and agreed to support the second point. However they could not support the first recommendation because of the substantial reasons within report to support the recommendations, the information and debate within the confidential part of the meeting relating to this matter, the way this provided upgrade to the facilities, the way the external management option provided for growth in this District including provision of further jobs, that this would provide a substantial improvement in the financial health of the Council and the significant and important advice received from officers on this matter.

The Executive therefore

**Resolved** that

- (1) the refurbishment and expansion of the Newbold Comyn and St Nicholas Park Leisure Centres, be approved, at a cost in the region of £12 million, subject to a further report to the Executive in June/July 2016 detailing the final cost model and the sources of funding for the investment;
- (2) authority be delegated to the Head of Cultural Services, in consultation with the Portfolio Holder for Culture to seek planning permission and such other necessary statutory consents that would enable the proposed improvements to Newbold Comyn and St Nicholas Park Leisure Centres to be implemented; the Head of Cultural Services, in consultation with the Portfolio Holder for Culture, to work with Sport England to seek funding from Sport England's Strategic Facilities Fund (SFF) as a contribution to the costs of the capital investment;
- (3) that a further report be brought forward that would also provide details of further mitigation of car parking constraints at St Nicholas Park and note that the mitigation may involve:
  - i) Improved signage directing traffic to Myton Fields
  - ii) Remodelling of some areas of St Nicholas Park car park
  - iii) Reviewing the relative charges at St Nicholas Park and Myton Fields car parks.
- (4) the procurement of a partner to manage all of the Council's leisure centres and dual-use operations (subject to necessary consents by dual use partners) is undertaken on a timeline that marries-up with the refurbishment programme;; and a budget of £30,000 was allocated from the Contingency Budget to fund the cost of the procurement exercise;
- (5) note the principles of the draft Service Specification at Appendix 1 to the report, which detailed the future service standards that would be delivered at the Council's leisure centres and dual-use facilities (subject to necessary consents by dual-use partners); and delegates authority to the Head of Cultural Services, in consultation with the Portfolio Holder for Culture, to finalise the Service Specification, to undertake the procurement process to select one partner, and to enter into the necessary

legal agreements with that partner including arrangements in relation to staffing, pensions and assets;

- (6) the current Members' Working Group that had been overseeing the Leisure Development Programme to date extend its role to provide oversight of the procurement process and risk logs;
- (7) the current level and process of liaison and consultation with staff and their representative bodies continue; and
- (8) officers investigate the option of introduction a "Passport to Leisure" into the contract to enable access to leisure facilities for all members of the community.

**Recommended** that Council approves the funding of £550,000 (included in the £12m) from Section 106 payments (c£170,000) already received and internal borrowing (c£380,000) managed by the Head of Finance, to allow the design proposals for Newbold Comyn and St Nicholas Park Leisure Centres to be developed up to and including the end of RIBA Stage 4, thereby enabling appropriate planning applications to be submitted, a preferred developer to be selected and a provisional contract price to be established.

(The Portfolio Holder for this item was Councillor Gallagher)  
(Forward Plan reference number 697)

## **Part 2**

### **(Items on which a decision by Council is not required)**

#### **60. Budget Review to 30 September 2015**

The Executive considered a report from Finance that updated them on the Council's latest financial position. That included details of the 2015/16 estimated outturn, the Council's Medium Term Financial Strategy, the Housing Revenue Account and the Capital Budget.

For the General Fund 2015/16, there was an unfunded adverse variance of £19,800 was reported in July's Executive report. The variances below (net £5,300 favourable) reduce this to £14,500. the latest variances that had been identified by managers were detailed in the report.

The overall position was that the Council was currently forecasting an adverse outturn position of a £14,500 by the end of March 2016.



Work was progressing on the 2016/17 Base Budget which was to be presented to members in December, alongside the updated 2015/16 position. At this stage members needed to consider how to fund the 2015/16 shortfall.

It was highlighted that the Legal fees for the W2 partnership (with Waterloo Housing Association) were forecast to be lower than originally budgeted for.

Details of the current Contingency Budget (£401,000) and the balance (£159,700), after calls on this budget, were shown in Appendix A to the report. The balance on the Contingency Budget reflected allocations which had been returned as not required. These were, Kites Nest Lane Reinstatement (£10,000), and Combined Authority Contribution (£50,000).

Additional calls on the Contingency Budget had been made to cover for long-term sickness in Financial Services (£10,000) and £7,700 for a Health check/review of Electoral Services. If these amounts were approved, the balance on this budget would be reduced to £142,000.

The 2015/16 Training Contingency Budget of £4,900 had been allocated.

The Contingency Income Budget had a balance of -£74,000 that had to be achieved. In 2014/15, this was more than achieved. The Fees and Charges report recently presented to Executive identified how this Contingency Budget could be met in full, resulting in a zero balance.

Other Contingency Budgets for items such as price Inflation (£42,000), Contract Cleaning (£51,000) (both not used in 2014/15) and the new Salary Underspend Contingency (-£30,000) would be regularly reported upon during the year. There had been no changes to these budgets so far that year. The status of these budgets for future years was to be considered as part of the 2016/17 Budget setting process.

An adverse variation (£3,600) for Maternity Cover in Culture had been identified in August.

Currently the 2.5% salary vacancy factor was forecast to be achieved, although all Service Areas need to monitor this. As part of the Budget Exercise for 2016/17 that was now underway, this vacancy factor would be built into the salary budget line as opposed to having its own separate budget line. This would apply to 2015/16. This should ensure tighter monitoring of the vacancy factor within the overall salary budgets.

As part of agreeing the recommendations in the Final Accounts report, the Executive agreed that £407,300 of earmarked reserves should be carried forward to 2015/16.

Recent detailed consideration by officers had confirmed that allocations totalling £75,500, detailed in the report, were no longer required.

At the end of September, £111,000 of ear marked reserves had been spent or committed, although £36,000 of this had to be transferred elsewhere. Taking into account the allocations no longer required £256,800 remained to be spent in the remaining six months of the financial year, details of which were included at Appendix B to the report.

Housing Revenue Account (HRA) day-to-day and void repairs had been a particular issue since 2013/14 when as part of a new approach, Council pre-inspections were removed and the contractor given the power to decide what repairs were required, subject to an open book framework where their profit depends upon beating target unit costs and performance measures.

In line with most Council budgets, it had been assumed that efficiencies and savings would offset any inflationary increases in unit costs until 2016/17. Additionally on analysing performance for the first six months of open book cost consultants produced an updated forecast of costs. Overall this projected expenditure of £2.00m, 15% lower than the existing budget of £2.35m. Budgets from 2014/15 were reduced accordingly, by £353,100.

These savings had not been achieved; expenditure had been significantly above both the level budgeted for and historical costs under the previous system up to 2012/13. In 2014/15 expenditure was £3.29m, a 64% overspend on the approved budget of £2.00m.

An additional £1.06m was requested for 2015/16, including the part year effect of reintroducing in September 2015, pre-inspections of properties requiring repairs and restricting the ability of contractors to place repairs without reference to the Council.

These measures were part of efforts made during 2015/16 to reduce costs, ideally to the approved budget. The re-introduction of Council pre-inspections and specification/approval of works to be carried out were, from early data, beginning to reduce costs to something close to the historic expenditure, uplifted for buildings inflation. However it was clear that the previously projected savings were not possible, and it had also proved impossible to absorb inflationary costs.

Allowing for inflationary increases since then, an additional £820,000 is requested for 2016/17 and each year thereafter. This would equate to an annual Responsive and Void Budget of £2,824,000.

The recommendation had been informed by an assessment of expenditure to date excluding items that should be charged to other budgets (for example capital works), adjusted for projected savings

to be secured from the measures detailed above in section 3.5.5 and an increase of 5% for inflation.

The effect of these changes upon repairs costs would continue to be monitored and any updated projections reported to Executive as part of Budget Review.

The rate of Right to Buy applications and sales had significantly increased since 2014/15; 27 were sold during 2014/15, but 22 had already been sold in the first six months of 2015/16. Based on an updated projection of 42 sales, valuation and legal fees were projected to cost an additional £28,700; however the admin allowance retained from each sale would increase income by £26,000. The small difference could be absorbed by reducing other HRA budgets. Updated projections for 2016/17 would be included in the December Base Budget report.

The structural survey of HRA high rise and non-traditional homes was expected to commence early 2016/17, it was therefore requested that the budget of £120,000 was moved to 2016/17.

Housing Revenue Account Capital, works slippages, along with the following Housing Investment Programme slippages and savings were detailed within the report.

That due to the scale of the Sayer Court development and the level of expenditure projected around year end (over £1m per month) relatively small changes in the project timetable could change slippage figure significantly without affecting the overall cost of the project.

Progress on the major schemes within the 2015/16 Capital Programme was included within the report.

The Medium Term Financial Strategy(MTFS) reported to members in July included a required savings profile.

In September, projects had been agreed which would generate savings so as to make the Council's MTFS sustainable (based on current assumptions for such things as Revenue Support Grant, Business Rates Retention, investment receipts).

Accordingly, the MTFS had been updated to reflect the following, The "Savings plan" agreed by members in September, Variances subsequently identified by officers, Fees and Charges review presented to Executive September 2015, alongside the savings requirement shown in paragraph 3.7.1, the "unfunded" items were also discussed in the September report, with consideration of their future funding being incorporated within the "Savings plan"

Taking into account the items discussed above, the overall position for the Council's finances was set out in the report.

Overall the profile of “cumulative savings (surplus)” at the bottom of the above table showed a slightly worse position to the figures reports in September due to the inclusion of increased business rates liabilities (the on-going costs some of the items within the table in paragraph 3.2). The table still showed that for 2016/17, even if all the savings planned materialised, there would still be a shortfall for 2016/17. To enable the Council to set a balanced budget, either further savings/ increased income would be necessary, or the use of reserves.

Officers were working on a number of projects at the current time. A list of the projects being worked upon was detailed in Appendix C, to the report. The list included the Leisure Options study which was considered elsewhere on this agenda but the recommendations of which do not fetter the decisions that members were able to take on the remainder of the projects.

The priority status for the other projects was ultimately a decision for members but was likely to be influenced by a number of factors.

In considering these projects officers would ensure that they were fully funded, ideally recovering their capital costs and not causing an additional revenue cost, although it was recognised that to arrive at this position choices about service provision elsewhere could need to be made .

Each of the projects would have its own risk. The risks would influence the likelihood of each project achieving its projected financial profile. Whilst each project would manage risks, this does not prevent the financial profile from changing, and the costs/income from varying. Such changes could vary in significance and timing.

The Council held various reserves for specific purposes, as detailed in the February Budget report. As at 31 March 2015, the General Fund Reserves totalled £15.498m. However, much of the balances on these reserves have been previously committed to specific projects. This meant the available uncommitted reserves were greatly reduced. An updated schedule showing the uncommitted General Fund Revenue Reserves was included as Appendix D, to the report.

In the past much of the Council’s capital programme had been met from the Capital Investment Reserve. The Council’s policy was for that reserve to maintain a minimum balance of £2m as risk mitigation for any potential capital liabilities. However, the current uncommitted balance of the Capital Investment Reserve was only £1.358m. Until 2013/14, annual contributions were made to that reserve from revenue to assist with providing funding for future capital projects. Such contributions had now stopped. The Council’s policy for that reserve would be reviewed as part of the

Budget/Council Tax Setting reports in February when all of the Council's reserves were reviewed.

The Service Transformation Reserve had provided funding for many Fit For the Future projects, including those that would result in service improvements or to release future revenue spending. The uncommitted balance on that reserve stands at £216,000.

The financial projections were based on what were believed to be prudent assumptions with regards to future Revenue Support Grant and Business Rates Retention. However there was the possibility that the assumptions within the MTFS were too optimistic. Within the Spending Review 2015 due to be announced in November, alongside the Chancellor's Autumn Statement, it was anticipated that more information would be available over local government funding from 2016/17.

Within the forthcoming Government spending announcements, it was anticipated that there would be confirmation about the future of the New Homes Bonus. For 2015/16 that amounted to £1.6m. Given the uncertainty over the future of that funding, unlike many authorities, the Council did not use that funding to support the main revenue budget, but to support specific projects or allocation to reserves. If that funding was to cease or be phased out, it would, without doubt curtail some of the Council's aspirations.

Monitoring expenditure and income and maintaining financial projections was good financial management and part of good governance. Accordingly, to propose otherwise was not considered.

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

**Resolved** that

- (1) the latest projected variance for the General Fund for 2015/16 of £14,500 adverse, be noted and thereby agrees to the budget changes detailed in respect of the General Fund and that funding for the 2015/16 estimated shortfall would be addressed as part of the 2016/17 Base Budget Report;
- (2) the amounts returned to the Contingency Budget, be noted, and the additional calls on it made in report, be approved, so that the net effect was to increase the Contingency Budget balance by £42,300 to £142,000;
- (3) the Earmarked Reserves of £75,500 that were no longer required, be noted, and that they had been used to reduce the adverse balance as shown in paragraph 3.1.2 of the report;

- (4) the changes to the HRA budget outlined in paragraph 3.5 of the report thereby reducing the contribution to the Housing Revenue Account Capital Investment Reserve;
- (5) the slippage in the Other Services Capital Programme as outlined in paragraph 3.6.1, be approved;
- (6) the changes to the Housing Investment Programme outlined in paragraph 3.6.2, financed from the Major Repairs Reserve, be approved;
- (7) the updated Medium Term Financial Strategy (MTFS), and that this was reliant on the forecast savings being achieved' be noted;
- (8) the table of projects as set out in Appendix C, be noted, which includes the Leisure Options project which is the subject of a separate report on this agenda and its recommendations were considered by officers not to fetter future decisions to be made on the other projects; and
- (9) the Executive thanked the Head of Finance and his team for their efforts on this report and the officers of the Council for working hard on ensuring that savings are made.

(The Portfolio Holder for this item was Councillor Whiting)

#### **61. Leamington Creative Quarter**

The Executive considered a report from the Deputy Chief Executive (BH) regarding Leamington Creative Quarter that set out the outcomes of the soft market testing and to recommend the potential next steps for taking this initiative forward.

In March 2015 the Executive had endorsed an outline Developers Brief for a new Creative Quarter in Leamington and the undertaking of a soft-market testing exercise to gauge potential developer interest in, and feedback on, this potential initiative. The report set out the outcomes of this market testing.

The report also detailed Expression of Interests (EOIs) submitted to the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) seeking their approval for potential future transformational levels of investment for a wider regeneration and a highway improvement strategy for that part of the town centre.

The contents of Appendices Two, Five, Six and Seven to the report contained commercially confidential information, and while informing the recommendations in the report were discussed and considered separately to the main report.

Executive had previously approved further work to test the emerging concept of a new Creative Quarter focussed on the Council's Pump Rooms and Spencer Yard assets, whilst forming part of a wider regeneration vision for the wider area.

Officers had completed a soft-market testing 'Marketing Day' exercise to critically examine our draft Development Brief ('Brief'), and assess the appetite and interest of the private sector in partnering the Council in taking such a project forward.

The exercise was formally advertised, and Council and OJEU procedure compliant. Interested parties were invited to meet with Council officers, on the basis that whilst the meetings were private their responses (whilst being un-attributable) would be shared publically to inform the Council as to how best take such an initiative forward into the market place. Parties were provided with our Brief (as previously endorsed by Executive on 11 March). The process was specifically undertaken so as not to give any participating company an unfair competitive advantage.

The advertisement set out that the Council's view that this would be very much a niche and specialist development opportunity because of the very specific focus on creative and cultural based industries; and the need for a specialist understanding of accessing a complex range of external grant funding opportunities.

Four companies responded to the formal advertisement (details of which were included in the confidential Appendix, Appendix Two). One of these was a consultant (rather than specialist developer) and did not show further interest. Of the other three, two attended meetings with officers. The third did not respond to meeting requests.

From follow-up discussions with other companies who did not participate, but whom we had pro-actively initially contacted, it became apparent that many would only put time and effort into formal marketing exercises, and not such initial soft-market testing. Also, that a number of these nationally renowned regeneration companies only focus on city opportunities. However, the information gained from the two interview meetings provided a very valuable commentary on our Brief. The information gained from the meetings was set out in Appendix Three, to the report, and was summarised in the report.

It was apparent that any detailed regeneration vision would only emerge after a partner's appointment, and then some months of detailed work by both parties.

The Council recognised that there were so many variables in its Brief and ambitions that many in the market will probably not bid for this opportunity.

Flexibility, tenacity and long-term commitment (by all parties) would be the three key drivers in successfully taking our initiative forward to delivery.

The Creative sector embraces a very broad range of industries and uses. It was clear from this process, and discussions with the market, that there was a clear commercial appetite to create space for all of these. The 'Expressions of Interest' (see section 3.16 onward) had pragmatically focussed on the digital sector due to the demand for a Digital Hub in this area and the CWLEP's selection themes. However, members were reassured that the Brief was very clear that the overall regeneration vision was seeking a much broader requirement to accommodate all sectors of the Creative sector, including: Arts and Culture; Digital Games; Music; TV and Film; Publishing; Design; Craft; Technical; Advertising; Training; Architecture; Food; Live-work etc. Soft-market discussions (and others with the developer industry) indicated a very clear appetite to create a very broad complementary mix of uses in the area.

The above informed valuable feedback resulted in two crucial changes to the initial approach. Firstly the previous draft development brief had now been fundamentally refocused to seek a private sector partner to plan and deliver the regeneration of the whole of this area; rather than for just an initial focus on the Spencer Yard/Pump Rooms area. Secondly, The current market demand from the digital gaming industry, and the residential markets had resulted in more wide ranging albeit still very complementary range of uses to be promoted by us for this area.

The great majority of the draft development brief, its broad vision, thrust and focus remains broadly unchanged and had been validated by the soft-market exercise, and is fit for purpose. It had also now been updated for use as the marketing and tender document for the next-stage regeneration partner procurement.

The timing of this selection process would be heavily influenced by the outcome of our Expressions of Interest recently made to the CWLEP . We could need to amend the development brief depending on the initial response from CWLEP which would be anticipated by January next year. It could fully endorse our vision, or it might alter or possibly reject it. Consequently, it would be prudent to make required changes to the brief in say January and commence our procurement exercise at that time (rather than now) to reflect that eventuality. The outline programme, detailed in the report, reflected this.

It was proposed that a regeneration partner was procured through a competitive process in compliance with the Public Contract Regulations 2015. The specific procurement procedure to be used was likely to be the Competitive Procedure with Negotiation, as that enabled the Council to specify its minimum requirements and then to negotiate with bidders on their proposals with a view to refining and improving the proposals, ultimately arrived at a preferred bidder and a preferred scheme.

As part of the procurement process the Council would set a number of 'minimum requirements' which it was seeking from any scheme proposal.



Bidders would have been invited to submit proposals which, amongst other things, address the following requirements:

- Attractive development proposals that were deliverable;
- A phased regeneration masterplan being submitted;
- Proposals that were financially acceptable to the Council;
- Principal Heads of Terms being submitted;
- Any legal structure proposals having regard to the Council's model Development Agreement (that will be supplied by us with our Brief.);
- A financial model to demonstrating viability; and
- Satisfactory proposals in respect of use of the Council's assets.

Following a period of negotiations bids would be evaluated against criteria set by the Council to assess which bid represented the best value solution. The evaluation criteria would take account of the deliverability, financial viability and best fit with the requirements of the Council's Development Brief. The Council would reserve the right to award no contract at all, for example if no suitable proposal emerges from the procurement process. On the basis of above the provisional programme was set out in the report.

The Executive was requested to delegate authority to finalise the Development and Marketing Brief, undertake the procurement process through to one preferred party, and completion of the necessary legal contract agreements with the party. The delegation was to be to the Deputy Chief Executive (BH) and the Section 151 Officer, in consultation with the Leader, and 3 Portfolio Holders for: Development, Culture and Finance. In the event that a significant risk or change to the proposed project emerges through the procurement process, then a full report would be brought to Executive for consideration before any decision was made.

The CWLEP was refreshing its Strategic Economic Plan (SEP) document. This had been used in the past to bid for capital funding from central government, known as the Local Growth Fund (LGF). The government had not made any announcement as yet about further funding beyond that announced so far, up to 2016-17. However the CWLEP was keen to be ready, and were assembling a 'project pipeline' for the five-year period from 2017/18. In July they put out a call for EoIs, with a deadline for submissions of 18 September. Both we and WCC responded with a co-ordinated package of three EoIs for this Creative Quarter initiative. The EoIs do have a focus on the digital sector. This was because we knew that there was demand for a Digital Hub, and there was the opportunity to create such a hub in the new quarter. Despite the apparent focus on digital, it wouldn't be to the detriment of our existing cultural organisations. Our aim was to create a synergy between the various creative sectors that would be represented in a Cultural Quarter. One of the key advantages of the recommended larger regeneration area was

that there was the potential for all these uses to be accommodated and co-habit together and grow.

The submitted EOIs, which were commercially confidential, were set out in the confidential Appendices Five, Six and Seven. These were summarised in the report.

Initial conclusions were that linked initiatives sat very well together. But the Creative Quarter regeneration ambition could stand and succeed independently from Creative Leamington (if it did not materialise). The CWLEP expects EOIs to support one or more of the following themes:

- the development and/or integration of infrastructure;
- research, development and innovation
- skills
- business growth

In addition the CWLEP had been clear that it should broaden its SEP refresh into three areas that it has been agreed were underplayed in the original SEP:

- culture and tourism
- digital connectivity
- climate change adaptation/flood defence.

We were advised that the CWLEP received 66 EOIs by their 18 September deadline. These were reported to the CWLEP's Board on 5 October, as part of their process of refreshing the CWLEP's Strategic Economic Plan (SEP). These EOIs would now go forward into a process of prioritisation; whereby each EOI would be assessed for 'strategic fit' against SEP priorities, and a scoring matrix used to assess a range of outputs including job growth/safeguarding, investment leverage, benefit/cost ratio, increase in GVA. The outcome of this work would be reported back to the CWLEP Board on 23 November.

Given the level of interest from across the sub-region, clearly not all projects could be funded. However, initial (albeit informal) feedback received so far had been positive. It was envisaged that any next stage would be to further develop the business cases to support these EOIs, if invited to do so.

There was no funding available at that time, and this was just a project pipeline prioritisation at this stage. The government is not expected to make an announcement on further LGF monies until the Autumn Statement, due on November 25th, at the earliest.

Our conclusions from the EOI process were that if the levels of interest to assist the delivery of the EOIs could be secured it would enable a much wider regeneration to be delivered, than we could do alone with just our Spencer Yard based properties. If positive this would transform our vision's attractiveness (and deliverability) to the potential developer partners.

Alternatively the Council could have opted to do nothing. In this eventuality any vision and potential for taking this wider Creative Quarter regeneration and investment initiative forward not realised.

The Council could also decide to exclude the Royal Pump Rooms from this vision. By implication this could also exclude any outline proposal to relocate the Library. However, the previous Executive reports set out the reasons why this could prejudice and weaken any overall transformational approach to a Creative Quarter. The responses from the market would tease out and test this issue.

The Overview & Scrutiny Committee noted the report.

**Resolved** that

- (1) the feedback received from the soft market testing exercise as set out in this report, and Appendix Three to the report, be noted;
- (2) the procurement of a regeneration partner to assist the Council to deliver the Creative Quarter initiative, in respect of the area shown in Appendix One, be approved;
- (3) a budget of £4,000, be allocated from the Contingency Fund to fund the formal advertising and marketing of this opportunity, as set out in section 5.1 of the report;
- (4) the Deputy Chief Executive (BH) and the Section 151 Officer, in consultation with the Leader, and the 3 Portfolio Holders for: Development, Culture and Finance, be delegated authority to finalise the Development and Marketing Brief, undertake the procurement process to select one preferred regeneration partner, and enter into the necessary legal agreements with that partner;
- (5) the Expressions of Interest submitted to the Coventry & Warwickshire Local Enterprise Partnership (CWLEP) as set out in confidential Appendices Five, Six and Seven, be noted.

(The Portfolio Holder for this item was Councillor Cross)

## 62. **Tenants Incentive Grant Scheme**

The Executive considered a report from Housing & Property Services relating to a review of the Tenants Incentive Grant Scheme and the Resettlement Service.

In December, 2007, the Executive approved the introduction of a Tenants Incentive Grant Scheme (TIGS). This provided a financial incentive for tenants of the Council who under-occupy a property to downsize to smaller accommodation. This scheme was introduced to help the Council better match the use of its housing stock to the housing need prevailing at that time.

The scheme allows tenants aged 60 years or over to receive a payment of up to £5,000 if they transfer from a three bedroom or larger property to a one or two bedroom property designated for occupation by the elderly, or a one bedroom general needs property.

The scheme also allowed for tenants aged less than 60 years of age to receive a payment of up to £5,000 if they transfer from a three bedroom property or larger to a one bedroom general needs property.

These payments were awarded regardless of the costs incurred by the tenant in moving home. No practical support, such as helping to manage utility changes or removal arrangements was provided by the Council to help with the management of the home move.

The number of transfers that had taken place under the Tenants Incentive Grant Scheme since its inception in 2007 had year-on-year remained relatively constant.

Historically the Council had a higher demand for family sized accommodation, in particular three and four bedroom houses. While the Council had never suffered from hard-to-let properties, properties in lower demand were usually concentrated in homes designated for people aged 60 years and over, usually one bedroom upper floor flats or small bedsit bungalows. This remained the case but the Council had a much higher demand for smaller one bedroom general needs homes rather than three or four bedroom homes.

In 2012 the Government introduced the under occupation charge as part of its changes to the social security system. This meant that working age tenants, who had a bedroom or bedrooms in excess of need, and who are in receipt of housing benefit have their benefit reduced by 14% for one bedroom in excess of need and 25% for two or more bedrooms in excess of need. Tenants of state pension age were not affected by the under-occupation charge.

As a result of these changes some tenants had moved from homes that they were under-occupying using the Mutual Exchange (Home Swap) scheme or by requesting transfers to smaller homes. Some had chosen to make the necessary additional payments and stay in their homes. However, there were those who can't or do not want to make the payments and want to move but were unable to do so as a suitable, smaller home had not been available for them to move to.

One consequence of these changes had been the increase in current demand for housing in Warwick District for smaller general needs homes.

Under-occupation of family homes amongst older people was however still not unusual in Warwick District.

While there 70 Warwick District Council tenants who were aged 60 years or more under-occupying their home not all were registered on Home Choice. There may have been many reasons why older people were choosing to remain in their home – local connections to the area, space for visiting relatives, emotional attachment to their family home and concern about being able to successfully manage a move to a new home.

Not all people aged under 60 under occupying a home would be affected by the under-occupation charge (that in itself arguably provides a financial incentive to down size) and many would have similar reasons for remaining in their home as older people.

That TIGS was available but had not prompted a higher registration of older people to apply for moves suggests that its continued value as a major incentive for people to move was limited. It was for this reason that the recommendation to close TIGS was made in this report. Doing so would reduce expenditure that had little obvious benefit to the overall sustainability and effectiveness of the Council's landlord service

However, what had become apparent from discussions with tenants was that there was a need from some people who wish to move practical help and for support in making the actual move, with some limited financial help to cover the actual costs of the move. Practical help while not on its own offering an incentive to move, may help people make that final decision to apply for a move or, even if they have already applied, ease that transition and reduce the risk of them not following through on an allocation.

The Council already had in place a Resettlement Service offered primarily to applicants aged over 60 on the Housing Register who successfully bid for a specified low demand property advertised on Home Choice. The objective was to help ease the cost of moving and provide a small but helpful and practical incentive to help influence decisions that would be of

benefit to tenants and those who are waiting for the offer of a municipal tenancy.

Expanding the range of clients for whom this service was available may help more people make the decision to downsize and moreover improve in a practical way the service the Council was able to offer to its tenants. Appendix A to this report included details of both the current and the revised Resettlement Service, the latter having been designed to meet these objectives.

At the same time as helping people to downsize, which in itself could help people reduce their housing costs, such as heating and decoration, there was increasingly an apparent need to help people better manage their finances. This was a result of changes in part of changes to national social security policy in respect of tax credits, continued growth in the use of zero hours contracts and the continued implementation of a rigorous social security sanctions scheme that would embrace low paid working households receiving Universal Credit.

The roll out of Universal Credit, which was picking up pace in Warwickshire, would reduce the number of people whose housing support was paid directly to the Council. People who were not used to managing all of their finances could need help to cope with the changes. Pilots for Universal Credit had shown that rent arrears increase as do personal financial problems.

From April 2017, the Council would also be required to introduce Pay-to-Stay. While the detail of this new policy were still to be confirmed, the essence of the policy was that tenant households with an income in excess of £30,000 would be required to pay a rent at or close to market rent. For a typical Council owned family size house in Warwick District, that could represent a rent increase of between £75 and £100 a week. A household with two full time earners, paid the National Living Wage, had an annual income of circa £27,000, putting them very close to threshold at which they may face a substantial increase in rent that could exceed any increase in their income.

It would therefore be prudent for the Council to consider increasing its Bad Debt Provision for the HRA to allow this to be accounted for but clearly the Council would need help where it could tenants falling behind with their rent payments.

The Council had established a Financial Inclusion Group to bring together and encourage a coherent approach across all our services and those of our core partners towards helping people manage their finances and identify and take advantage of opportunities to increase their income. The work of this group included establishing a level of competition within the affordable credit market by attracting additional Credit Unions to the area,

signing up to the Rental Exchange project which was a national initiative designed to improve tenants' credit ratings and so reduce the cost of finance and supporting the Breathing Space, a partnership between housing associations to provide confidential advice on debt and money management.

When the first tranche of social security changes were introduced in 2012 the Council supported the introduction of a Financial Inclusion Officer. Working alongside the Income Recovery team, this officer had worked closely with those tenants affected by either the under-occupation charge or the social security changes introduced at that time. In addition, the Council had supported the development of capability in this role - the current officer was a member by examination of the Institute of Money Advisors. The demand for the service had increased from circa five referrals a week to circa twenty, for a variety of reasons including the changes to social security policy, the growth in the use of zero-hours contracts and limited increases in wages and salaries for some workers. To continue to provide a good service that had allowed the Council to maintain control over its rent arrears and avoid the waiting period that clients of other advice agencies may experience, additional capacity was needed to both deliver day-to-day services and to encourage the provision of additional complementary services.

The scale of changes that would begin in April 2016 was expected to present more challenges to low and middle income households managing their incomes than those hitherto introduced. In turn, this would present risks to the Council as a landlord in securing sufficient income recovery to maintain investment in housing repairs, maintenance and estate management.

Employing a dedicated Financial Inclusion Project Officer would provide a number of key benefits that were listed within the report, but primarily related to enabling dedicated work that could focus on key areas and working with partners.

This in turn would help reduce the risk to the Council of high rent arrears impacting adversely on the HRA Business Plan, which had also got to accommodate an annual decrease of 1% per year for four years in its rent roll. In-house analysis of the existing Financial Inclusion Officer role indicates that for every £1 the Council has spent on the post, the community has benefited by £5.

The Housing Appeals and Review Panel currently considered appeals against decisions not to award TIGS payments. Closing TIGS would therefore mean that, to maintain consistency across the Council's bodies, a change would be needed to the terms of reference of the Housing Appeals and Review Panel. This could be secured by amending the current

section: 'Appeals against a decision not to award payments under the Resettlement Service and appeals against a decision not to award payment under the Tenants Incentive Grant Scheme' to 'Appeals against the decision not to award support from the Resettlement Service'.

The Transfer Incentive Grant Scheme and the Resettlement Service could be retained in their current form. However there was little evidence to show that these incentives are encouraging people to move from larger properties. The cost of the scheme had little relationship to the actual costs of moving home.

Resources saved by removing the Tenants Incentive Grant Scheme and not creating the post of Financial Inclusion Project Officer could allow for additional funds to be retained within the HRA for alternative investment. However by deploying a portion of these resources to fund the Financial Inclusion Project Officer the Council would be in a better position to help manage the effects of changes to social security on our tenants and so improve the resilience of the HRA Business Plan.

**Resolved** that

- (1) the Tenants Incentive Grant Scheme closes on November 30<sup>th</sup>, 2015;
- (2) the introduction of the revised Resettlement Service, as set out at Appendix 1, to the report, be approved from December 1<sup>st</sup>, 2015; and
- (3) the following budget changes, be approved;
  - Reducing the Tenant Incentive Grant Scheme budget by £24,500 in 2015/16, £95,000 for 2016/17 onwards
  - Increasing the Resettlement Service Grant budget by £7,500 in 2015/16, £20,000 for 2016/17 onwards
  - Introducing a budget to fund a new Financial Inclusion Project Officer post, subject to the Employment Committee agreeing to the creation of the post. £14,000 in 2015/16, £28,000 for 2016/17 onwards
  - Contributing the net saving due to these changes to the HRA Capital Investment Reserve, £3,000 in 2015/16 and £47,000 for 2016/17 onwards

**Recommended** to Council that an amendment to the terms of reference of the Housing Appeals and Review Panel be made as follows: 'Appeals against a decision not to award payments under the Resettlement Service and appeals against a decision



not to award payment under the Tenants Incentive Grant Scheme' is amended to 'Appeals against the decision not to award support from the Resettlement Service'.

(The Portfolio Holder for this item was Councillor Phillips)

**63. Public and Press**

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

Minute No.	Para Nos.	Reason
66	1	Information relating to an Individual
66	2	Information which is likely to reveal the identity of an individual
64 & 65	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The full minutes for the following items would be set out in the confidential minutes of the meeting.

**64. Leisure Options – Part B**

This report only contained the following confidential appendices for the Executive to consider and use for informing their decisions for Minute Number 59.


**65. Leamington Creative Quarter**

The Executive noted the confidential appendices relevant to this item which was considered formally under Minute number 61, of this meeting.

**66. Minutes**

The confidential minutes of the meetings held on *30 September 2015* and subject to a minor amendment to record Councillor Phillips apologies instead of Councillor Quinneys, were signed by the Chairman as a correct record.

*(The meeting ended at 7.40pm)*

 <b>Executive 2 December 2015</b>		<b>Agenda Item No.</b>
<b>Title</b>	General Fund base budgets latest 2015/16 and original 2016/17	
<b>For further information about this report please contact</b>	Marcus Miskinis <a href="mailto:Marcus.miskinis@warwickdc.gov.uk">Marcus.miskinis@warwickdc.gov.uk</a> 01926 456804	
<b>Wards of the District directly affected</b>	None	
<b>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</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>		
<b>Background Papers</b>	Executive 29 July 2015 – Budget Review to 30 June 2015; Executive 3 September 2015 – Sustainable Community Strategy & FFF Updates and Service Area Plans 2015/16; Executive 30 September 2015 – Fees and Charges 2016/17; Executive 4 November 2015 – Budget Monitoring to 30 September 2015	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes Ref 699
<b>Equality Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	12 Nov 2015	Andrew Jones
Head of Service	11 Nov 2015	Mike Snow
CMT		
Section 151 Officer	12 Nov 2015	Finance Report
Monitoring Officer	12 Nov 2015	Andrew Jones
Finance	n/a	Finance Report
Portfolio Holder(s)	13 Nov 2015	Cllr Whiting
<b>Consultation &amp; Community Engagement</b>		
None		
<b>Final Decision?</b>	Yes	

## **1. Summary**

- 1.1 This report sets out the latest projections for the General Fund revenue budgets in respect of 2015/16 and 2016/17 based on the current levels of service, and previous decisions. There are further matters that will need to be reviewed in order to finalise the base position as part of the 2016/17 budget setting process as set out in paragraph 8.5.
- 1.2 The 2015/16 latest budgets show a forecast surplus of £189,800 before any appropriations.
- 1.3 The proposed 2016/17 Base Budget currently shows a small surplus of £7,700.

## **2. Recommendations**

- 2.1 To recommend to Council:
  - (a) the latest base budget for the General Fund services in respect of 2015/16 as outlined in Appendix 'B';
  - (b) the base budget for the General Fund services in respect of 2016/17 as outlined in Appendix 'B'.
  - (c) the Council Tax Reduction Scheme for 2016/17 should continue to be based upon the council tax liability being reduced by 15% for those of working age.

## **3. Reasons For The Recommendations**

- 3.1 The Council is required to determine its budget requirements in order to set the Council Tax for 2016/17.
- 3.2 Should the final 2016/17 Tax Base figure become available prior to the meeting on the 2<sup>nd</sup> December, members will be informed of this and how it impacts on the 2016/17 Budget and medium term projections at that meeting. An estimated Tax Base has been allowed for within the figures for this report.
- 3.3 Since April 2013 the Council has been required to agree its own Council Tax Reduction Scheme. This replaces the former Council Tax Benefit scheme that was the responsibility of the Department for Work and Pensions. For 2016/17 it is proposed that the scheme remains unchanged to the Council's current scheme, with all claimants of working age having to pay a minimum of 15% of the council tax liability. Those of pensionable age will still be eligible for up to 100% reduction, in line with Government Regulations. The scheme is planned to be reviewed ahead of 2017/18, which will require consultation with relevant stakeholders before any changes are agreed.

## **4. Policy Framework**

### **4.1 Policy Framework**

The General Fund latest base budget 2015/16 and original budget 2016/17 report forms part of the Budgetary Framework of Fit for the Future. This

report is in accordance with the Council's Financial Strategy as last approved by the Executive in February and Budget Reviews in July and November.

#### **4.2 Fit For the Future**

One of the key elements of Fit For the Future is ensuring that the Council achieves the required savings to enable it to set a balanced budget whilst maintaining service provision. Details of the financial projections for future years and savings required to be found were reported to members in November.

#### **4.3 Impact Assessments**

The Council's Budget covers the community throughout the District. It is a statement of fact and officers will have considered any impact prior to amending their budgets.

### **5. Budgetary Framework**

- 5.1 Securing savings and balancing its Budget will enable the Council to deliver its aspirations and priorities as well as core services. The Financial Strategy underpins all of its other strategies.
- 5.2 Members are reminded that the 2016/17 Council Tax will be set in February after budgets are finalised. The Executive has previously stated that it intends to set a 2% council tax increase for 2016/17, subject to any limits imposed by Central Government.
- 5.3 In 2016/17 there will be an additional revenue cost relating to the Leisure proposals presented to members in November. Based on the projections within that report and the recommendations agreed by Executive, this is estimated to be £607,000. This will present an additional cost to be funded as part of agreeing the 2016/17 final Budget.
- 5.4 The Council's Medium Term Financial Projections include net inflation for most services for 2016/17 at 0%. An inflation allowance of 1.1% has been included for National Non-Domestic Rates, 0.1% for the major contracts, 1% p.a. for salaries and a general inflation contingency of £25,000 allowing for other unavoidable price increases.
- 5.5 As part of formulating the 2015/16 budget, "non-contractual" budgets were reduced by 2.5%, with similar decreases to apply for the subsequent 3 years, so reducing these budgets by 10%, and thereby releasing budget savings of £735,000 by the end of the process. These reductions are intended to encourage budget managers to make best use of their budgets, and make innovative use of procurement opportunities. The September 2015 Executive agreed a range of proposed savings options, one of which was to bring the 2.5% savings target in respect of 2017/18 forward to 2016/17, so reducing the "non-contractual" budgets by 5% for 2016/17. If it is not possible to continue to make these savings, this will present an additional budget pressure for the Council.
- 5.6 When local authorities took on responsibility for setting their own Council Tax Reduction scheme in April 2013, funding towards this was provided from Central Government. The current scheme of 15% liability for working age claimants has been allowed for within the proposed Base Budget.

## **6. Risks**

- 6.1 The Council's Significant Business Risk Register contains several risks which are finance related. Shortage of finance will impact upon the Council's plans for the provision of services. Reduced income or increased expenditure will reduce the funding available.
- 6.2 The main sources of income which may be subject to reductions include:
- Government grant (e.g. Revenue Support Grant, Benefits Administration Grant);
  - Business Rates Retention;
  - Fees and charges from provision of services;
  - Rent income;
  - Investment interest.

Whilst reductions have been factored in to the estimated Revenue Support Grant, the Spending Review announcement on 25 November and the subsequent Grant Settlement will confirm the accuracy of this projection.

- 6.3 Increased expenditure in service provision may be due to:
- Inflation and price increases for supplies and services;
  - Increased demand for services increasing costs;
  - Changes to taxation regime;
  - Unplanned expenditure;
  - Assumed savings in budgets not materialising.
- 6.4 Triggers for increased costs or reduced income include:
- Economic cycle – impacting upon inflation, interest rates, unemployment, demand for services, Government funding available;
  - Unplanned expenditure, e.g. costs from uninsured events, costs of planning appeals or other legal process;
  - Project costs – whereby there are unforeseen costs, or the project is not properly costed, or the risks related to them are not properly managed.
  - Changes to assumptions underpinning the Medium Term Financial Strategy – these assumptions are closely monitored.
- 6.5 Many controls and mitigations are in place to help manage these risks. These include:
- The comprehensive Budget Review process. This entails all budget managers reviewing their budgets on at least a monthly basis, considering previous, current and future years, along with any possible issues that may impact upon their budgets. As part of this process, regular Budget Review reports are issued to the Executive and Senior Management Team.
  - Financial Planning with the Medium Term Financial Strategy / financial projections, bringing together all issues that will impact on the Council's finances in the medium term.
  - Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
  - Project Management and associated controls.
  - Trained staff and access to appropriate professional advice (e.g. WCC Legal, Local Government Futures for advice on local government funding).
  - Risk Management process across the Council, including the on-going review and maintenance of risk registers.

- Scrutiny by Members of the Council's finances, including Budget Reports, and the financial implications of all proposals brought to them for consideration.
- Within the 2015/16 budgets there is a Contingency Budget with an uncommitted balance of £100,800 for any unplanned unavoidable expenditure
- Reserves – whilst much of these Reserves have already been earmarked for specific projects, it is important that Reserves are held for any unforeseen demands.
- In addition to the Reserves, the Council holds the General Fund Balance of £1.5m. This is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance at this level.
- The specific causes of reductions to income or increased expenditure should continue to be managed by the relevant Service Area as part of managing risks within each Service Risk Register. Individual Service Area Risk Registers are brought to Finance and Audit Scrutiny Committee every two years.
- Inflation provision - £24,500 inflation provision is held in the 2016/17 Budgets. This may be used where budget managers can demonstrate that they are unable to accommodate the limited inflationary uplift being incorporated within budgets.

## **7. Alternative Options Considered**

- 7.1 The purpose of this report is to produce budgets as determined under the requirements of the Financial Strategy. Any alternative strategies will be the subject of separate reports.

## **8. Background**

- 8.1 At its meeting on 18 April 2012 the Executive agreed that the management of the Council's Fit For the Future change programme would be through the delivery of the Service Area Plans. Plans were updated at the September 2015 Executive meeting.
- 8.2 Options for finalising and balancing the budget will be brought forward in February 2016.
- 8.3 This report presents the proposed Base Budget for 2016/17. These figures reflect the costs of maintaining the current level of service, any unavoidable changes in expenditure (for example, where the Council is contractually or statutorily committed to incur additional expenditure) and any other commitments that members have previously agreed to be incorporated within the 2016/17 Budget. The report also considers the current year's budget, and includes details of latest proposed changes to the 2015/16 Budget.
- 8.4 Any recent changes that need to be resolved that have not been included in the budgets at this stage will be fed into the February report.
- 8.5 In February all the following information should be available:
- 2016/17 Base Budget
  - 2016/17 Revenue Support Grant Settlement.

- Updated Business Rates Retention projections
- 2016/17 New Homes Bonus

- 8.6 If the main revenue sources above are below the projections within the medium term financial strategy, detailed consideration will be required as to the means of being able to set a balanced budget. This may include making further savings from services, generating additional income, or using the Council's limited reserves in the short term. Alongside this, it will be necessary to agree how the cost of the Leisure Options will be funded in 2016/17 as referred to in paragraph 11.9 and the reports to November Executive.
- 8.7 The Council will then be in a position to agree the 2016/17 Budget and the District Council element of the Council Tax. In addition, the total Council Tax for the District will be set, including the elements set by the County Council, the Police and Crime Commissioner and the parish and town councils.
- 8.8 The report is broken down into the following sections and appendices:
- Section 9 - Savings
  - Section 10 - Base Budgets
  - Section 11 - 2016/17 Base Budgets
  - Section 12 - Latest Budgets 2015/16
  - Section 13 - Capital Financing and Reserves
  - Section 14 - General Grants
  - Section 15 - Conclusion
  - Appendix A - Analysis of Budget Movements from 2015/16 to 2016/17
  - Appendix B1 - Revenue Budgets Summary
  - Appendix B2 - Detailed Revenue Budgets – available on the Executive Meeting page on the Council's website ([www.warwickdc.gov.uk](http://www.warwickdc.gov.uk))
  - Appendix C - Capital and Reserve Financing Variations
  - Appendix D - Glossary of Terms

## **9. Savings**

- 9.1 Much work has already been undertaken to address the forecast budget deficit in future years.
- 9.2 There has been a significant amount of procurement activity on-going across the Council. In addition to the letting of contracts, the actions within the Procurement Strategy have been progressed, including member and officer training courses. All this work is helping to ensure good procurement practices are well embedded across the authority.
- 9.3 The 2016/17 Base Budget assumes that the following savings or additional income, totalling £837,000, agreed by the September 2015 Executive will be achieved, with further savings agreed in future years:
- 5% "non-contractual" budget savings (£347,300) have been devolved to Service Areas. Most have been identified against Budgets whilst a few are yet to be identified. The situation is to be monitored.
  - £50,000 savings from reducing the inflation contingency increase.
  - £50,000 additional income from Treasury Management consideration of alternative investment instruments.

Savings / income areas being progressed (£490,000 as included within Appendix A):

- £100,000 savings from revised terms and conditions, as staff change their working practices as part of Fit For the Future.
- £70,000 savings from a staffing review of Health and Community Protection.
- £50,000 savings from a Support Services Review.
- £20,000 savings from a restructure of land charges delivery.
- £50,000 savings by adopting "Digital by Default".
- £70,000 savings from Customer Service Centre / One Stop Shop Review.
- £20,000 savings from cessation of duplication of Housing Advice contracts.
- £50,000 additional income by increasing car parking charges.
- £40,000 savings from a review of travel tokens (subject to further review by members).
- £20,000 savings from Civic Support budgets (subject to further review by members).
- 

9.4 Progress in achieving these savings will be monitored and progress reported to members in future reports.

## 10. Base Budgets

10.1 The proposed Base Budgets for 2016/17 and the Latest Budgets for 2015/16 are shown below. These figures include all financing charges (which are dealt with in Section 14 later). Section 12 of this report considers the 2016/17 Base Budget, with Section 13 looking at the Latest 2015/16 budget figures.

	<b>Base Budget 2015/16 £000</b>	<b>Latest Budget 2015/16 £000</b>	<b>Base Budget 2016/17 £000</b>
<b>Net Expenditure for District Purposes</b>	13,563	14,420	10,335

10.2 The above figures fluctuate year on year mainly to reflect changes to the use of reserves (often due to project slippage), and changes in external support, notably Revenue Support Grant and retained Business Rates.

## 11. 2016/17 Base Budget

11.1 In preparing the 2016/17 Base Budget the over-riding principle is to budget for the continuation of services at the existing level. The following adjustments need to be made to the 2015/16 Original Budget.

- Removal of any one-off and temporary items
- Addition of inflation
- Addition of previously agreed Growth items
- Addition of unavoidable Growth items
- Inclusion of any identified savings

11.2 The table below summarises how the 2016/17 base budget has been calculated. Appendix 'B' gives more details to support this.



	£	£	£
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2015/16 ORIGINAL</b>			<b>13,563,182</b>
Plus Inflation			158,500
Plus Committed Growth:			
- Staffing	293,500		
- Increases in expenditure	176,600		
- Reduced income	99,000	569,100	
Less Savings:			
- Reduced expenditure	(1,533,400)		
- Increases in income	(603,100)	(2,136,500)	
<b>CHANGES IN SERVICE INCOME and EXPENDITURE</b>			<b>(1,567,400)</b>
Changes in Interest			(142,700)
Changes in Contributions to Capital			60,800
Changes in non-service specific contributions to / (from) reserves			(1,737,582)
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2016/17 ORIGINAL</b>			<b>10,334,800</b>

### 11.3 Inflation

No inflation has been applied to most budgets. The only exceptions are in respect of Business Rates, which has been inflated at 1.1% and equates to £12,800, the major contracts at 0.1% (£4,700) and salaries at 1% p.a. (£141,000). In addition, the general inflation contingency budget has been reduced to £24,500.

### 11.4 Staffing

Staffing costs will increase in 2016/17. The main changes:

- Increase in employer's Local Government Pensions Scheme contribution (£94,100 adverse).
- The new state pension arrangements which will operate from April 2016 will remove the "opt-out" reduction in respect of employers' National Insurance contributions. The increased cost will be £214,000.

Both of these increases are in accordance with the financial projections previously presented to members.

### 11.5 Growth / Income Reductions

Only previously committed growth and unavoidable changes have been included in the Base Budget. This totals £275,600 of which £176,600 relates to increased expenditure and £99,000 relates to reduced income. Appendix 'B' lists the main items, the largest being:

- Provision for a potential increase in the Office Cleaning Contract (+£50,000);
- Reduction in Investment Properties lettings income (+£45,000);
- Increase in net costs of Housing Benefit payments and IT systems (+£37,000);
- Business rates assessment for St. Mary's Land's car parks (+£30,000);
- Reduction in Pump Rooms catering commission (+£26,000).

## 11.6 Savings

Various savings have been allowed for within the Budget. These total £2,136,500 which comprises £1,533,400 reductions in expenditure and £603,100 increases in income. Appendix 'B' lists the main items, the largest being:

- Removal of one-off / time limited items (-£687,000);
- Agreed Budget savings – see paragraph 9.3 [excluding the inflation and Treasury Management items] (-£490,000);
- Discretionary budget reductions review (-£347,000);
- Fees and Charges annual review increases (-£209,000);
- Increases in Car Parking income (-£200,000).

- 11.7 Whilst the increased income for car parking has been factored into the Base Budget, the element of the increase relating to increased charges is still subject to the conclusion of the consultation and agreement by Council in January. Of this increase, as detailed in the fees and charges report, £70,000 should be earmarked towards car park improvements. Further consideration of the use of this funding will be given within the February Budget report.
- 11.8 Having taken the above into account, there is a forecast reduction of £1,567,400 in net service expenditure.
- 11.9 The large decrease in non-service specific contributions to / from reserves (-£1.7m) consists mainly due to no allocations from New Homes Bonus to reserves (-£1.4m) and an increased allocation from the Business Rates Volatility Reserve (-£0.3m). Appendix 'A' identifies a reduction of £0.5m in service expenditure funded from reserves which brings the total change in contributions to / from reserves to £1.2m as referred to in paragraph 13.7.
- 11.10 In addition to the above there are also various other, general, financing adjustments required to arrive at the demand for Council Tax. Taking all these items into account produces a small surplus of £7,700. It should be noted that these Base Budget figures do not allow for the implications from the Leisure Options report recently considered by Members. In 2016/17 there will be an additional revenue cost relating to the proposals. This will present an additional cost to be funded as part of agreeing the 2016/17 final Budget and Council Tax level.
- 11.11 The Medium Term Financial Strategy presented to Members in November showed a deficit of £218,000 for 2016/17. The latest figure of £7,700 budget is a positive change of £225,700. Whilst there are various positive and negative changes now being identified the outcome will be very dependent on the budget savings options and discretionary savings targets being achieved.

11.12 However, as outlined in section 9, the final Revenue Support Grant and other unforeseen events mean the final position will not be known until early 2016.

11.13 Appendix 'B'

Appendix 'B' is broken down into two parts – Appendix 'B1' and Appendix 'B2'. Both appendices provide details of service expenditure and income in portfolio order. Appendix 'B1' is a summarised version of Appendix 'B2'.

The analysis in Appendix 'B2' is divided into two sections – expenditure and income under the direct control of the budget manager (e.g. salaries, fees and charges income, etc.) and those items for which they have little or no control over (support service allocations and capital financing charges).

Explanations are provided where significant variations have been identified.

## **12. Latest Budget 2015/16**

12.1 Under the new Budget Review process, amendments to budgets are presented to members, for approval, on a regular basis rather than waiting until this report. Consequently, many changes have already been approved. This report continues that process and provides details of the latest budgets for the current year. Appendices 'B1' and 'B2' provide detailed analysis of net expenditure by service in Portfolio groupings.

12.2 The Latest Budgets total £14,419,700 which is an increase of £856,518 compared with the originally approved budget for 2015/16 of £13,563,182. The major items for this are:

- Contribution from Business Rates Volatility Reserve (£1,225,200 adverse);
- Contribution from the General Fund Balance to offset reduced New Homes Bonus returned "top slicing" (-£250,000 favourable)
- Earmarked Reserves no longer required (-£75,500 favourable);
- Car Parks – new business rates assessments (£164,000 adverse);
- Other properties business rates assessments (-£142,300 favourable).

12.3 The main reasons responsible for the decrease in service income and expenditure are included within Appendix 'B', which can be summarised as follows:

	£	£	£
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2015/16 ORIGINAL</b>			<b>13,563,182</b>
Plus Committed Growth:			
- Staffing	22,400		
- Increases in expenditure	416,100		
- Reduced income	126,100	564,600	
	<hr/>		
Less Savings:			
- Reduced expenditure	(515,700)		
- Increases in income	(231,300)	(747,000)	
	<hr/>	<hr/>	
<b>CHANGES IN SERVICE INCOME and EXPENDITURE</b>			<b>(182,400)</b>
Changes in Interest			(5,500)
Changes in Contributions to Capital			61,800
Changes in non-service specific contributions to reserves			982,618
			<hr/>
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2015/16 LATEST</b>			<b>14,419,700</b>
			<hr/> <hr/>

12.4 The first part of the table above shows that the total net expenditure on services has reduced by £182,400. This is the result of a mixture of changes, the most notable ones being detailed in paragraph 12.2 above.

12.5 The comments made in paragraph 11.12 concerning the content of Appendix 'B' are equally applicable to the information provided in respect of the Latest Budgets for 2015/16.

12.5.1 The Budget Review to the Executive in November 2015 identified, and reported on, budget increases totalling £14,500. The Budgets included in this report have identified a surplus of £189,800 which is a decrease of £204,300 to the previously reported figure referred to above. The main items for this change are:

- Business rates refunds (-£108,000 favourable);
- Private Sector Stock Condition Survey delayed until 2017/18 (-£75,000 favourable);
- Housing Market Assessment delayed until 2018/19 (-£60,000 favourable).

### **13. Capital Financing and Reserves**

13.1 In order to arrive at the position for the Council's overall net expenditure it is necessary to take account of the effects of the Council's capital financing arrangements and any transfers to and from reserves. These are summarised below:

Line Ref	BASE BUDGET 2015/16 £'000	LATEST BUDGET 2015/16 £'000	BASE BUDGET 2016/17 £'000
<b>1 Net Cost Of General Fund Service Expenditure</b>	<b>19,616</b>	<b>22,931</b>	<b>17,864</b>
<b>Capital Financing and Reserves</b>			
2 Depreciation & Intangible Assets in Service Estimates	(3,921)	(5,564)	(3,630)
3 Loan Repayments, Revenue Contribs & Interest Paid	35	35	4
4 Revenue Contributions to Capital	312	374	373
5 Contributions to / (from) Reserves	(1,632)	(1,444)	(2,861)
6 External Investment Interest	(292)	(297)	(404)
7 IAS19 Pension Adjustments	(555)	(1,014)	(1,011)
8 Contributions to / (from) General Fund	-	(601)	-
<b>9 TOTAL CAPITAL FINANCING and RESERVES</b>	<b>(6,053)</b>	<b>(8,511)</b>	<b>(7,529)</b>
<b>10 TOTAL ESTIMATED NET EXPENDITURE</b>	<b>13,563</b>	<b>14,420</b>	<b>10,335</b>
<b>Change from Base Estimate</b>		<b>857</b>	<b>(3,228)</b>

13.2 Detailed explanations of the changes to items 2 to 8 are within Appendix 'C'.

13.3 Most of the changes to the Capital Financing and Reserves figures reflect changes in specific items within the cost of General Fund service expenditure, whereby many increases in service expenditure are met by a contribution from a specific reserve which would be included here.

13.4 Depreciation and Intangible Assets in Service Budgets (line ref 2 above).

Similarly, the notional Capital Financing Charges reflect the change in capital charges within the cost of individual services. These changes occur as a result of variations such as slippage between years and new schemes within the Council's capital programmes.

13.5 Loan Repayments, Revenue Contributions and Interest Paid (line ref 3 above).

This is made up of the interest element of finance leases which the Council has entered into as well as interest on the bank overdraft. Other than the finance lease interest relating to photocopiers and the Dog Wardens van and potential bank overdraft interest, there is no external interest payable by the General Fund in 2015/16 or 2016/17.

13.6 Revenue Contributions to Capital (line ref 4 above).

The increase in 2015/16 and 2016/17 is a consequence of an increase in the amount of Disabled Facilities Grant that this Council receives from the DCLG. This grant is included in the revenue service budgets and then appropriated "below the line" to finance capital expenditure.

13.7 Contributions to / (from) Reserves (line ref 5 above).

The 2016/17 original budget shows an increase in contributions from reserves of £1,229,400 when compared to the 2015/16 original budget. This is mainly

accounted for by the falling out of £1,211,000 in respect of one off contributions to reserves in 2015/16 and a contribution of £312,000 from the Business Rates Volatility Reserve offset by reductions in general contributions from reserves, mainly the Service Transformation Reserve, of £293,600.

The 2015/16 latest budget shows an increase in contributions from reserves of £413,500. This reflects the crediting back to the General Fund of a) £408,000 funding for revenue slippage in order to meet expenditure carried forward from 2014/15 b) an additional £334,000 and £398,000 in relation to Grounds Maintenance and Planning Public Open Space S106 contributions received in the year and credited to the respective reserves c) a contribution of £932,000 from the Business Rates Volatility Reserve and d) reduced reserve funding of service expenditure of £194,500 when compared with the original.

### 13.8 External Investment Interest (line ref 6 above).

When compared to the 2015/16 original, net external investment receipts are expected to increase by £5,000 in 2015/16 and by £112,000 in 2016/17. The positive variation in 2015/16 is partly due to additional interest of £84,000 earned on increased balances as a result of variations in the 2014/15 and 2015/16 revenue and capital programmes. This has been offset by a reduction of £52,000 as a result of interest rates not rising during 2015/16 as had originally been forecast due to the global economic situation not being as buoyant as expected. The Housing Revenue Account balances form part of the increased balances available for investment and in recognition of this an additional £40,000 has been credited to the Housing Revenue Account. During 2015/16 the Government redeemed its 2 ½% Consolidated Stock Gilt and the Council's proceeds from this redemption amounting to £8,000 has been included within the 2015/16 interest receivable. As part of its continuing partnership with Waterloo Housing Association, the Council disposed of land at the rear of 1 Market Street Warwick in 2014/15 under a deferred capital receipt arrangement and the General Fund has been credited with £5,000 in 2015/16 to reflect the foregone interest that it would have earned if the capital receipt had been received outright rather than deferred for a number of years.

With regard to 2016/17, the slippages in the revenue and capital programmes referred to above are expected to unwind to a limited degree thus slightly lessening the balances available for investment when compared with 2015/16 latest. However, this is still expected to generate £83,000 additional interest when compared to the 2015/16 original. 2016/17 should see the long predicted improvement in the interest rate environment with the first increase in Bank Rate forecast to be in the second quarter of 2016 and it is expected that Bank Rate will be at 1% by the end of 2016/17. Consequently, income from increasing investment rates is expected to realise an additional £145,000 when compared with the 2015/16 original. Although overall investment balances are anticipated to fall slightly, the Housing Revenue Account balances are expected to remain a significant proportion of the Council's investments and as a consequence an additional £121,000 will be credited to the Housing Revenue Account when compared to the 2015/16 original. As per 2015/16 above the General Fund has been credited with £5,000 in 2016/17 to reflect the foregone interest that it would have earned if the land at the rear of 1 Market Street capital receipt had been received outright rather than deferred for a number of years.

Work is currently underway in preparing the 2016/17 Treasury Management and Investment Strategies. In discussion with the Finance Portfolioholder and

Capita, consideration is being given to the inclusion of additional investments instruments, such as equity funds. Whilst security of the funds will be paramount, it is intended that the Council will be able to achieve enhanced returns to achieve the extra investment income included within Paragraph 9.3. Details will be included within the forthcoming Treasury Management report in February.

13.9 IAS 19 Adjustments (line ref 7 above).

IAS 19 requires an authority to recognise the cost of retirement benefits in the net cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out. The figures included in the budgets are based on the latest budgets from the Pension Fund actuary.

13.10 Contributions to / (from) General Fund (line ref 8 above).

In line with the decisions made at the June and July 2015 Executive meetings as part of allocating the 2014/15 accounts surplus, £601,000 has been contributed from the General Fund in 2015/16.

**14. General Grants**

14.1 In order to complete the picture the general grants position also needs to be considered.

14.2 The estimated Revenue Support Grant figures show a reduction of £0.7m in 2016/17. Further details of Government financial support should be available following the Spending Review announcement on 25 November and the Provisional Grant Settlement expected in December which will be included within the February Budget setting report.

14.3 Business rates retention figures show a reduction of £1m in 2016/17.

14.4 Given the proposed increase in Council Tax, Council Tax Freeze Grant arrangements are not expected in respect of 2016/17.

14.5 At this stage, no New Homes Bonus has been included in respect of 2016/17.

14.6 The Collection Fund is expected to be in surplus for the current year which will present a one off small saving for 2016/17. This will be calculated later in the year to be included within the February 2016 Budget report.

14.7 The net result of all these movements is shown below:



	<b>BASE BUDGET 2015/16 £'000</b>	<b>LATEST BUDGET 2015/16 £'000</b>	<b>BASE BUDGET 2016/17 £'000</b>
<b>TOTAL ESTIMATED NET EXPENDITURE</b>	13,563	14,420	10,335
Less: Revenue Support Grant	(2,499)	(2,510)	(1,845)
Less: Business Rates Income	(1,873)	(2,835)	(806)
Less: General Grants:			
- Council Tax Freeze Grant	(79)	(82)	-
- Council Tax New Burdens	(23)	(23)	-
- New Homes Bonus	(1,623)	(1,623)	-
- Social Mobility Grant	-	(71)	-
Collection Fund (Surplus) / Deficit	-	-	-
Council Tax	(7,466)	(7,466)	(7,692)
	<hr/>	<hr/>	<hr/>
<b>(Surplus) / Deficit</b>	<b>-</b>	<b>(190)</b>	<b>(8)</b>
	<hr/>	<hr/>	<hr/>

This shows that there is a forecast surplus of £190,000 in 2015/16 and £8,000 in 2016/17. These figures are before the resultant surpluses are appropriated to reserves.

## **15. Conclusion**

- 15.1 As part of the Service Planning Process and thorough Budget Reviews, Senior Management has identified significant savings as detailed in section 9 and 10 for 2016/17.
- 15.2 Taking the above factors into account has helped result in the proposed 2015/16 Latest Budget presenting a surplus over the Original Budget of £190,000. As part of the February Budget report, recommendations will be made that consider the use of this surplus to replenish the various reserves that the Council holds.
- 15.3 This report, in considering the 2015/16 Latest Budget constitutes the third Budget Review (2015/16) report for the year presented to Members.
- 15.4 The proposed 2016/17 Base Budget presents a small budget surplus of £8,000 in the Council's expenditure in continuing to provide its services and meet its commitments. Any changes to the overall position will be considered within the February Budget report.

**ANALYSIS OF BUDGET MOVEMENTS 2015/16 TO 2016/17**

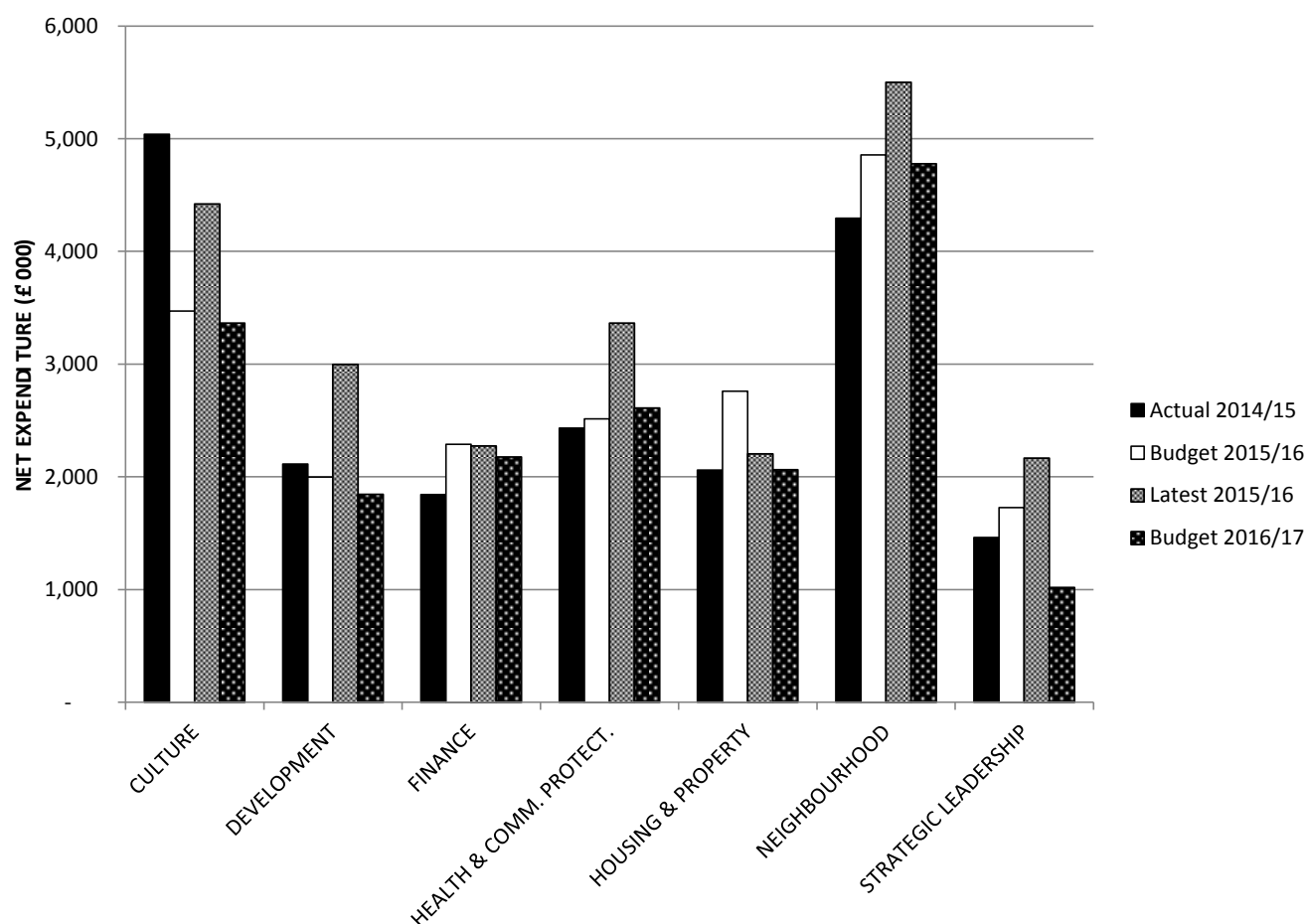
	£	£	TOTAL £
<b>APPROVED BUDGET 2015/16</b>			<b>19,616,000</b>
<b>Inflation:</b>			
Pay Award		141,000	
Major Contracts		4,700	
Business Rates		12,800	<b>158,500</b>
<b>Staffing:</b>			
Changes to Employer's National Insurance Scheme		214,200	
Vacancies savings contingency 2015/16		30,000	
Redeployment 3 years salary protection ending		(2,500)	
Payroll staffing restructure		(32,000)	
Employer's Superannuation Increases		94,100	
Chief Executive's Office restructure		14,400	
One Stop Shops		17,800	
Customer Contact Centre		33,100	
Cultural Services		29,300	
Health & Community Protection		18,500	
Development Services		(12,700)	
Finance		16,300	
Temporary Project Officers		(104,400)	
Customer Contact Manager		(24,300)	
Other minor changes		1,700	<b>293,500</b>
<b>Growth:</b>			
<u>Increases in Expenditure:</u>			
Street Lighting	6,000		
AED Defibrillators	2,000		
Grounds Maintenance Commuted Sums funding ceasing	12,700		
Car Parks Maintenance - phased reinstatement of past reductions	5,000		
NCLC cleaning materials	3,000		
Business Rates - St Mary's Lands' car parks	29,600		
Estates Management Shared Legal Services costs	14,200		
Benefits - increased cost of modules	20,000		
Bank Charges	3,800		
Office Cleaning Contract contingency	50,400		
Benefits payments (net of subsidy)	16,900		
Other items (net)	13,000	<b>176,600</b>	
<u>Reduced Income:</u>			
Council Tax Support Grant	2,000		
Cessation of Dual-Use Gym activity at Meadow CSC	8,700		
Council Tax Single Occupancy Penalty Charge - end of pilot project	10,000		
Pump Room catering commission	26,300		
Estates Management properties sold	17,700		
Estates Management vacant lettings	27,300		
Benefits Penalty charge	7,000	<b>99,000</b>	<b>275,600</b>
<b>Savings:</b>			
<u>Reduced Expenditure:</u>			
Book of Remembrance	(4,000)		
Contingency Budget	(201,000)		
Private Sector Stock Condition Survey - delayed until 2017/18	(75,000)		
Housing Market Assessment - delayed to 2018/19	(60,000)		
Waterloo New Homes Bonus payment	(118,500)		
City Deal / LEP contribution	(20,000)		
Committee Teas - temporary increase 2015/16	(1,800)		
2015 Elections	(30,000)		
Council Tax Reduction Scheme - new burdens	(23,400)		
Hill Close Gardens contribution	(2,500)		
5% Discretionary Budget Savings target	(347,300)		
Agreed Budget Savings options to be considered (per September Executive)	(490,000)		
Shared Legal Services saving	(12,000)		
Corporate Fraud Shared Services - responsibility transferred to DWP	(26,500)		
Business Rates reduced assessments	(39,000)		
Benefits payments (net of subsidy)	(17,100)		
Pensions Additional Allowances	(6,100)		
Recharges to HRA re temporary posts	(59,200)	<b>(1,533,400)</b>	

**ANALYSIS OF BUDGET MOVEMENTS 2015/16 TO 2016/17**

	£	£	TOTAL £
<u>Increases in Income:</u>			
Golf Course rent	(9,600)		
Crematorium - lost income due to temporary closure 2015/16	(104,000)		
Building Control	(40,000)		
Catering Contract	(17,700)		
Jubilee House lettings	(2,300)		
NCLC increased vending machine income	(9,000)		
Fees and Charges Review	(215,300)		
Leisure Centre Memberships	(61,000)		
Fees and Charges Contingency included in above items	67,000		
26 Hamilton Terrace lease (net of costs)	(11,200)		
Car Parking Fees and Charges	(200,000)	<b>(603,100)</b>	<b>(2,136,500)</b>
<b>Reserve items:</b>			
Earmarked Reserves		(231,000)	
Grounds Maintenance Commuted Sums funding		(12,700)	
Gog Brook Farm grounds maintenance		18,500	
Homelessness Packs		(400)	
Additional Benefits staffing		(1,800)	
Leisure Options		(105,300)	
Temporary Accountancy post		(8,000)	
Interim HR / Payroll Project Manager		(11,200)	
2015 Elections		(80,000)	
Individual Electoral Registration set-up costs		(55,000)	
Revenues temporary posts		(22,900)	
Prosperity Agenda		(50,000)	
HS2		(20,500)	
Green Spaces Development Officer		38,100	
Organisational Development temporary posts		(70,900)	
DCM Scanning project		(19,000)	
Sustainability Officer Post Extension		37,200	
Social Mobility Grant Funded work		34,400	
Building Control Staff changes		57,300	
Bowls Championship marketing		(5,000)	<b>(508,200)</b>
<b>Changes in Capital Financing Charges</b>			<b>(291,800)</b>
<b>Changes in IAS19 Pension Adjustments</b>			<b>456,600</b>
<b>BUDGET 2016/17</b>			<b>17,863,700</b>

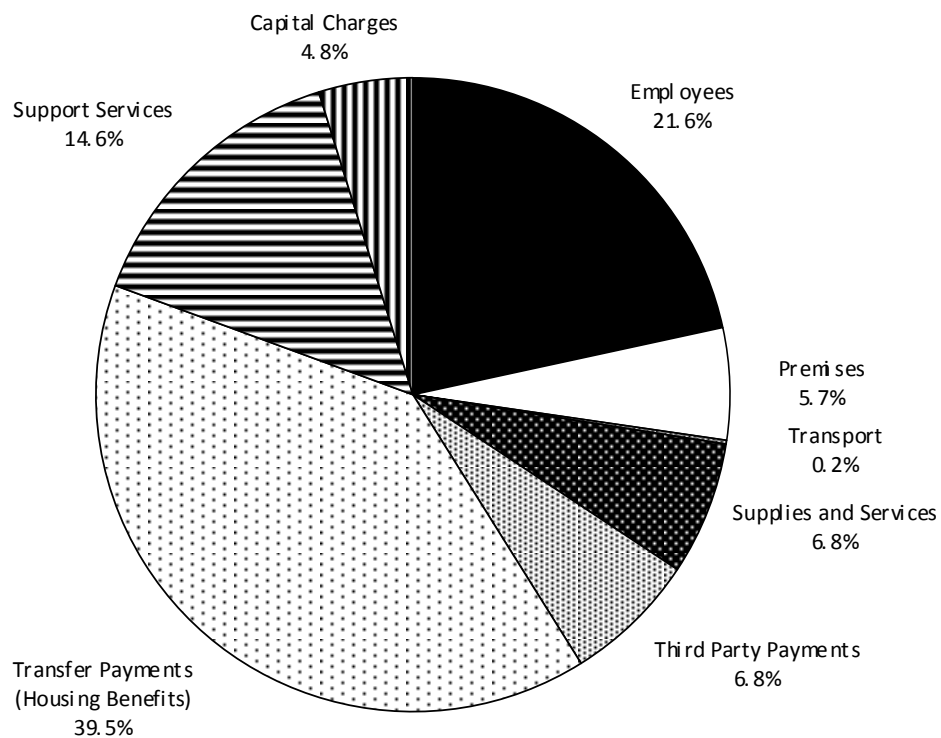
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
CULTURAL SERVICES PORTFOLIO	5,040,615	3,472,000	4,420,800	3,366,200
DEVELOPMENT PORTFOLIO	2,115,438	1,999,400	2,996,600	1,845,200
FINANCE PORTFOLIO	1,844,103	2,288,300	2,275,300	2,177,000
HEALTH & COMMUNITY PROTECTION PORTFOLIO	2,432,630	2,513,600	3,364,900	2,611,300
HOUSING & PROPERTY PORTFOLIO	2,061,477	2,761,300	2,204,700	2,065,000
NEIGHBOURHOOD SERVICES PORTFOLIO	4,296,226	4,854,600	5,502,500	4,778,600
STRATEGIC LEADERSHIP PORTFOLIO	1,462,508	1,726,800	2,166,300	1,020,400
<b>TOTAL GENERAL FUND SERVICES</b>	<b>19,252,997</b>	<b>19,616,000</b>	<b>22,931,100</b>	<b>17,863,700</b>
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(4,664,694)	(3,921,500)	(5,563,600)	(3,629,700)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	40,083	35,000	35,000	4,000
Revenue Contributions to Capital	1,525,608	312,300	374,100	373,100
Contributions to / (from) Reserves	2,507,651	(1,631,918)	(1,444,600)	(2,861,300)
Net External Investment Interest Received	(261,199)	(291,900)	(297,400)	(403,600)
IAS19 Adjustments	(439,660)	(554,800)	(1,014,100)	(1,011,400)
Accumulated Absences Account	(3,430)	-	-	-
Contributions to / (from) General Fund Balance	601,376	-	(600,800)	-
<b>NET EXPENDITURE FOR DISTRICT PURPOSES</b>	<b>18,558,733</b>	<b>13,563,182</b>	<b>14,419,700</b>	<b>10,334,800</b>
Less: Revenue Support Grant	(3,585,814)	(2,499,500)	(2,509,500)	(1,845,000)
Less: Business Rates Income	(6,098,795)	(1,872,800)	(2,835,000)	(806,000)
Less: General Grants:				
- Council Tax Freeze Grant	(78,414)	(78,700)	(82,100)	-
- Council Tax New Burdens	(79,625)	(23,400)	(23,400)	-
- New Homes Bonus	(1,232,123)	(1,622,900)	(1,622,900)	-
- Social Mobility Grant	-	-	(70,700)	-
- Right to Challenge - Service Provision	(8,547)	-	-	-
- Right to Bid - Community Assets	(7,855)	-	-	-
- Council Tax Annex Discount Grant	(900)	-	-	-
- Transparency Set-up Costs	(5,615)	-	-	-
Collection Fund (Surplus) / Deficit	(142,000)	-	-	-
(Savings Required) / Surplus	-	-	189,782	7,681
<b>EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL</b>	<b>7,319,044</b>	<b>7,465,882</b>	<b>7,465,882</b>	<b>7,691,481</b>

## GENERAL FUND SERVICES

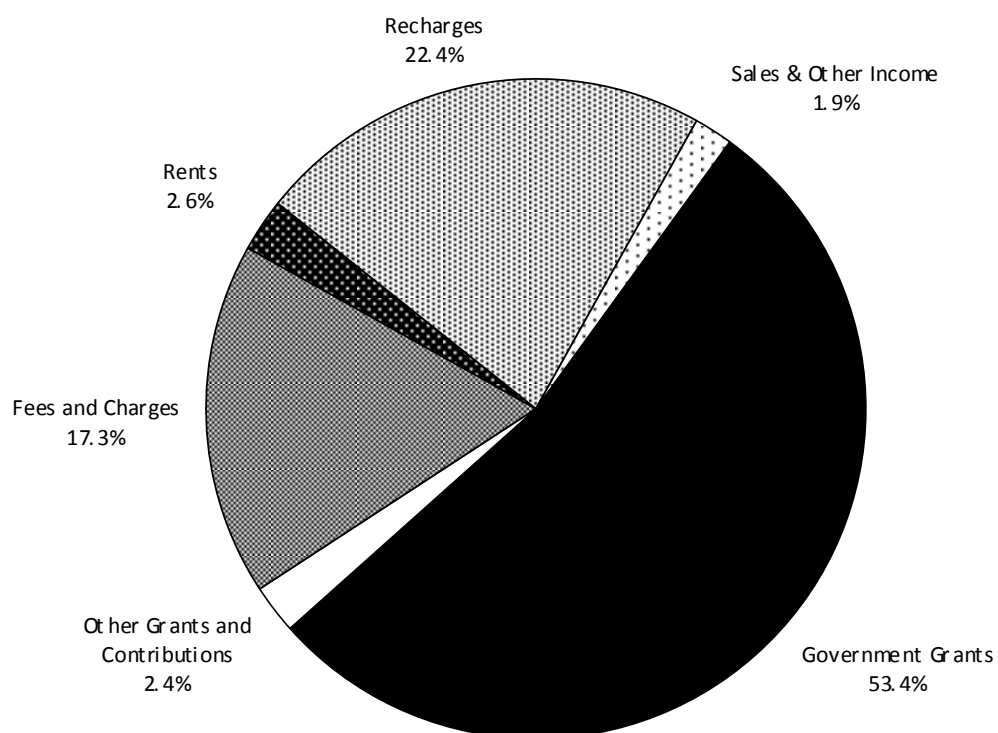


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>EXPENDITURE:</b>				
Employees	15,409,238	15,617,500	16,494,500	16,325,100
Premises	4,170,124	4,293,800	5,170,200	4,283,400
Transport	223,237	305,800	323,900	175,700
Supplies and Services	6,549,011	5,939,200	6,937,800	5,137,500
Third Party Payments	7,732,564	5,713,100	6,238,400	5,146,100
Transfer Payments (Housing Benefits)	29,665,055	30,223,700	29,946,600	29,949,200
Support Services	12,275,569	11,073,200	11,215,800	11,078,700
Capital Charges	4,664,692	3,921,500	5,563,600	3,629,700
<b>TOTAL EXPENDITURE</b>	<b>80,689,490</b>	<b>77,087,800</b>	<b>81,890,800</b>	<b>75,725,400</b>
<b>INCOME:</b>				
Government Grants	(31,419,730)	(31,454,900)	(30,982,000)	(30,896,300)
Other Grants and Contributions	(2,440,500)	(1,342,900)	(2,641,700)	(1,375,200)
Sales	(196,424)	(171,100)	(169,800)	(170,100)
Other Income	(969,262)	(998,700)	(1,100,700)	(940,200)
Fees and Charges	(10,819,652)	(9,065,500)	(9,429,100)	(10,014,200)
Rents	(1,306,583)	(1,431,200)	(1,402,000)	(1,482,300)
Recharges	(14,284,342)	(13,007,500)	(13,234,400)	(12,983,400)
<b>TOTAL INCOME</b>	<b>(61,436,493)</b>	<b>(57,471,800)</b>	<b>(58,959,700)</b>	<b>(57,861,700)</b>
<b>NET COST OF GENERAL FUND SERVICES</b>	<b>19,252,997</b>	<b>19,616,000</b>	<b>22,931,100</b>	<b>17,863,700</b>

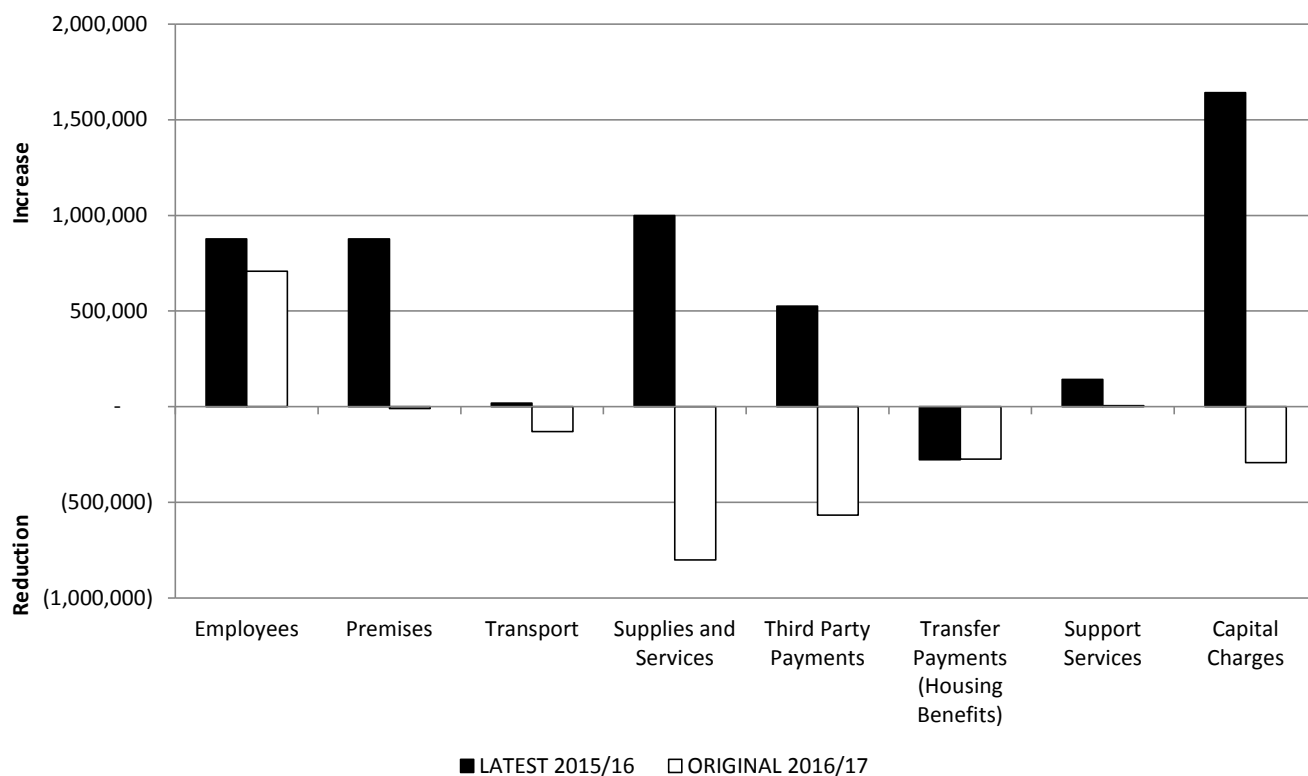
## EXPENDITURE - 2016/17 BUDGETS



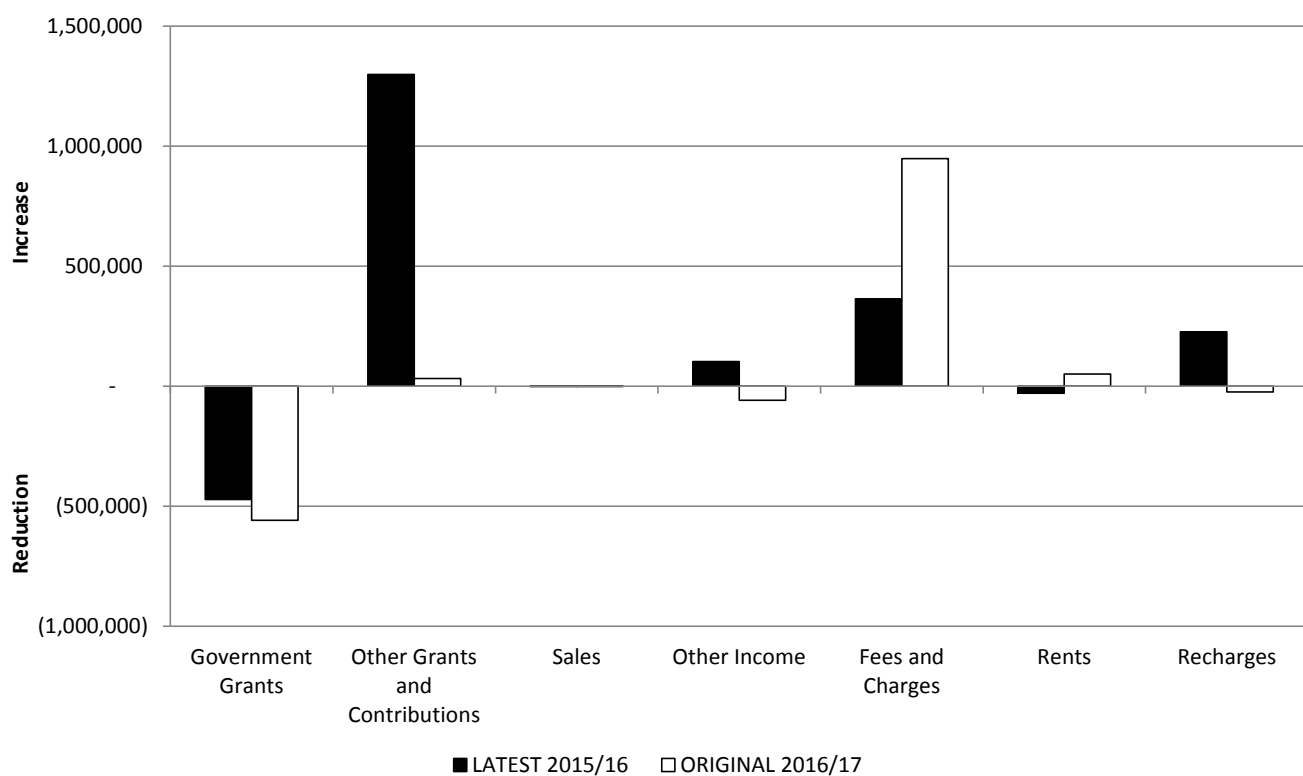
## INCOME - 2016/17 BUDGETS



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



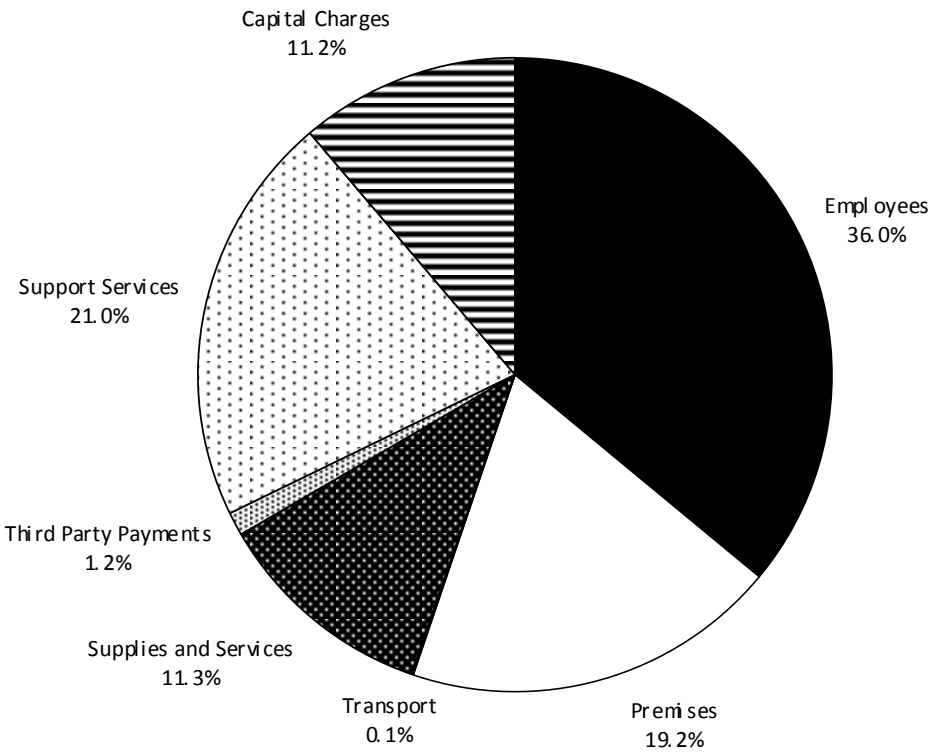
### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



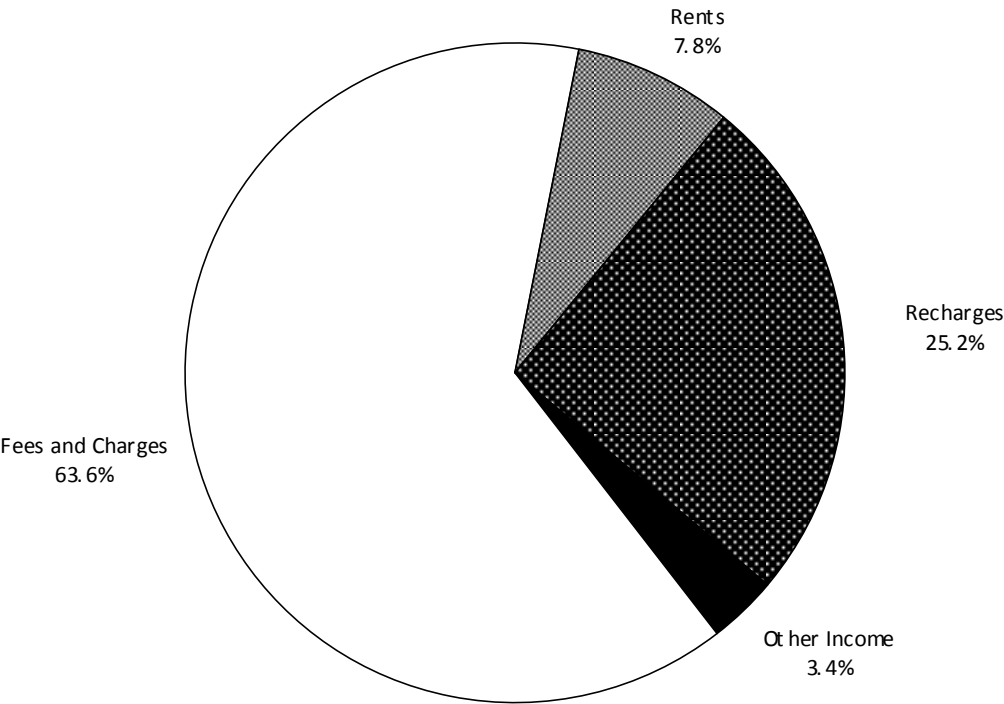
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>CULTURAL SERVICES PORTFOLIO</u></b>				
S1275 GOLF COURSE	47,944	7,000	(1,000)	(2,700)
S1280 EDMONDSCOTE SPORTS TRACK	111,137	89,600	107,000	95,500
S1289 OPEN SPACES EVENTS	477,780	202,200	804,000	190,900
S1295 LILLINGTON COMMUNITY CENTRE	4,457	2,500	3,600	3,500
S1305 YOUTH SPORT DEVELOPMENT	165,576	131,000	134,900	133,200
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	(1,860)	27,900	19,800	21,600
S1330 TOWN HALL FACILITIES	(1,161)	39,600	47,000	31,700
S1335 ROYAL SPA CENTRE	760,405	693,000	711,300	742,000
S1356 CATERING CONTRACT	(33,347)	(72,800)	(46,400)	(56,300)
S1365 SPORTS FACILITIES ADMIN	(1,012)	146,400	271,500	21,000
S1370 ST. NICHOLAS PARK LC	521,004	389,800	393,100	366,300
S1375 ABBEY FIELDS SP	367,179	363,700	475,200	376,900
S1380 NEWBOLD COMYN LC	515,650	387,600	317,400	335,400
S1385 CASTLE FARM RC	168,851	124,800	156,900	143,100
S1390 MYTON SCHOOL DUAL USE	18,056	34,700	35,100	34,600
S1400 MEADOW COMMUNITY SPORTS CENTRE	43,903	55,500	65,200	65,500
S1405 ROYAL PUMP ROOMS	1,876,053	849,500	926,200	864,000
<b>TOTAL CULTURAL SERVICES PORTFOLIO</b>	<b>5,040,615</b>	<b>3,472,000</b>	<b>4,420,800</b>	<b>3,366,200</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,791,400	2,752,800	2,916,200	2,950,300
Premises	1,766,022	1,586,300	1,785,900	1,575,000
Transport	10,562	11,500	11,500	11,200
Supplies and Services	1,187,093	932,200	1,019,700	914,100
Third Party Payments	139,320	251,200	340,900	101,300
Support Services	1,763,300	1,734,500	1,703,300	1,719,400
Capital Charges	2,108,473	872,000	1,368,900	919,700
<b>TOTAL EXPENDITURE</b>	<b>9,766,170</b>	<b>8,140,500</b>	<b>9,146,400</b>	<b>8,191,000</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(38,616)	(12,000)	(20,300)	(6,100)
Sales	(163,695)	(154,200)	(154,200)	(154,200)
Other Income	(10,577)	(4,500)	(4,400)	(4,400)
Fees and Charges	(2,936,092)	(2,912,900)	(2,981,500)	(3,065,300)
Rents	(277,787)	(385,300)	(348,100)	(377,700)
Recharges	(1,298,788)	(1,199,600)	(1,217,100)	(1,217,100)
<b>TOTAL INCOME</b>	<b>(4,725,555)</b>	<b>(4,668,500)</b>	<b>(4,725,600)</b>	<b>(4,824,800)</b>
<b>NET EXPENDITURE</b>	<b>5,040,615</b>	<b>3,472,000</b>	<b>4,420,800</b>	<b>3,366,200</b>



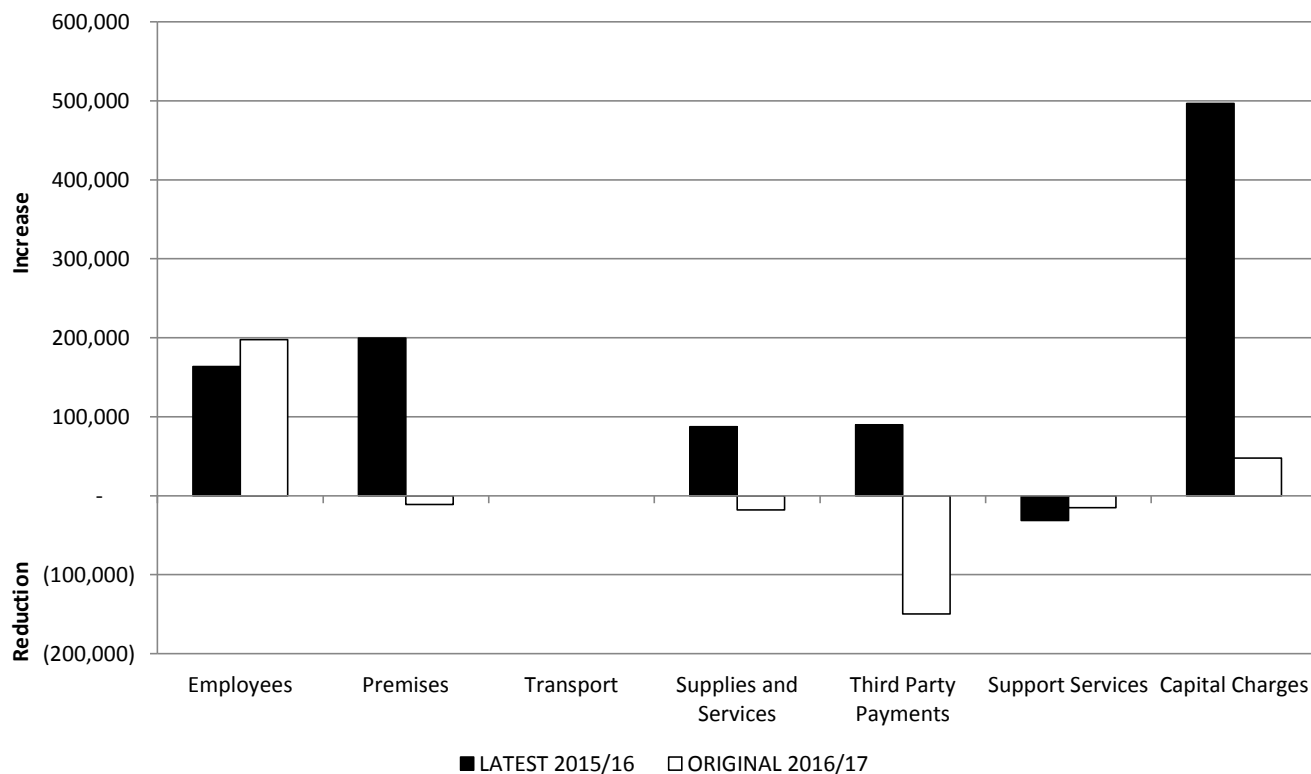
**EXPENDITURE - 2016/17 BUDGETS**



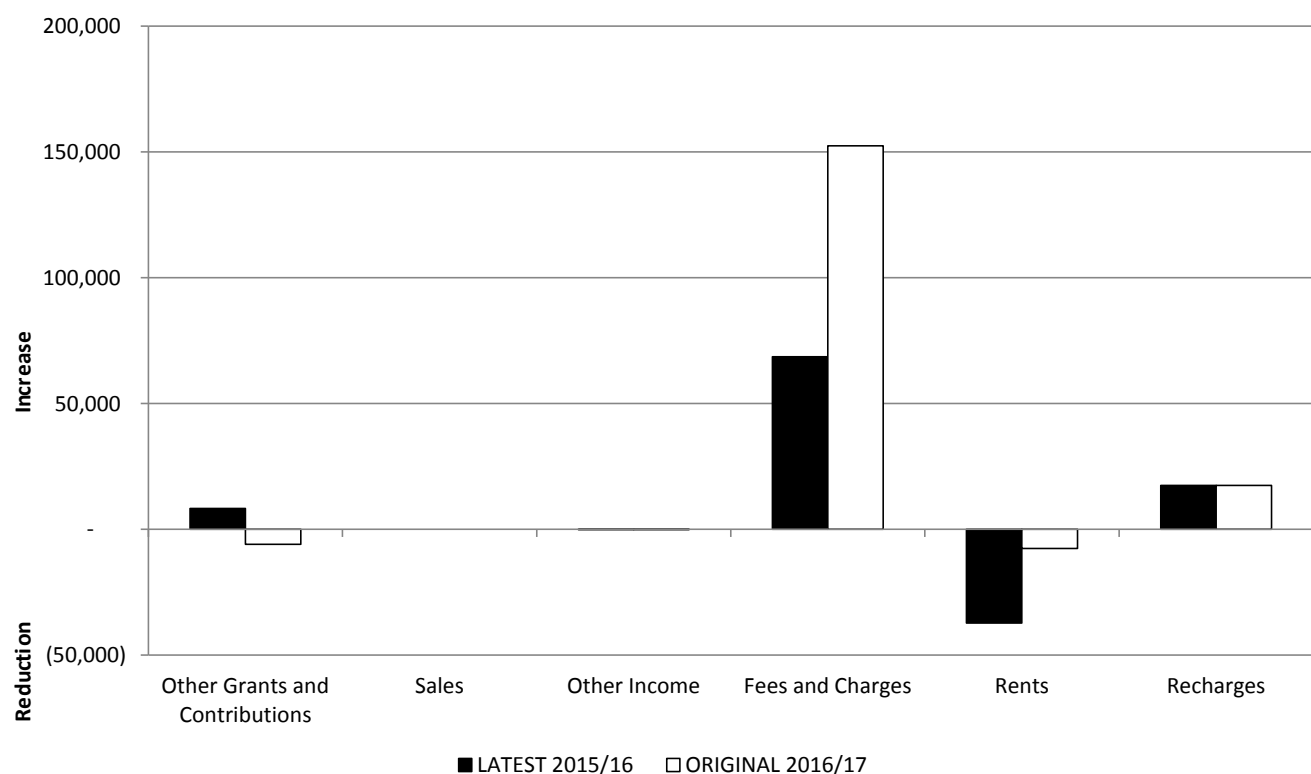
**INCOME - 2016/17 BUDGETS**



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)

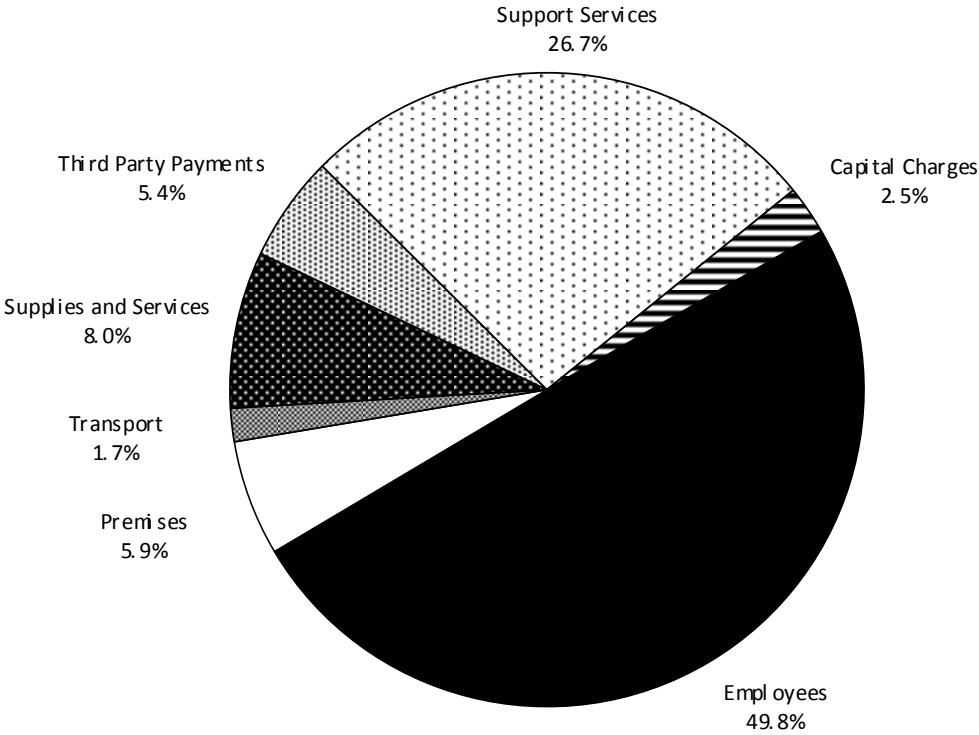


### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)

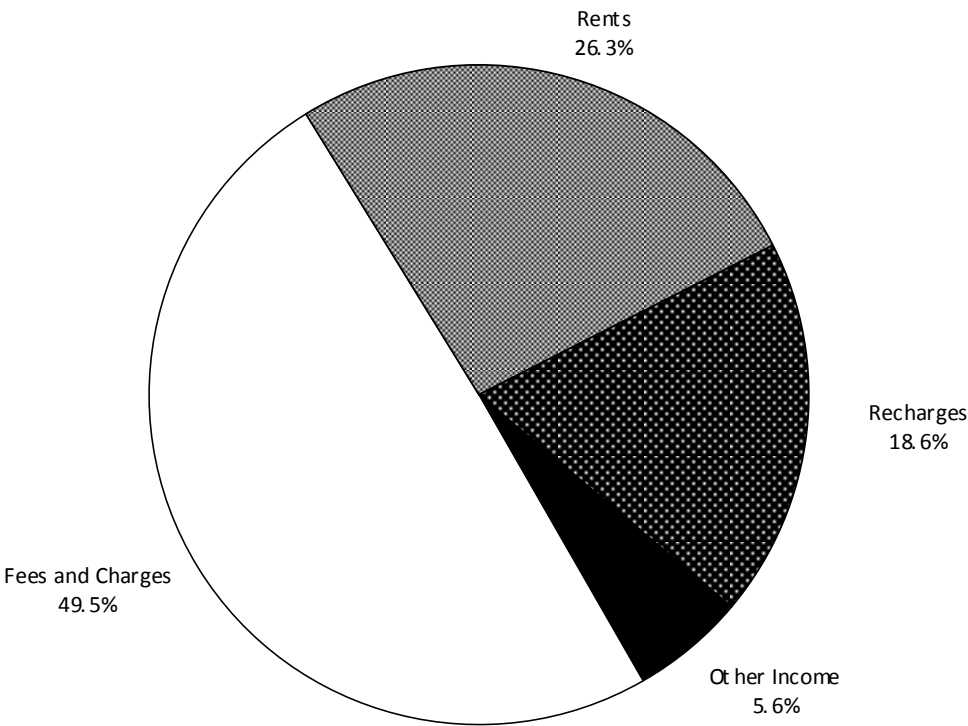


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>DEVELOPMENT PORTFOLIO</u></b>				
S1025 TCM - LEAMINGTON	57,493	53,100	50,400	50,200
S1030 TCM - KENILWORTH	49,749	49,300	47,900	50,800
S1035 CHRISTMAS ILLUMINATIONS	58,976	41,800	43,200	36,500
S1040 TCM - WARWICK	72,339	47,200	45,700	48,200
S1240 MARKETS	(11,938)	(19,300)	(19,500)	(20,400)
S1650 ESTATE MANAGEMENT	(137,397)	(172,000)	79,100	(198,900)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	48,782	85,600	68,900	62,500
S3550 TOURISM	217,761	227,900	221,500	205,400
S3600 ECONOMIC DEVELOPMENT	203,199	141,700	722,900	81,600
S3650 ECONOMIC REGENERATION	138,592	149,500	171,100	142,200
S3660 ENTERPRISE DEVELOPMENT	24,444	25,900	16,700	18,100
S3676 26HT	4,720	-	(500)	(5,400)
S4510 DEVELOPMENT SERVICES MGT	(814)	(19,600)	(58,800)	(49,400)
S4540 DEVELOPMENT CONTROL	683,275	812,600	831,000	813,600
S4570 POLICY, PROJECTS & CONSERVATION	581,396	480,100	696,700	498,600
S4600 BUILDING CONTROL	196,975	146,500	159,900	175,800
S4840 LOCAL LAND CHARGES	(72,114)	(50,900)	(79,600)	(64,200)
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>2,115,438</b>	<b>1,999,400</b>	<b>2,996,600</b>	<b>1,845,200</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,021,799	2,085,700	2,399,000	2,564,500
Premises	340,384	321,500	498,700	303,700
Transport	51,562	61,600	86,900	86,500
Supplies and Services	538,911	430,500	788,100	413,700
Third Party Payments	834,577	332,200	571,700	276,000
Support Services	1,997,656	1,530,600	1,375,800	1,377,200
Capital Charges	75,151	177,200	788,400	131,300
<b>TOTAL EXPENDITURE</b>	<b>5,860,040</b>	<b>4,939,300</b>	<b>6,508,600</b>	<b>5,152,900</b>
<b><u>INCOME:</u></b>				
Government Grants	(67,500)	-	(127,600)	-
Other Grants and Contributions	(96,514)	(19,200)	(19,200)	(19,200)
Sales	(15,987)	(14,500)	(13,200)	(13,500)
Other Income	(96,431)	(92,300)	(161,400)	(151,400)
Fees and Charges	(1,598,000)	(1,317,000)	(1,755,700)	(1,638,000)
Rents	(779,250)	(882,900)	(820,900)	(871,600)
Recharges	(1,090,920)	(614,000)	(614,000)	(614,000)
<b>TOTAL INCOME</b>	<b>(3,744,602)</b>	<b>(2,939,900)</b>	<b>(3,512,000)</b>	<b>(3,307,700)</b>
<b>NET EXPENDITURE</b>	<b>2,115,438</b>	<b>1,999,400</b>	<b>2,996,600</b>	<b>1,845,200</b>

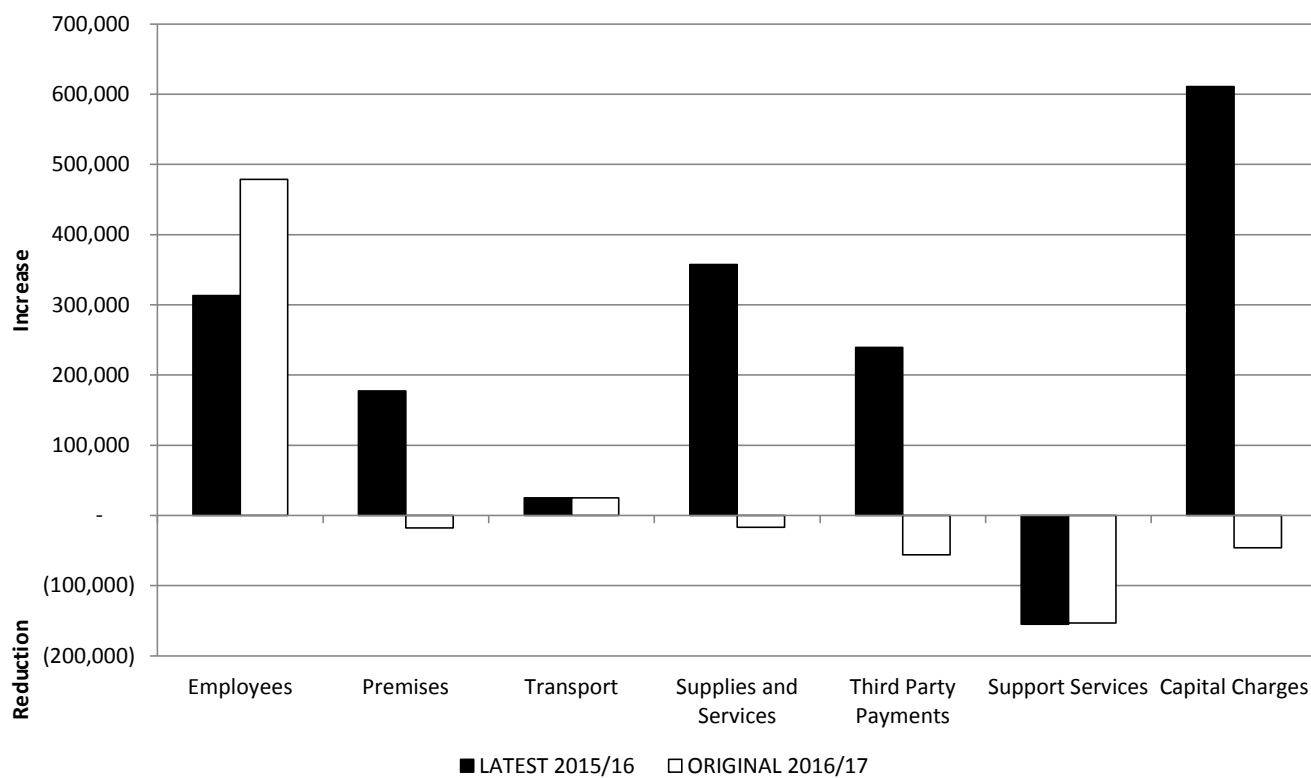
### EXPENDITURE - 2016/17 BUDGETS



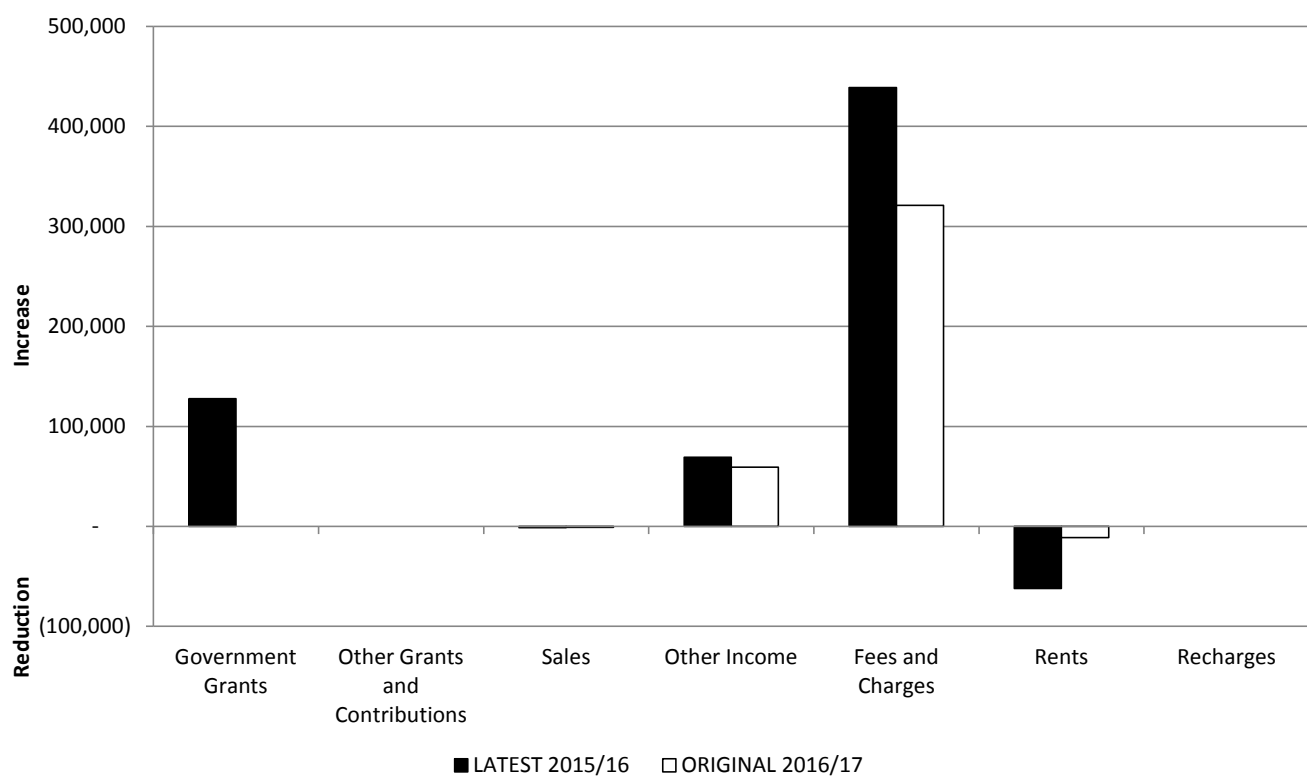
### INCOME - 2016/17 BUDGETS



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



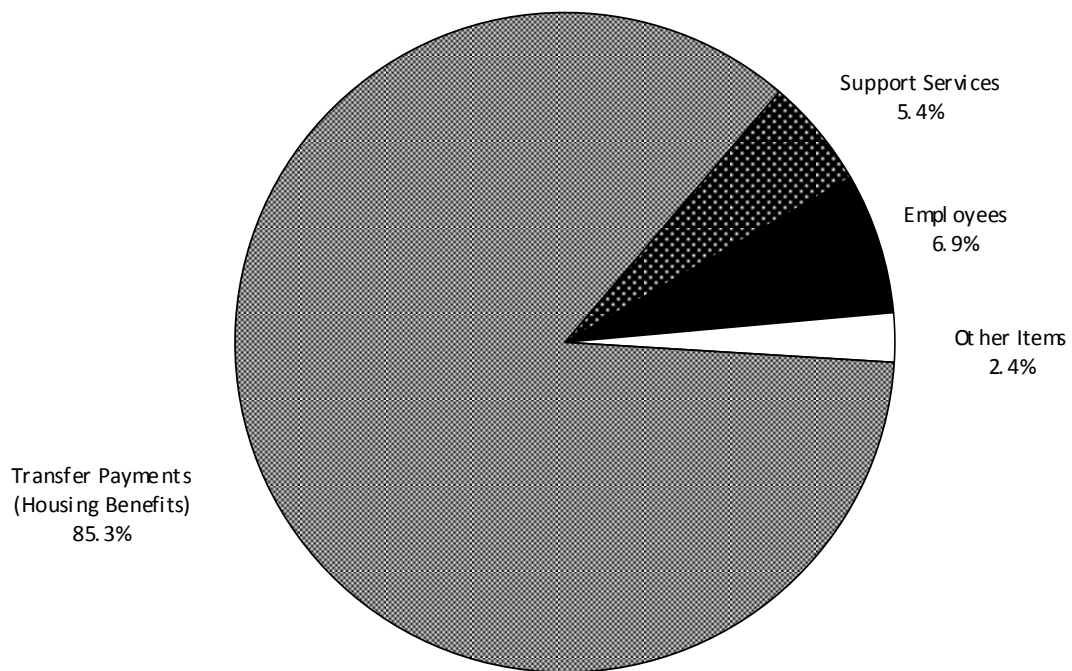
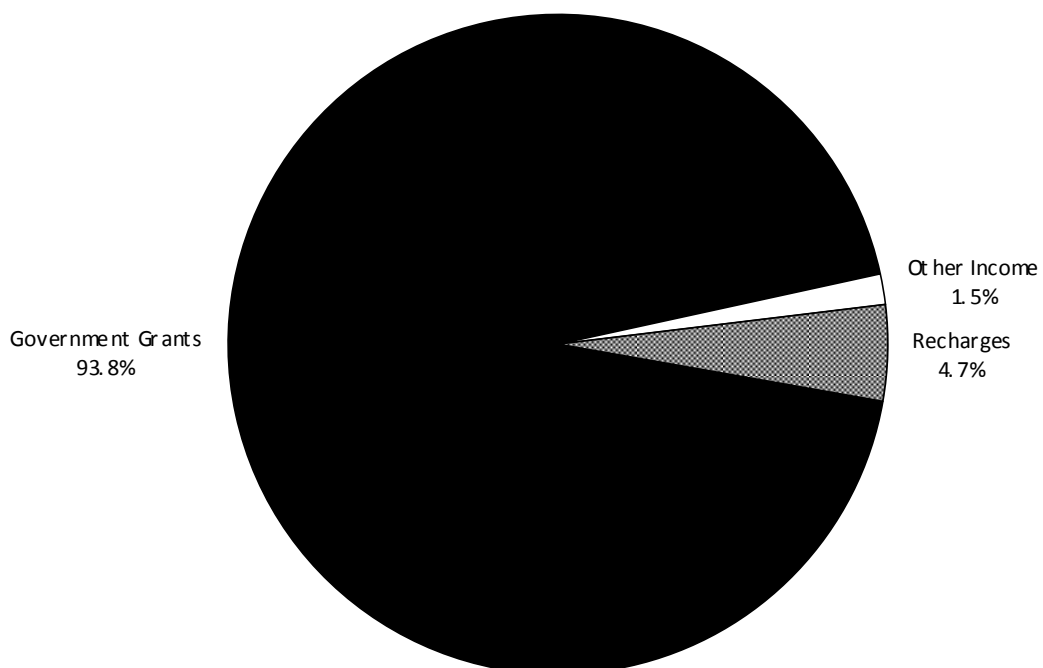
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>FINANCE PORTFOLIO</u></b>				
S1410 FINANCE MANAGEMENT	-	3,800	(11,000)	900
S1415 NNDR DIS RATE RELIEF	12,404	16,100	-	-
S1417 PROCUREMENT	-	14,500	9,000	29,500
S1418 FINANCIAL SERVICES TEAM	-	149,200	20,800	29,500
S1425 ACCOUNTANCY	-	(16,600)	14,600	15,000
S1440 NON-DISTRIBUTED COSTS	182,395	143,500	135,400	137,700
S1460 TREASURY MANAGEMENT	19,202	31,100	35,600	35,800
S1461 CONTINGENCIES	-	190,000	168,800	119,000
S1465 CORPORATE MANAGEMENT	475,481	385,700	530,400	509,600
S1468 CONCURRENT SERVICES	164,667	159,100	157,800	157,800
S1578 AUDIT & RISK	-	(12,900)	(6,800)	(600)
S3050 REVENUES	554,525	591,700	616,900	593,500
S3250 BENEFITS	384,298	584,200	556,300	501,800
S3661 CUP - UNITED REFORM CHURCH	51,131	48,900	47,500	47,500
<b>TOTAL FINANCE PORTFOLIO</b>	<b>1,844,103</b>	<b>2,288,300</b>	<b>2,275,300</b>	<b>2,177,000</b>

**SUBJECTIVE ANALYSIS:****EXPENDITURE:**

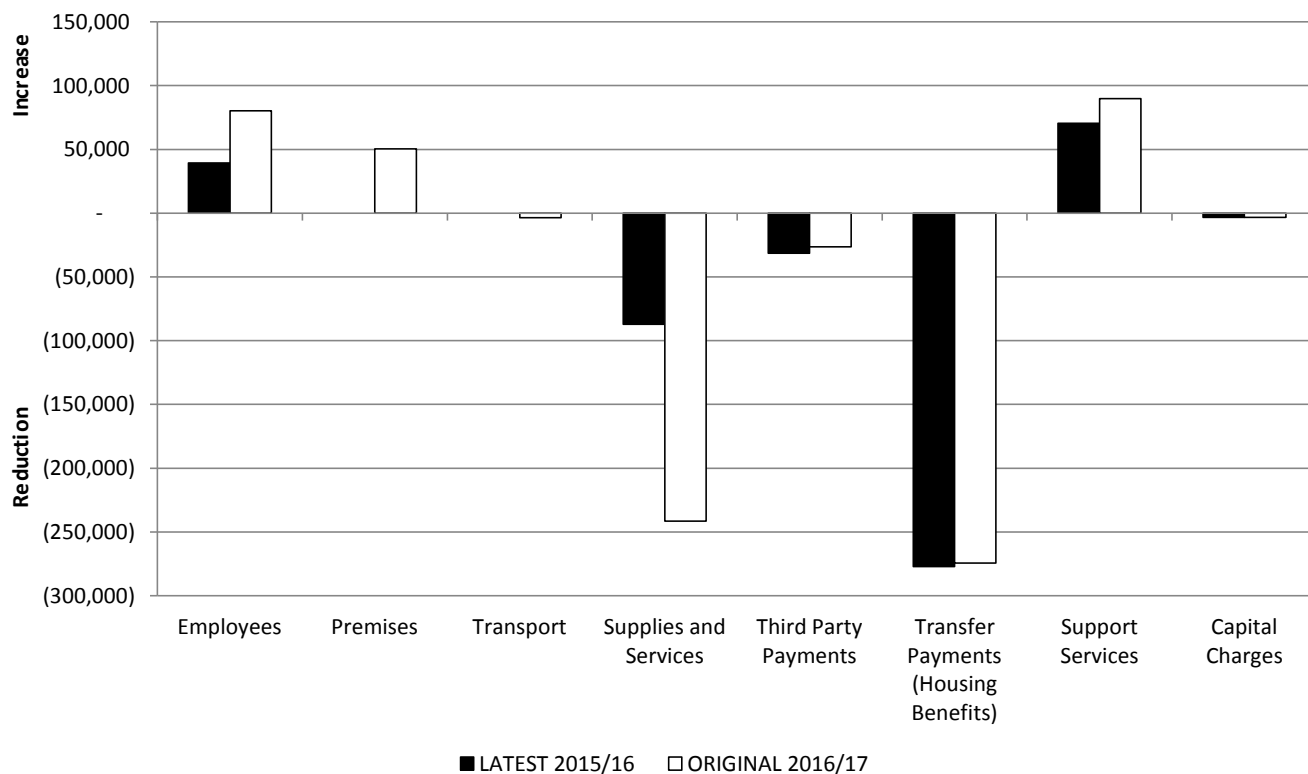
Employees	2,348,994	2,345,000	2,384,400	2,425,300
Premises	2,774	51,000	51,000	101,500
Transport	13,135	18,600	18,600	15,100
Supplies and Services	776,124	805,200	718,100	563,700
Third Party Payments	148,009	133,300	101,800	106,800
Transfer Payments (Housing Benefits)	29,665,055	30,223,700	29,946,600	29,949,200
Support Services	1,852,470	1,812,000	1,882,400	1,901,700
Capital Charges	59,693	59,700	56,400	56,400
<b>TOTAL EXPENDITURE</b>	<b>34,866,254</b>	<b>35,448,500</b>	<b>35,159,300</b>	<b>35,119,700</b>

**INCOME:**

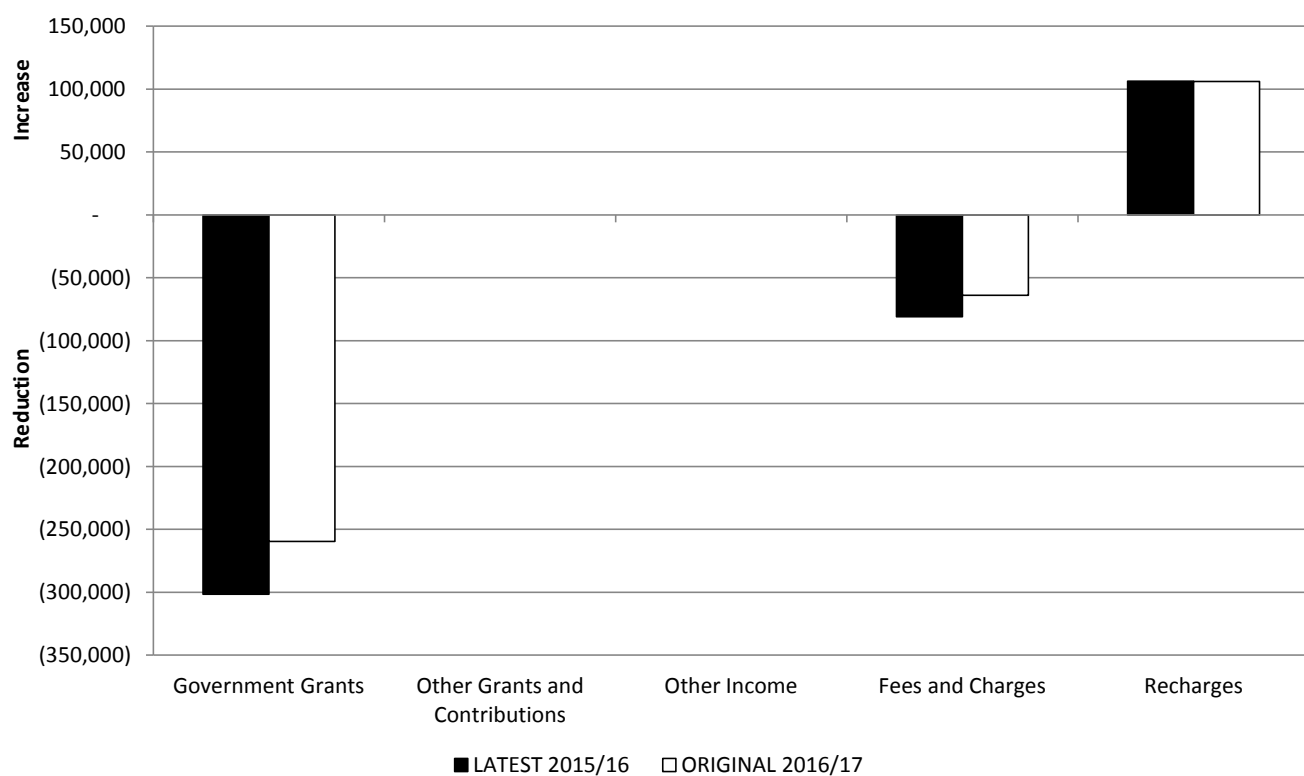
Government Grants	(30,955,701)	(31,152,900)	(30,851,400)	(30,893,300)
Other Grants and Contributions	(75,824)	(75,100)	(75,100)	(75,100)
Other Income	(22,454)	(11,200)	(11,200)	(11,200)
Fees and Charges	(441,022)	(471,000)	(390,000)	(407,000)
Recharges	(1,527,150)	(1,450,000)	(1,556,300)	(1,556,100)
<b>TOTAL INCOME</b>	<b>(33,022,151)</b>	<b>(33,160,200)</b>	<b>(32,884,000)</b>	<b>(32,942,700)</b>
<b>NET EXPENDITURE</b>	<b>1,844,103</b>	<b>2,288,300</b>	<b>2,275,300</b>	<b>2,177,000</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)





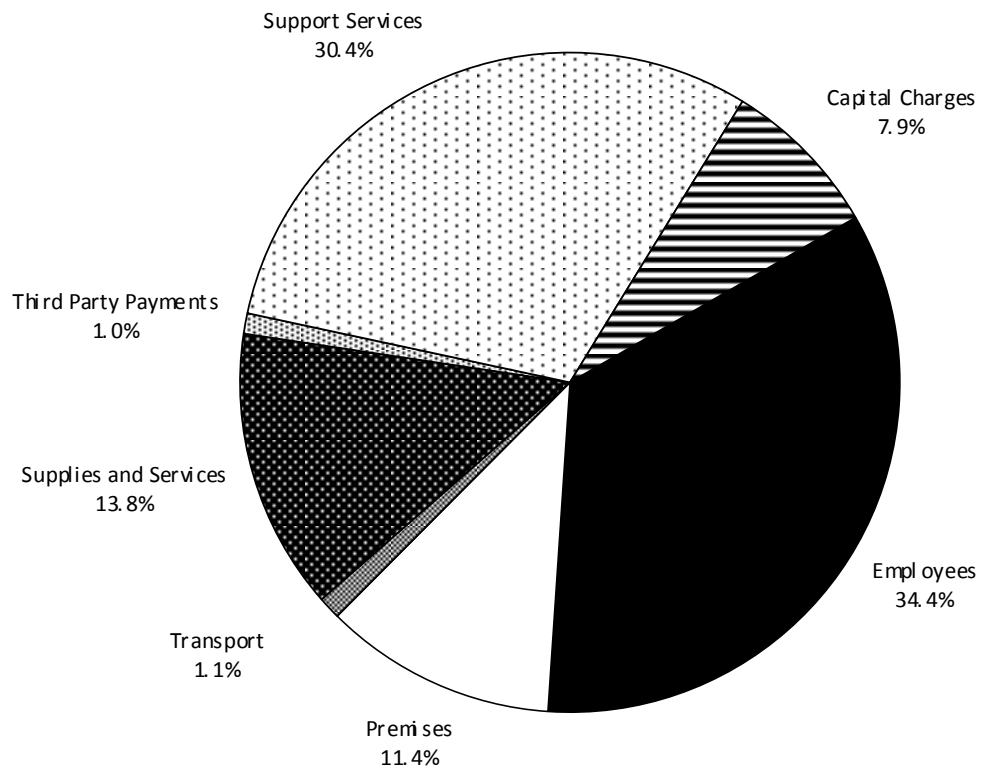
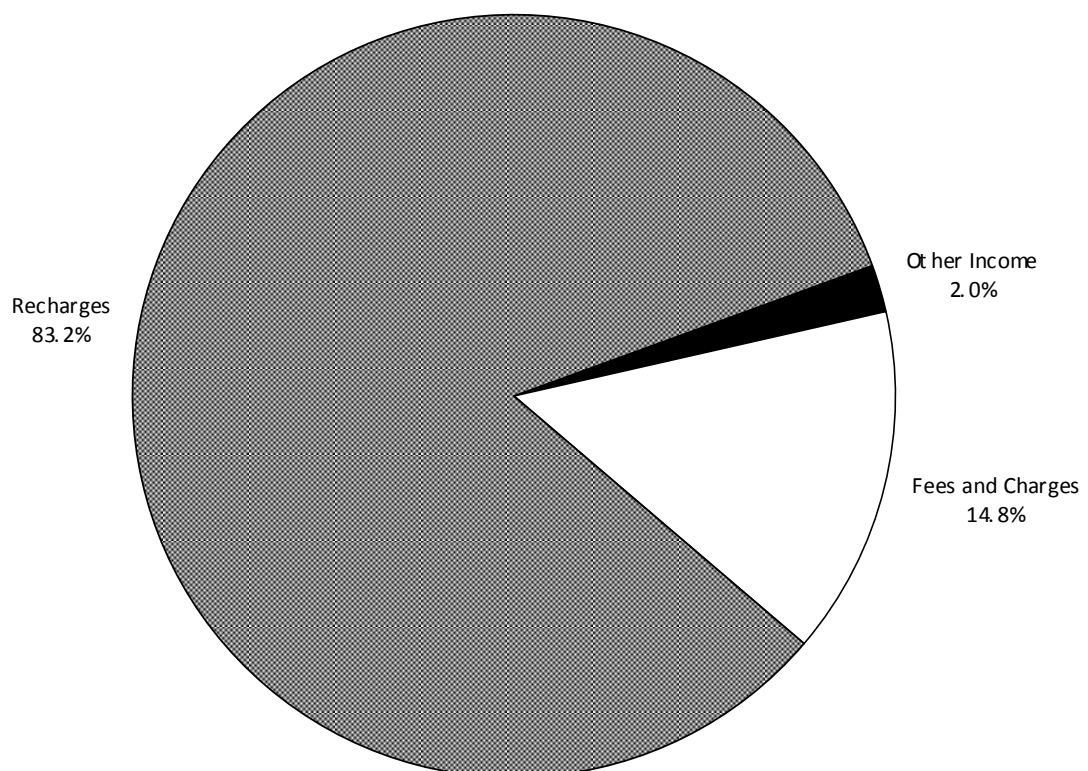
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</u></b>				
S1001 COMMUNITY DEVELOPMENT	488,849	592,000	1,325,600	587,400
S1045 CCTV	175,273	163,800	223,600	210,300
S1640 GRANTS TO VOLUNTARY BODIES	27,465	29,400	32,100	29,400
S2102 COMMUNITY FORUMS	58,668	35,000	46,200	35,000
S2110 COMMUNITY PARTNERSHIP	166,570	161,700	183,100	180,700
S2141 CIVIL CONTINGENCIES	98,441	103,700	104,500	100,600
S2300 OFFICE ACCOMMODATION	52,881	13,500	(26,100)	(1,500)
S2360 LICENSING & REGISTRATION	34,779	32,100	26,900	29,000
S4210 EH ENVIRONMENTAL HEALTH CORE	28,840	28,900	(62,600)	(43,600)
S4240 HEALTH POLICY	131,233	50,500	84,800	86,000
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	380,517	393,000	422,800	433,300
S4300 ENVIRONMENTAL PROTECTION	539,557	638,800	708,800	673,300
S4350 COMMUNITY SAFETY	145,467	125,800	131,700	141,900
S4810 ALLEVIATION OF FLOODING	104,090	145,400	163,500	149,500
<b>TOTAL HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,432,630</b>	<b>2,513,600</b>	<b>3,364,900</b>	<b>2,611,300</b>

**SUBJECTIVE ANALYSIS:****EXPENDITURE:**

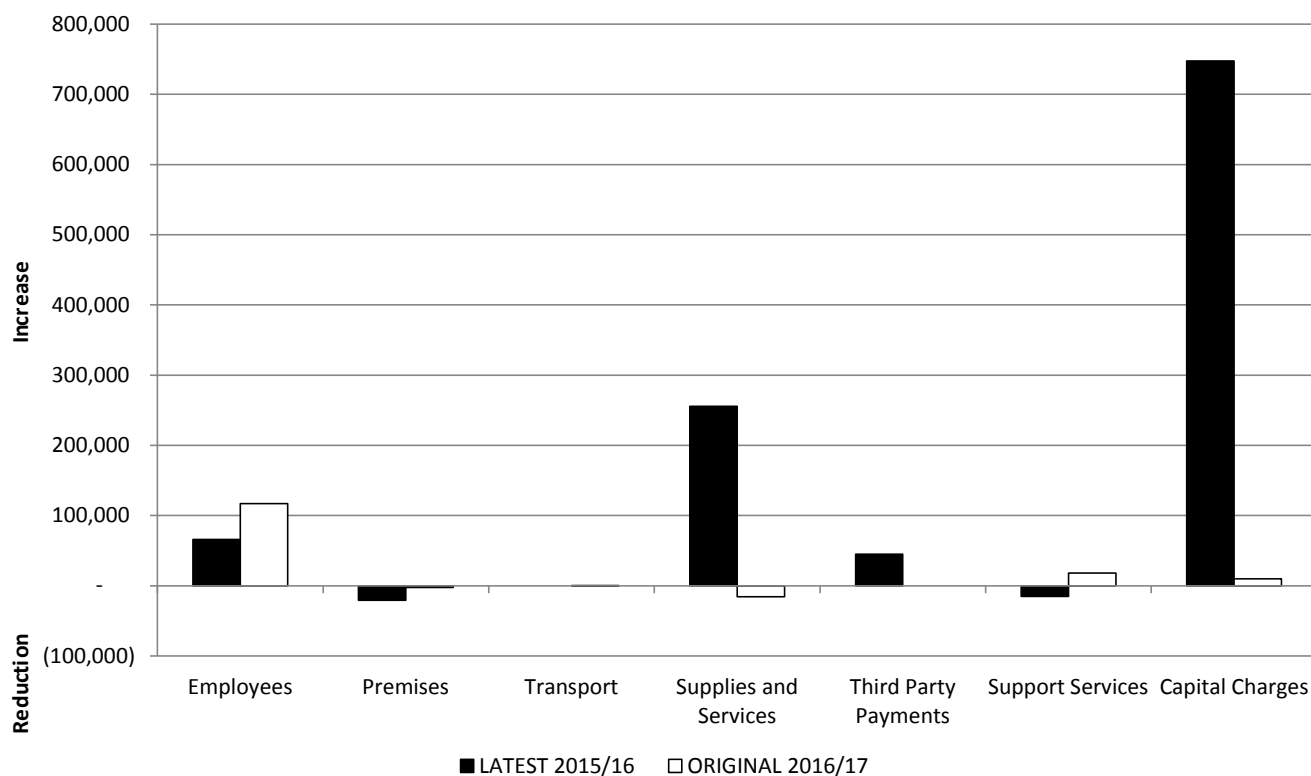
Employees	1,707,776	1,712,200	1,778,200	1,829,300
Premises	492,492	608,000	587,100	605,600
Transport	49,527	56,700	56,700	56,800
Supplies and Services	932,706	747,600	1,003,400	732,100
Third Party Payments	69,460	56,600	101,600	56,600
Support Services	1,515,546	1,599,900	1,584,500	1,617,800
Capital Charges	337,402	408,600	1,156,200	418,500
<b>TOTAL EXPENDITURE</b>	<b>5,104,909</b>	<b>5,189,600</b>	<b>6,267,700</b>	<b>5,316,700</b>

**INCOME:**

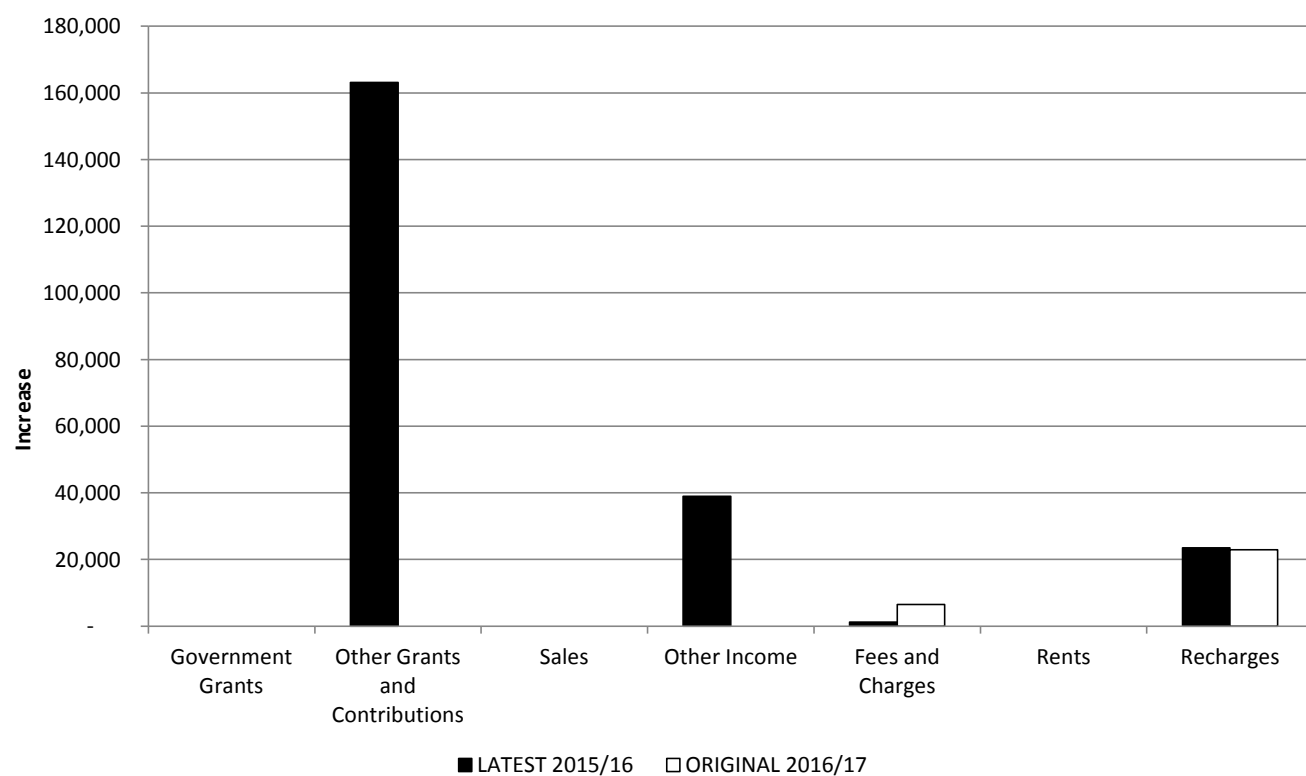
Government Grants	(40,479)	(3,000)	(3,000)	(3,000)
Other Grants and Contributions	(227,174)	(39,000)	(202,100)	(39,000)
Sales	(900)	-	-	-
Other Income	(48,224)	(11,400)	(50,400)	(11,400)
Fees and Charges	(379,257)	(394,800)	(396,000)	(401,300)
Rents	(30,028)	-	-	-
Recharges	(1,946,217)	(2,227,800)	(2,251,300)	(2,250,700)
<b>TOTAL INCOME</b>	<b>(2,672,279)</b>	<b>(2,676,000)</b>	<b>(2,902,800)</b>	<b>(2,705,400)</b>
<b>NET EXPENDITURE</b>	<b>2,432,630</b>	<b>2,513,600</b>	<b>3,364,900</b>	<b>2,611,300</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

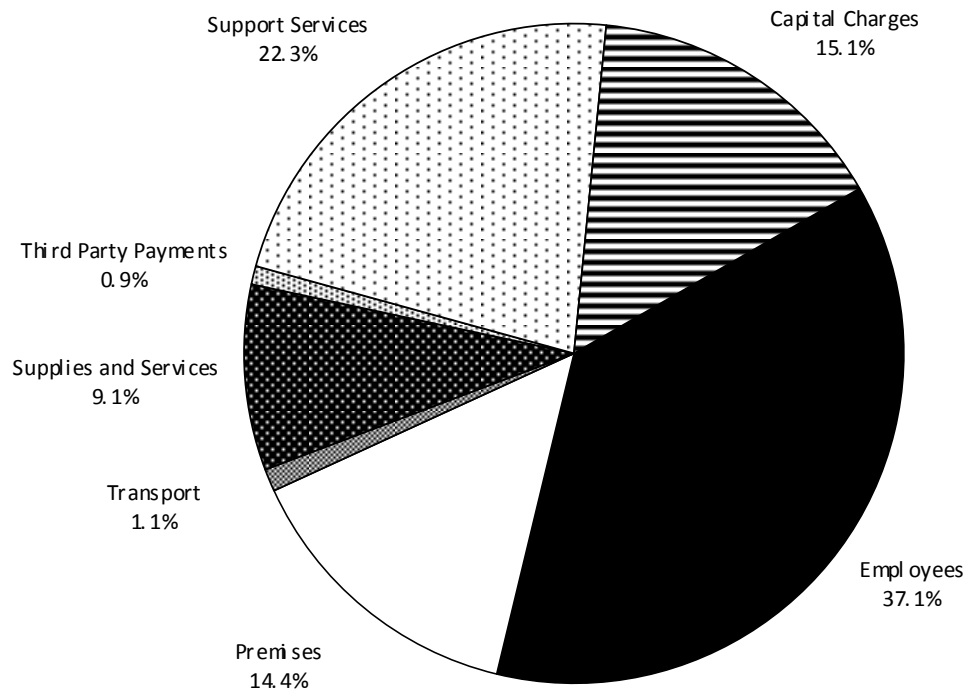
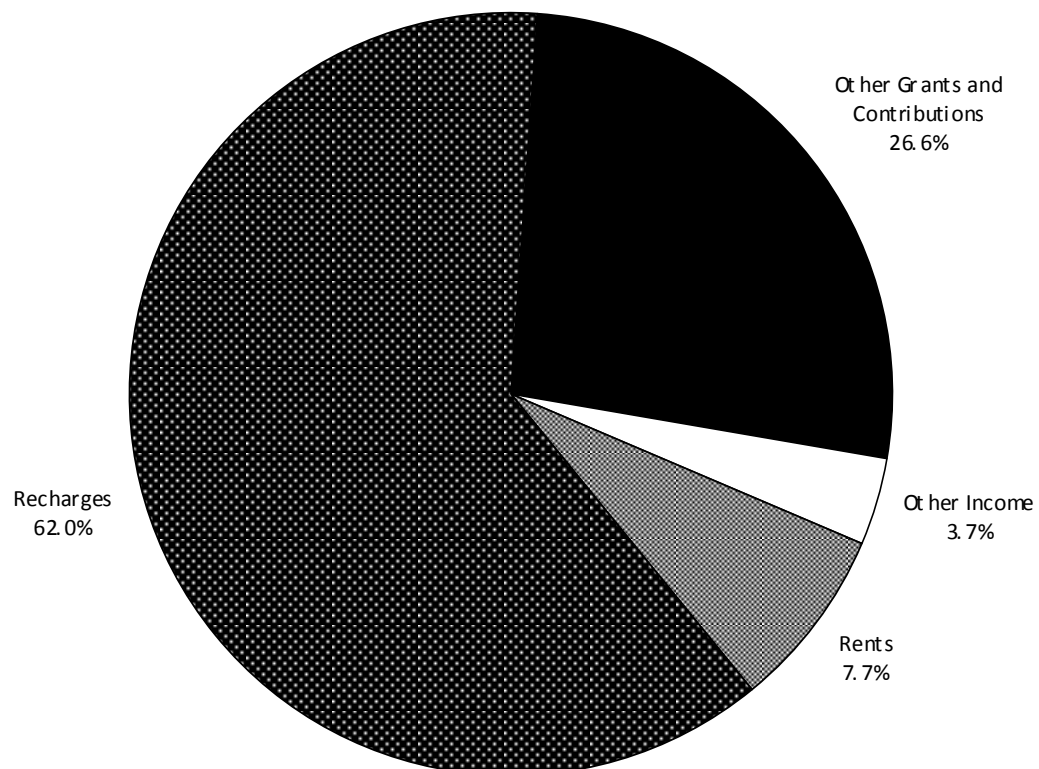
### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



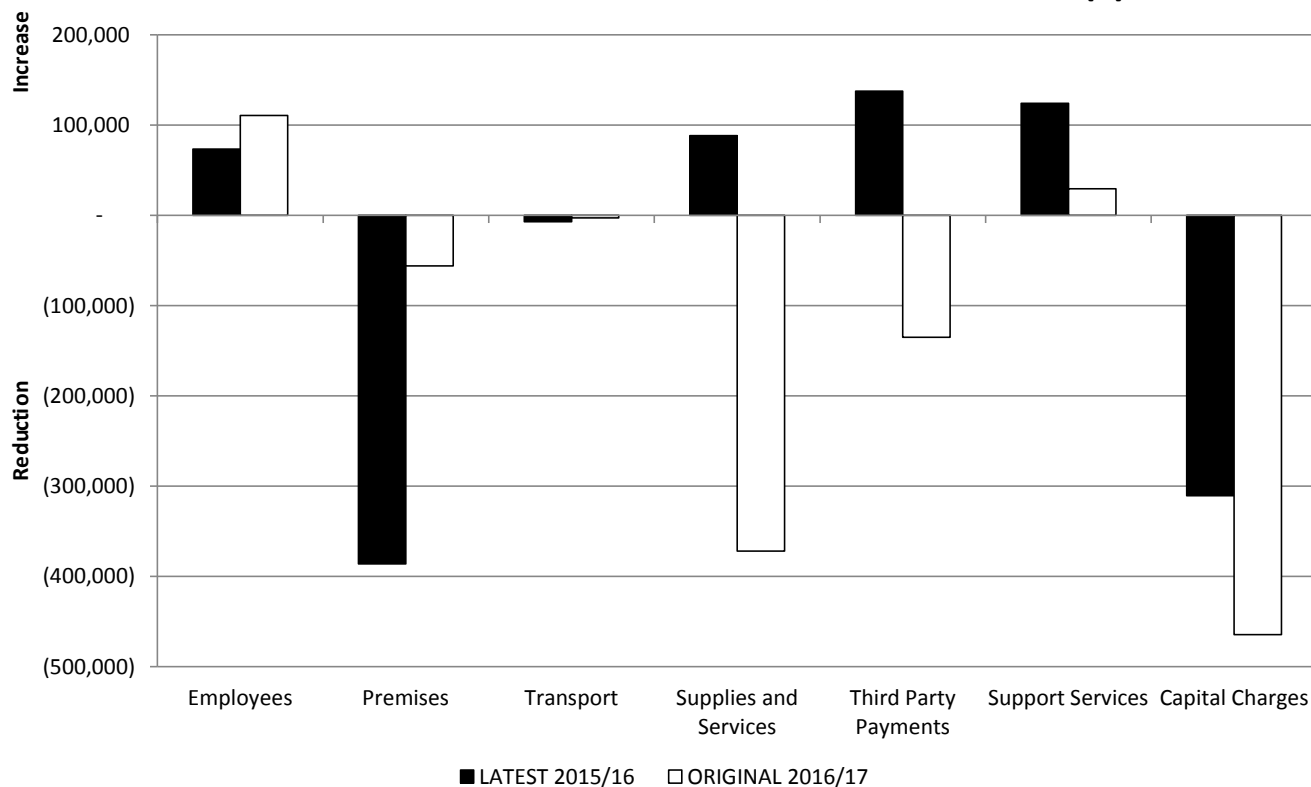
### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



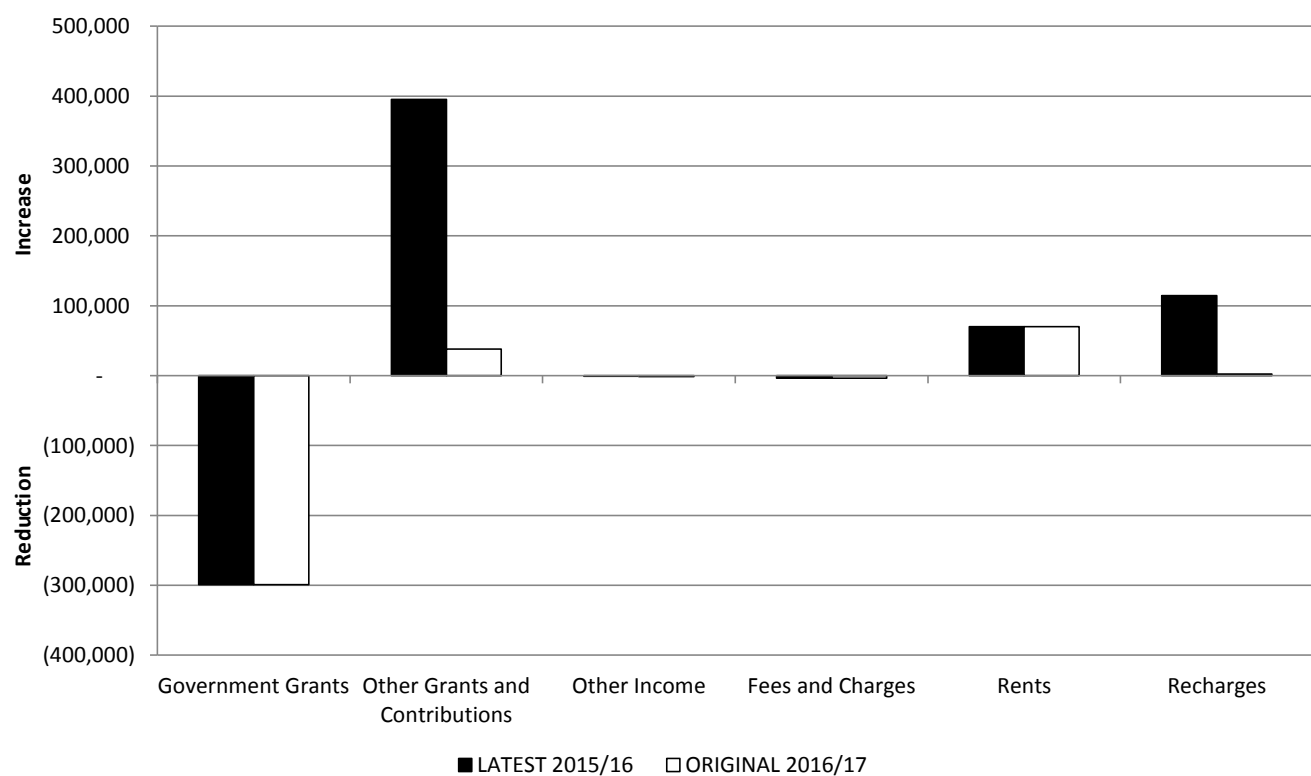
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>HOUSING &amp; PROPERTY PORTFOLIO</u></b>				
S1050 PUBLIC CONVENIENCES	181,860	184,800	201,500	185,000
S1590 HOMELESSNESS/HOUSING ADVICE	517,315	515,200	568,000	588,100
S1605 HOUSING STRATEGY	734,016	862,100	466,500	146,400
S1610 OTHER HOUSING PROPERTY	(5,077)	400	(100)	(100)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	425,227	556,100	649,700	474,100
S1645 PROPERTY SERVICES	-	48,100	79,200	103,700
S1660 WARWICK PLANT MAINTENANCE	-	10,200	19,900	21,900
S4780 WDC HIGHWAYS	170,236	152,600	208,700	148,600
SW000 CORPORATE R+M UNALLOCATED	-	393,900	(26,600)	359,400
SW100 CORPORATE R+M HOLDING CODE	-	-	-	-
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>2,061,477</b>	<b>2,761,300</b>	<b>2,204,700</b>	<b>2,065,000</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,526,180	1,532,100	1,605,400	1,642,900
Premises	341,946	693,600	307,600	637,500
Transport	42,583	53,500	46,300	50,800
Supplies and Services	753,640	774,400	862,700	402,500
Third Party Payments	110,706	170,400	307,900	35,400
Support Services	1,015,850	957,400	1,081,700	986,900
Capital Charges	957,449	1,130,900	820,200	666,500
<b>TOTAL EXPENDITURE</b>	<b>4,748,354</b>	<b>5,312,300</b>	<b>5,031,800</b>	<b>4,422,500</b>
<b><u>INCOME:</u></b>				
Government Grants	(312,306)	(299,000)	-	-
Other Grants and Contributions	(611,340)	(588,600)	(983,700)	(626,800)
Other Income	(10,706)	(2,300)	(1,300)	(1,000)
Fees and Charges	(44,498)	(90,600)	(86,900)	(86,900)
Rents	(152,153)	(111,700)	(181,700)	(181,700)
Recharges	(1,555,874)	(1,458,800)	(1,573,500)	(1,461,100)
<b>TOTAL INCOME</b>	<b>(2,686,877)</b>	<b>(2,551,000)</b>	<b>(2,827,100)</b>	<b>(2,357,500)</b>
<b>NET EXPENDITURE</b>	<b>2,061,477</b>	<b>2,761,300</b>	<b>2,204,700</b>	<b>2,065,000</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)

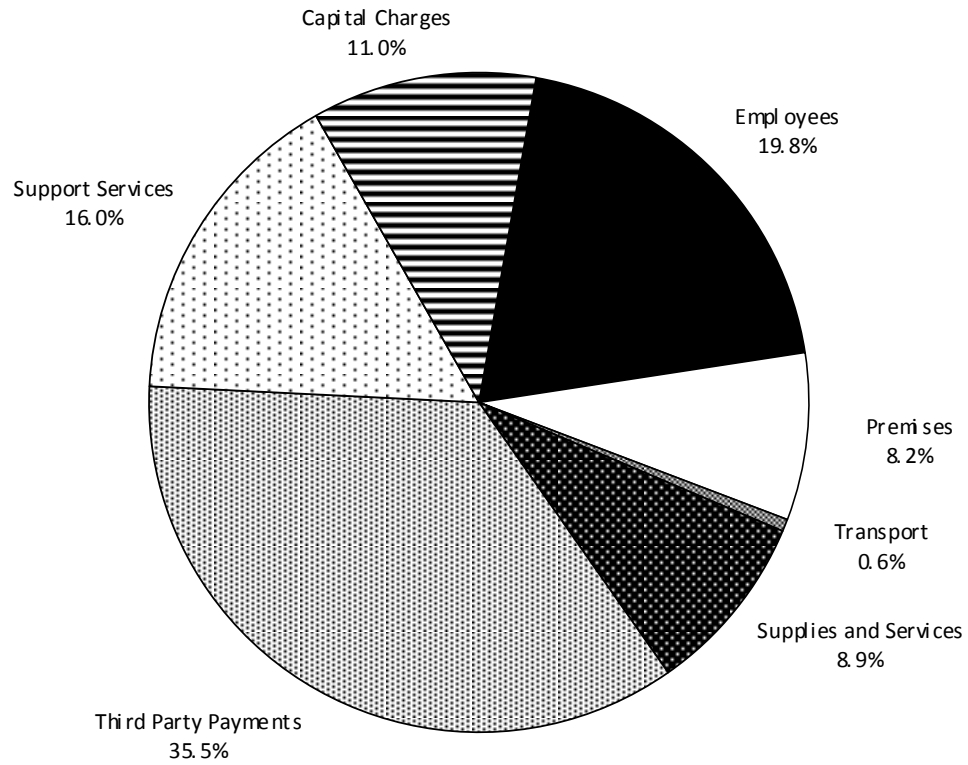


### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)

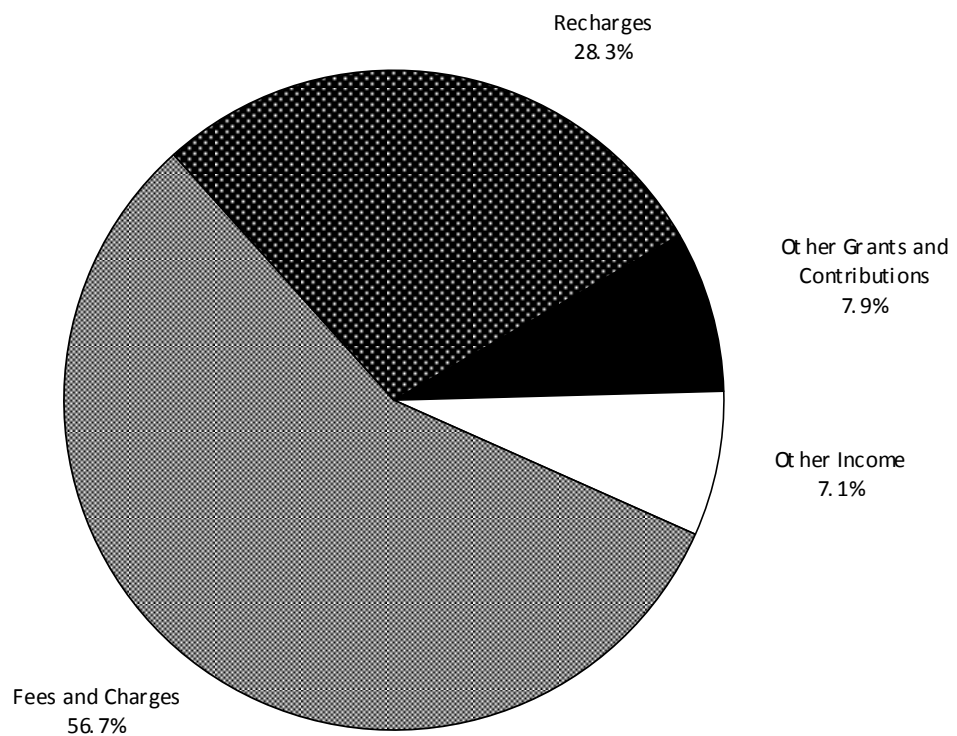


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>NEIGHBOURHOOD SERVICES PORTFOLIO</u></b>				
S1020 NEIGHBOURHOOD SERVICES	-	10,500	9,100	14,000
S1105 CAR PARKS	(870,523)	(328,500)	(52,700)	(323,100)
S1107 DECRIM OF PARKING - WCC	-	-	-	-
S1108 DECRIM OF PARKING - SHARED	-	-	-	-
S1250 WCC HIGHWAYS	21,138	21,900	20,100	21,200
S1258 GREEN SPACES CONTRACT MGT	1,334,273	1,374,300	499,200	496,900
S1270 GREEN SPACE DEVELOPMENT	763,689	727,900	1,425,700	1,652,600
S1320 BEREAVEMENT SERVICES	(413,525)	(280,000)	135,500	(512,700)
S3100 ONE STOP SHOPS	-	18,600	26,300	39,000
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	(4,800)	46,300	59,200
S3400 PAYMENT CHANNELS	-	(9,100)	17,400	4,400
S3450 CUSTOMER SERVICE CENTRE	465	(67,700)	9,300	(26,400)
S3460 COMMUNITY & CORPORATE SERVICES	-	-	-	-
S4060 STREET CLEANSING	1,257,457	1,106,700	1,107,400	1,073,800
S4090 WASTE MANAGEMENT	(4,685)	(200)	(11,300)	37,200
S4130 WASTE COLLECTION	2,206,937	2,284,700	2,269,900	2,242,200
S4180 ABANDONED VEHICLES	1,000	300	300	300
<b>TOTAL NEIGHBOURHOOD SERVICES PORTFOLIO</b>	<b>4,296,226</b>	<b>4,854,600</b>	<b>5,502,500</b>	<b>4,778,600</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,288,840	2,241,800	2,356,700	2,478,800
Premises	1,190,823	976,300	1,882,800	1,025,600
Transport	33,349	70,900	71,600	70,700
Supplies and Services	1,138,974	1,000,400	1,241,200	1,109,700
Third Party Payments	6,225,748	4,609,500	4,534,100	4,433,700
Support Services	2,477,645	2,026,300	2,045,200	2,003,100
Capital Charges	1,006,452	1,157,900	1,260,000	1,376,100
<b>TOTAL EXPENDITURE</b>	<b>14,361,831</b>	<b>12,083,100</b>	<b>13,391,600</b>	<b>12,497,700</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(1,386,032)	(609,000)	(1,341,300)	(609,000)
Sales	(14,068)	-	-	-
Other Income	(486,153)	(497,400)	(497,400)	(497,400)
Fees and Charges	(5,380,268)	(3,840,200)	(3,775,000)	(4,376,700)
Rents	(67,365)	(51,300)	(51,300)	(51,300)
Recharges	(2,731,719)	(2,230,600)	(2,224,100)	(2,184,700)
<b>TOTAL INCOME</b>	<b>(10,065,605)</b>	<b>(7,228,500)</b>	<b>(7,889,100)</b>	<b>(7,719,100)</b>
<b>NET EXPENDITURE</b>	<b>4,296,226</b>	<b>4,854,600</b>	<b>5,502,500</b>	<b>4,778,600</b>

## EXPENDITURE - 2016/17 BUDGETS

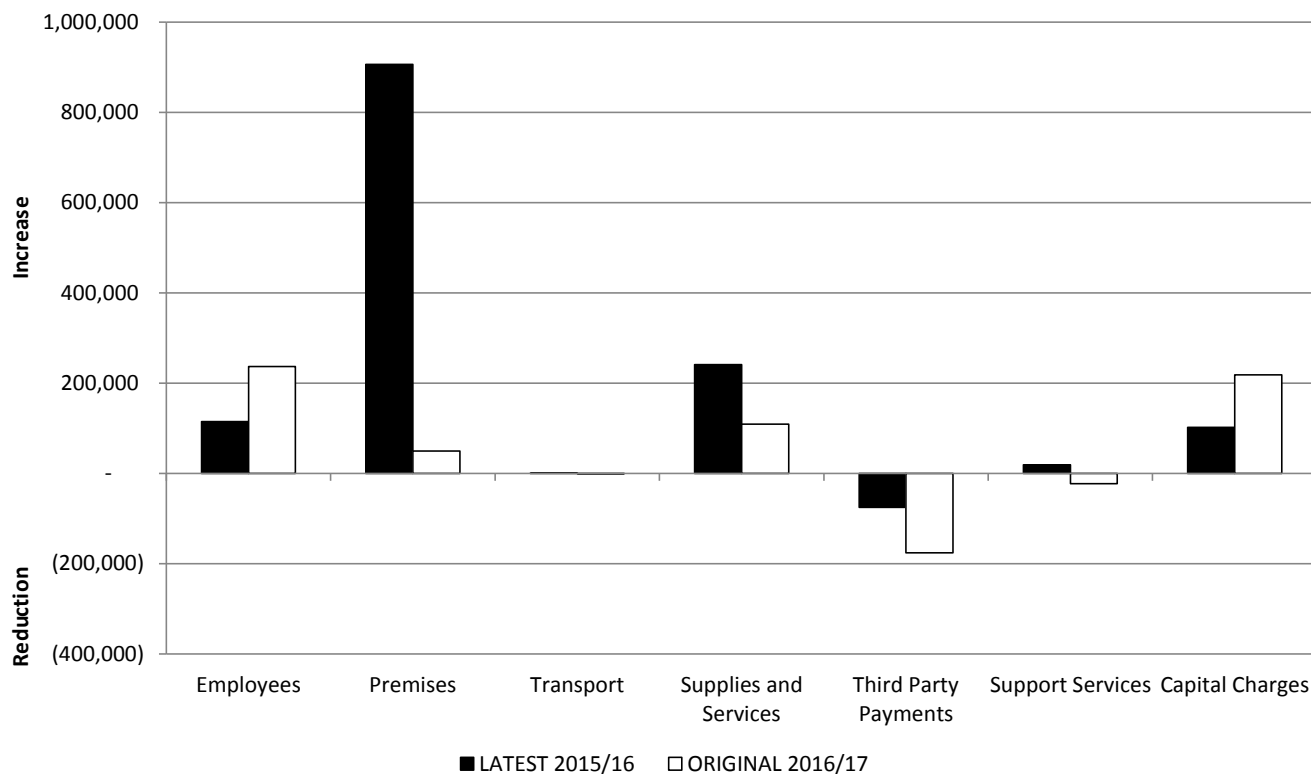


## INCOME - 2016/17 BUDGETS

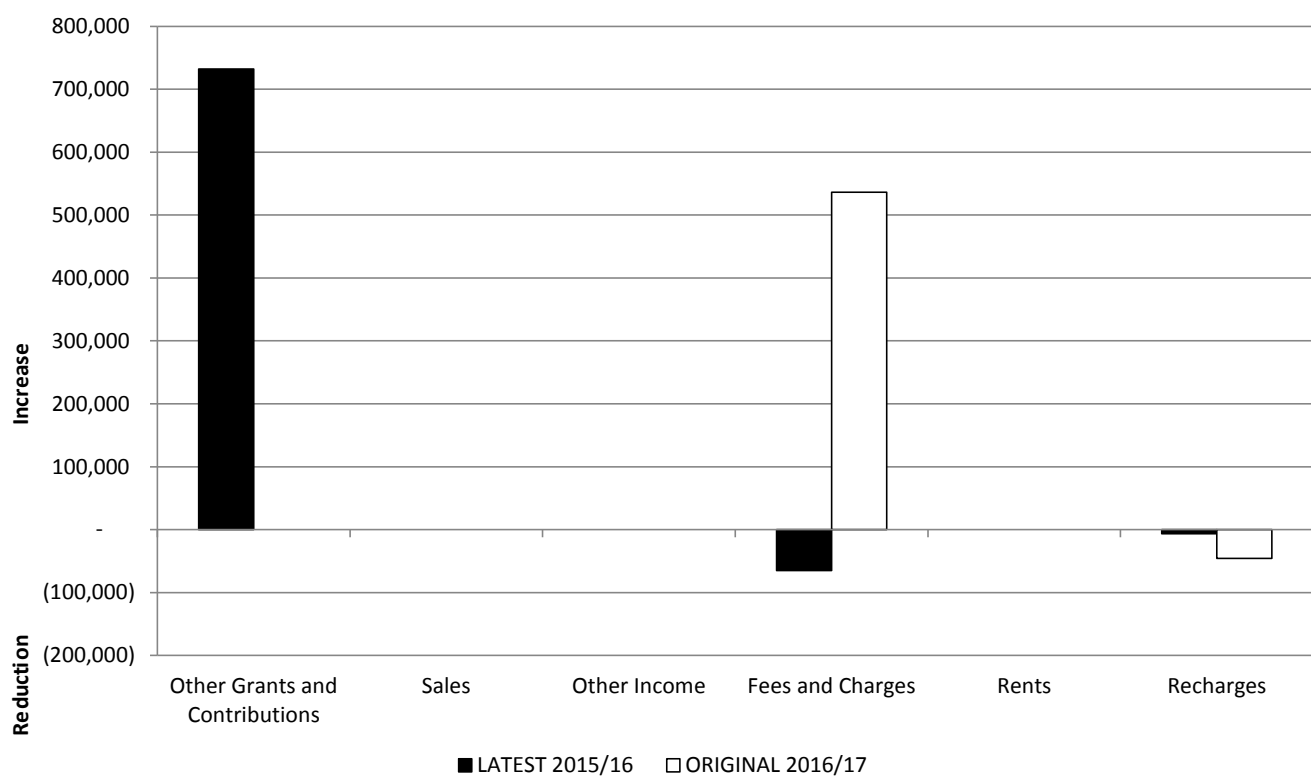




### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



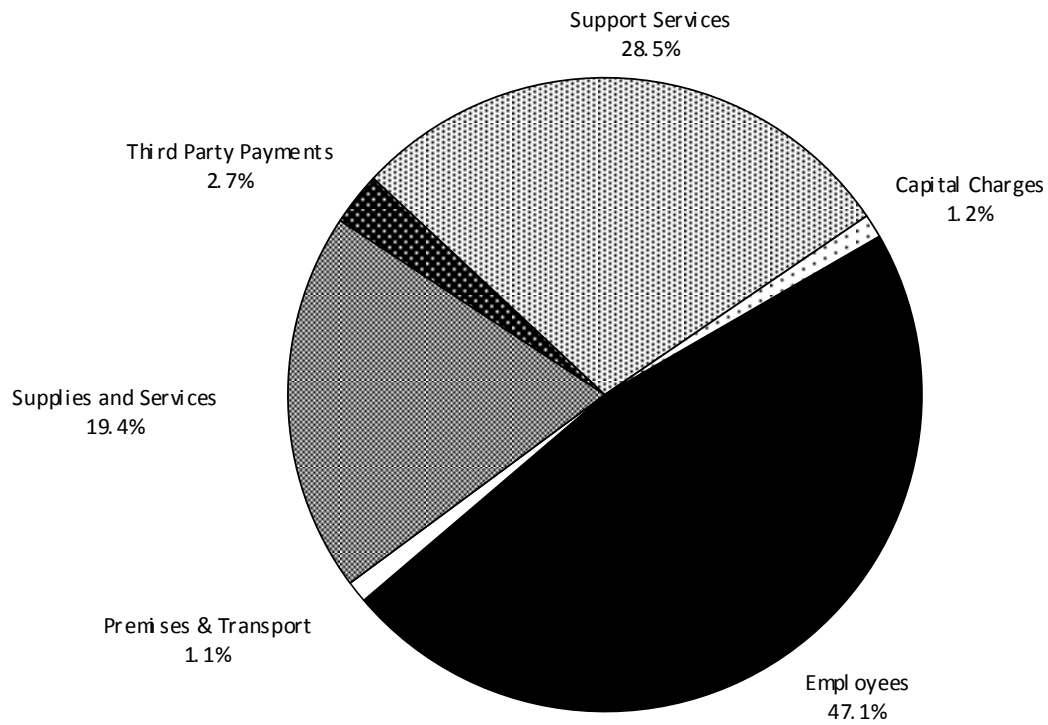
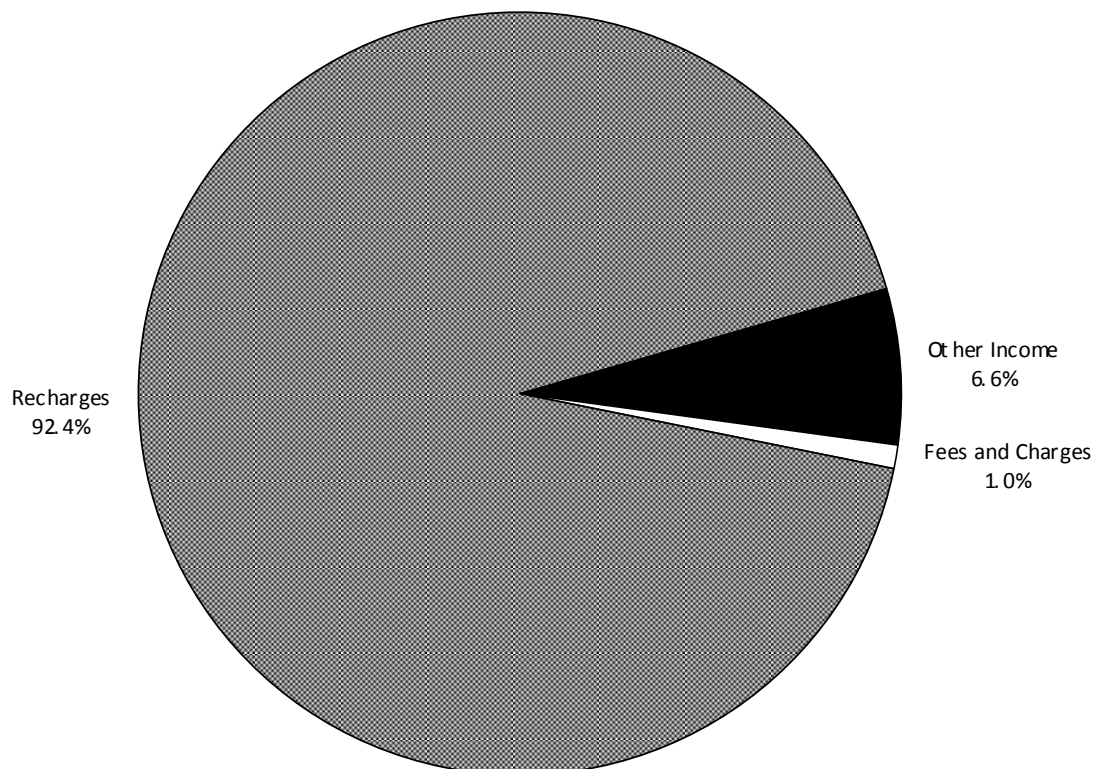
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>STRATEGIC LEADERSHIP PORTFOLIO</u></b>				
S2000 CHIEF EXECUTIVE'S OFFICE	23,454	(31,600)	(61,300)	(65,600)
S2010 CORPORATE PROJECTS	4,232	124,400	245,700	(426,800)
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	18,849	5,500	5,500	2,400
S2060 HUMAN RESOURCES	10,600	88,500	63,800	15,300
S2080 MEMBER TRAINING	3,497	5,600	5,600	5,600
S2100 ORGANISATIONAL DEVELOPMENT	10,594	(120,100)	22,300	(40,200)
S2121 CONSULTATION	395	-	4,600	-
S2200 COMMITTEE SERVICES	-	63,000	81,900	79,300
S2220 DEMOCRATIC REPRESENTATION	957,976	782,600	938,200	913,800
S2240 ELECTIONS	69,991	181,000	171,000	50,400
S2260 ELECTORAL REGISTRATION	230,150	278,300	292,500	233,800
S2280 CHAIR OF THE COUNCIL	59,862	54,700	57,400	57,800
S2340 MEDIA ROOM	-	18,800	45,400	13,300
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	50,582	56,400	55,700	55,000
S3215 ASSISTED TRAVEL PASSES	-	-	-	-
S3350 DOCUMENT MANAGEMENT CENTRE	-	42,300	99,200	25,000
S3452 CUSTOMER CONTACT MANAGER	-	64,500	1,900	4,500
S3470 WEB SERVICES	-	4,700	37,400	11,800
S3500 ICT SERVICES	22,326	96,300	94,600	80,100
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	11,900	4,900	4,900
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,462,508</b>	<b>1,726,800</b>	<b>2,166,300</b>	<b>1,020,400</b>

**SUBJECTIVE ANALYSIS:****EXPENDITURE:**

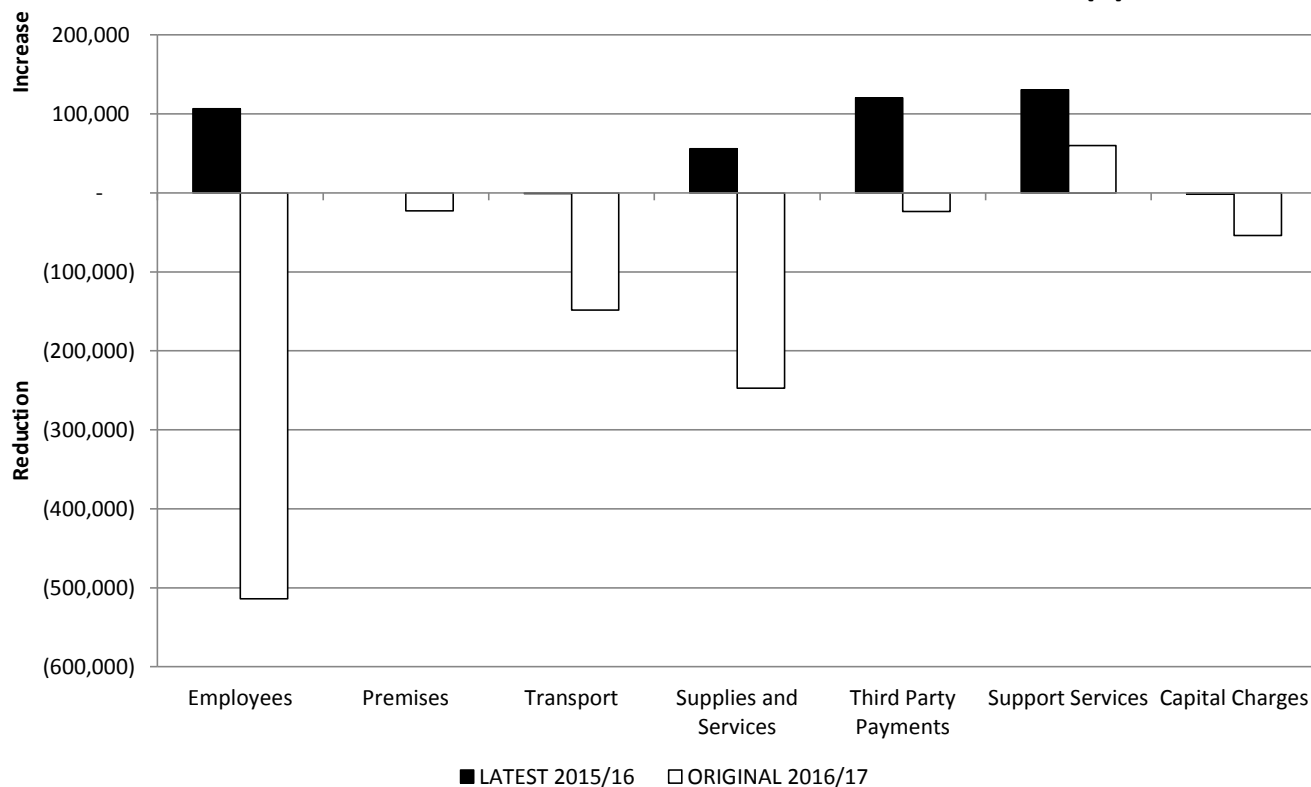
Employees	2,724,249	2,947,900	3,054,600	2,434,000
Premises	35,683	57,100	57,100	34,500
Transport	22,519	33,000	32,300	(115,400)
Supplies and Services	1,221,563	1,248,900	1,304,600	1,001,700
Third Party Payments	204,744	159,900	280,400	136,300
Support Services	1,653,102	1,412,500	1,542,900	1,472,600
Capital Charges	120,072	115,200	113,500	61,200
<b>TOTAL EXPENDITURE</b>	<b>5,981,932</b>	<b>5,974,500</b>	<b>6,385,400</b>	<b>5,024,900</b>

**INCOME:**

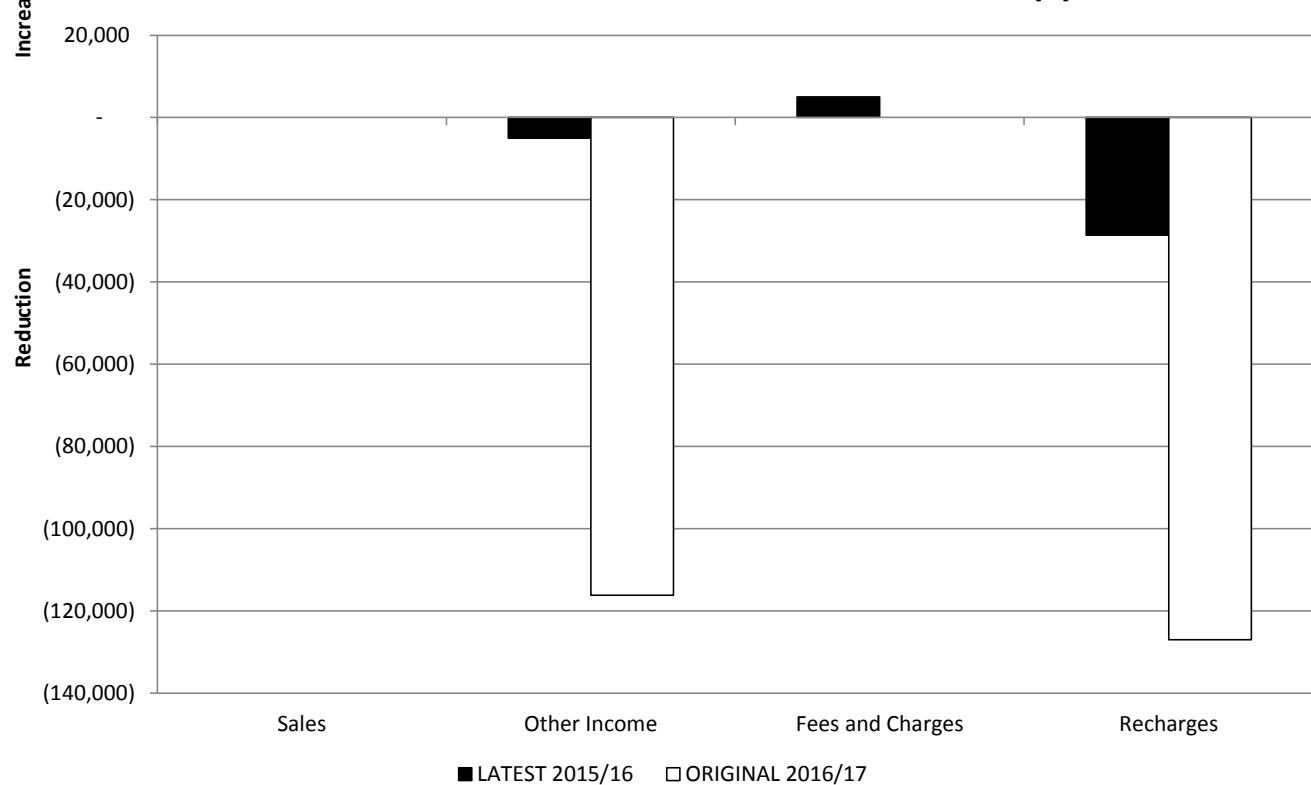
Government Grants	(43,744)	-	-	-
Other Grants and Contributions	(5,000)	-	-	-
Sales	(1,774)	(2,400)	(2,400)	(2,400)
Other Income	(294,717)	(379,600)	(374,600)	(263,400)
Fees and Charges	(40,515)	(39,000)	(44,000)	(39,000)
Recharges	(4,133,674)	(3,826,700)	(3,798,100)	(3,699,700)
<b>TOTAL INCOME</b>	<b>(4,519,424)</b>	<b>(4,247,700)</b>	<b>(4,219,100)</b>	<b>(4,004,500)</b>
<b>NET EXPENDITURE</b>	<b>1,462,508</b>	<b>1,726,800</b>	<b>2,166,300</b>	<b>1,020,400</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

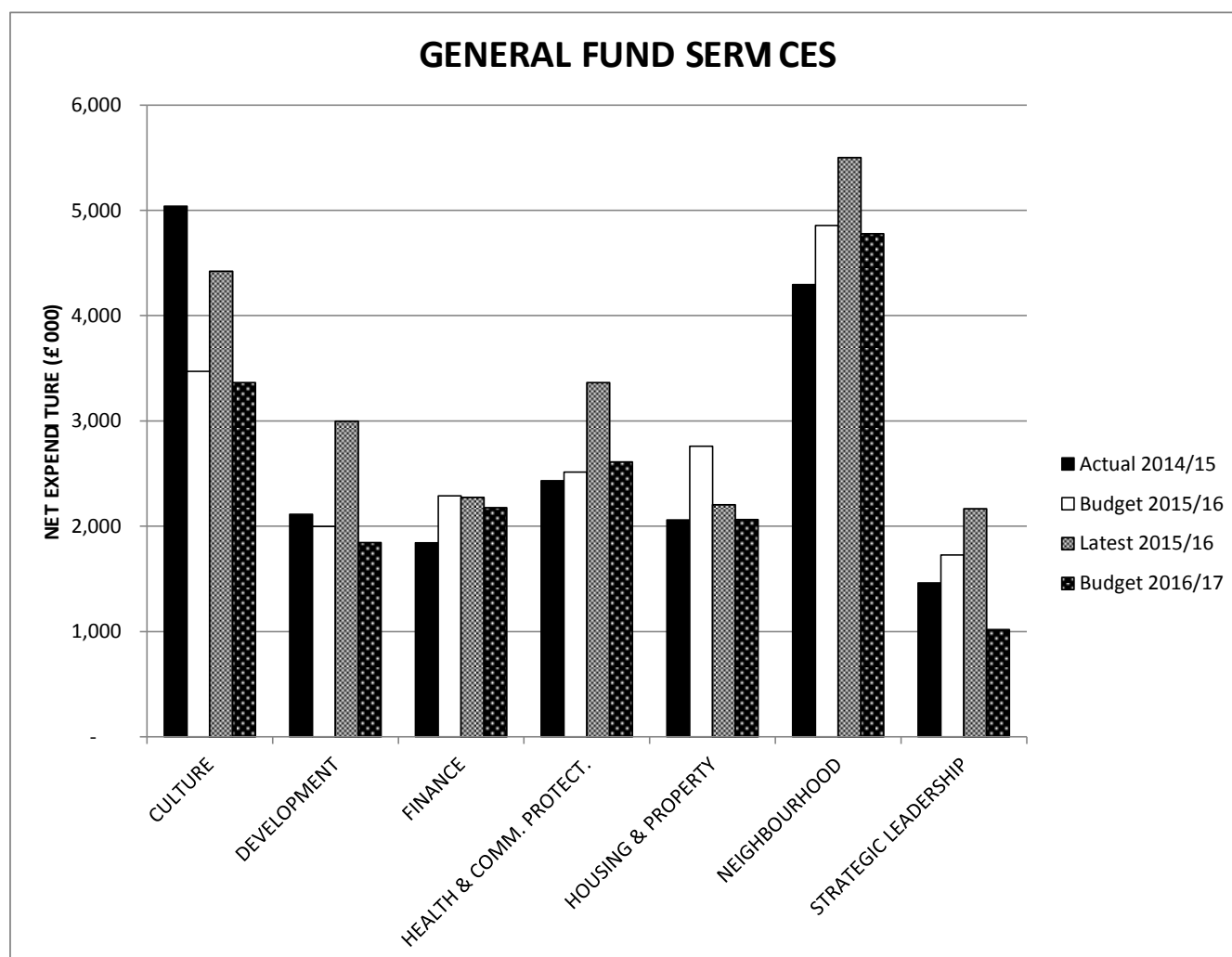
### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)

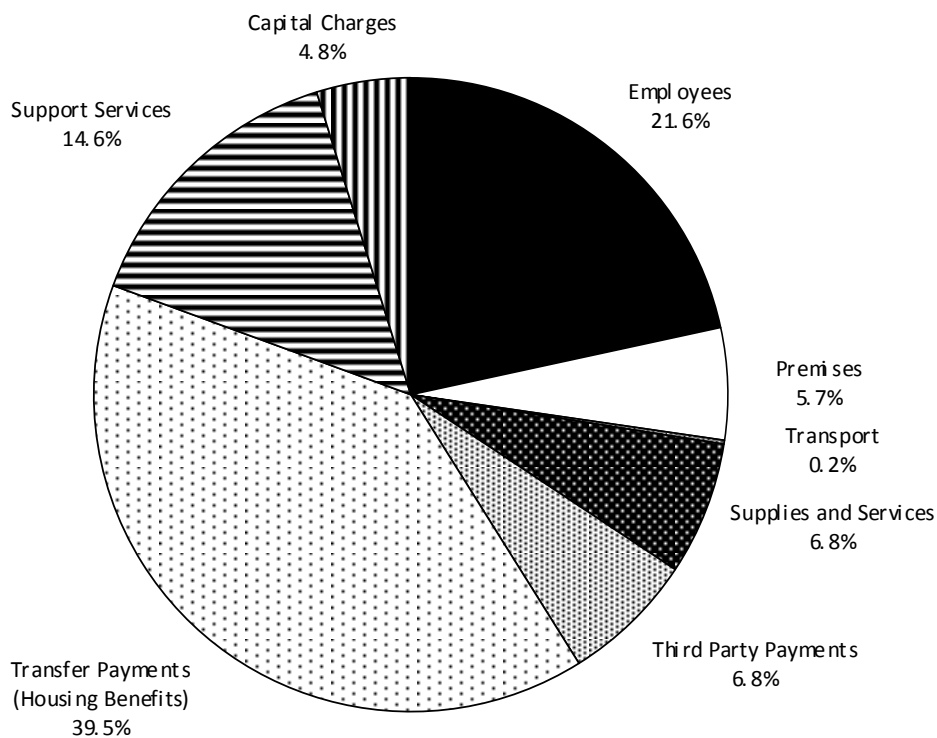


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
CULTURAL SERVICES PORTFOLIO	5,040,615	3,472,000	4,420,800	3,366,200
DEVELOPMENT PORTFOLIO	2,115,438	1,999,400	2,996,600	1,845,200
FINANCE PORTFOLIO	1,844,103	2,288,300	2,275,300	2,177,000
HEALTH & COMMUNITY PROTECTION PORTFOLIO	2,432,630	2,513,600	3,364,900	2,611,300
HOUSING & PROPERTY PORTFOLIO	2,061,477	2,761,300	2,204,700	2,065,000
NEIGHBOURHOOD SERVICES PORTFOLIO	4,296,226	4,854,600	5,502,500	4,778,600
STRATEGIC LEADERSHIP PORTFOLIO	1,462,508	1,726,800	2,166,300	1,020,400
<b>TOTAL GENERAL FUND SERVICES</b>	<b>19,252,997</b>	<b>19,616,000</b>	<b>22,931,100</b>	<b>17,863,700</b>
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(4,664,694)	(3,921,500)	(5,563,600)	(3,629,700)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	40,083	35,000	35,000	4,000
Revenue Contributions to Capital	1,525,608	312,300	374,100	373,100
Contributions to / (from) Reserves	2,507,651	(1,631,918)	(1,444,600)	(2,861,300)
Net External Investment Interest Received	(261,199)	(291,900)	(297,400)	(403,600)
IAS19 Adjustments	(439,660)	(554,800)	(1,014,100)	(1,011,400)
Accumulated Absences Account	(3,430)	-	-	-
Contributions to / (from) General Fund Balance	601,376	-	(600,800)	-
<b>NET EXPENDITURE FOR DISTRICT PURPOSES</b>	<b>18,558,733</b>	<b>13,563,182</b>	<b>14,419,700</b>	<b>10,334,800</b>
Less: Revenue Support Grant	(3,585,814)	(2,499,500)	(2,509,500)	(1,845,000)
Less: Business Rates Income	(6,098,795)	(1,872,800)	(2,835,000)	(806,000)
Less: General Grants:				
- Council Tax Freeze Grant	(78,414)	(78,700)	(82,100)	-
- Council Tax New Burdens	(79,625)	(23,400)	(23,400)	-
- New Homes Bonus	(1,232,123)	(1,622,900)	(1,622,900)	-
- Social Mobility Grant	-	-	(70,700)	-
- Right to Challenge - Service Provision	(8,547)	-	-	-
- Right to Bid - Community Assets	(7,855)	-	-	-
- Council Tax Annex Discount Grant	(900)	-	-	-
- Transparency Set-up Costs	(5,615)	-	-	-
Collection Fund (Surplus) / Deficit	(142,000)	-	-	-
(Savings Required) / Surplus	-	-	189,782	7,681
<b>EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL</b>	<b>7,319,044</b>	<b>7,465,882</b>	<b>7,465,882</b>	<b>7,691,481</b>

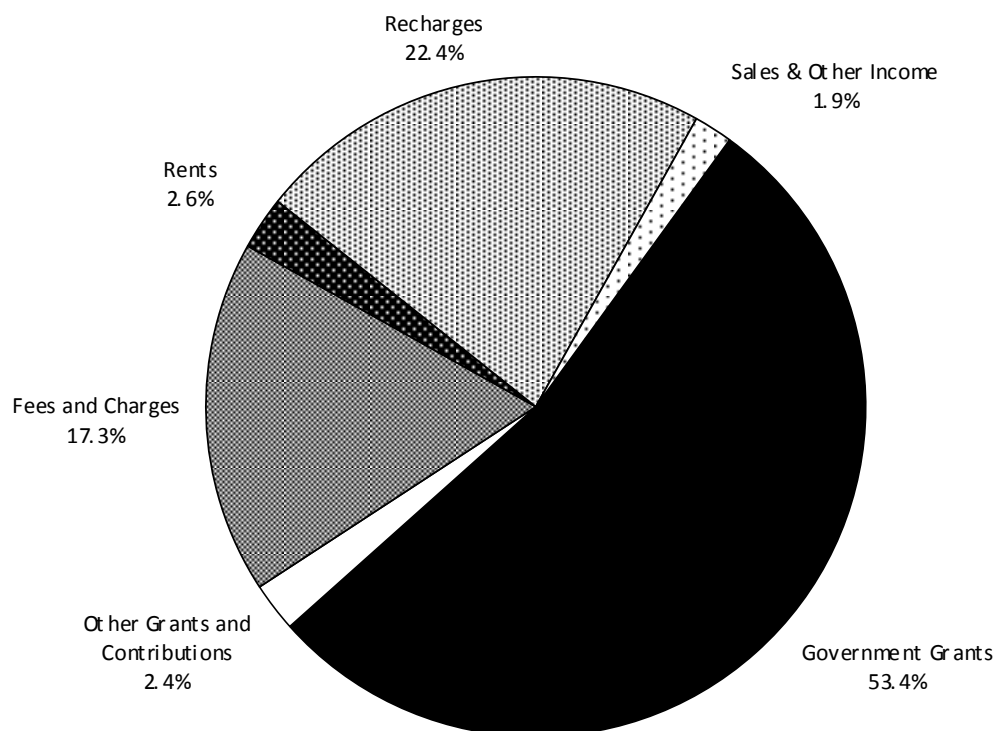


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>EXPENDITURE:</b>				
Employees	15,409,238	15,617,500	16,494,500	16,325,100
Premises	4,170,124	4,293,800	5,170,200	4,283,400
Transport	223,237	305,800	323,900	175,700
Supplies and Services	6,549,011	5,939,200	6,937,800	5,137,500
Third Party Payments	7,732,564	5,713,100	6,238,400	5,146,100
Transfer Payments (Housing Benefits)	29,665,055	30,223,700	29,946,600	29,949,200
Support Services	12,275,569	11,073,200	11,215,800	11,078,700
Capital Charges	4,664,692	3,921,500	5,563,600	3,629,700
<b>TOTAL EXPENDITURE</b>	<b>80,689,490</b>	<b>77,087,800</b>	<b>81,890,800</b>	<b>75,725,400</b>
<b>INCOME:</b>				
Government Grants	(31,419,730)	(31,454,900)	(30,982,000)	(30,896,300)
Other Grants and Contributions	(2,440,500)	(1,342,900)	(2,641,700)	(1,375,200)
Sales	(196,424)	(171,100)	(169,800)	(170,100)
Other Income	(969,262)	(998,700)	(1,100,700)	(940,200)
Fees and Charges	(10,819,652)	(9,065,500)	(9,429,100)	(10,014,200)
Rents	(1,306,583)	(1,431,200)	(1,402,000)	(1,482,300)
Recharges	(14,284,342)	(13,007,500)	(13,234,400)	(12,983,400)
<b>TOTAL INCOME</b>	<b>(61,436,493)</b>	<b>(57,471,800)</b>	<b>(58,959,700)</b>	<b>(57,861,700)</b>
<b>NET COST OF GENERAL FUND SERVICES</b>	<b>19,252,997</b>	<b>19,616,000</b>	<b>22,931,100</b>	<b>17,863,700</b>

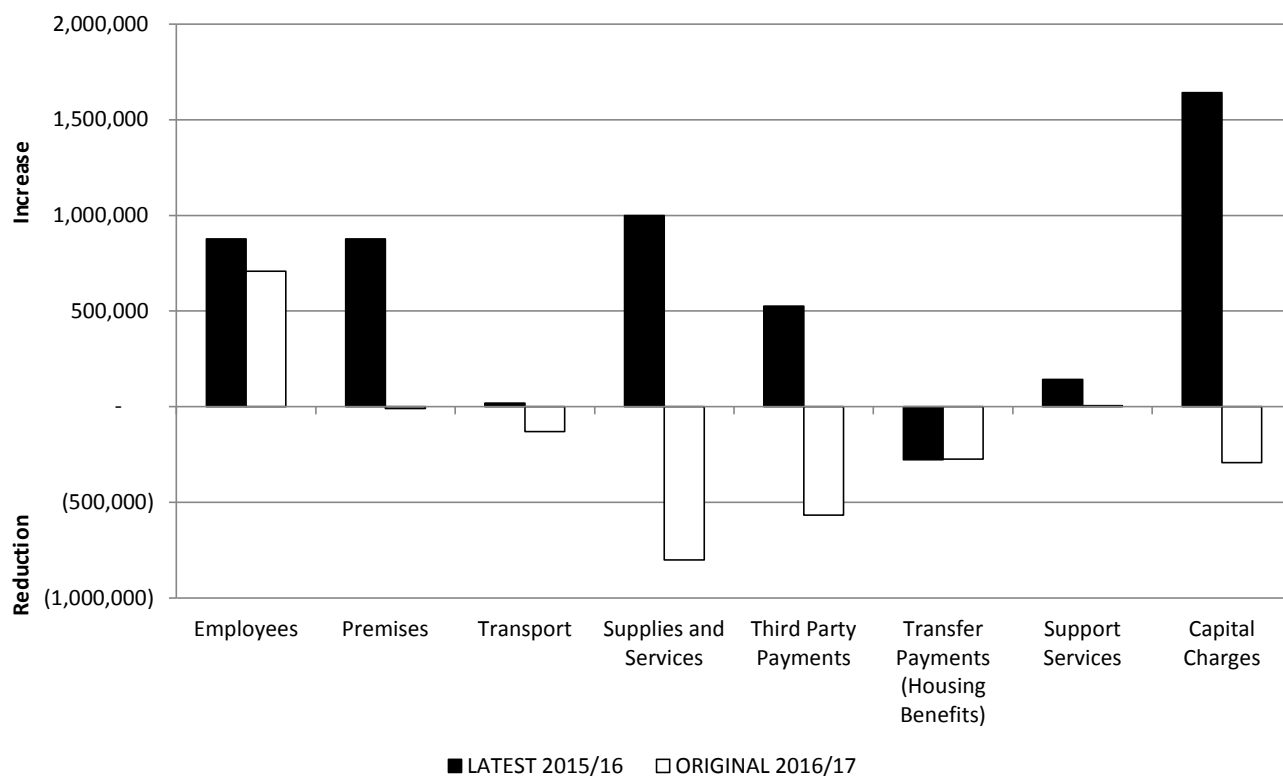
## EXPENDITURE - 2016/17 BUDGETS



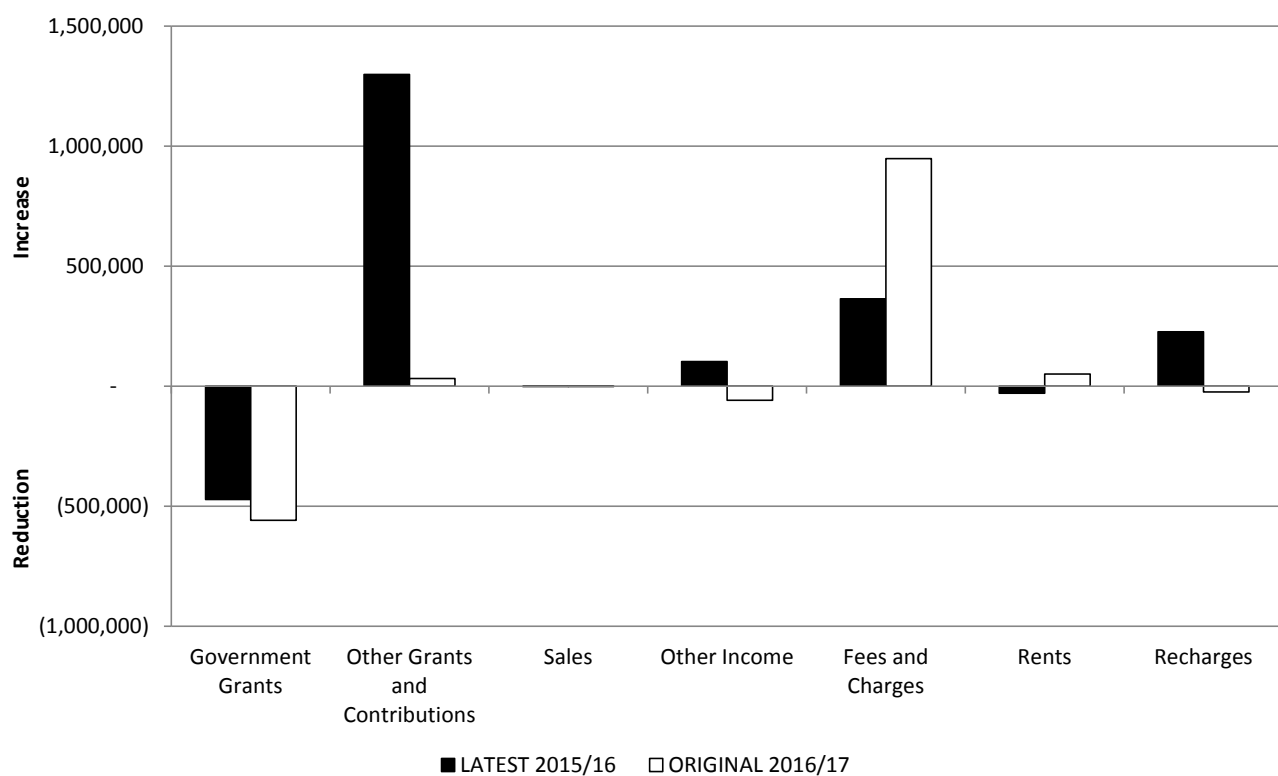
## INCOME - 2016/17 BUDGETS



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



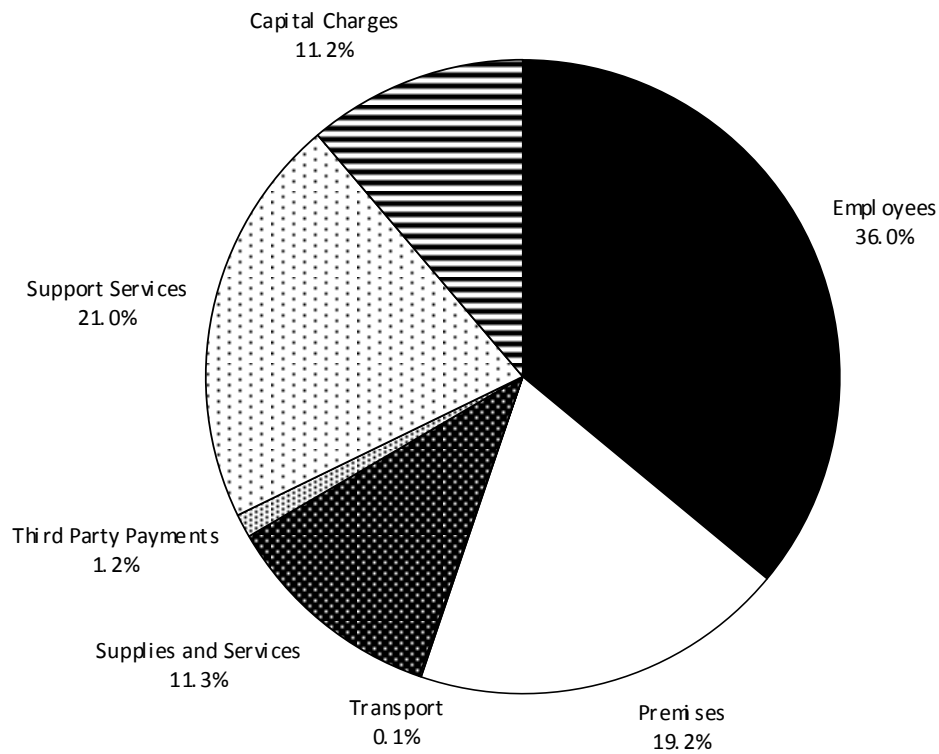
### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



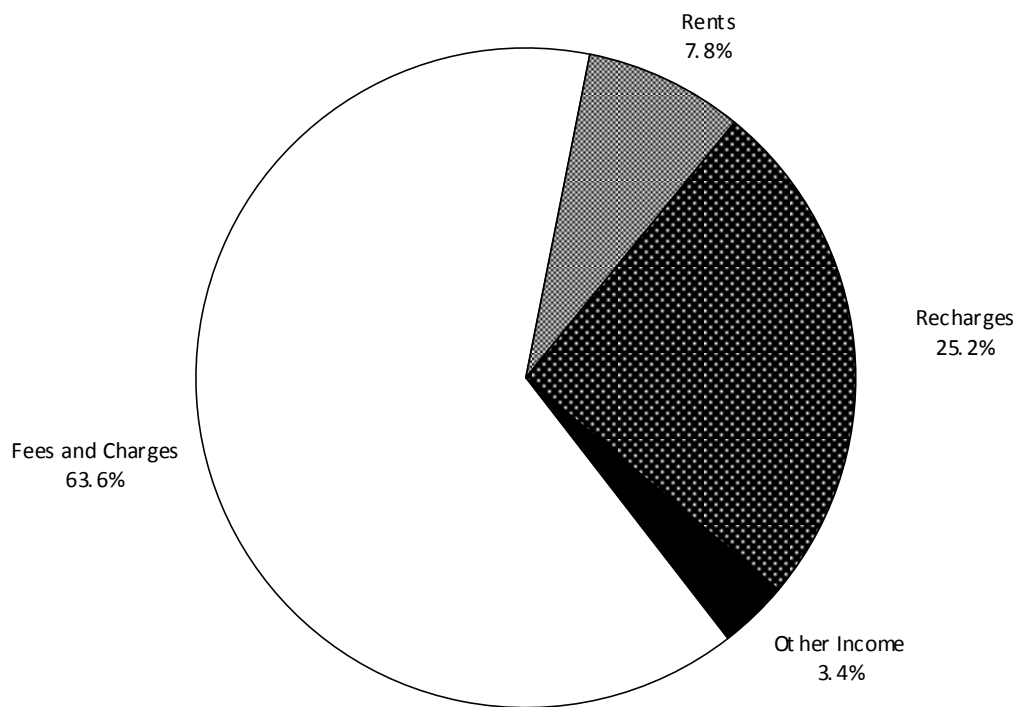


	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>CULTURAL SERVICES PORTFOLIO</u></b>				
S1275 GOLF COURSE	47,944	7,000	(1,000)	(2,700)
S1280 EDMONDSCOTE SPORTS TRACK	111,137	89,600	107,000	95,500
S1289 OPEN SPACES EVENTS	477,780	202,200	804,000	190,900
S1295 LILLINGTON COMMUNITY CENTRE	4,457	2,500	3,600	3,500
S1305 YOUTH SPORT DEVELOPMENT	165,576	131,000	134,900	133,200
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	(1,860)	27,900	19,800	21,600
S1330 TOWN HALL FACILITIES	(1,161)	39,600	47,000	31,700
S1335 ROYAL SPA CENTRE	760,405	693,000	711,300	742,000
S1356 CATERING CONTRACT	(33,347)	(72,800)	(46,400)	(56,300)
S1365 SPORTS FACILITIES ADMIN	(1,012)	146,400	271,500	21,000
S1370 ST. NICHOLAS PARK LC	521,004	389,800	393,100	366,300
S1375 ABBEY FIELDS SP	367,179	363,700	475,200	376,900
S1380 NEWBOLD COMYN LC	515,650	387,600	317,400	335,400
S1385 CASTLE FARM RC	168,851	124,800	156,900	143,100
S1390 MYTON SCHOOL DUAL USE	18,056	34,700	35,100	34,600
S1400 MEADOW COMMUNITY SPORTS CENTRE	43,903	55,500	65,200	65,500
S1405 ROYAL PUMP ROOMS	1,876,053	849,500	926,200	864,000
<b>TOTAL CULTURAL SERVICES PORTFOLIO</b>	<b>5,040,615</b>	<b>3,472,000</b>	<b>4,420,800</b>	<b>3,366,200</b>
 <b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,791,400	2,752,800	2,916,200	2,950,300
Premises	1,766,022	1,586,300	1,785,900	1,575,000
Transport	10,562	11,500	11,500	11,200
Supplies and Services	1,187,093	932,200	1,019,700	914,100
Third Party Payments	139,320	251,200	340,900	101,300
Support Services	1,763,300	1,734,500	1,703,300	1,719,400
Capital Charges	2,108,473	872,000	1,368,900	919,700
<b>TOTAL EXPENDITURE</b>	<b>9,766,170</b>	<b>8,140,500</b>	<b>9,146,400</b>	<b>8,191,000</b>
 <b><u>INCOME:</u></b>				
Other Grants and Contributions	(38,616)	(12,000)	(20,300)	(6,100)
Sales	(163,695)	(154,200)	(154,200)	(154,200)
Other Income	(10,577)	(4,500)	(4,400)	(4,400)
Fees and Charges	(2,936,092)	(2,912,900)	(2,981,500)	(3,065,300)
Rents	(277,787)	(385,300)	(348,100)	(377,700)
Recharges	(1,298,788)	(1,199,600)	(1,217,100)	(1,217,100)
<b>TOTAL INCOME</b>	<b>(4,725,555)</b>	<b>(4,668,500)</b>	<b>(4,725,600)</b>	<b>(4,824,800)</b>
<b>NET EXPENDITURE</b>	<b>5,040,615</b>	<b>3,472,000</b>	<b>4,420,800</b>	<b>3,366,200</b>

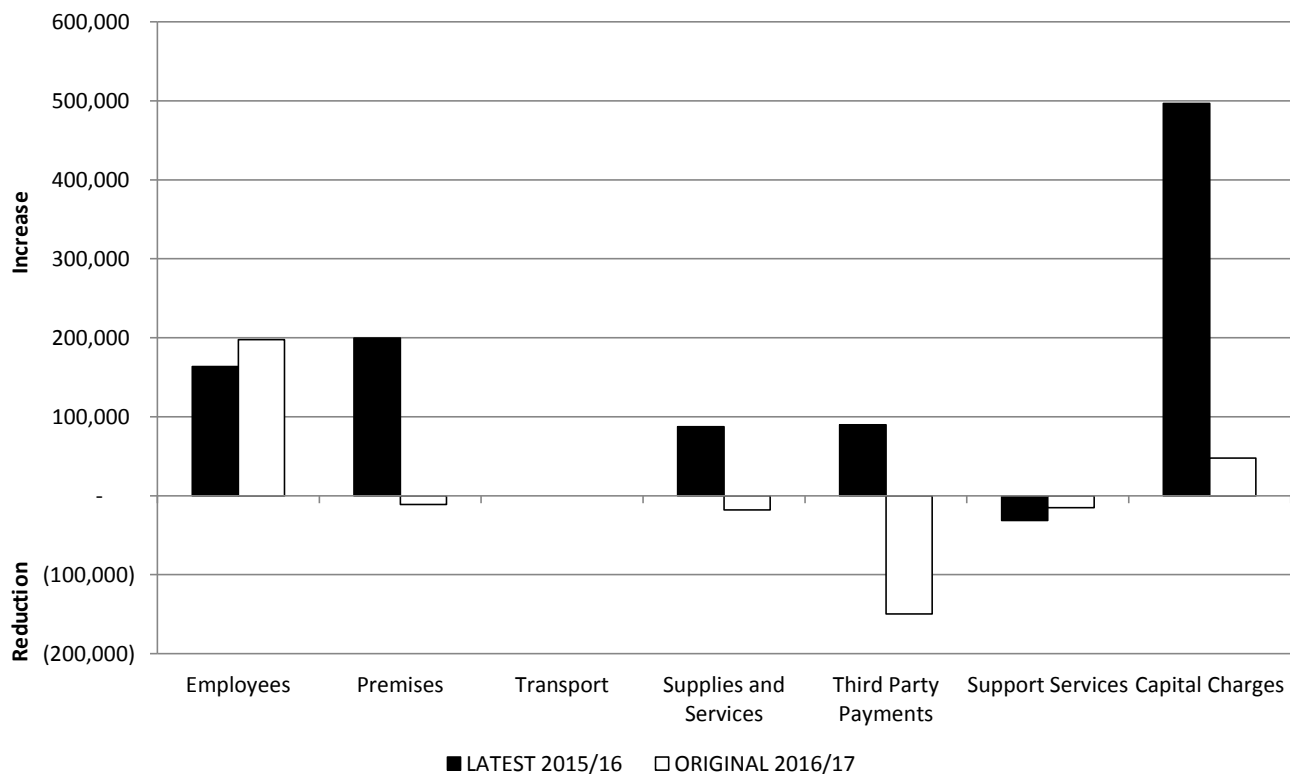
### EXPENDITURE - 2016/17 BUDGETS



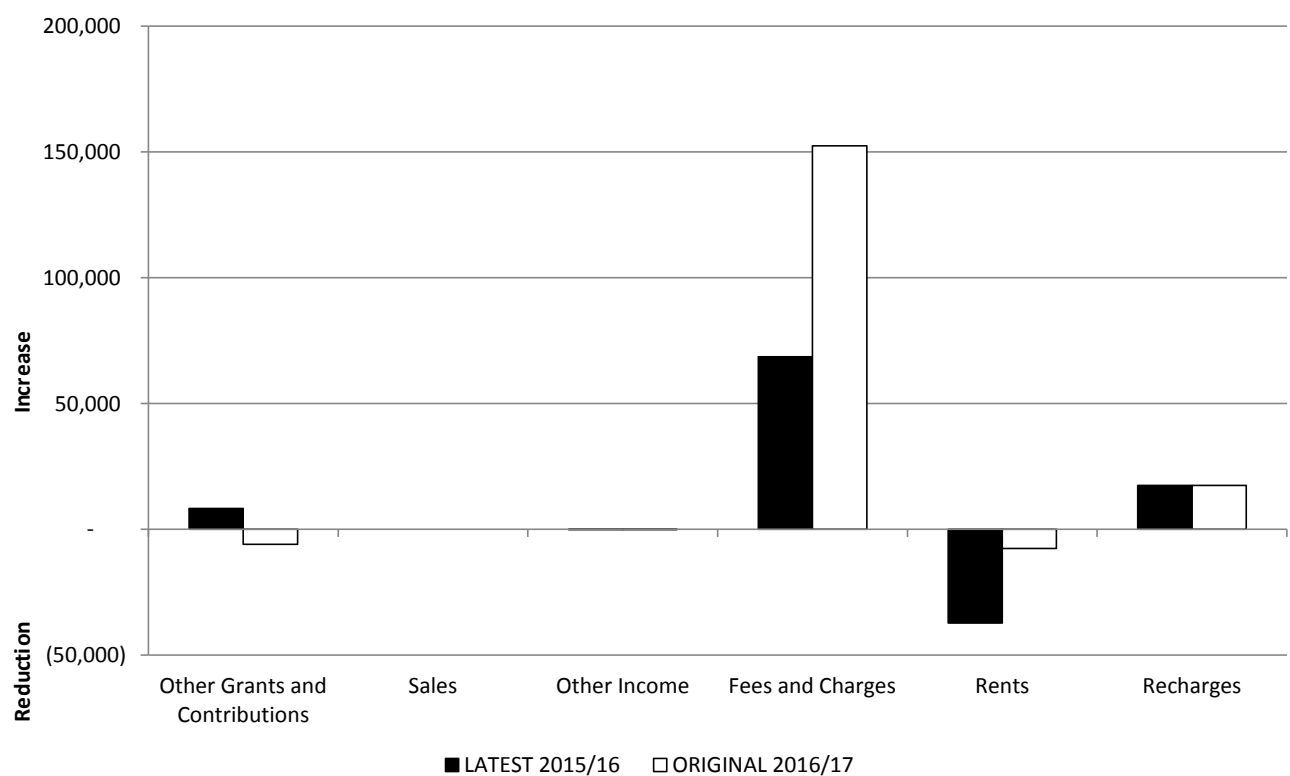
### INCOME - 2016/17 BUDGETS



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



## CULTURAL SERVICES PORTFOLIO

## S1275 GOLF COURSE

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Premises	27,718	8,400	8,400	8,400
Third Party Payments	442	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>28,160</b>	<b>8,400</b>	<b>8,400</b>	<b>8,400</b>
<b>DIRECT INCOME</b>				
Rents	7,776	(14,400)	(22,300)	(24,000)
<b>TOTAL DIRECT INCOME</b>	<b>7,776</b>	<b>(14,400)</b>	<b>(22,300)</b>	<b>(24,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>35,936</b>	<b>(6,000)</b>	<b>(13,900)</b>	<b>(15,600)</b>
Support Services	12,540	12,500	12,400	12,400
Capital Charges	(532)	500	500	500
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>47,944</b>	<b>7,000</b>	<b>(1,000)</b>	<b>(2,700)</b>

**Variations:**Rents:

Revised Golf Course rents - F&A April 2014	(7,900)	(9,600)
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## S1280 EDMONDSCOTE SPORTS TRACK

<b>DIRECT EXPENDITURE</b>				
Premises	35,509	13,700	24,700	13,700
Supplies and Services	1,731	1,500	1,500	1,500
Third Party Payments	11,492	11,700	11,700	11,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>48,732</b>	<b>26,900</b>	<b>37,900</b>	<b>26,900</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(14,683)	(15,000)	(15,000)	(15,500)
Rents	(242)	(200)	(200)	(200)
<b>TOTAL DIRECT INCOME</b>	<b>(14,925)</b>	<b>(15,200)</b>	<b>(15,200)</b>	<b>(15,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>33,807</b>	<b>11,700</b>	<b>22,700</b>	<b>11,200</b>
Support Services	18,580	19,200	18,900	18,900
Capital Charges	58,750	58,700	65,400	65,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>111,137</b>	<b>89,600</b>	<b>107,000</b>	<b>95,500</b>

**Variations:**Premises:

Planned Property Maintenance programme	11,000	-
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## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1289 OPEN SPACES EVENTS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	74,242	71,900	73,700	76,700
Premises	174,626	125,700	270,400	131,500
Transport	1,671	1,600	1,600	1,600
Supplies and Services	62,178	76,400	76,400	69,900
Third Party Payments	71,277	73,200	73,200	73,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>383,994</b>	<b>348,800</b>	<b>495,300</b>	<b>353,000</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(2,075)	(1,500)	(1,500)	(1,500)
Fees and Charges	(98,242)	(103,600)	(101,100)	(102,400)
Rents	(161,072)	(166,300)	(151,000)	(168,300)
<b>TOTAL DIRECT INCOME</b>	<b>(261,389)</b>	<b>(271,400)</b>	<b>(253,600)</b>	<b>(272,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>122,605</b>	<b>77,400</b>	<b>241,700</b>	<b>80,800</b>
Support Services	95,651	100,300	109,300	106,400
Capital Charges	284,524	48,600	477,100	27,800
Recharges	(25,000)	(24,100)	(24,100)	(24,100)
<b>NET (INCOME)/EXPENDITURE TO SUMMARY</b>	<b>477,780</b>	<b>202,200</b>	<b>804,000</b>	<b>190,900</b>

**Variations:****Premises:**

Planned Property Maintenance programme	127,800	-
Earmarked Reserve requests carried forward from 2014/15	11,200	

**Rents:**

Rent Refund (September 2015 Executive)	16,600	-
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**Capital Charges:**

West Midlands Reserve & Cadet Force - New Building contribution	400,000	-
St. Mary's Lands Business Strategy	50,000	-
Depreciation - downward revaluation of Victoria Park Bowls Pavilion	(21,500)	(20,800)

## CULTURAL SERVICES PORTFOLIO

## S1295 LILLINGTON COMMUNITY CENTRE

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	4,042	3,600	4,200	4,200
Premises	4,014	2,800	2,800	2,800
Supplies and Services	45	200	200	200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>8,101</b>	<b>6,600</b>	<b>7,200</b>	<b>7,200</b>
<b>DIRECT INCOME</b>				
Rents	(5,974)	(6,600)	(6,000)	(6,100)
<b>TOTAL DIRECT INCOME</b>	<b>(5,974)</b>	<b>(6,600)</b>	<b>(6,000)</b>	<b>(6,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>2,127</b>	<b>-</b>	<b>1,200</b>	<b>1,100</b>
Support Services	886	1,100	1,000	1,000
Capital Charges	1,444	1,400	1,400	1,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>4,457</b>	<b>2,500</b>	<b>3,600</b>	<b>3,500</b>

## S1305 YOUTH SPORT DEVELOPMENT

<b>DIRECT EXPENDITURE</b>				
Employees	39,109	44,600	45,600	45,000
Transport	863	2,300	2,300	2,300
Supplies and Services	79,919	35,400	35,400	33,400
Third Party Payments	41	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>119,932</b>	<b>82,300</b>	<b>83,300</b>	<b>80,700</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(734)	(1,500)	(1,500)	(1,500)
<b>TOTAL DIRECT INCOME</b>	<b>(734)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>119,198</b>	<b>80,800</b>	<b>81,800</b>	<b>79,200</b>
Support Services	46,378	50,200	53,100	54,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>165,576</b>	<b>131,000</b>	<b>134,900</b>	<b>133,200</b>

## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	184,673	186,600	191,300	197,600
Transport	837	900	900	900
Supplies and Services	8,669	13,300	13,300	8,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>194,179</b>	<b>200,800</b>	<b>205,500</b>	<b>206,600</b>
<b>DIRECT INCOME</b>				
Other Income	(3,577)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(3,577)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>190,602</b>	<b>200,800</b>	<b>205,500</b>	<b>206,600</b>
Support Services	63,426	82,900	72,000	72,700
Recharges	(255,888)	(255,800)	(257,700)	(257,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(1,860)</b>	<b>27,900</b>	<b>19,800</b>	<b>21,600</b>

**Variations:**Support Services:

Changes in allocations	(10,900)	(10,200)
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## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1330 TOWN HALL FACILITIES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	164,254	154,300	168,800	168,600
Premises	110,669	121,000	134,000	122,900
Supplies and Services	14,374	13,000	14,000	13,000
Third Party Payments	5,253	1,200	1,200	1,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>294,550</b>	<b>289,500</b>	<b>318,000</b>	<b>305,700</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(134)	-	-	-
Fees+Charges General	(85,293)	(78,500)	(85,000)	(87,300)
Rents	12,079	(27,600)	(27,000)	(27,400)
<b>TOTAL DIRECT INCOME</b>	<b>(73,348)</b>	<b>(106,100)</b>	<b>(112,000)</b>	<b>(114,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>221,202</b>	<b>183,400</b>	<b>206,000</b>	<b>191,000</b>
Support Services	138,036	102,100	102,800	102,500
Capital Charges	55,882	56,500	56,200	56,200
Recharges	(416,281)	(302,400)	(318,000)	(318,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(1,161)</b>	<b>39,600</b>	<b>47,000</b>	<b>31,700</b>

**Variations:****Premises:**

Planned Property Maintenance programme

11,000

-

**Recharges:**

Change in amounts to be recharged

(15,600)

(15,600)



## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1335 ROYAL SPA CENTRE</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	422,368	403,500	427,500	442,000
Premises	176,829	167,700	135,500	155,000
Transport	501	400	400	300
Supplies and Services	702,826	564,200	564,500	559,700
Third Party Payments	2,026	4,200	4,200	4,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,304,550</b>	<b>1,140,000</b>	<b>1,132,100</b>	<b>1,161,200</b>
<b>DIRECT INCOME</b>				
Sales	(135,616)	(126,600)	(126,600)	(126,600)
Other Income	(1,000)	(100)	-	-
Fees and Charges	(731,978)	(635,400)	(635,500)	(636,800)
<b>TOTAL DIRECT INCOME</b>	<b>(868,594)</b>	<b>(762,100)</b>	<b>(762,100)</b>	<b>(763,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>435,956</b>	<b>377,900</b>	<b>370,000</b>	<b>397,800</b>
Support Services	202,787	193,400	182,100	185,000
Capital Charges	121,662	121,700	159,200	159,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>760,405</b>	<b>693,000</b>	<b>711,300</b>	<b>742,000</b>

**Variations**Employees:

IAS19 Pension Adjustment changes	11,700	12,200
Increments, pay increases and National Living Wage	12,000	26,200

Premises:

Planned Property Maintenance programme	15,900	-
Business Rates Refund / Reduction	(48,200)	(12,700)

Capital Charges:

Depreciation - effects of 2014/15 revaluations	37,500	37,500
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## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1356 CATERING CONTRACT</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	29,010	25,100	22,900	23,100
Supplies and Services	1,596	-	-	-
Third Party Payments	2,953	3,400	3,400	3,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>33,559</b>	<b>28,500</b>	<b>26,300</b>	<b>26,500</b>
<b>DIRECT INCOME</b>				
Rents	(69,137)	(101,300)	(72,700)	(82,800)
<b>TOTAL DIRECT INCOME</b>	<b>(69,137)</b>	<b>(101,300)</b>	<b>(72,700)</b>	<b>(82,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(35,578)</b>	<b>(72,800)</b>	<b>(46,400)</b>	<b>(56,300)</b>
Support Services	2,231	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(33,347)</b>	<b>(72,800)</b>	<b>(46,400)</b>	<b>(56,300)</b>

**Variations:**Rents:

Pump Rooms - reduced catering commission on sale

26,000

26,000

Rent increases

-

(10,000)

## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1365 SPORTS FACILITIES ADMIN</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	117,154	117,900	184,200	175,000
Premises	-	35,700	35,700	35,700
Transport	5,380	4,500	4,500	4,500
Supplies and Services	49,181	31,900	32,300	32,300
Third Party Payments	43,386	154,100	243,800	4,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>215,101</b>	<b>344,100</b>	<b>500,500</b>	<b>251,600</b>
Support Services	359,599	384,700	356,500	354,800
Capital Charges	23,207	32,200	29,100	29,200
Recharges	(598,919)	(614,600)	(614,600)	(614,600)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(1,012)</b>	<b>146,400</b>	<b>271,500</b>	<b>21,000</b>

**Variations**Employees:

Sports and Leisure Options Appraisals	51,500	44,700
IAS19 Pension Adjustment changes	8,500	7,900
Earmarked Reserve carried forward from 2014/15 - training	5,900	-

Third Party Payments:

Sports and Leisure Options Appraisals	89,700	(150,000)
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Support Services:

Changes in allocations	(28,200)	(29,900)
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## CULTURAL SERVICES PORTFOLIO

## S1370 ST. NICHOLAS PARK LC

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	408,868	405,600	415,300	421,400
Premises	287,129	255,200	258,900	251,100
Supplies and Services	25,134	26,900	26,900	26,900
Third Party Payments	-	1,400	1,400	1,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>721,131</b>	<b>689,100</b>	<b>702,500</b>	<b>700,800</b>
<b>DIRECT INCOME</b>				
Sales	(4,493)	(7,100)	(7,100)	(7,100)
Other Income	(669)	(900)	(900)	(900)
Fees and Charges	(545,118)	(586,000)	(599,100)	(624,600)
Rents	(4,217)	(2,400)	(2,400)	(2,400)
<b>TOTAL DIRECT INCOME</b>	<b>(554,497)</b>	<b>(596,400)</b>	<b>(609,500)</b>	<b>(635,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>166,634</b>	<b>92,700</b>	<b>93,000</b>	<b>65,800</b>
Support Services	215,298	158,000	165,800	166,200
Capital Charges	139,072	139,100	134,300	134,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>521,004</b>	<b>389,800</b>	<b>393,100</b>	<b>366,300</b>

**Variations**Employees:

IAS19 Pension Adjustment changes	7,100	7,700
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Fees and Charges:

Increased Pyramids income	(12,600)	(12,600)
Fees and Charges review (Executive October 2015)	-	(25,500)

## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1375 ABBEY FIELDS SP</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	281,878	288,300	294,100	298,200
Premises	163,734	157,800	247,400	155,800
Supplies and Services	19,573	19,500	19,600	20,600
Third Party Payments	-	300	300	300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>465,185</b>	<b>465,900</b>	<b>561,400</b>	<b>474,900</b>
<b>DIRECT INCOME</b>				
Sales	(5,042)	(6,200)	(6,200)	(6,200)
Other Income	(539)	(900)	(900)	(900)
Fees and Charges	(254,276)	(266,400)	(266,400)	(278,500)
Rents	(1,992)	(2,000)	(2,000)	(2,000)
<b>TOTAL DIRECT INCOME</b>	<b>(261,849)</b>	<b>(275,500)</b>	<b>(275,500)</b>	<b>(287,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>203,336</b>	<b>190,400</b>	<b>285,900</b>	<b>187,300</b>
Support Services	90,088	90,700	96,800	97,100
Capital Charges	73,755	82,600	92,500	92,500
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>367,179</b>	<b>363,700</b>	<b>475,200</b>	<b>376,900</b>

**Variations**Premises:

Planned Property Maintenance programme

92,000

-

Fees and Charges:

Fees and Charges review (Executive October 2015)

-

(12,100)

Capital Charges:

Depreciation - effects of 2014/15 revaluations

9,900

9,900

## CULTURAL SERVICES PORTFOLIO

## S1380 NEWBOLD COMYN LC

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	569,917	526,600	536,800	543,500
Premises	428,928	338,100	286,900	328,000
Supplies and Services	44,873	43,500	43,600	43,600
Third Party Payments	-	1,300	1,300	1,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,043,718</b>	<b>909,500</b>	<b>868,600</b>	<b>916,400</b>
<b>DIRECT INCOME</b>				
Sales	(12,155)	(12,300)	(12,300)	(12,300)
Other Income	(1,332)	(1,600)	(1,600)	(1,600)
Fees and Charges	(907,067)	(903,700)	(959,400)	(990,700)
<b>TOTAL DIRECT INCOME</b>	<b>(920,554)</b>	<b>(917,600)</b>	<b>(973,300)</b>	<b>(1,004,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>123,164</b>	<b>(8,100)</b>	<b>(104,700)</b>	<b>(88,200)</b>
Support Services	221,790	225,000	236,400	237,900
Capital Charges	170,696	170,700	185,700	185,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>515,650</b>	<b>387,600</b>	<b>317,400</b>	<b>335,400</b>

**Variations**Employees:

Increments, pay increases and National Living Wage	-	10,300
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Premises:

Planned Property Maintenance programme	11,200	-
Business Rates Refund / Reduction	(65,500)	(13,400)

Fees and Charges:

Increased Pyramids income	(47,200)	(47,200)
Fees and Charges review (Executive October 2015)	-	(39,800)

Support Services:

Changes in allocations	11,400	12,900
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Capital Charges:

Depreciation - effects of 2014/15 revaluations	15,000	15,000
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## CULTURAL SERVICES PORTFOLIO

## S1385 CASTLE FARM RC

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	124,895	129,700	134,000	136,000
Premises	60,639	63,100	88,500	79,800
Supplies and Services	9,219	7,400	7,400	8,400
Third Party Payments	-	400	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>194,753</b>	<b>200,600</b>	<b>230,300</b>	<b>224,600</b>
<b>DIRECT INCOME</b>				
Sales	-	(100)	(100)	(100)
Fees and Charges	(179,884)	(188,900)	(190,100)	(198,400)
Rents	(1,006)	(700)	(700)	(700)
<b>TOTAL DIRECT INCOME</b>	<b>(180,890)</b>	<b>(189,700)</b>	<b>(190,900)</b>	<b>(199,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>13,863</b>	<b>10,900</b>	<b>39,400</b>	<b>25,400</b>
Support Services	95,031	53,900	57,500	57,700
Capital Charges	59,957	60,000	60,000	60,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>168,851</b>	<b>124,800</b>	<b>156,900</b>	<b>143,100</b>

**Variations:**Premises:

Planned Property Maintenance programme	8,800	-
Increased Business Rates Assessment	16,400	16,700

## S1390 MYTON SCHOOL DUAL USE

<b>DIRECT EXPENDITURE</b>				
Employees	36,897	44,300	46,000	47,500
Premises	11,608	12,300	12,300	13,000
Supplies and Services	2,488	1,900	1,700	1,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>50,993</b>	<b>58,500</b>	<b>60,000</b>	<b>62,200</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(59,416)	(70,000)	(70,000)	(72,800)
<b>TOTAL DIRECT INCOME</b>	<b>(59,416)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(72,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(8,423)</b>	<b>(11,500)</b>	<b>(10,000)</b>	<b>(10,600)</b>
Support Services	26,479	46,200	45,100	45,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>18,056</b>	<b>34,700</b>	<b>35,100</b>	<b>34,600</b>

## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1400 MEADOW COMMUNITY SPORTS CENTRE</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	61,987	61,000	63,000	64,800
Premises	17,524	14,800	14,800	14,800
Supplies and Services	2,910	3,500	3,300	3,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>82,421</b>	<b>79,300</b>	<b>81,100</b>	<b>82,900</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(59,197)	(63,800)	(55,100)	(56,700)
<b>TOTAL DIRECT INCOME</b>	<b>(59,197)</b>	<b>(63,800)</b>	<b>(55,100)</b>	<b>(56,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>23,224</b>	<b>15,500</b>	<b>26,000</b>	<b>26,200</b>
Support Services	20,679	40,000	39,200	39,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>43,903</b>	<b>55,500</b>	<b>65,200</b>	<b>65,500</b>



## CULTURAL SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1405 ROYAL PUMP ROOMS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	301,116	314,900	331,700	329,800
Premises	238,085	244,900	242,700	239,400
Transport	1,310	1,800	1,800	1,600
Supplies and Services	162,377	93,600	179,600	91,500
Third Party Payments	2,450	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>705,338</b>	<b>655,200</b>	<b>755,800</b>	<b>662,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(36,541)	(10,500)	(18,800)	(4,600)
Sales	(6,389)	(1,900)	(1,900)	(1,900)
Other Income	(3,460)	(1,000)	(1,000)	(1,000)
Fees and Charges	(70)	(100)	(3,300)	(100)
Rents	(54,002)	(63,800)	(63,800)	(63,800)
<b>TOTAL DIRECT INCOME</b>	<b>(100,462)</b>	<b>(77,300)</b>	<b>(88,800)</b>	<b>(71,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>604,876</b>	<b>577,900</b>	<b>667,000</b>	<b>590,900</b>
Support Services	153,821	174,300	154,400	168,300
Capital Charges	1,120,056	100,000	107,500	107,500
Recharges	(2,700)	(2,700)	(2,700)	(2,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,876,053</b>	<b>849,500</b>	<b>926,200</b>	<b>864,000</b>

**Variations**Employees:

IAS19 Pension Adjustment changes	8,300	8,000
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Premises:

Planned Property Maintenance programme	26,400	-
Business Rates Refund / Reduction	(27,900)	(5,300)

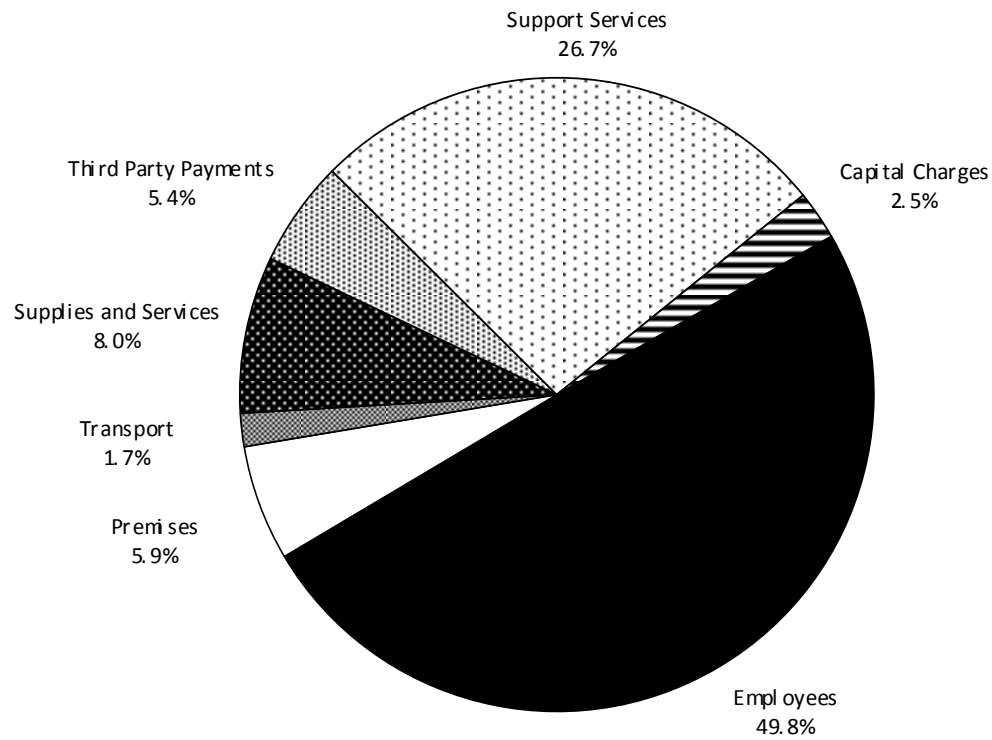
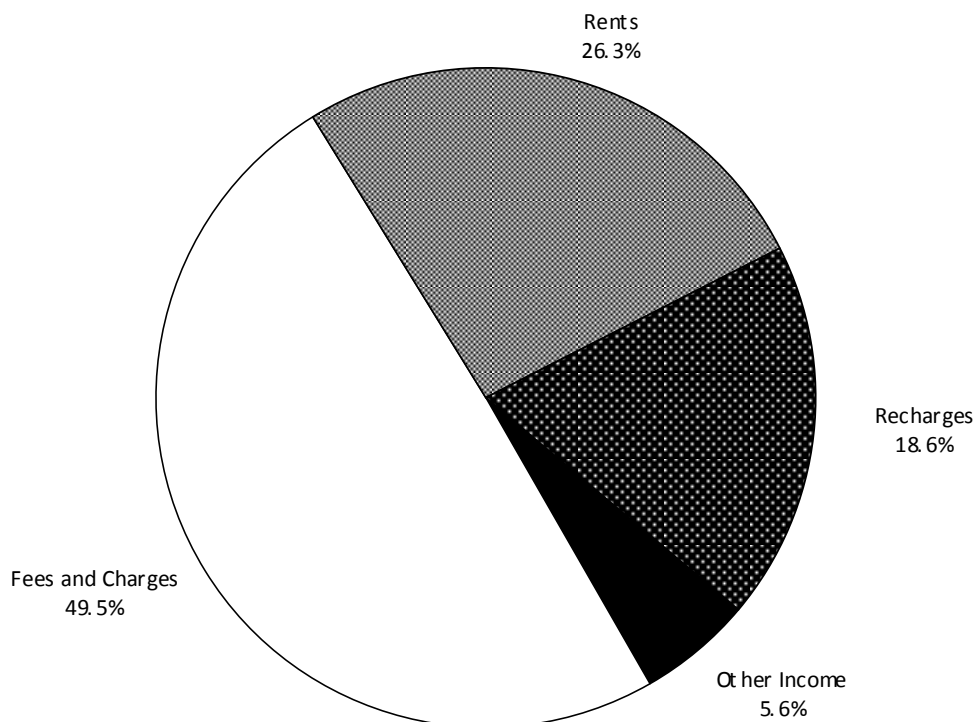
Supplies and Services:

Arts Development Programme - funded from past external contributions	33,900	-
Exhibitions - funded from past external contributions	48,700	-

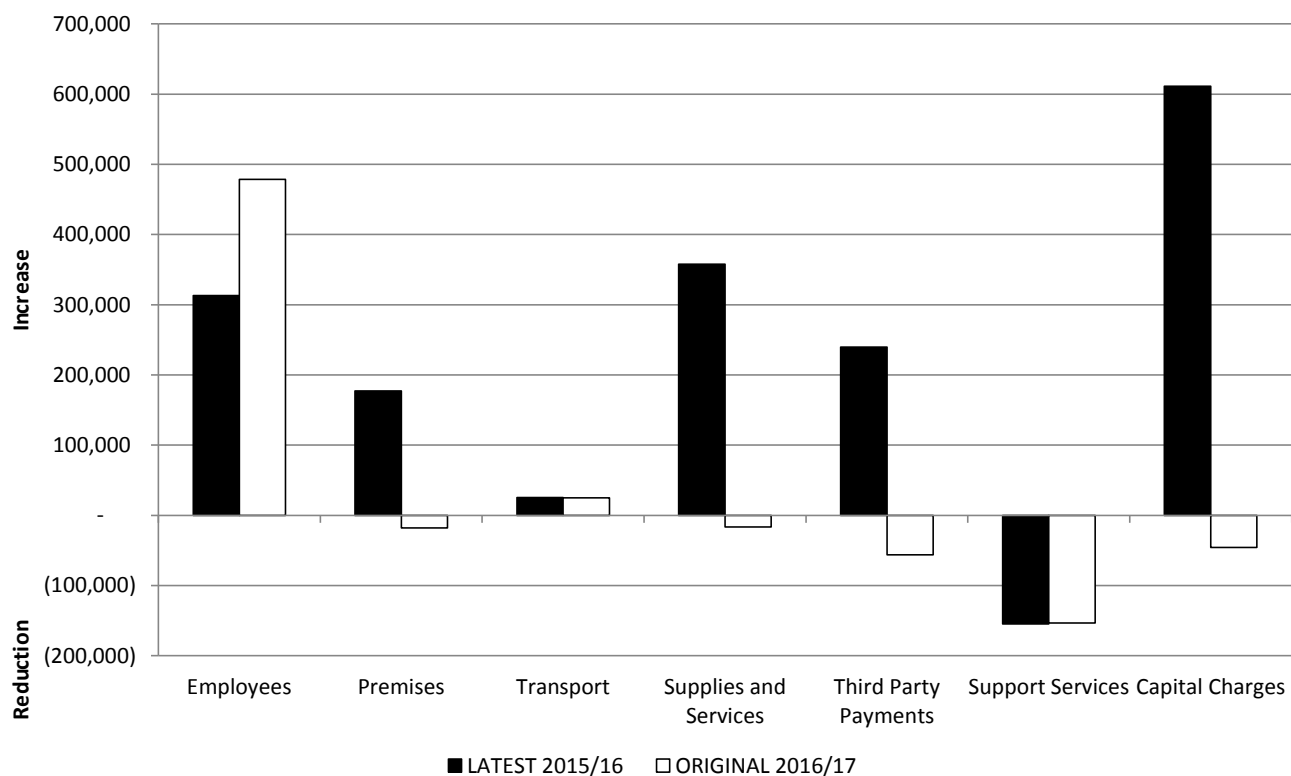
Support Services:

Changes in allocations	(19,900)	(6,000)
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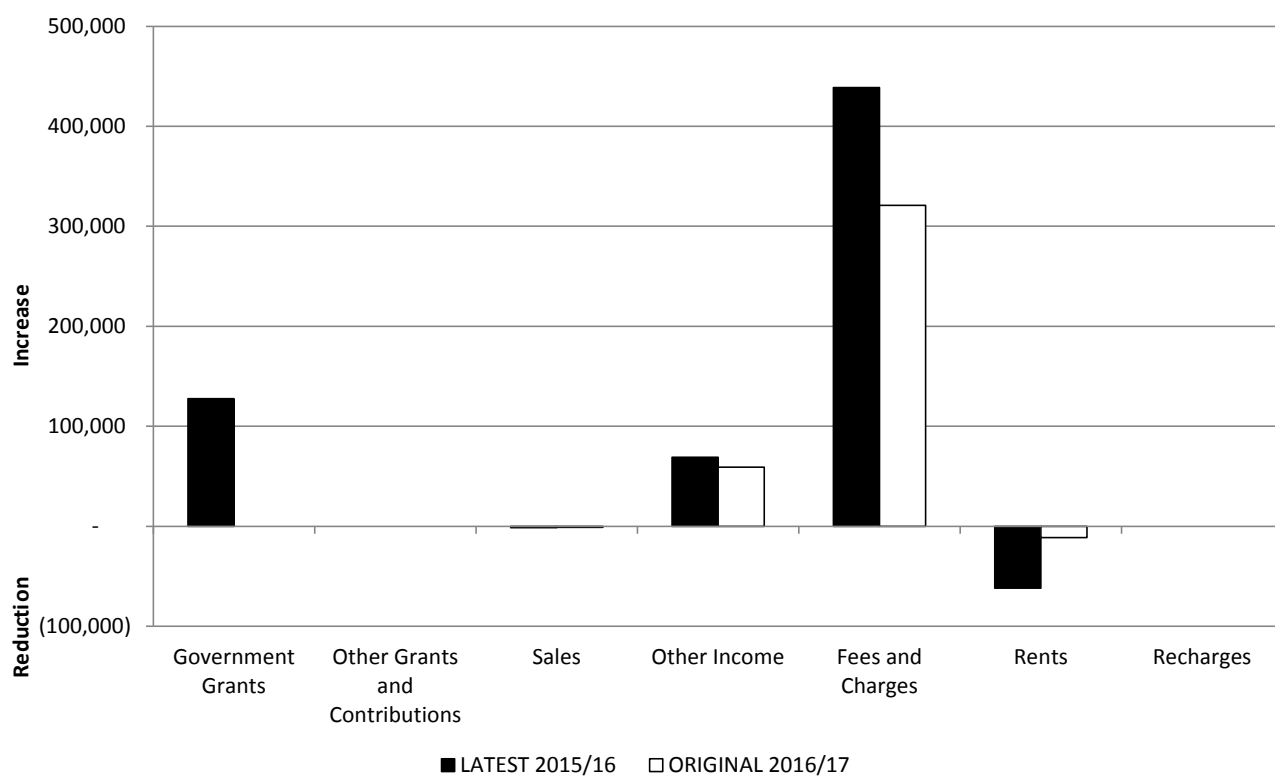
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>DEVELOPMENT PORTFOLIO</u></b>				
S1025 TCM - LEAMINGTON	57,493	53,100	50,400	50,200
S1030 TCM - KENILWORTH	49,749	49,300	47,900	50,800
S1035 CHRISTMAS ILLUMINATIONS	58,976	41,800	43,200	36,500
S1040 TCM - WARWICK	72,339	47,200	45,700	48,200
S1240 MARKETS	(11,938)	(19,300)	(19,500)	(20,400)
S1650 ESTATE MANAGEMENT	(137,397)	(172,000)	79,100	(198,900)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	48,782	85,600	68,900	62,500
S3550 TOURISM	217,761	227,900	221,500	205,400
S3600 ECONOMIC DEVELOPMENT	203,199	141,700	722,900	81,600
S3650 ECONOMIC REGENERATION	138,592	149,500	171,100	142,200
S3660 ENTERPRISE DEVELOPMENT	24,444	25,900	16,700	18,100
S3676 26HT	4,720	-	(500)	(5,400)
S4510 DEVELOPMENT SERVICES MGT	(814)	(19,600)	(58,800)	(49,400)
S4540 DEVELOPMENT CONTROL	683,275	812,600	831,000	813,600
S4570 POLICY, PROJECTS & CONSERVATION	581,396	480,100	696,700	498,600
S4600 BUILDING CONTROL	196,975	146,500	159,900	175,800
S4840 LOCAL LAND CHARGES	(72,114)	(50,900)	(79,600)	(64,200)
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>2,115,438</b>	<b>1,999,400</b>	<b>2,996,600</b>	<b>1,845,200</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,021,799	2,085,700	2,399,000	2,564,500
Premises	340,384	321,500	498,700	303,700
Transport	51,562	61,600	86,900	86,500
Supplies and Services	538,911	430,500	788,100	413,700
Third Party Payments	834,577	332,200	571,700	276,000
Support Services	1,997,656	1,530,600	1,375,800	1,377,200
Capital Charges	75,151	177,200	788,400	131,300
<b>TOTAL EXPENDITURE</b>	<b>5,860,040</b>	<b>4,939,300</b>	<b>6,508,600</b>	<b>5,152,900</b>
<b><u>INCOME:</u></b>				
Government Grants	(67,500)	-	(127,600)	-
Other Grants and Contributions	(96,514)	(19,200)	(19,200)	(19,200)
Sales	(15,987)	(14,500)	(13,200)	(13,500)
Other Income	(96,431)	(92,300)	(161,400)	(151,400)
Fees and Charges	(1,598,000)	(1,317,000)	(1,755,700)	(1,638,000)
Rents	(779,250)	(882,900)	(820,900)	(871,600)
Recharges	(1,090,920)	(614,000)	(614,000)	(614,000)
<b>TOTAL INCOME</b>	<b>(3,744,602)</b>	<b>(2,939,900)</b>	<b>(3,512,000)</b>	<b>(3,307,700)</b>
<b>NET EXPENDITURE</b>	<b>2,115,438</b>	<b>1,999,400</b>	<b>2,996,600</b>	<b>1,845,200</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



## DEVELOPMENT PORTFOLIO

## S1025 TCM - LEAMINGTON

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	38,205	36,900	36,900	37,300
Premises	6,590	-	-	-
Transport	537	600	600	600
Supplies and Services	24,353	11,300	11,300	10,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>69,685</b>	<b>48,800</b>	<b>48,800</b>	<b>48,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(6,000)	(7,900)	(7,900)	(7,900)
Other Income	(12,827)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(18,827)</b>	<b>(7,900)</b>	<b>(7,900)</b>	<b>(7,900)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>50,858</b>	<b>40,900</b>	<b>40,900</b>	<b>40,400</b>
Support Services	18,935	28,100	25,400	25,700
Recharges	(12,300)	(15,900)	(15,900)	(15,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>57,493</b>	<b>53,100</b>	<b>50,400</b>	<b>50,200</b>

## S1030 TCM - KENILWORTH

<b>DIRECT EXPENDITURE</b>				
Employees	37,181	37,000	38,300	41,000
Transport	219	600	600	600
Supplies and Services	19,242	10,000	10,000	9,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>56,642</b>	<b>47,600</b>	<b>48,900</b>	<b>51,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(4,885)	(5,000)	(5,000)	(5,000)
Other Income	(3,620)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(8,505)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>48,137</b>	<b>42,600</b>	<b>43,900</b>	<b>46,500</b>
Support Services	18,512	24,500	21,800	22,100
Recharges	(16,900)	(17,800)	(17,800)	(17,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>49,749</b>	<b>49,300</b>	<b>47,900</b>	<b>50,800</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1035 CHRISTMAS ILLUMINATIONS</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	14,417	-	-	-
Supplies and Services	62,603	66,400	66,400	59,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>77,020</b>	<b>66,400</b>	<b>66,400</b>	<b>59,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(14,730)	-	-	-
Other Income	(18,635)	(36,400)	(36,400)	(36,400)
<b>TOTAL DIRECT INCOME</b>	<b>(33,365)</b>	<b>(36,400)</b>	<b>(36,400)</b>	<b>(36,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>43,655</b>	<b>30,000</b>	<b>30,000</b>	<b>23,300</b>
Support Services	15,321	11,800	13,200	13,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>58,976</b>	<b>41,800</b>	<b>43,200</b>	<b>36,500</b>
<b>S1040 TCM - WARWICK</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	37,196	38,200	39,400	41,600
Transport	509	600	600	600
Supplies and Services	33,563	10,000	10,000	10,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>71,268</b>	<b>48,800</b>	<b>50,000</b>	<b>52,200</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(6,300)	(6,300)	(6,300)	(6,300)
Other Income	(1,435)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(7,735)</b>	<b>(6,300)</b>	<b>(6,300)</b>	<b>(6,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>63,533</b>	<b>42,500</b>	<b>43,700</b>	<b>45,900</b>
Support Services	18,506	28,000	25,300	25,600
Recharges	(9,700)	(23,300)	(23,300)	(23,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>72,339</b>	<b>47,200</b>	<b>45,700</b>	<b>48,200</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1240 MARKETS</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	4,687	4,700	4,700	4,700
Supplies and Services	2,322	1,500	1,500	600
Third Party Payments	421	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7,430</b>	<b>6,200</b>	<b>6,200</b>	<b>5,300</b>
<b>DIRECT INCOME</b>				
Rents	(27,470)	(37,000)	(37,000)	(37,000)
<b>TOTAL DIRECT INCOME</b>	<b>(27,470)</b>	<b>(37,000)</b>	<b>(37,000)</b>	<b>(37,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(20,040)</b>	<b>(30,800)</b>	<b>(30,800)</b>	<b>(31,700)</b>
Support Services	8,102	11,500	11,300	11,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(11,938)</b>	<b>(19,300)</b>	<b>(19,500)</b>	<b>(20,400)</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1650 ESTATE MANAGEMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	75	-	-	-
Premises	145,688	134,300	327,600	130,100
Transport	32	-	-	-
Supplies and Services	2,090	5,300	5,300	5,100
Third Party Payments	107,985	87,100	58,900	71,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>255,870</b>	<b>226,700</b>	<b>391,800</b>	<b>206,200</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(22,599)	-	-	-
Other Income	(8,241)	(7,300)	(7,300)	(7,300)
Fees and Charges	(4,084)	(4,300)	(4,300)	(4,300)
Rents	(521,098)	(598,700)	(514,700)	(553,200)
<b>TOTAL DIRECT INCOME</b>	<b>(556,022)</b>	<b>(610,300)</b>	<b>(526,300)</b>	<b>(564,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(300,152)</b>	<b>(383,600)</b>	<b>(134,500)</b>	<b>(358,600)</b>
Support Services	158,092	156,900	159,100	155,000
Capital Charges	4,663	54,700	54,500	4,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(137,397)</b>	<b>(172,000)</b>	<b>79,100</b>	<b>(198,900)</b>

**Variations****Premises:**

Planned Property Maintenance programme

194,000

-

**Third Party Payments:**

Reduced Shared Legal Services costs

(28,200)

(14,200)

**Rents:**

Properties Sold

45,000

45,000

Variations in lettings

39,000

-

**Capital Charges:**

2nd Warwick Sea Scouts Headquarters Grant - 2015/16 one-off

-

(50,000)



## DEVELOPMENT PORTFOLIO

## S3170 KENILWORTH PUBLIC SERVICE CENTRE

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Premises	74,332	79,200	62,600	65,700
Supplies and Services	1,707	1,500	1,500	1,500
Third Party Payments	4,150	9,200	9,200	9,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>80,189</b>	<b>89,900</b>	<b>73,300</b>	<b>76,400</b>
<b>DIRECT INCOME</b>				
Rents	(39,571)	(45,000)	(45,000)	(47,300)
<b>TOTAL DIRECT INCOME</b>	<b>(39,571)</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>(47,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>40,618</b>	<b>44,900</b>	<b>28,300</b>	<b>29,100</b>
Support Services	24,830	24,000	22,400	15,200
Capital Charges	(16,666)	16,700	18,200	18,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>48,782</b>	<b>85,600</b>	<b>68,900</b>	<b>62,500</b>

**Variations**Premises:

Fuel budgets overstated	(15,800)	(15,800)
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## S3550 TOURISM

<b>DIRECT EXPENDITURE</b>				
Employees	29,326	33,600	29,400	29,500
Premises	14,972	15,900	15,800	15,900
Supplies and Services	155,941	152,600	156,600	138,100
Third Party Payments	1,775	500	500	500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>202,014</b>	<b>202,600</b>	<b>202,300</b>	<b>184,000</b>
<b>DIRECT INCOME</b>				
Sales	(14,946)	(13,000)	(12,500)	(12,800)
Fees and Charges	(575)	(100)	(500)	(500)
<b>TOTAL DIRECT INCOME</b>	<b>(15,521)</b>	<b>(13,100)</b>	<b>(13,000)</b>	<b>(13,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>186,493</b>	<b>189,500</b>	<b>189,300</b>	<b>170,700</b>
Support Services	31,268	38,400	32,200	34,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>217,761</b>	<b>227,900</b>	<b>221,500</b>	<b>205,400</b>

**Variations**Supplies and Services:

Discretionary budget savings	-	(13,300)
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## DEVELOPMENT PORTFOLIO

## S3600 ECONOMIC DEVELOPMENT

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	142,666	143,300	147,500	153,300
Transport	3,801	3,600	3,600	3,600
Supplies and Services	26,397	19,100	23,100	11,200
Third Party Payments	28,545	50,000	78,900	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>201,409</b>	<b>216,000</b>	<b>253,100</b>	<b>168,100</b>
<b>DIRECT INCOME</b>				
Other Income	(5,000)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(5,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>196,409</b>	<b>216,000</b>	<b>253,100</b>	<b>168,100</b>
Support Services	134,990	96,900	82,000	84,700
Capital Charges	-	-	559,000	-
Recharges	(128,200)	(171,200)	(171,200)	(171,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>203,199</b>	<b>141,700</b>	<b>722,900</b>	<b>81,600</b>

**Variations**Third Party Payments:

Prosperity Agenda - 2015/16 only	-	(50,000)
Earmarked Reserve carried forward from 2014/15: Skills Development	28,900	-

Support Services:

Changes in allocations	(14,900)	(12,200)
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Capital Charges:

Fen End Grant - slippage from 2014/15	559,000	-
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## S3650 ECONOMIC REGENERATION

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	48,144	22,500	53,300	20,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>48,144</b>	<b>22,500</b>	<b>53,300</b>	<b>20,000</b>
Support Services	90,448	127,000	117,800	122,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>138,592</b>	<b>149,500</b>	<b>171,100</b>	<b>142,200</b>

## DEVELOPMENT PORTFOLIO

## S3660 ENTERPRISE DEVELOPMENT

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	40,476	46,700	48,100	49,500
Premises	76,531	87,400	72,900	72,200
Transport	1,577	2,500	2,500	2,500
Supplies and Services	11,190	19,500	23,700	23,900
Third Party Payments	5,489	2,700	2,700	2,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>135,263</b>	<b>158,800</b>	<b>149,900</b>	<b>150,700</b>
<b>DIRECT INCOME</b>				
Other Income	(746)	-	-	-
Fees and Charges	(20,318)	(16,600)	(16,600)	(15,100)
Rents	(187,277)	(202,200)	(202,200)	(204,600)
<b>TOTAL DIRECT INCOME</b>	<b>(208,341)</b>	<b>(218,800)</b>	<b>(218,800)</b>	<b>(219,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(73,078)</b>	<b>(60,000)</b>	<b>(68,900)</b>	<b>(69,000)</b>
Support Services	46,664	32,200	29,300	30,800
Capital Charges	50,858	53,700	56,300	56,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>24,444</b>	<b>25,900</b>	<b>16,700</b>	<b>18,100</b>

**Variations**Premises:

Reduced Business Rates Assessment	(10,400)	(10,300)
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## S3676 26HT

<b>DIRECT EXPENDITURE</b>				
Premises	3,167	-	7,600	7,600
Supplies and Services	1,447	-	13,500	15,900
Third Party Payments	3,023	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7,637</b>	<b>-</b>	<b>21,100</b>	<b>23,500</b>
<b>DIRECT INCOME</b>				
Fees and Charges	-	-	(200)	-
Rents	(3,834)	-	(22,000)	(29,500)
<b>TOTAL DIRECT INCOME</b>	<b>(3,834)</b>	<b>-</b>	<b>(22,200)</b>	<b>(29,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>3,803</b>	<b>-</b>	<b>(1,100)</b>	<b>(6,000)</b>
Support Services	917	-	600	600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>4,720</b>	<b>-</b>	<b>(500)</b>	<b>(5,400)</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4510 DEVELOPMENT SERVICES MGT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	79,665	80,700	83,000	85,500
Transport	407	700	700	500
Supplies and Services	16,021	13,500	13,500	12,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>96,093</b>	<b>94,900</b>	<b>97,200</b>	<b>98,800</b>
Support Services	102,565	108,700	67,100	74,900
Capital Charges	847	800	900	900
Recharges	(200,319)	(224,000)	(224,000)	(224,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(814)</b>	<b>(19,600)</b>	<b>(58,800)</b>	<b>(49,400)</b>

**Variations**Support Services:

Changes in allocations	(41,600)	(33,800)
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4540 DEVELOPMENT CONTROL</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	930,931	916,400	928,300	958,200
Transport	19,161	24,700	21,900	21,700
Supplies and Services	70,633	60,000	67,800	57,300
Third Party Payments	433,166	108,800	297,600	108,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,453,891</b>	<b>1,109,900</b>	<b>1,315,600</b>	<b>1,146,000</b>
<b>DIRECT INCOME</b>				
Government Grants	(7,500)	-	-	-
Other Grants and Contributions	(12,000)	-	-	-
Sales	(869)	(1,500)	(700)	(700)
Other Income	(517)	(300)	(100)	(100)
Fees and Charges	(1,057,971)	(730,500)	(886,500)	(730,500)
<b>TOTAL DIRECT INCOME</b>	<b>(1,078,857)</b>	<b>(732,300)</b>	<b>(887,300)</b>	<b>(731,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>375,034</b>	<b>377,600</b>	<b>428,300</b>	<b>414,700</b>
Support Services	439,941	493,900	461,600	457,800
Recharges	(131,700)	(58,900)	(58,900)	(58,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>683,275</b>	<b>812,600</b>	<b>831,000</b>	<b>813,600</b>

**Variations****Employees:**

IAS19 Pensions Adjustments changes	26,600	26,600
Vacant Tree Preservation Officer post	(19,500)	-
Changes in Employer's National Insurance Scheme	-	16,000

**Third Party Payments:**

Legal Costs - Planning Appeals	52,900	-
Consultants Fees and Compensation payments	135,900	-

**Fees and Charges:**

Increased income	(156,000)	-
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**Support Services:**

Changes in allocations	(32,300)	(36,100)
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4570 POLICY, PROJECTS &amp; CONSERVATION</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	324,349	318,500	331,600	345,600
Transport	1,401	1,500	1,500	1,500
Supplies and Services	24,148	2,800	131,800	2,400
Third Party Payments	200,108	36,500	76,500	36,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>550,006</b>	<b>359,300</b>	<b>541,400</b>	<b>386,000</b>
<b>DIRECT INCOME</b>				
Government Grants	(60,000)	-	-	-
Other Grants and Contributions	(30,000)	-	-	-
Sales	(172)	-	-	-
Other Income	(975)	-	-	-
Fees and Charges	(50)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(91,197)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>458,809</b>	<b>359,300</b>	<b>541,400</b>	<b>386,000</b>
Support Services	171,338	153,700	140,000	145,600
Capital Charges	35,449	51,300	99,500	51,200
Recharges	(84,200)	(84,200)	(84,200)	(84,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>581,396</b>	<b>480,100</b>	<b>696,700</b>	<b>498,600</b>

**Variations**Employees:

Increments, pay increases and change in Employer's National Insurance Scheme	-	18,300
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Supplies and Services:

Earmarked Reserve Request carried fwd. from 2014/15 - Parish Neighbourhood Plans	36,500	-
Strategic Urban Extension - grant	58,000	-
Kenilworth School	35,400	-

Third Part Payments:

Strategic Urban Extension - consultants fees	40,000	
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Support Services:

Changes in allocations	(13,700)	(8,100)
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Capital Charges:

Conservation Grants - slippage from 2014/15	48,300	-
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## DEVELOPMENT PORTFOLIO

## S4600 BUILDING CONTROL

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	342,901	398,600	698,300	785,800
Premises	-	-	7,500	7,500
Transport	23,918	26,600	54,700	54,700
Supplies and Services	30,293	21,400	60,000	26,000
Third Party Payments	2,611	5,700	15,700	15,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>399,723</b>	<b>452,300</b>	<b>836,200</b>	<b>889,700</b>
<b>DIRECT INCOME</b>				
Other Income	(44,435)	(47,700)	(117,000)	(107,000)
Fees and Charges	(346,467)	(405,500)	(687,600)	(727,600)
<b>TOTAL DIRECT INCOME</b>	<b>(390,902)</b>	<b>(453,200)</b>	<b>(804,600)</b>	<b>(834,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>8,821</b>	<b>(900)</b>	<b>31,600</b>	<b>55,100</b>
Support Services	695,755	166,100	147,000	139,400
Recharges	(507,601)	(18,700)	(18,700)	(18,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>196,975</b>	<b>146,500</b>	<b>159,900</b>	<b>175,800</b>

**Variations**Employees:

Shared service with other authorities	256,400	335,000
IAS19 Pension Adjustments changes	39,900	47,800

Transport:

Shared service with other authorities	28,100	28,100
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Supplies and Services:

Shared service with other authorities - IT changes	34,000	-
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Third Party Payments:

Shared service with other authorities	10,000	10,000
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Other Income:

Shared service with other authorities	(69,300)	(59,300)
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Fees and Charges:

Shared service with other authorities	(282,100)	(322,100)
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Support Services:

Changes in allocations	(19,100)	(26,700)
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4840 LOCAL LAND CHARGES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	18,828	35,800	18,200	37,200
Transport	-	200	200	200
Supplies and Services	8,817	13,100	138,800	8,900
Third Party Payments	47,304	31,700	31,700	31,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>74,949</b>	<b>80,800</b>	<b>188,900</b>	<b>78,000</b>
<b>DIRECT INCOME</b>				
Government Grants	-	-	(127,600)	-
Other Income	-	(600)	(600)	(600)
Fees and Charges	(168,535)	(160,000)	(160,000)	(160,000)
<b>TOTAL DIRECT INCOME</b>	<b>(168,535)</b>	<b>(160,600)</b>	<b>(288,200)</b>	<b>(160,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(93,586)</b>	<b>(79,800)</b>	<b>(99,300)</b>	<b>(82,600)</b>
Support Services	21,472	28,900	19,700	18,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(72,114)</b>	<b>(50,900)</b>	<b>(79,600)</b>	<b>(64,200)</b>

**Variations**Employees:

Staff vacancies	(17,800)	-
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Supplies and Services:

Government Grant transferred to Land Charges Provision	127,600	-
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Government Grants:

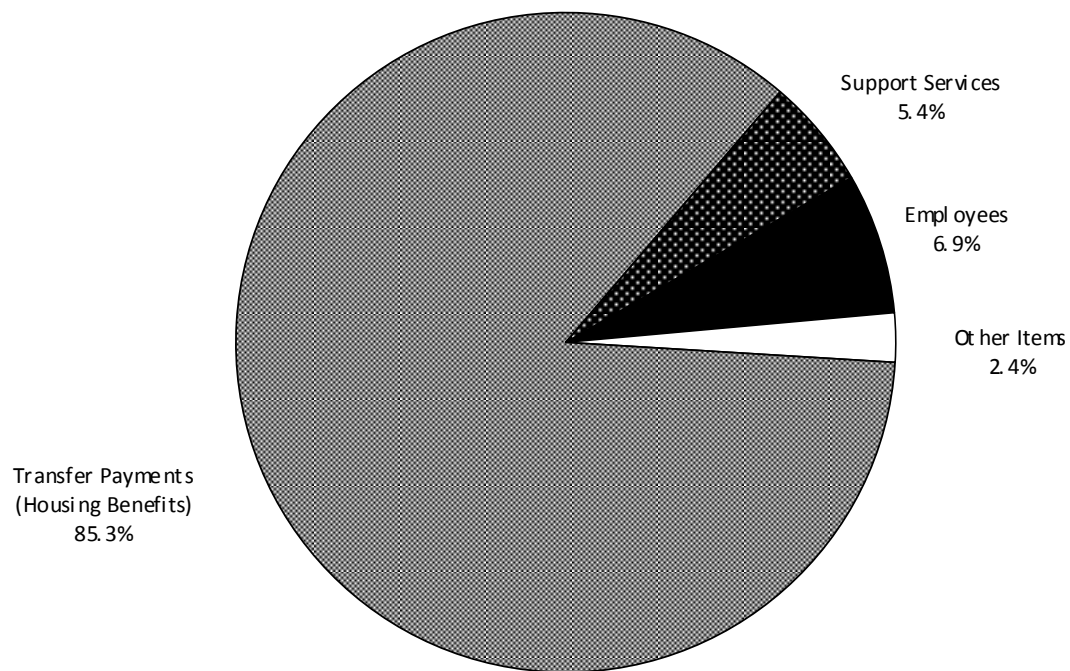
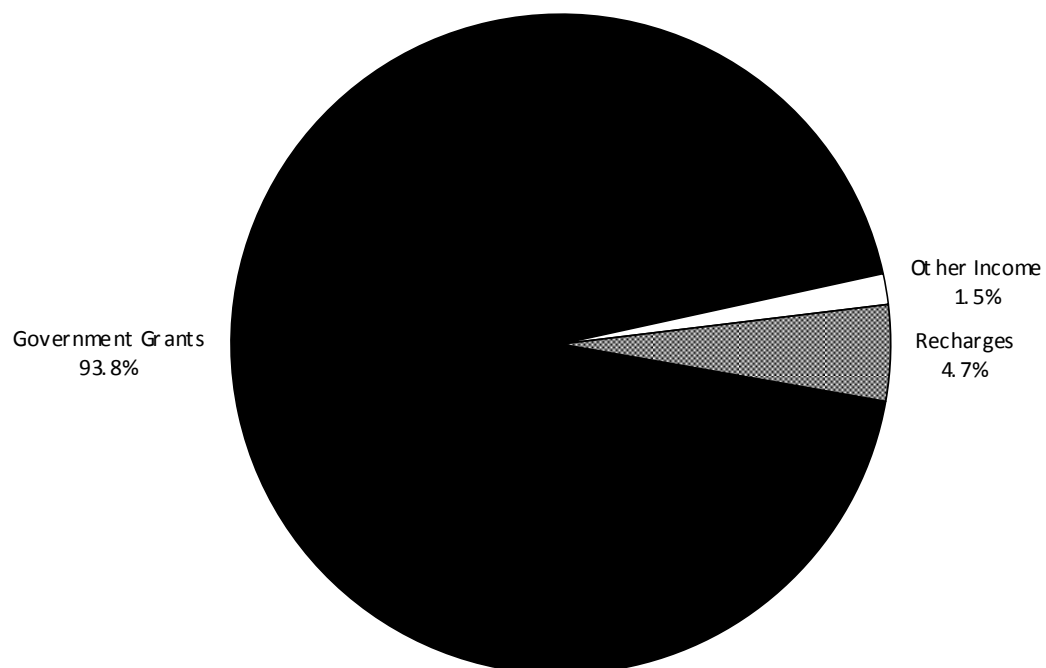
Property Searches New Burdens Grant	(127,600)	-
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Support Services:

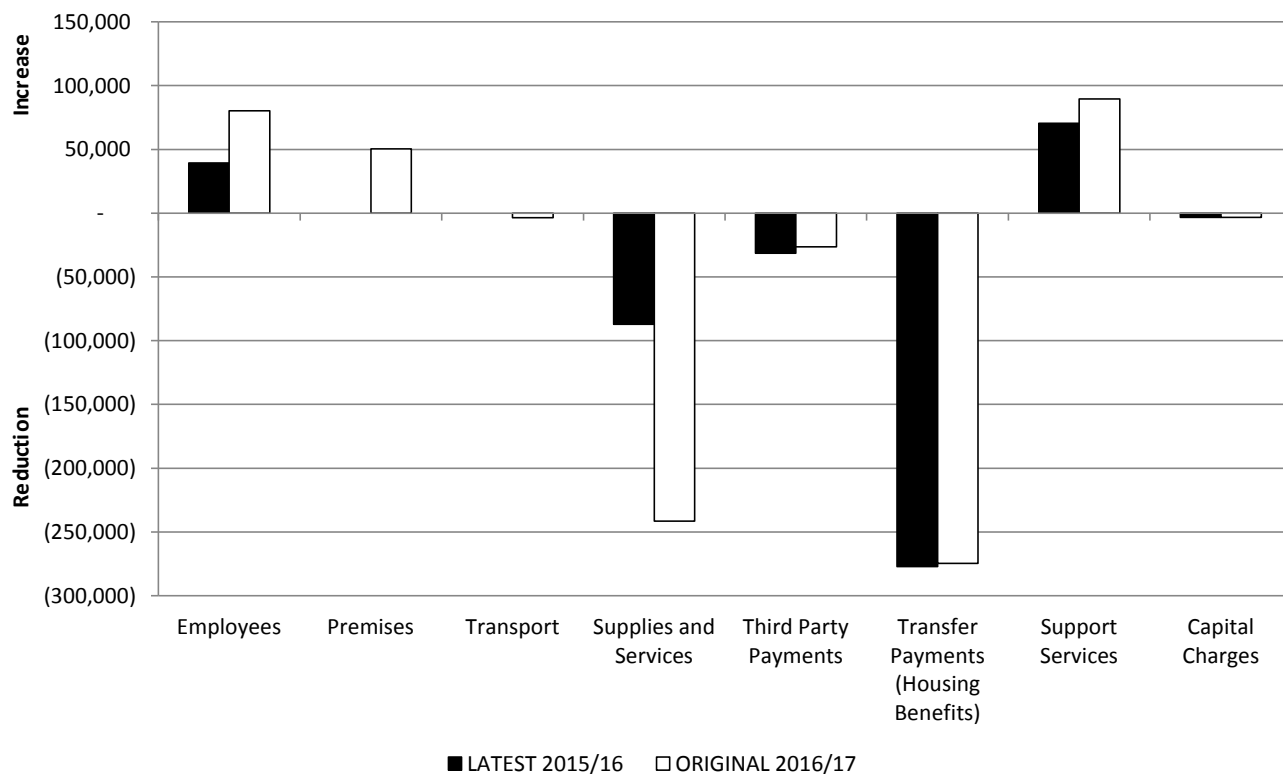
Changes in allocations	(9,200)	(10,500)
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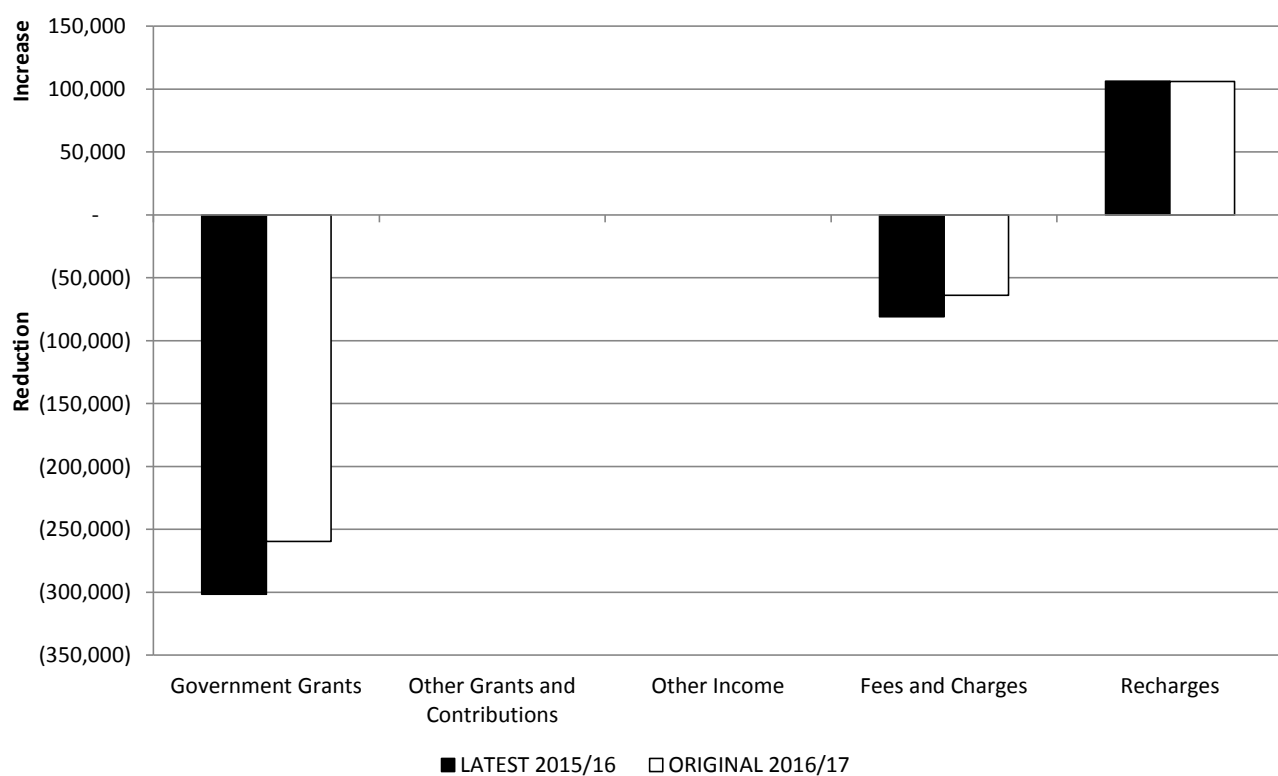
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>FINANCE PORTFOLIO</u></b>				
S1410 FINANCE MANAGEMENT	-	3,800	(11,000)	900
S1415 NNDR DIS RATE RELIEF	12,404	16,100	-	-
S1417 PROCUREMENT	-	14,500	9,000	29,500
S1418 FINANCIAL SERVICES TEAM	-	149,200	20,800	29,500
S1425 ACCOUNTANCY	-	(16,600)	14,600	15,000
S1440 NON-DISTRIBUTED COSTS	182,395	143,500	135,400	137,700
S1460 TREASURY MANAGEMENT	19,202	31,100	35,600	35,800
S1461 CONTINGENCIES	-	190,000	168,800	119,000
S1465 CORPORATE MANAGEMENT	475,481	385,700	530,400	509,600
S1468 CONCURRENT SERVICES	164,667	159,100	157,800	157,800
S1578 AUDIT & RISK	-	(12,900)	(6,800)	(600)
S3050 REVENUES	554,525	591,700	616,900	593,500
S3250 BENEFITS	384,298	584,200	556,300	501,800
S3661 CUP - UNITED REFORM CHURCH	51,131	48,900	47,500	47,500
<b>TOTAL FINANCE PORTFOLIO</b>	<b>1,844,103</b>	<b>2,288,300</b>	<b>2,275,300</b>	<b>2,177,000</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,348,994	2,345,000	2,384,400	2,425,300
Premises	2,774	51,000	51,000	101,500
Transport	13,135	18,600	18,600	15,100
Supplies and Services	776,124	805,200	718,100	563,700
Third Party Payments	148,009	133,300	101,800	106,800
Transfer Payments (Housing Benefits)	29,665,055	30,223,700	29,946,600	29,949,200
Support Services	1,852,470	1,812,000	1,882,400	1,901,700
Capital Charges	59,693	59,700	56,400	56,400
<b>TOTAL EXPENDITURE</b>	<b>34,866,254</b>	<b>35,448,500</b>	<b>35,159,300</b>	<b>35,119,700</b>
<b><u>INCOME:</u></b>				
Government Grants	(30,955,701)	(31,152,900)	(30,851,400)	(30,893,300)
Other Grants and Contributions	(75,824)	(75,100)	(75,100)	(75,100)
Other Income	(22,454)	(11,200)	(11,200)	(11,200)
Fees and Charges	(441,022)	(471,000)	(390,000)	(407,000)
Recharges	(1,527,150)	(1,450,000)	(1,556,300)	(1,556,100)
<b>TOTAL INCOME</b>	<b>(33,022,151)</b>	<b>(33,160,200)</b>	<b>(32,884,000)</b>	<b>(32,942,700)</b>
<b>NET EXPENDITURE</b>	<b>1,844,103</b>	<b>2,288,300</b>	<b>2,275,300</b>	<b>2,177,000</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1410 FINANCE MANAGEMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	101,417	102,700	105,600	108,500
Transport	179	300	300	300
Supplies and Services	5,882	7,200	7,200	7,000
Third Party Payments	20	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>107,498</b>	<b>110,200</b>	<b>113,100</b>	<b>115,800</b>
<b>DIRECT INCOME</b>				
Other Income	(20)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(20)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>107,478</b>	<b>110,200</b>	<b>113,100</b>	<b>115,800</b>
Support Services	45,319	55,500	37,800	47,000
Recharges	(152,797)	(161,900)	(161,900)	(161,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>3,800</b>	<b>(11,000)</b>	<b>900</b>

**Variations**Support Services:

Changes in allocations	(17,700)	(8,500)
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**S1415 NNDR DIS RATE RELIEF**

<b>INDIRECT EXPENDITURE</b>				
Support Services	12,404	16,100	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>12,404</b>	<b>16,100</b>	<b>-</b>	<b>-</b>

**Variations**Support Services:

Scheme now part of Business Rates Retention	(16,100)	(16,100)
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## FINANCE PORTFOLIO

## S1417 PROCUREMENT

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	82,754	120,200	111,000	131,500
Transport	722	800	800	800
Supplies and Services	12,262	3,100	3,100	3,100
Third Party Payments	2,207	600	600	600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>97,945</b>	<b>124,700</b>	<b>115,500</b>	<b>136,000</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(912)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(912)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>97,033</b>	<b>124,700</b>	<b>115,500</b>	<b>136,000</b>
Support Services	14,862	14,100	14,500	14,500
Recharges	(111,895)	(124,300)	(121,000)	(121,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>14,500</b>	<b>9,000</b>	<b>29,500</b>

## S1418 FINANCIAL SERVICES TEAM

<b>DIRECT EXPENDITURE</b>				
Employees	155,451	171,400	173,500	183,800
Transport	70	100	100	100
Supplies and Services	10,855	7,000	7,000	7,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>166,376</b>	<b>178,500</b>	<b>180,600</b>	<b>190,900</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(8,500)	(8,500)	(8,500)	(8,500)
<b>TOTAL DIRECT INCOME</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>157,876</b>	<b>170,000</b>	<b>172,100</b>	<b>182,400</b>
Support Services	96,759	105,100	100,400	98,800
Recharges	(254,635)	(125,900)	(251,700)	(251,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>149,200</b>	<b>20,800</b>	<b>29,500</b>

**Variations**Recharges:

Change in amount of costs to be recovered	(125,800)	(125,800)
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## FINANCE PORTFOLIO

## S1425 ACCOUNTANCY

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	482,957	458,700	494,400	480,400
Transport	449	1,000	1,000	1,000
Supplies and Services	56,054	52,400	49,400	52,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>539,460</b>	<b>512,100</b>	<b>544,800</b>	<b>533,800</b>
<b>DIRECT INCOME</b>				
Other Income	(6)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>539,454</b>	<b>512,100</b>	<b>544,800</b>	<b>533,800</b>
Support Services	106,008	122,100	104,800	116,200
Recharges	(645,462)	(650,800)	(635,000)	(635,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(16,600)</b>	<b>14,600</b>	<b>15,000</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	12,600	12,900
Agency staff - long term sickness cover	20,000	-

Support Services:

Changes in allocations	(17,300)	(5,900)
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Recharges:

Change in amount of costs to be recovered	15,800	15,800
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## S1440 NON-DISTRIBUTED COSTS

<b>DIRECT EXPENDITURE</b>				
Employees	192,438	152,300	145,200	147,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>192,438</b>	<b>152,300</b>	<b>145,200</b>	<b>147,300</b>
Capital Charges	14,380	14,400	12,500	12,500
Recharges	(24,423)	(23,200)	(22,300)	(22,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>182,395</b>	<b>143,500</b>	<b>135,400</b>	<b>137,700</b>

## FINANCE PORTFOLIO

## S1460 TREASURY MANAGEMENT

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	35,494	31,500	35,600	35,800
Third Party Payments	856	2,100	2,100	2,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>36,350</b>	<b>33,600</b>	<b>37,700</b>	<b>37,900</b>
<b>DIRECT INCOME</b>				
Other Income	(15,278)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(15,278)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>21,072</b>	<b>33,600</b>	<b>37,700</b>	<b>37,900</b>
Support Services	832	-	900	900
Recharges	(2,702)	(2,500)	(3,000)	(3,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>19,202</b>	<b>31,100</b>	<b>35,600</b>	<b>35,800</b>

## S1461 CONTINGENCIES

<b>DIRECT EXPENDITURE</b>				
Employees	-	(30,000)	-	-
Premises	-	51,000	51,000	101,500
Supplies and Services	-	243,000	117,800	24,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>-</b>	<b>264,000</b>	<b>168,800</b>	<b>126,000</b>
<b>DIRECT INCOME</b>				
Fees and Charges Contingency	-	(74,000)	-	(7,000)
<b>TOTAL DIRECT INCOME</b>	<b>-</b>	<b>(74,000)</b>	<b>-</b>	<b>(7,000)</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>190,000</b>	<b>168,800</b>	<b>119,000</b>

**Variations**Employees:

One-off additional vacancy contingency now included within services	30,000	30,000
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Premises:

Cleaning Contract contingency	-	50,400
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Supplies and Services:

Contingency Budget - 2015/16 only	-	(201,000)
Contingency Budget allocated to services	(100,200)	-
Price Inflation Contingency	(25,000)	(17,500)

Fees and Charges:

Contingency Budget allocated to services	74,000	67,000
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## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1465 CORPORATE MANAGEMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	-	45,000	16,900	18,900
Supplies and Services	69,481	74,300	74,300	59,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>69,481</b>	<b>119,300</b>	<b>91,200</b>	<b>78,300</b>
Support Services	422,800	284,500	457,300	449,400
Recharges	(16,800)	(18,100)	(18,100)	(18,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>475,481</b>	<b>385,700</b>	<b>530,400</b>	<b>509,600</b>

**Variations**Employees:

National Living Wage Contingency allocated to services	(28,100)	(26,100)
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Supplies and Services:

Reduction in External Audit Fee	-	(14,900)
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Support Services:

Changes in allocations	172,800	164,900
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**S1468 CONCURRENT SERVICES**

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	105,469	100,000	100,000	100,000
Third Party Payments	54,600	53,200	53,200	53,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>160,069</b>	<b>153,200</b>	<b>153,200</b>	<b>153,200</b>
Support Services	4,598	5,900	4,600	4,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>164,667</b>	<b>159,100</b>	<b>157,800</b>	<b>157,800</b>



## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1578 AUDIT &amp; RISK</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	217,144	215,900	226,000	232,600
Transport	1,358	1,400	1,400	1,400
Supplies and Services	23,489	33,600	32,100	31,900
Third Party Payments	-	5,000	5,000	5,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>241,991</b>	<b>255,900</b>	<b>264,500</b>	<b>270,900</b>
<b>DIRECT INCOME</b>				
Other Income	(7,150)	(11,200)	(11,200)	(11,200)
<b>TOTAL DIRECT INCOME</b>	<b>(7,150)</b>	<b>(11,200)</b>	<b>(11,200)</b>	<b>(11,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>234,841</b>	<b>244,700</b>	<b>253,300</b>	<b>259,700</b>
Support Services	68,587	66,600	64,100	63,900
Recharges	(303,428)	(324,200)	(324,200)	(324,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(12,900)</b>	<b>(6,800)</b>	<b>(600)</b>

## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3050 REVENUES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	550,117	578,700	606,600	590,000
Premises	150	-	-	-
Transport	1,726	2,700	2,700	2,700
Supplies and Services	95,282	81,200	81,200	81,200
Third Party Payments	32,038	25,800	25,800	25,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>679,313</b>	<b>688,400</b>	<b>716,300</b>	<b>699,700</b>
<b>DIRECT INCOME</b>				
Government Grants	(226,463)	(216,500)	(216,500)	(214,500)
Other Grants and Contributions	(67,324)	(66,600)	(66,600)	(66,600)
Fees and Charges	(430,534)	(390,000)	(390,000)	(400,000)
<b>TOTAL DIRECT INCOME</b>	<b>(724,321)</b>	<b>(673,100)</b>	<b>(673,100)</b>	<b>(681,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(45,008)</b>	<b>15,300</b>	<b>43,200</b>	<b>18,600</b>
Support Services	600,541	576,400	573,700	574,900
Recharges	(1,008)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>554,525</b>	<b>591,700</b>	<b>616,900</b>	<b>593,500</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	20,400	19,000
Temporary post expiring	-	(22,900)

Fees and Charges:

Temporary trial (2015/16): fraud investigations into single occupancy	-	10,000
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## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3250 BENEFITS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	566,716	530,100	505,200	532,300
Transport	8,631	12,300	12,300	8,800
Supplies and Services	361,856	171,900	210,400	161,400
Third Party Payments	56,540	46,600	15,100	20,100
Transfer Payments	29,665,055	30,223,700	29,946,600	29,949,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>30,658,798</b>	<b>30,984,600</b>	<b>30,689,600</b>	<b>30,671,800</b>
<b>DIRECT INCOME</b>				
Government Grants	(30,729,238)	(30,936,400)	(30,634,900)	(30,678,800)
Fees and Charges	(9,576)	(7,000)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(30,738,814)</b>	<b>(30,943,400)</b>	<b>(30,634,900)</b>	<b>(30,678,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(80,016)</b>	<b>41,200</b>	<b>54,700</b>	<b>(7,000)</b>
Support Services	478,314	562,100	520,700	527,900
Recharges	(14,000)	(19,100)	(19,100)	(19,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>384,298</b>	<b>584,200</b>	<b>556,300</b>	<b>501,800</b>

**Variations**Employees:

Staffing vacancies - Fraud Investigators	(21,600)	-
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Supplies and Services:

Computer system changes / updates	38,500	-
Reduced cost of External Audit grant certification	-	(7,900)

Third Party Payments:

Reduced costs of shared legal services	(31,500)	(26,500)
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Transfer Payments:

Changes in claimants	(277,100)	(274,500)
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Government Grants:

Reduced subsidy	301,500	257,600
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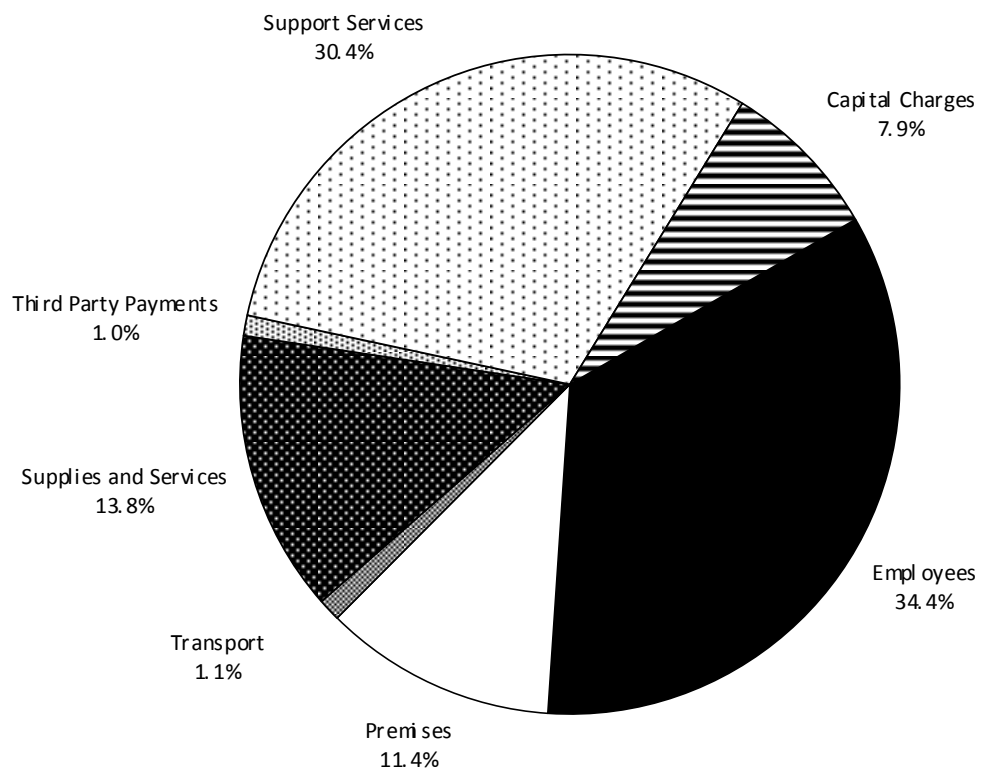
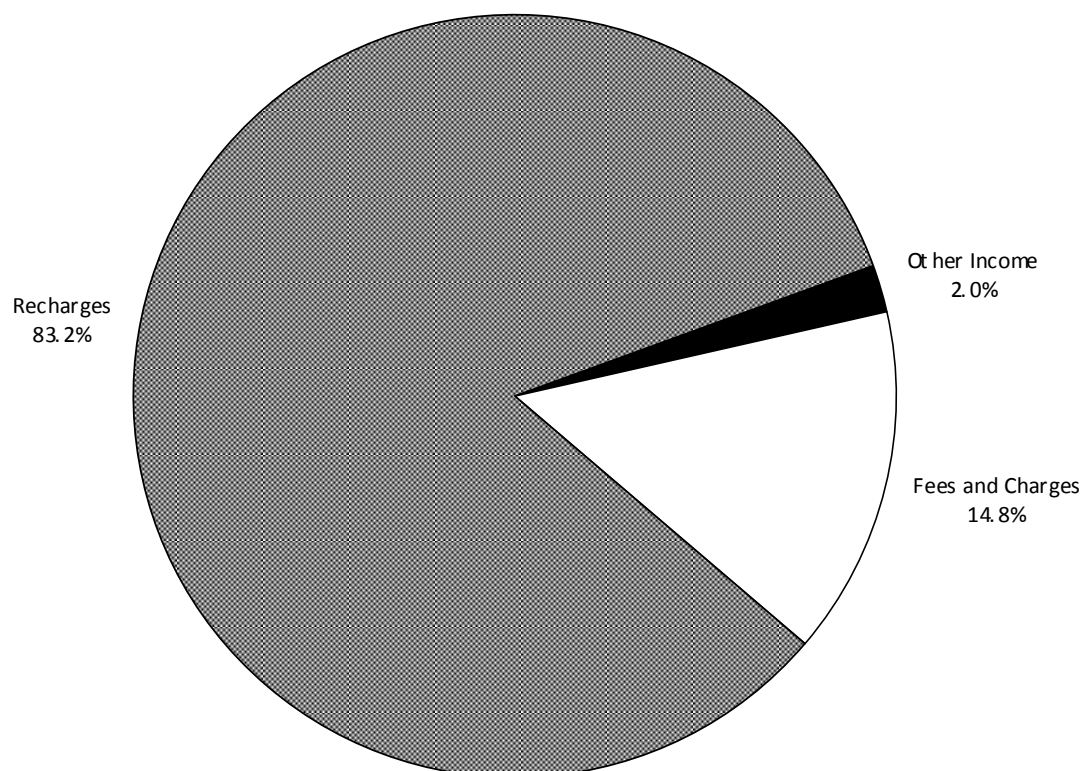
Support Services:

Changes in allocations	(41,400)	(34,200)
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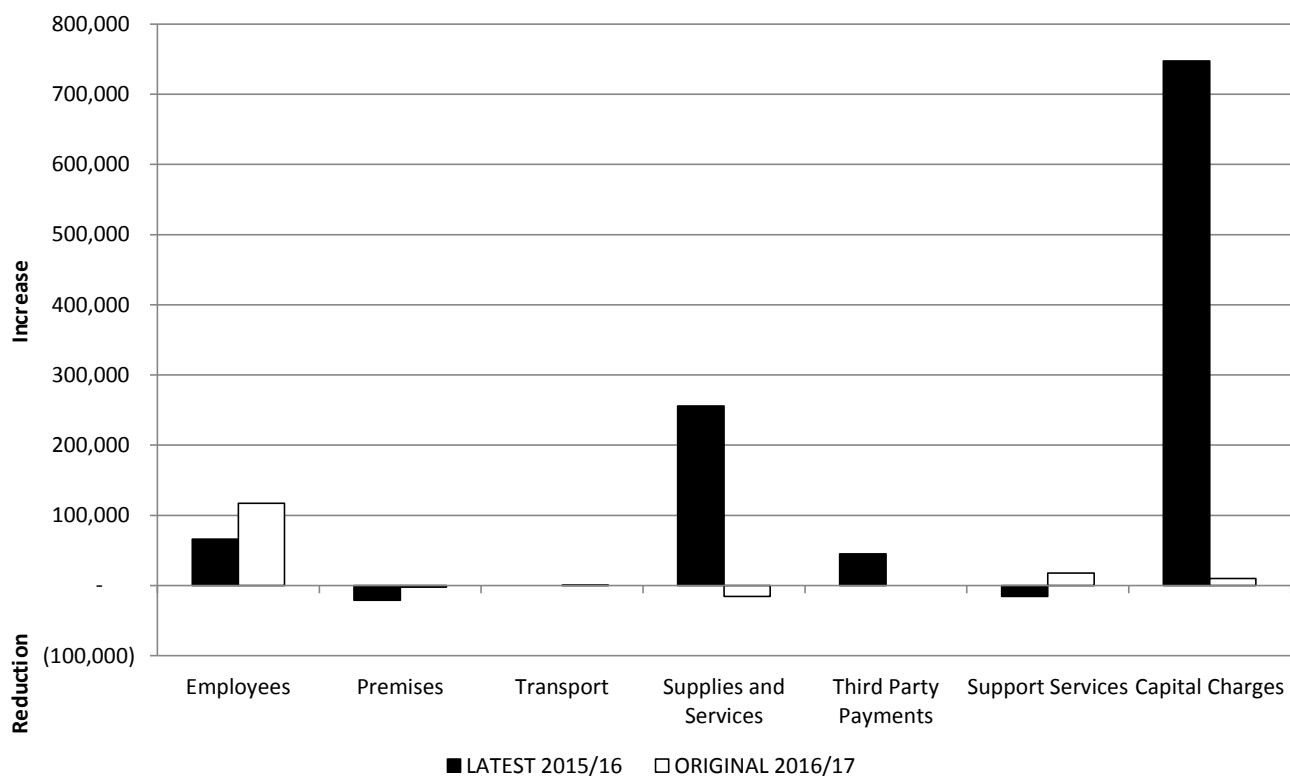
## FINANCE PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3661 CUP - UNITED REFORM CHURCH</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	2,624	-	-	-
Third Party Payments	1,748	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>4,372</b>	<b>-</b>	<b>-</b>	<b>-</b>
Support Services	1,446	3,600	3,600	3,600
Capital Charges	45,313	45,300	43,900	43,900
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>51,131</b>	<b>48,900</b>	<b>47,500</b>	<b>47,500</b>
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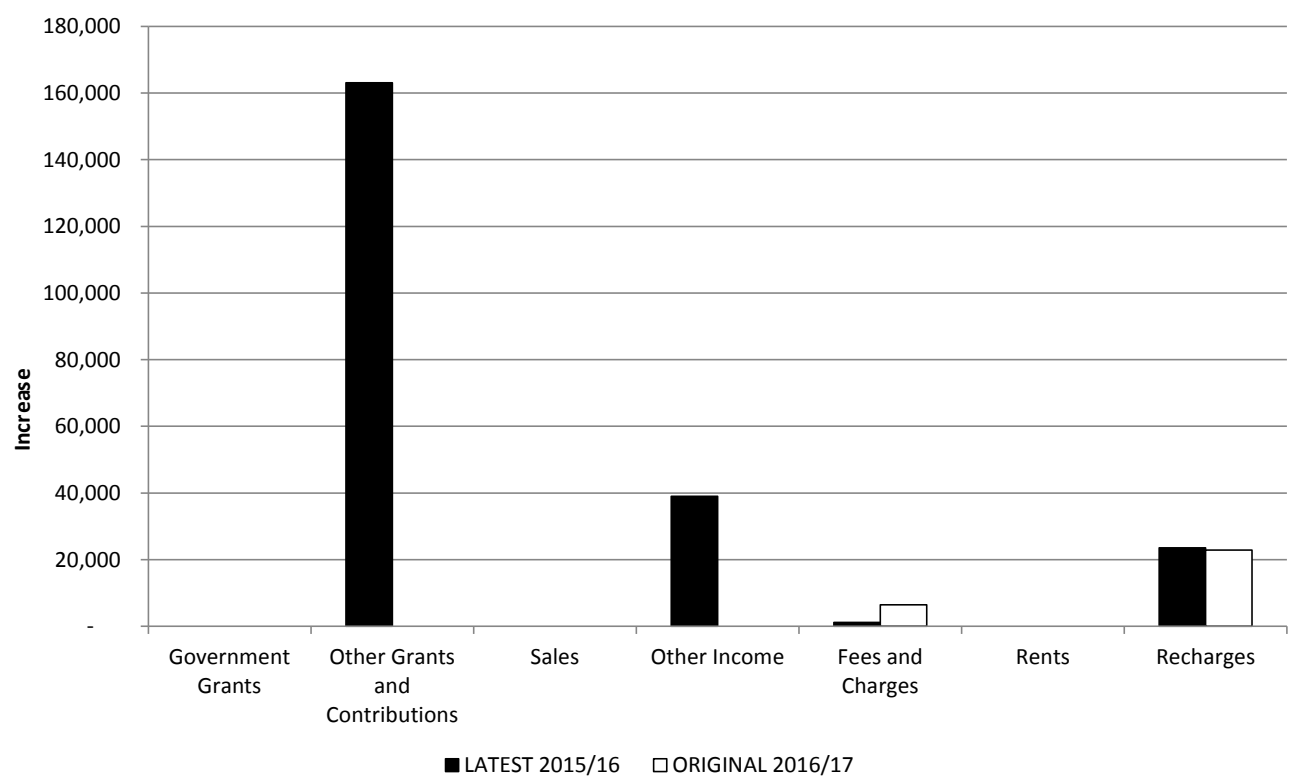
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</u></b>				
S1001 COMMUNITY DEVELOPMENT	488,849	592,000	1,325,600	587,400
S1045 CCTV	175,273	163,800	223,600	210,300
S1640 GRANTS TO VOLUNTARY BODIES	27,465	29,400	32,100	29,400
S2102 COMMUNITY FORUMS	58,668	35,000	46,200	35,000
S2110 COMMUNITY PARTNERSHIP	166,570	161,700	183,100	180,700
S2141 CIVIL CONTINGENCIES	98,441	103,700	104,500	100,600
S2300 OFFICE ACCOMMODATION	52,881	13,500	(26,100)	(1,500)
S2360 LICENSING & REGISTRATION	34,779	32,100	26,900	29,000
S4210 EH ENVIRONMENTAL HEALTH CORE	28,840	28,900	(62,600)	(43,600)
S4240 HEALTH POLICY	131,233	50,500	84,800	86,000
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	380,517	393,000	422,800	433,300
S4300 ENVIRONMENTAL PROTECTION	539,557	638,800	708,800	673,300
S4350 COMMUNITY SAFETY	145,467	125,800	131,700	141,900
S4810 ALLEVIATION OF FLOODING	104,090	145,400	163,500	149,500
<b>TOTAL HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,432,630</b>	<b>2,513,600</b>	<b>3,364,900</b>	<b>2,611,300</b>
 <b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,707,776	1,712,200	1,778,200	1,829,300
Premises	492,492	608,000	587,100	605,600
Transport	49,527	56,700	56,700	56,800
Supplies and Services	932,706	747,600	1,003,400	732,100
Third Party Payments	69,460	56,600	101,600	56,600
Support Services	1,515,546	1,599,900	1,584,500	1,617,800
Capital Charges	337,402	408,600	1,156,200	418,500
<b>TOTAL EXPENDITURE</b>	<b>5,104,909</b>	<b>5,189,600</b>	<b>6,267,700</b>	<b>5,316,700</b>
 <b><u>INCOME:</u></b>				
Government Grants	(40,479)	(3,000)	(3,000)	(3,000)
Other Grants and Contributions	(227,174)	(39,000)	(202,100)	(39,000)
Sales	(900)	-	-	-
Other Income	(48,224)	(11,400)	(50,400)	(11,400)
Fees and Charges	(379,257)	(394,800)	(396,000)	(401,300)
Rents	(30,028)	-	-	-
Recharges	(1,946,217)	(2,227,800)	(2,251,300)	(2,250,700)
<b>TOTAL INCOME</b>	<b>(2,672,279)</b>	<b>(2,676,000)</b>	<b>(2,902,800)</b>	<b>(2,705,400)</b>
<b>NET EXPENDITURE</b>	<b>2,432,630</b>	<b>2,513,600</b>	<b>3,364,900</b>	<b>2,611,300</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**

### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1001 COMMUNITY DEVELOPMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	336,261	333,700	333,300	333,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>336,261</b>	<b>333,700</b>	<b>333,300</b>	<b>333,700</b>
Support Services	32,914	34,500	32,600	33,700
Capital Charges	119,674	223,800	959,700	220,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>488,849</b>	<b>592,000</b>	<b>1,325,600</b>	<b>587,400</b>

**Variations**Capital Charges:

Rural and Urban Initiatives Grants slippage from 2014/15	289,300	-
Bishops Tachbrook Community Centre	450,000	-

**S1045 CCTV**

<b>DIRECT EXPENDITURE</b>				
Employees	225,160	223,500	235,900	229,800
Premises	7,193	7,000	7,000	7,000
Transport	1,473	1,400	1,500	1,500
Supplies and Services	126,647	141,800	156,600	135,500
Third Party Payments	89	300	300	300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>360,562</b>	<b>374,000</b>	<b>401,300</b>	<b>374,100</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	-	-	(14,700)	-
Other Income	(8,260)	(8,000)	(8,000)	(8,000)
<b>TOTAL DIRECT INCOME</b>	<b>(8,260)</b>	<b>(8,000)</b>	<b>(22,700)</b>	<b>(8,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>352,302</b>	<b>366,000</b>	<b>378,600</b>	<b>366,100</b>
Support Services	83,780	58,600	105,500	104,700
Capital Charges	40,091	40,100	40,400	40,400
Recharges	(300,900)	(300,900)	(300,900)	(300,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>175,273</b>	<b>163,800</b>	<b>223,600</b>	<b>210,300</b>

**Variations**Supplies and Services:

Additional work for Police and Crime Commissioner	14,700	-
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Other Grants and Contributions:

Funding for additional work for Police and Crime Commissioner	(14,700)	-
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Support Services:

Changes in allocations	46,900	46,100
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1640 GRANTS TO VOLUNTARY BODIES</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	8,465	11,200	13,900	11,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>8,465</b>	<b>11,200</b>	<b>13,900</b>	<b>11,200</b>
Support Services	19,000	18,200	18,200	18,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>27,465</b>	<b>29,400</b>	<b>32,100</b>	<b>29,400</b>
<b>S2102 COMMUNITY FORUMS</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	133,668	35,000	121,200	35,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>133,668</b>	<b>35,000</b>	<b>121,200</b>	<b>35,000</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(75,000)	-	(75,000)	-
<b>TOTAL DIRECT INCOME</b>	<b>(75,000)</b>	<b>-</b>	<b>(75,000)</b>	<b>-</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>58,668</b>	<b>35,000</b>	<b>46,200</b>	<b>35,000</b>

**Variations**Supplies and Services:

Reserve funded grants slipped from 2014/15

11,200 -

Additional funding from Warwickshire County Council

75,000 -

Other Grants and Contributions:

Additional funding from Warwickshire County Council

(75,000) -

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2110 COMMUNITY PARTNERSHIP</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	160,162	144,800	154,100	151,600
Premises	1,624	1,700	1,700	1,700
Transport	1,709	1,400	1,400	1,400
Supplies and Services	6,528	3,100	3,500	3,100
Third Party Payments	1,047	400	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>171,070</b>	<b>151,400</b>	<b>161,100</b>	<b>158,200</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(33,320)	(25,000)	(25,000)	(25,000)
Fees and Charges	15	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(33,305)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>137,765</b>	<b>126,400</b>	<b>136,100</b>	<b>133,200</b>
Support Services	73,805	80,300	92,000	92,500
Recharges	(45,000)	(45,000)	(45,000)	(45,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>166,570</b>	<b>161,700</b>	<b>183,100</b>	<b>180,700</b>

**Variations**Support Services:

Changes in allocations	11,700	12,200
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**S2141 CIVIL CONTINGENCIES**

<b>DIRECT EXPENDITURE</b>				
Employees	191	-	-	-
Supplies and Services	16,210	16,700	16,700	12,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>16,401</b>	<b>16,700</b>	<b>16,700</b>	<b>12,700</b>
Support Services	82,040	87,000	87,800	87,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>98,441</b>	<b>103,700</b>	<b>104,500</b>	<b>100,600</b>

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2300 OFFICE ACCOMMODATION</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	459,663	573,300	552,700	576,700
Supplies and Services	20,125	28,200	28,200	28,200
Third Party Payments	2,210	4,800	4,800	4,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>481,998</b>	<b>606,300</b>	<b>585,700</b>	<b>609,700</b>
<b>DIRECT INCOME</b>				
Other Income	(2,000)	-	-	-
Rents	(30,028)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(32,028)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>449,970</b>	<b>606,300</b>	<b>585,700</b>	<b>609,700</b>
Support Services	93,597	59,000	58,700	58,700
Capital Charges	158,940	106,100	110,900	110,900
Recharges	(649,626)	(757,900)	(781,400)	(780,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>52,881</b>	<b>13,500</b>	<b>(26,100)</b>	<b>(1,500)</b>

**Variations**Premises:

Revised Repairs and Maintenance Programme

(30,000)

-

Recharges:

Change in amount of costs to be recovered

(23,500)

(22,900)

**S2360 LICENSING & REGISTRATION**

<b>DIRECT EXPENDITURE</b>				
Employees	108,145	109,300	110,200	115,300
Premises	-	300	-	-
Transport	872	1,200	1,400	1,400
Supplies and Services	22,241	18,500	19,800	18,800
Third Party Payments	12,688	17,300	17,300	17,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>143,946</b>	<b>146,600</b>	<b>148,700</b>	<b>152,800</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(337,588)	(356,500)	(361,000)	(365,300)
<b>TOTAL DIRECT INCOME</b>	<b>(337,588)</b>	<b>(356,500)</b>	<b>(361,000)</b>	<b>(365,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(193,642)</b>	<b>(209,900)</b>	<b>(212,300)</b>	<b>(212,500)</b>
Support Services	244,621	245,300	242,500	244,800
Recharges	(16,200)	(3,300)	(3,300)	(3,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>34,779</b>	<b>32,100</b>	<b>26,900</b>	<b>29,000</b>

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

## S4210 EH ENVIRONMENTAL HEALTH CORE

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	124,533	121,300	90,600	93,200
Transport	3,177	5,000	4,200	4,200
Supplies and Services	60,980	60,900	60,900	60,900
Third Party Payments	-	7,000	7,000	7,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>188,690</b>	<b>194,200</b>	<b>162,700</b>	<b>165,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(834)	-	-	-
Sales	(900)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(1,734)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>186,956</b>	<b>194,200</b>	<b>162,700</b>	<b>165,300</b>
Support Services	83,046	159,200	99,200	116,300
Capital Charges	733	700	700	-
Recharges	(241,895)	(325,200)	(325,200)	(325,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>28,840</b>	<b>28,900</b>	<b>(62,600)</b>	<b>(43,600)</b>

**Variations**Employees:

Transfer to Health Policy	(30,300)	(30,300)
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Support Services:

Changes in allocations	(60,000)	(42,900)
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## S4240 HEALTH POLICY

<b>DIRECT EXPENDITURE</b>				
Employees	-	-	34,300	35,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>34,300</b>	<b>35,500</b>
Support Services	131,233	50,500	50,500	50,500
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>131,233</b>	<b>50,500</b>	<b>84,800</b>	<b>86,000</b>

**Variations**Employees:

Transfer from Environmental Health Core	30,300	30,300
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	389,258	401,000	413,000	434,100
Transport	12,837	17,300	15,200	15,200
Supplies and Services	4,129	4,400	5,300	1,700
Third Party Payments	25,927	8,000	8,000	8,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>432,151</b>	<b>430,700</b>	<b>441,500</b>	<b>459,000</b>
<b>DIRECT INCOME</b>				
Other Income	(265)	-	-	-
Fees and Charges	(9,568)	(9,500)	(4,800)	(4,800)
<b>TOTAL DIRECT INCOME</b>	<b>(9,833)</b>	<b>(9,500)</b>	<b>(4,800)</b>	<b>(4,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>422,318</b>	<b>421,200</b>	<b>436,700</b>	<b>454,200</b>
Support Services	59,599	75,900	90,200	83,200
Recharges	(101,400)	(104,100)	(104,100)	(104,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>380,517</b>	<b>393,000</b>	<b>422,800</b>	<b>433,300</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	11,700	14,800
Increments, pay increases and change in Employer's National Insurance Scheme	-	18,300

Support Services:

Changes in allocations	14,300	7,300
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4300 ENVIRONMENTAL PROTECTION</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	424,274	435,800	455,300	471,200
Premises	-	1,500	1,500	1,500
Transport	20,267	25,800	24,200	24,300
Supplies and Services	38,164	43,700	64,700	43,900
Third Party Payments	13,990	14,200	59,200	14,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>496,695</b>	<b>521,000</b>	<b>604,900</b>	<b>555,100</b>
<b>DIRECT INCOME</b>				
Government Grants	(30,000)	(3,000)	(3,000)	(3,000)
Other Grants and Contributions	(4,000)	-	-	-
Other Income	435	-	-	-
Fees and Charges	(22,353)	(15,500)	(16,900)	(17,900)
<b>TOTAL DIRECT INCOME</b>	<b>(55,918)</b>	<b>(18,500)</b>	<b>(19,900)</b>	<b>(20,900)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>440,777</b>	<b>502,500</b>	<b>585,000</b>	<b>534,200</b>
Support Services	382,586	434,100	421,600	437,200
Capital Charges	4,104	4,300	4,300	4,000
Recharges	(287,910)	(302,100)	(302,100)	(302,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>539,557</b>	<b>638,800</b>	<b>708,800</b>	<b>673,300</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	14,100	15,500
Increments, pay increases and change in Employer's National Insurance Scheme	-	19,900

Supplies and Services:

Earmarked Reserve Request carried forward from 2014/16 - Climate Control	16,900	-
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Third Party Payments:

Earmarked Reserve Request carried forward from 2014/16 - Heat Network Distribution	45,000	-
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Support Services:

Changes in allocations	(12,500)	3,100
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4350 COMMUNITY SAFETY</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	276,053	276,500	284,800	298,600
Transport	9,178	4,600	8,800	8,800
Supplies and Services	156,815	50,400	167,800	47,400
Third Party Payments	3,030	4,100	4,100	4,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>445,076</b>	<b>335,600</b>	<b>465,500</b>	<b>358,900</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(81,489)	-	(73,400)	-
Other Income	(38,134)	(3,400)	(42,400)	(3,400)
Fees and Charges	(9,763)	(13,300)	(13,300)	(13,300)
<b>TOTAL DIRECT INCOME</b>	<b>(129,386)</b>	<b>(16,700)</b>	<b>(129,100)</b>	<b>(16,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>315,690</b>	<b>318,900</b>	<b>336,400</b>	<b>342,200</b>
Support Services	132,567	195,700	184,100	188,500
Capital Charges	496	500	500	500
Recharges	(303,286)	(389,300)	(389,300)	(389,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>145,467</b>	<b>125,800</b>	<b>131,700</b>	<b>141,900</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	8,000	9,000
Increments, pay increases and change in Employer's National Insurance Scheme	-	13,000

Supplies and Services:

Externally funded work	112,400	-
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Other Grants and Contributions:

External funding of work	(73,400)	-
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Other Income:

External funding of work	(39,000)	-
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Support Services:

Changes in allocations	(11,600)	(7,200)
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4810 ALLEVIATION OF FLOODING</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	24,012	24,200	24,200	18,700
Transport	14	-	-	-
Supplies and Services	2,473	-	11,500	-
Third Party Payments	10,479	500	500	500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>36,978</b>	<b>24,700</b>	<b>36,200</b>	<b>19,200</b>
<b>DIRECT INCOME</b>				
Government Grants	(10,479)	-	-	-
Other Grants and Contributions	(32,531)	(14,000)	(14,000)	(14,000)
<b>TOTAL DIRECT INCOME</b>	<b>(43,010)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(6,032)</b>	<b>10,700</b>	<b>22,200</b>	<b>5,200</b>
Support Services	96,758	101,600	101,600	101,600
Capital Charges	13,364	33,100	39,700	42,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>104,090</b>	<b>145,400</b>	<b>163,500</b>	<b>149,500</b>

**Variations**Supplies and Services:

Earmarked Reserve Request carried forward from 2014/16 - Flood Alleviation Grants  
to households

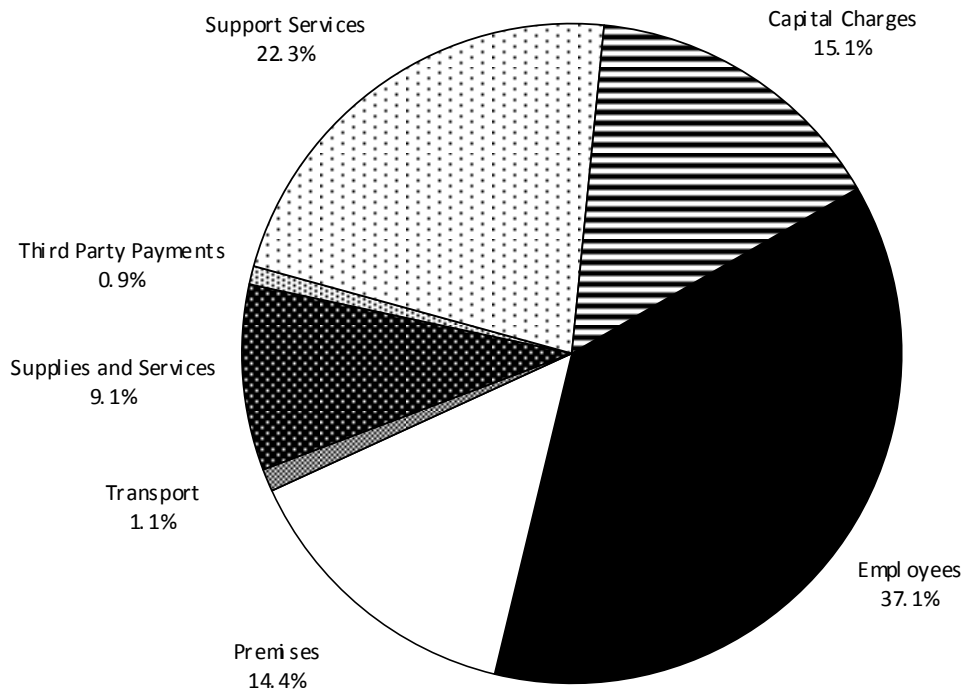
11,500

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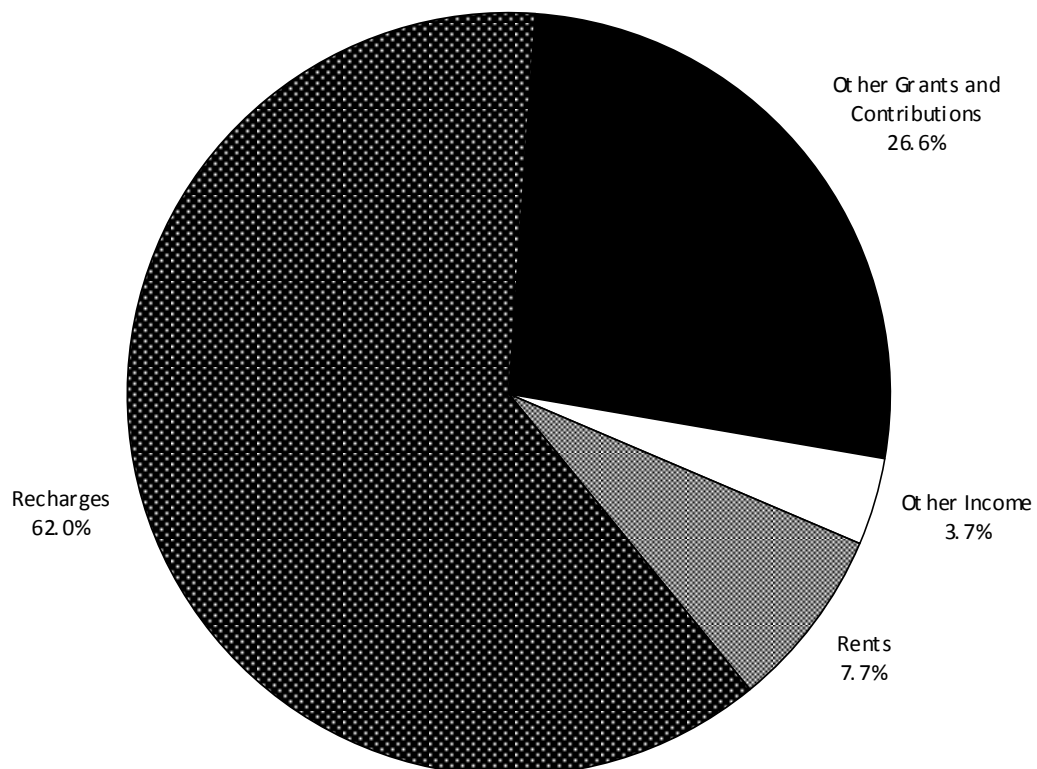


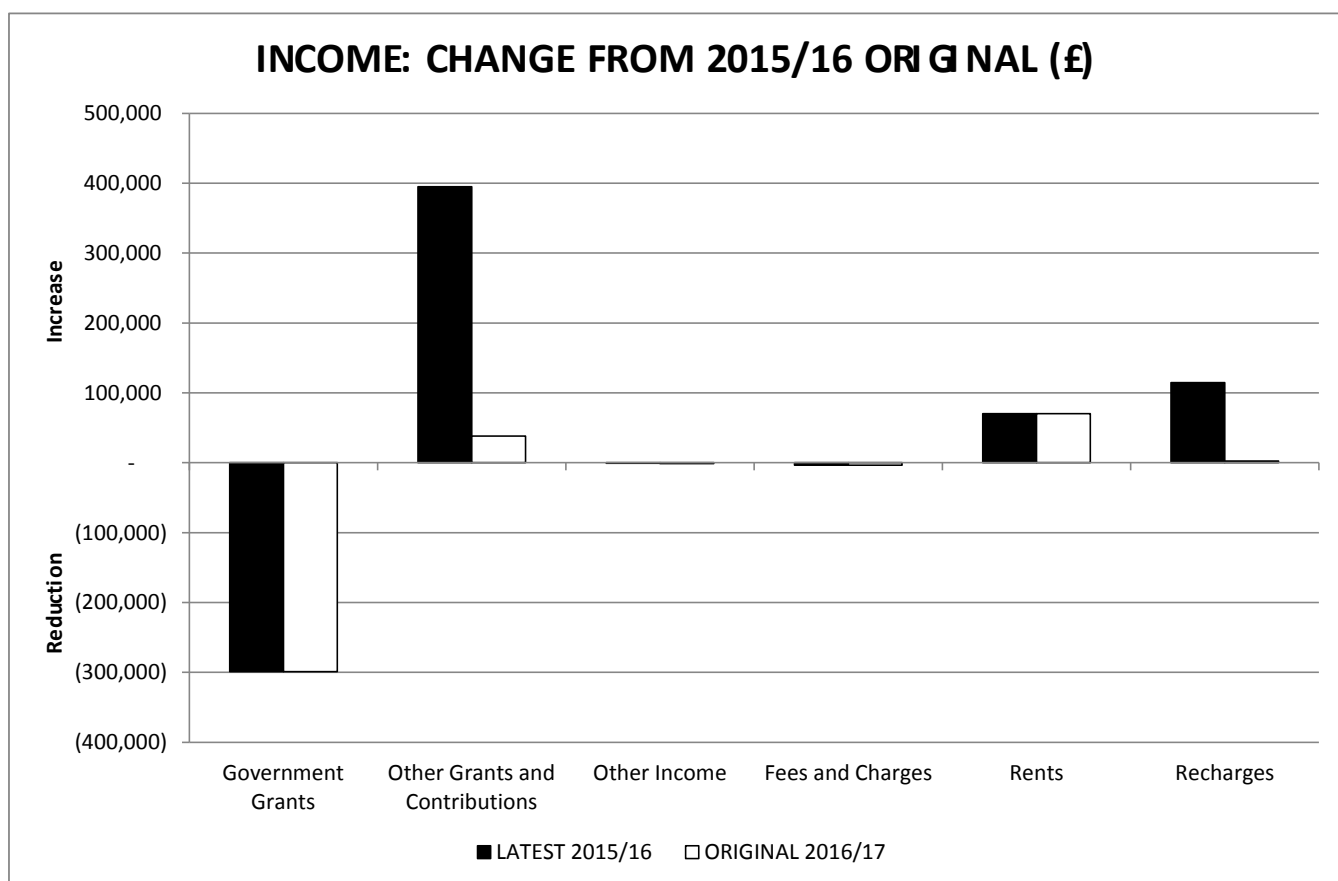
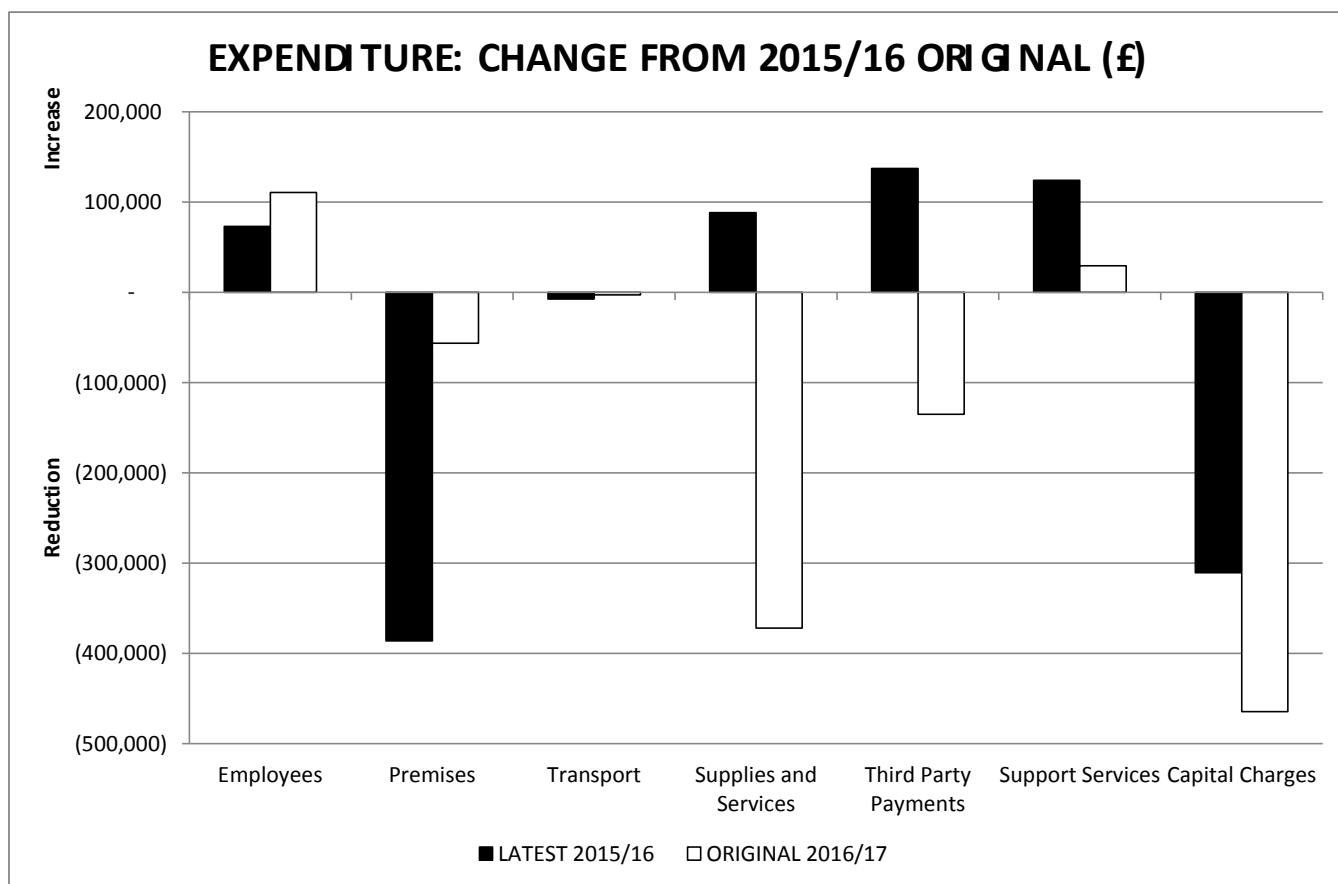
	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>HOUSING &amp; PROPERTY PORTFOLIO</u></b>				
S1050 PUBLIC CONVENIENCES	181,860	184,800	201,500	185,000
S1590 HOMELESSNESS/HOUSING ADVICE	517,315	515,200	568,000	588,100
S1605 HOUSING STRATEGY	734,016	862,100	466,500	146,400
S1610 OTHER HOUSING PROPERTY	(5,077)	400	(100)	(100)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	425,227	556,100	649,700	474,100
S1645 PROPERTY SERVICES	-	48,100	79,200	103,700
S1660 WARWICK PLANT MAINTENANCE	-	10,200	19,900	21,900
S4780 WDC HIGHWAYS	170,236	152,600	208,700	148,600
SW000 CORPORATE R+M UNALLOCATED	-	393,900	(26,600)	359,400
SW100 CORPORATE R+M HOLDING CODE	-	-	-	-
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>2,061,477</b>	<b>2,761,300</b>	<b>2,204,700</b>	<b>2,065,000</b>
 <b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,526,180	1,532,100	1,605,400	1,642,900
Premises	341,946	693,600	307,600	637,500
Transport	42,583	53,500	46,300	50,800
Supplies and Services	753,640	774,400	862,700	402,500
Third Party Payments	110,706	170,400	307,900	35,400
Support Services	1,015,850	957,400	1,081,700	986,900
Capital Charges	957,449	1,130,900	820,200	666,500
<b>TOTAL EXPENDITURE</b>	<b>4,748,354</b>	<b>5,312,300</b>	<b>5,031,800</b>	<b>4,422,500</b>
 <b><u>INCOME:</u></b>				
Government Grants	(312,306)	(299,000)	-	-
Other Grants and Contributions	(611,340)	(588,600)	(983,700)	(626,800)
Other Income	(10,706)	(2,300)	(1,300)	(1,000)
Fees and Charges	(44,498)	(90,600)	(86,900)	(86,900)
Rents	(152,153)	(111,700)	(181,700)	(181,700)
Recharges	(1,555,874)	(1,458,800)	(1,573,500)	(1,461,100)
<b>TOTAL INCOME</b>	<b>(2,686,877)</b>	<b>(2,551,000)</b>	<b>(2,827,100)</b>	<b>(2,357,500)</b>
<b>NET EXPENDITURE</b>	<b>2,061,477</b>	<b>2,761,300</b>	<b>2,204,700</b>	<b>2,065,000</b>

### EXPENDITURE - 2016/17 BUDGETS



### INCOME - 2016/17 BUDGETS





## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1050 PUBLIC CONVENIENCES</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	137,697	140,300	157,000	140,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>137,697</b>	<b>140,300</b>	<b>157,000</b>	<b>140,500</b>
Support Services	16,940	17,300	17,200	17,200
Capital Charges	27,223	27,200	27,300	27,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>181,860</b>	<b>184,800</b>	<b>201,500</b>	<b>185,000</b>

## S1590 HOMELESSNESS/HOUSING ADVICE

<b>DIRECT EXPENDITURE</b>				
Employees	397,245	357,200	394,000	406,300
Premises	95,260	102,300	102,100	102,200
Transport	4,013	2,800	5,300	5,400
Supplies and Services	131,333	108,800	191,600	166,600
Third Party Payments	5,049	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>632,900</b>	<b>571,100</b>	<b>693,000</b>	<b>680,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(44,303)	(44,800)	(44,800)	(14,000)
Fees and Charges	(3,194)	(2,800)	(2,800)	(2,800)
Rents	(109,873)	(76,100)	(146,100)	(146,100)
<b>TOTAL DIRECT INCOME</b>	<b>(157,370)</b>	<b>(123,700)</b>	<b>(193,700)</b>	<b>(162,900)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>475,530</b>	<b>447,400</b>	<b>499,300</b>	<b>517,600</b>
Support Services	467,687	414,800	415,700	417,500
Recharges	(425,902)	(347,000)	(347,000)	(347,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>517,315</b>	<b>515,200</b>	<b>568,000</b>	<b>588,100</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	19,100	20,100
Posts funded from Social Mobility Grant	15,600	16,900
Increments, pay increases and change in Employer's National Insurance Scheme	-	11,700

Supplies and Services:

Funded from Social Mobility Grant	17,600	17,500
Bed and Breakfast expenses - increased demand	71,500	71,500
Resettlement Service grant ending	-	(30,600)

Other Grants and Contributions:

Resettlement Service grant ending	-	30,600
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Rents:

Increased Bed and Breakfast rents received	(70,000)	(70,000)
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1605 HOUSING STRATEGY</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	42,902	47,100	46,100	47,000
Transport	680	1,300	1,300	1,300
Supplies and Services	69,318	130,800	131,000	4,300
Third Party Payments	93,253	155,100	292,600	20,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>206,153</b>	<b>334,300</b>	<b>471,000</b>	<b>72,700</b>
Support Services	157,771	100,500	148,300	93,400
Capital Charges	458,073	447,000	-	-
Recharges	(87,981)	(19,700)	(152,800)	(19,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>734,016</b>	<b>862,100</b>	<b>466,500</b>	<b>146,400</b>

**Variations**Supplies and Services:

New Homes Bonus contribution to Waterloo Housing W2 scheme 2015/16 only	-	(118,400)
Discretionary budget savings target	-	(8,200)

Third Party Payments:

Private Sector Stock Condition Survey delayed until 2017/18	(75,000)	(75,000)
Housing Market Assessment delayed until 2018/19	(60,000)	(60,000)
Lillington Development Study - additional work funded from Contingency Budget	115,000	-
Strategic Opportunity - funded from Contingency Budget	100,000	-
Earmarked Reserve Request carried fwd. from 2014/15: Lillington Development Study	66,200	

Support Services:

Changes in allocations	47,800	(7,100)
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Capital Charges:

Housing Association Grants per latest Housing Investment Programme awaiting update	(447,000)	(447,000)
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Recharges:

HRA share of above projects	(133,100)	-
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1610 OTHER HOUSING PROPERTY</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	1,564	100	100	100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,564</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>DIRECT INCOME</b>				
Rents	(42,280)	(35,600)	(35,600)	(35,600)
<b>TOTAL DIRECT INCOME</b>	<b>(42,280)</b>	<b>(35,600)</b>	<b>(35,600)</b>	<b>(35,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(40,716)</b>	<b>(35,500)</b>	<b>(35,500)</b>	<b>(35,500)</b>
Support Services	8,008	8,300	8,300	8,300
Capital Charges	27,631	27,600	27,100	27,100
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(5,077)</b>	<b>400</b>	<b>(100)</b>	<b>(100)</b>
<b>S1615 CONTRIBUTIONS TO HRA</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	37,900	37,900	37,900	37,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>
<b>S1625 SUPPORTING PEOPLE TO HRA</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	463,721	463,700	463,700	154,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>463,721</b>	<b>463,700</b>	<b>463,700</b>	<b>154,600</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(463,721)	(463,700)	(463,700)	(154,600)
<b>TOTAL DIRECT INCOME</b>	<b>(463,721)</b>	<b>(463,700)</b>	<b>(463,700)</b>	<b>(154,600)</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Variations**Supplies and Services:

Warwickshire County Council funding ceasing 31 July 2016	-	(309,100)
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Other Grants and Contributions:

Warwickshire County Council funding ceasing 31 July 2016	-	309,100
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1630 PRIVATE SECTOR HOUSING</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	370,102	285,600	343,100	291,900
Premises	953	-	-	-
Transport	6,875	9,600	8,600	9,500
Supplies and Services	31,130	18,800	24,100	18,800
Third Party Payments	11,123	11,400	11,400	11,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>420,183</b>	<b>325,400</b>	<b>387,200</b>	<b>331,600</b>
<b>DIRECT INCOME</b>				
Government Grants	(312,306)	(299,000)	-	-
Other Grants and Contributions	(103,316)	(80,100)	(475,200)	(458,200)
Other Income	(10,706)	(2,300)	(1,300)	(1,000)
Fees and Charges	(41,304)	(87,800)	(84,100)	(84,100)
<b>TOTAL DIRECT INCOME</b>	<b>(467,632)</b>	<b>(469,200)</b>	<b>(560,600)</b>	<b>(543,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(47,449)</b>	<b>(143,800)</b>	<b>(173,400)</b>	<b>(211,700)</b>
Support Services	193,753	204,400	210,500	207,400
Capital Charges	425,726	610,200	746,800	593,100
Recharges	(146,803)	(114,700)	(134,200)	(114,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>425,227</b>	<b>556,100</b>	<b>649,700</b>	<b>474,100</b>

**Variations**Employees:

Grant funded post	24,000	18,600
IAS19 Pensions Adjustments changes	12,400	10,400
Contribution to joint worker post (WCC)	18,800	(13,700)

Government Grants:

Disabled Facilities Grant reclassified as "Other Grants and Contributions"	299,000	299,000
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Other Grants and Contributions:

Disabled Facilities Grant reclassified as "Other Grants and Contributions"	(299,000)	(299,000)
Allocation from "Better Care Fund"	(74,100)	(74,100)
Contribution towards grant funded post	(24,000)	-

Capital Charges:

Environmental Improvement Grants per latest Housing Investment Programme	136,600	(17,100)
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Recharges:

HRA share of projects	(19,500)	-
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1645 PROPERTY SERVICES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	467,229	589,100	670,200	778,600
Premises	-	(21,500)	(3,500)	(49,200)
Transport	14,680	24,600	22,300	25,700
Supplies and Services	18,314	13,000	13,900	19,800
Third Party Payments	1,281	3,900	3,900	3,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>501,504</b>	<b>609,100</b>	<b>706,800</b>	<b>778,800</b>
Support Services	146,832	189,800	199,300	192,000
Recharges	(648,336)	(750,800)	(826,900)	(867,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>48,100</b>	<b>79,200</b>	<b>103,700</b>

**Variations**Employees:

Restructure	47,800	47,800
IAS19 Pensions Adjustments changes	34,000	35,700
Temporary posts following restructure	-	95,100

Premises:

Increase in Discretionary budgets saving target - fuel (to be identified)	-	(43,000)
Discretionary budget savings allocated to services	18,000	15,300

Recharges:

Changes in costs to be recharged	(76,100)	(116,300)
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**S1660 WARWICK PLANT MAINTENANCE****DIRECT EXPENDITURE**

Employees	110,750	111,100	117,200	119,100
Transport	9,701	8,900	8,800	8,900
Supplies and Services	946	500	500	500

**TOTAL DIRECT EXPENDITURE**

<b>121,397</b>	<b>120,500</b>	<b>126,500</b>	<b>128,500</b>
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Support Services	6,015	2,300	6,000	6,000
Recharges	(127,412)	(112,600)	(112,600)	(112,600)

**NET (INCOME) / EXPENDITURE TO SUMMARY**

<b>-</b>	<b>10,200</b>	<b>19,900</b>	<b>21,900</b>
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4780 WDC HIGHWAYS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	137,952	142,000	34,800	-
Premises	96,472	78,500	78,500	84,500
Transport	6,634	6,300	-	-
Supplies and Services	978	900	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>242,036</b>	<b>227,700</b>	<b>113,300</b>	<b>84,500</b>
Support Services	18,844	20,000	76,400	45,100
Capital Charges	18,796	18,900	19,000	19,000
Recharges	(109,440)	(114,000)	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>170,236</b>	<b>152,600</b>	<b>208,700</b>	<b>148,600</b>

**Variations**Employees:

Restructure	(142,000)	(142,000)
Redundancies	24,800	-

Support Services:

Changes in allocations	56,400	25,100
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Recharges:

Restructure	114,000	114,000
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**SW000 CORPORATE R+M UNALLOCATED****DIRECT EXPENDITURE**

Premises	-	393,900	(26,600)	359,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>393,900</b>	<b>(26,600)</b>	<b>359,400</b>

**Variations**Premises:

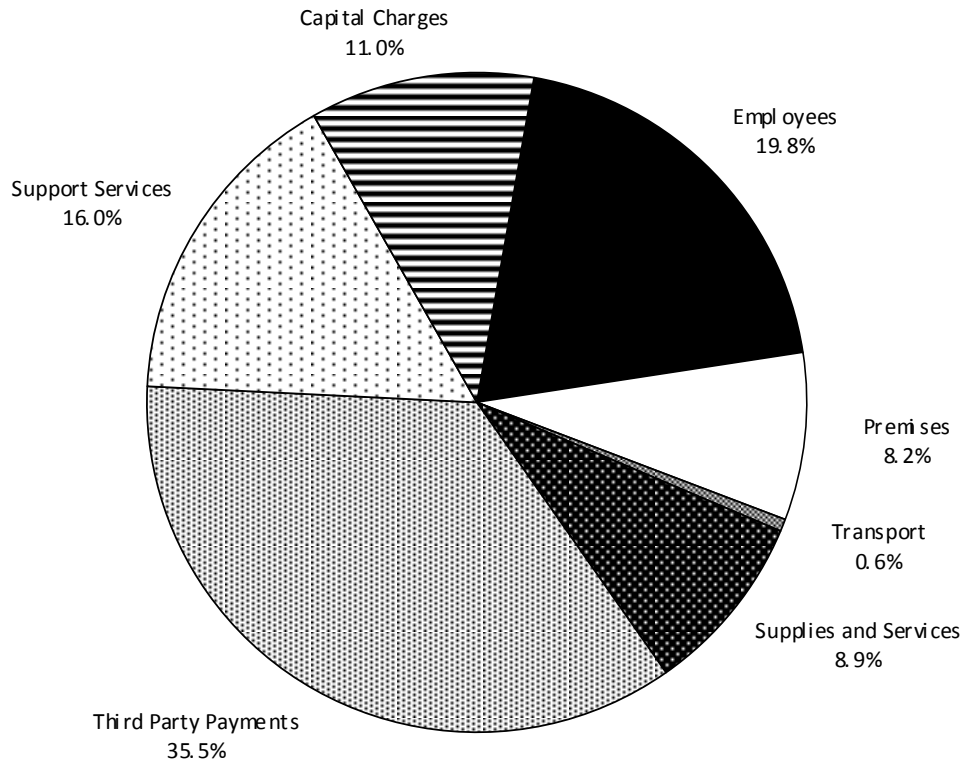
Amounts allocated to services	(420,500)	-
Increase in Discretionary budgets saving target - fuel (to be identified)	-	(34,500)

**SW100 CORPORATE R+M HOLDING CODE****DIRECT EXPENDITURE**

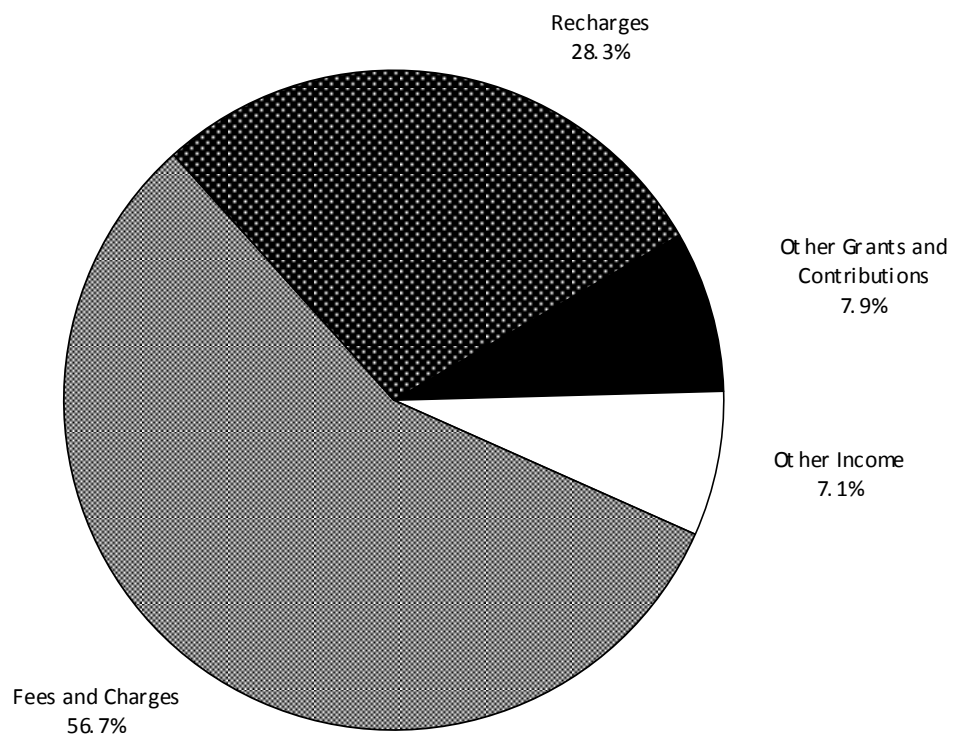
Premises	10,000	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Recharges	(10,000)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>NEIGHBOURHOOD SERVICES PORTFOLIO</u></b>				
S1020 NEIGHBOURHOOD SERVICES	-	10,500	9,100	14,000
S1105 CAR PARKS	(870,523)	(328,500)	(52,700)	(323,100)
S1107 DECRIM OF PARKING - WCC	-	-	-	-
S1108 DECRIM OF PARKING - SHARED	-	-	-	-
S1250 WCC HIGHWAYS	21,138	21,900	20,100	21,200
S1258 GREEN SPACES CONTRACT MGT	1,334,273	1,374,300	499,200	496,900
S1270 GREEN SPACE DEVELOPMENT	763,689	727,900	1,425,700	1,652,600
S1320 BEREAVEMENT SERVICES	(413,525)	(280,000)	135,500	(512,700)
S3100 ONE STOP SHOPS	-	18,600	26,300	39,000
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	(4,800)	46,300	59,200
S3400 PAYMENT CHANNELS	-	(9,100)	17,400	4,400
S3450 CUSTOMER SERVICE CENTRE	465	(67,700)	9,300	(26,400)
S3460 COMMUNITY & CORPORATE SERVICES	-	-	-	-
S4060 STREET CLEANSING	1,257,457	1,106,700	1,107,400	1,073,800
S4090 WASTE MANAGEMENT	(4,685)	(200)	(11,300)	37,200
S4130 WASTE COLLECTION	2,206,937	2,284,700	2,269,900	2,242,200
S4180 ABANDONED VEHICLES	1,000	300	300	300
<b>TOTAL NEIGHBOURHOOD SERVICES PORTFOLIO</b>	<b>4,296,226</b>	<b>4,854,600</b>	<b>5,502,500</b>	<b>4,778,600</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,288,840	2,241,800	2,356,700	2,478,800
Premises	1,190,823	976,300	1,882,800	1,025,600
Transport	33,349	70,900	71,600	70,700
Supplies and Services	1,138,974	1,000,400	1,241,200	1,109,700
Third Party Payments	6,225,748	4,609,500	4,534,100	4,433,700
Support Services	2,477,645	2,026,300	2,045,200	2,003,100
Capital Charges	1,006,452	1,157,900	1,260,000	1,376,100
<b>TOTAL EXPENDITURE</b>	<b>14,361,831</b>	<b>12,083,100</b>	<b>13,391,600</b>	<b>12,497,700</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(1,386,032)	(609,000)	(1,341,300)	(609,000)
Sales	(14,068)	-	-	-
Other Income	(486,153)	(497,400)	(497,400)	(497,400)
Fees and Charges	(5,380,268)	(3,840,200)	(3,775,000)	(4,376,700)
Rents	(67,365)	(51,300)	(51,300)	(51,300)
Recharges	(2,731,719)	(2,230,600)	(2,224,100)	(2,184,700)
<b>TOTAL INCOME</b>	<b>(10,065,605)</b>	<b>(7,228,500)</b>	<b>(7,889,100)</b>	<b>(7,719,100)</b>
<b>NET EXPENDITURE</b>	<b>4,296,226</b>	<b>4,854,600</b>	<b>5,502,500</b>	<b>4,778,600</b>

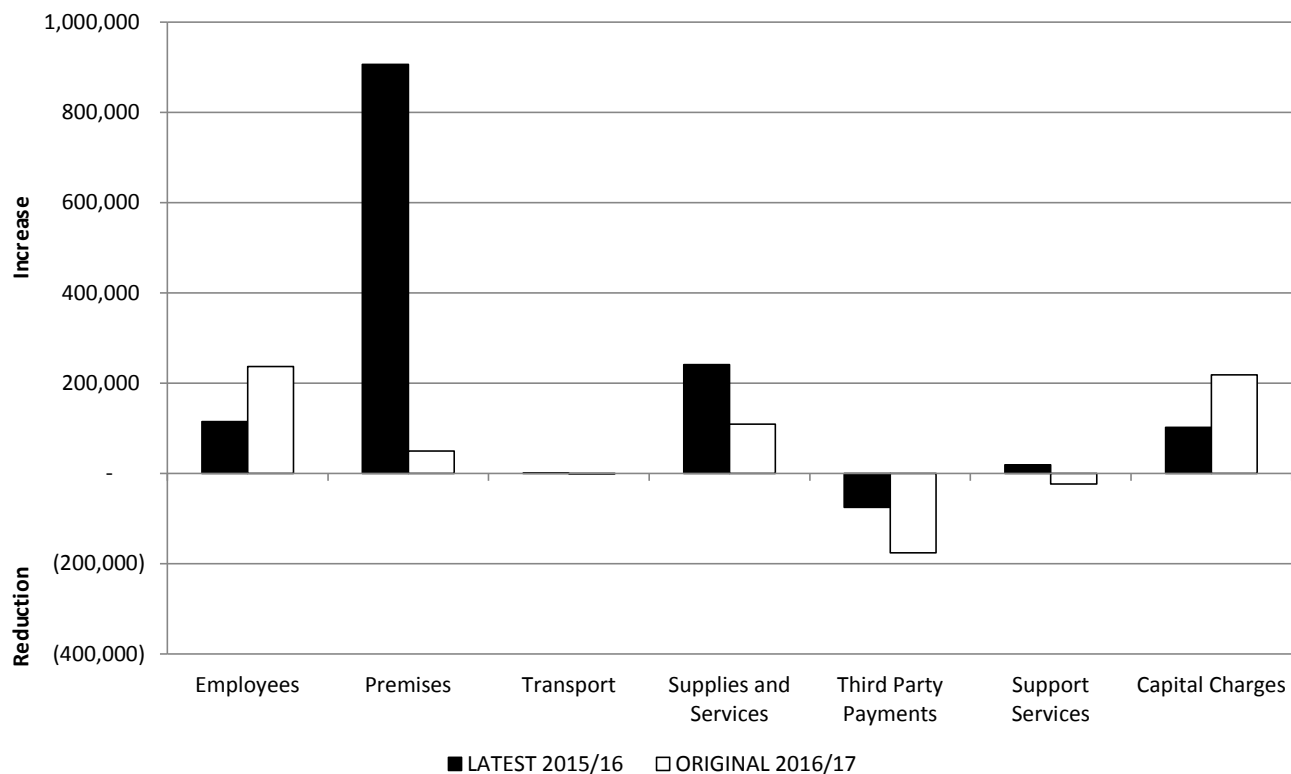
## EXPENDITURE - 2016/17 BUDGETS



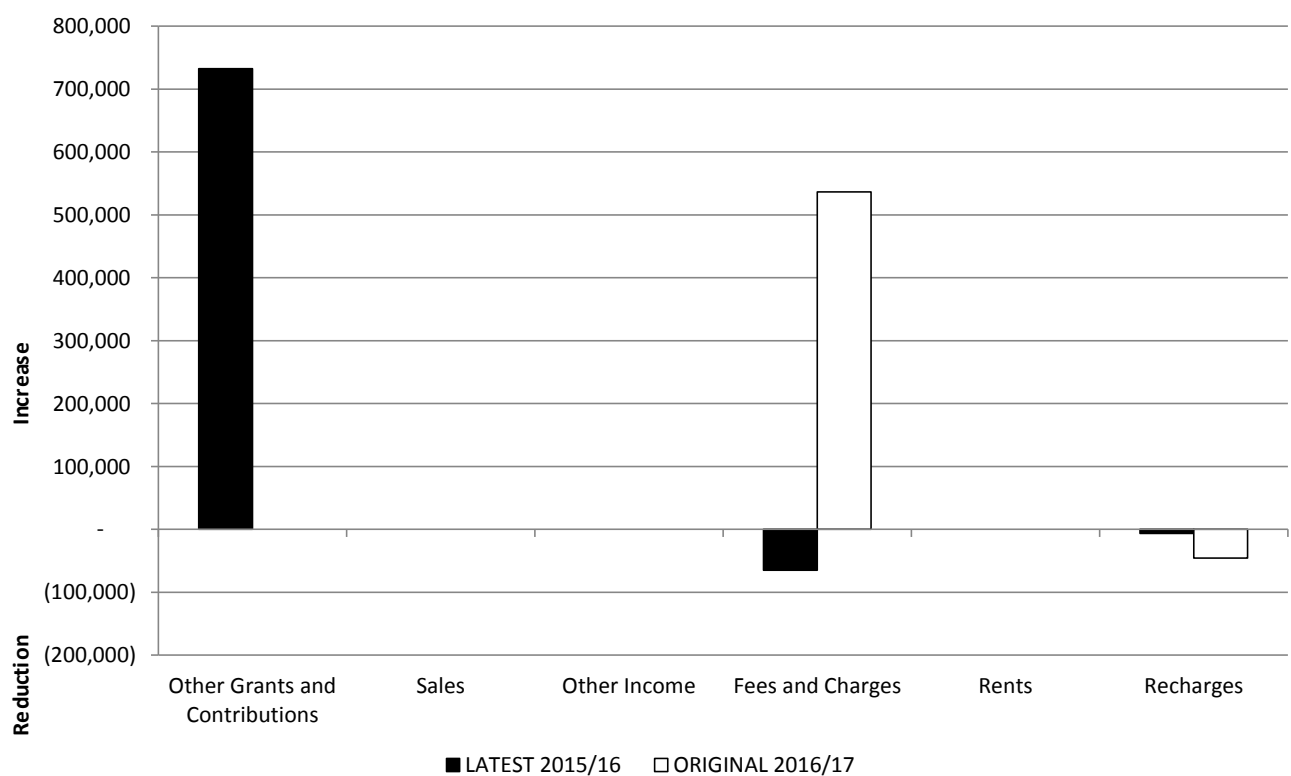
## INCOME - 2016/17 BUDGETS



### EXPENDITURE: CHANGE FROM 2015/16 ORIGINAL (£)



### INCOME: CHANGE FROM 2015/16 ORIGINAL (£)



## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1020 NEIGHBOURHOOD SERVICES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	75,294	77,400	81,300	82,400
Transport	-	100	100	100
Supplies and Services	199	1,000	1,000	1,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>75,493</b>	<b>78,500</b>	<b>82,400</b>	<b>83,500</b>
Support Services	37,319	39,700	34,400	38,200
Recharges	(112,812)	(107,700)	(107,700)	(107,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>10,500</b>	<b>9,100</b>	<b>14,000</b>

## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1105 CAR PARKS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	170,545	483,000	532,700	563,000
Premises	481,787	460,200	663,000	498,600
Transport	254	31,300	31,300	31,300
Supplies and Services	168,786	165,700	165,800	167,000
Third Party Payments	342,237	137,300	137,300	137,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,163,609</b>	<b>1,277,500</b>	<b>1,530,100</b>	<b>1,397,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(89,329)	-	-	-
Other Income	(49,322)	(63,900)	(63,900)	(63,900)
Fees and Charges	(2,804,594)	(2,606,100)	(2,656,100)	(2,806,100)
Rents	(11,670)	(9,400)	(9,400)	(9,400)
<b>TOTAL DIRECT INCOME</b>	<b>(2,954,915)</b>	<b>(2,679,400)</b>	<b>(2,729,400)</b>	<b>(2,879,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(1,791,306)</b>	<b>(1,401,900)</b>	<b>(1,199,300)</b>	<b>(1,482,100)</b>
Support Services	511,337	466,400	435,900	444,400
Capital Charges	478,677	607,000	710,700	714,600
Recharges	(69,231)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(870,523)</b>	<b>(328,500)</b>	<b>(52,700)</b>	<b>(323,100)</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	16,700	18,200
New Ranger Service - budget understated	41,200	53,600

Premises:

Business Rates - St. Marys Land car parks not previously assessed	164,600	32,400
Reserve funded Repairs and Maintenance	37,700	-

Fees and Charges:

Fees and Charges review October 2015	(50,000)	(200,000)
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Support Services:

Change in allocations	(30,500)	(22,000)
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Capital Charges:

Depreciation - 2014/15 revaluations and 2015/16 capital programme	103,700	107,600
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1107 DECRIM OF PARKING - WCC</b>				
<b>DIRECT EXPENDITURE</b>				
Transport	4,345	-	-	-
Supplies and Services	51,606	-	-	-
Third Party Payments	1,146,825	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,202,776</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(469,062)	-	-	-
Fees and Charges	(1,146,708)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(1,615,770)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(412,994)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Support Services	412,994	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>S1108 DECRIM OF PARKING - SHARED</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	347,346	-	-	-
Transport	71	-	-	-
Supplies and Services	38,704	-	-	-
Third Party Payments	200	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>386,321</b>	<b>-</b>	<b>-</b>	<b>-</b>
Support Services	66,000	-	-	-
Recharges	(452,321)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1250 WCC HIGHWAYS</b>				
<b>DIRECT EXPENDITURE</b>				
Third Party Payments	108,946	106,400	106,400	106,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>108,946</b>	<b>106,400</b>	<b>106,400</b>	<b>106,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(112,300)	(112,300)	(112,300)	(112,300)
<b>TOTAL DIRECT INCOME</b>	<b>(112,300)</b>	<b>(112,300)</b>	<b>(112,300)</b>	<b>(112,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(3,354)</b>	<b>(5,900)</b>	<b>(5,900)</b>	<b>(5,800)</b>
Support Services	24,492	27,800	26,000	27,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>21,138</b>	<b>21,900</b>	<b>20,100</b>	<b>21,200</b>



## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1258 GREEN SPACES CONTRACT MGT</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	56,215	38,100	12,200	11,000
Supplies and Services	39,258	53,500	193,700	193,700
Third Party Payments	1,131,829	1,152,100	136,200	135,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,227,302</b>	<b>1,243,700</b>	<b>342,100</b>	<b>339,900</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(35,249)	(35,600)	(35,600)	(35,600)
Sales	(1,667)	-	-	-
Rents	(33,000)	(18,000)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(69,916)</b>	<b>(53,600)</b>	<b>(35,600)</b>	<b>(35,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,157,386</b>	<b>1,190,100</b>	<b>306,500</b>	<b>304,300</b>
Support Services	176,887	184,200	192,700	192,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,334,273</b>	<b>1,374,300</b>	<b>499,200</b>	<b>496,900</b>

**Variations**Premises:

Business Rates - transferred to Green Space Development	(27,100)	(27,100)
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Supplies and Services:

Playground Equipment - transferred to Green Space Development	(39,800)	(39,800)
Seeds, Plants etc. transferred from Third Party Payments	130,000	130,000
Sporting Events. transferred from Third Party Payments	50,000	50,000

Third Party Payments:

Seeds, Plants etc. transferred to Supplies and Services	(130,000)	(130,000)
Seeds, Plants etc. transferred to Supplies and Services	(50,000)	(50,000)
Cleansing Services transferred to Green Space Development	(203,200)	(203,200)
Grounds Maintenance transferred to Green Space Development	(633,800)	(633,800)

Rents:

Transferred to Green Space Development	(18,000)	(18,000)
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1270 GREEN SPACE DEVELOPMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	298,038	150,700	669,900	177,200
Supplies and Services	83,410	45,000	104,800	84,800
Third Party Payments	109,078	29,000	919,500	866,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>490,526</b>	<b>224,700</b>	<b>1,694,200</b>	<b>1,128,800</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(191,682)	(2,600)	(734,900)	(2,600)
Sales	(10,815)	-	-	-
Other Income	(2,904)	(13,400)	(13,400)	(13,400)
Fees and Charges	(634)	-	-	-
Rents	-	-	(18,000)	(18,000)
<b>TOTAL DIRECT INCOME</b>	<b>(206,035)</b>	<b>(16,000)</b>	<b>(766,300)</b>	<b>(34,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>284,491</b>	<b>208,700</b>	<b>927,900</b>	<b>1,094,800</b>
Support Services	308,984	325,500	313,800	319,700
Capital Charges	170,214	193,700	184,000	238,100
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>763,689</b>	<b>727,900</b>	<b>1,425,700</b>	<b>1,652,600</b>

**Variations**Premises:

Business Rates - transferred from Green Space Contract Management	27,100	27,100
Planned Property Maintenance programme	399,800	-
Earmarked Reserve Request carried forward from 2014/15	37,200	-
Clear St Mary's Lands - September 2015 Executive	55,000	-

Supplies and Services:

Playground Equipment - transferred from Green Space Contract Management	39,800	39,800
Contribution to WRCFC Expenses - September 2015 Executive	20,000	-

Third Party Payments:

Cleansing Services transferred from Green Space Contract Management	203,200	203,200
Grounds Maintenance transferred from Green Space Contract Management	633,800	633,800
Grounds Maintenance Gog Brook Farm (from Commuted Sums Reserve)	18,500	-
Pump Room Gardens Project	35,000	-

Other Grants and Contributions:

Planning Gain income and Commuted Sums	(732,300)	-
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Rents:

Transferred from Green Space Contract Management	18,000	18,000
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Support Services:

Change in allocations	(11,700)	(5,800)
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Capital Charges:

Depreciation - 2014/15 revaluations and 2015/16 Play Equipment capital programme	(9,700)	44,400
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S1320 BEREAVEMENT SERVICES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	202,105	200,300	230,000	235,500
Premises	343,090	313,000	512,700	313,800
Transport	5,591	6,300	6,300	6,300
Supplies and Services	98,285	96,300	135,000	92,400
Third Party Payments	144,295	121,400	121,400	121,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>793,366</b>	<b>737,300</b>	<b>1,005,400</b>	<b>769,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(22,693)	(2,900)	(2,900)	(2,900)
Sales	(1,586)	-	-	-
Other Income	(4,210)	(100)	(100)	(100)
Fees and Charges	(1,357,733)	(1,191,400)	(1,076,200)	(1,523,600)
Rents	(22,695)	(23,900)	(23,900)	(23,900)
<b>TOTAL DIRECT INCOME</b>	<b>(1,408,917)</b>	<b>(1,218,300)</b>	<b>(1,103,100)</b>	<b>(1,550,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(615,551)</b>	<b>(481,000)</b>	<b>(97,700)</b>	<b>(781,000)</b>
Support Services	89,204	88,700	112,900	89,700
Capital Charges	112,822	112,300	120,300	178,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(413,525)</b>	<b>(280,000)</b>	<b>135,500</b>	<b>(512,700)</b>

**Variations:**Employees:

Transfer post from Waste Management (Employment Committee March 2015)	22,800	22,800
IAS19 Pensions Adjustments changes	7,800	8,000

Premises:

Planned Property Maintenance programme	229,700	-
Reduced Fuel Oil prices	(30,000)	-

Supplies and Services:

Earmarked Reserve Request carried forward from 2014/15:Power Generator	35,200	-
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Fees and Charges:

Temporary closure for improvement works	150,000	-
Fees and Charges Review	(35,000)	(332,200)

Support Services:

Change in allocations	24,200	1,000
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Capital Charges:

Depreciation: 2014/15 and 2015/16 capital programme - refurbishment	7,200	65,500
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3100 ONE STOP SHOPS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	193,346	212,300	220,800	232,800
Transport	429	700	700	700
Supplies and Services	2,937	2,700	2,700	2,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>196,712</b>	<b>215,700</b>	<b>224,200</b>	<b>236,200</b>
<b>DIRECT INCOME</b>				
Other Income	(832)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(832)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>195,880</b>	<b>215,700</b>	<b>224,200</b>	<b>236,200</b>
Support Services	21,589	19,900	19,100	19,800
Recharges	(217,469)	(217,000)	(217,000)	(217,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>18,600</b>	<b>26,300</b>	<b>39,000</b>

## S3200 RECEPTION FACILITIES &amp; LEAMINGTON OSS

<b>DIRECT EXPENDITURE</b>				
Employees	183,736	199,600	205,700	217,200
Transport	-	300	300	300
Supplies and Services	1,272	1,700	1,700	1,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>185,008</b>	<b>201,600</b>	<b>207,700</b>	<b>219,200</b>
Support Services	101,560	63,300	108,300	109,700
Recharges	(286,568)	(269,700)	(269,700)	(269,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(4,800)</b>	<b>46,300</b>	<b>59,200</b>

**Variations:****Support Services:**

Changes in allocations

45,000

46,400

## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3400 PAYMENT CHANNELS</b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	35,404	21,500	34,000	21,500
Third Party Payments	78,633	79,200	79,200	79,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>114,037</b>	<b>100,700</b>	<b>113,200</b>	<b>100,700</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(551)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(551)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>113,486</b>	<b>100,700</b>	<b>113,200</b>	<b>100,700</b>
Support Services	24,438	6,600	14,100	13,600
Recharges	(137,924)	(116,400)	(109,900)	(109,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(9,100)</b>	<b>17,400</b>	<b>4,400</b>

**Variations:**Supplies and Services:

Earmarked Reserve Request carried forward from 2014/15: Non-compliance penalties	12,500	-
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3450 CUSTOMER SERVICE CENTRE</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	567,596	525,700	561,700	587,300
Transport	1,693	1,700	1,700	1,700
Supplies and Services	499,681	510,500	510,700	495,700
Third Party Payments	32,786	31,800	81,800	31,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,101,756</b>	<b>1,069,700</b>	<b>1,155,900</b>	<b>1,116,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(462,652)	(455,600)	(455,600)	(455,600)
<b>TOTAL DIRECT INCOME</b>	<b>(462,652)</b>	<b>(455,600)</b>	<b>(455,600)</b>	<b>(455,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>639,104</b>	<b>614,100</b>	<b>700,300</b>	<b>660,900</b>
Support Services	53,311	88,700	79,500	83,200
Recharges	(691,950)	(770,500)	(770,500)	(770,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>465</b>	<b>(67,700)</b>	<b>9,300</b>	<b>(26,400)</b>

**Variations**Employees:

IAS19 Pensions adjustments changes	9,100	18,500
Employer's Superannuation - employees joining scheme	11,800	11,200
No staffing vacancies	14,900	15,600
Pay award and other changes	-	10,000

Supplies and Services:

Discretionary budget saving - reduced IT costs	-	(15,000)
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Third Party Payments:

Customer Service Centre Review - Executive September 2015	50,000	-
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**S3460 COMMUNITY & CORPORATE SERVICES****DIRECT EXPENDITURE**

Employees	46,032	-	-	-
Supplies and Services	159	-	-	-
Third Party Payments	759	-	-	-

**TOTAL DIRECT EXPENDITURE**

<b>46,950</b>	<b>-</b>	<b>-</b>	<b>-</b>
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Recharges	(46,950)	-	-	-
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**NET (INCOME) / EXPENDITURE TO SUMMARY**

<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4060 STREET CLEANSING</b>				
<b>DIRECT EXPENDITURE</b>				
Premises	11,689	14,300	25,000	25,000
Transport	-	-	800	800
Supplies and Services	60,004	61,000	50,300	28,900
Third Party Payments	1,043,213	879,400	879,400	880,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,114,906</b>	<b>954,700</b>	<b>955,500</b>	<b>935,000</b>
Support Services	142,551	152,000	151,900	138,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,257,457</b>	<b>1,106,700</b>	<b>1,107,400</b>	<b>1,073,800</b>

**Variations**Premises:

Litter bin maintenance - transferred from Supplies and Services	10,700	10,700
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Supplies and Services:

Litter bin maintenance - transferred from Supplies and Services	(10,700)	(10,700)
Discretionary Budget savings - Other Hired and Contracted Services	-	(10,000)
Discretionary Budget savings - Graffiti Removal	-	(11,400)

Support Services:

Changes in allocations	(100)	(13,200)
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4090 WASTE MANAGEMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	502,840	543,500	524,500	560,600
Premises	4	-	-	-
Transport	20,132	29,600	29,600	28,700
Supplies and Services	49,148	37,600	37,600	16,400
Third Party Payments	2,116	2,900	2,900	2,900
<b>TOTAL EXPENDITURE</b>	<b>574,240</b>	<b>613,600</b>	<b>594,600</b>	<b>608,600</b>
Support Services	137,569	135,500	143,400	138,500
Recharges	(716,494)	(749,300)	(749,300)	(709,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(4,685)</b>	<b>(200)</b>	<b>(11,300)</b>	<b>37,200</b>

**Variations**Employees:

Transfer post from Waste Management (Employment Committee March 2015)	(22,800)	(22,800)
Reduced staffing structure	(42,300)	-
Green Space Development Officer	29,700	36,700
IAS19 Pensions Adjustments changes	8,900	10,100

Supplies and Services:

Discretionary budget savings	-	(21,200)
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Support Services:

Changes in allocations	7,900	3,000
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Recharges:

Changes in costs to be allocated	-	39,400
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## NEIGHBOURHOOD SERVICES PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4130 WASTE COLLECTION</b>				
<b>DIRECT EXPENDITURE</b>				
Transport	834	900	800	800
Supplies and Services	10,121	3,900	3,900	3,900
Third Party Payments	2,084,831	2,070,000	2,070,000	2,072,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>2,095,786</b>	<b>2,074,800</b>	<b>2,074,700</b>	<b>2,076,800</b>
<b>DIRECT INCOME</b>				
Other Income	(431,950)	(420,000)	(420,000)	(420,000)
Fees and Charges	(70,048)	(42,700)	(42,700)	(47,000)
<b>TOTAL DIRECT INCOME</b>	<b>(501,998)</b>	<b>(462,700)</b>	<b>(462,700)</b>	<b>(467,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,593,788</b>	<b>1,612,100</b>	<b>1,612,000</b>	<b>1,609,800</b>
Support Services	368,410	427,700	412,900	387,600
Capital Charges	244,739	244,900	245,000	244,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>2,206,937</b>	<b>2,284,700</b>	<b>2,269,900</b>	<b>2,242,200</b>

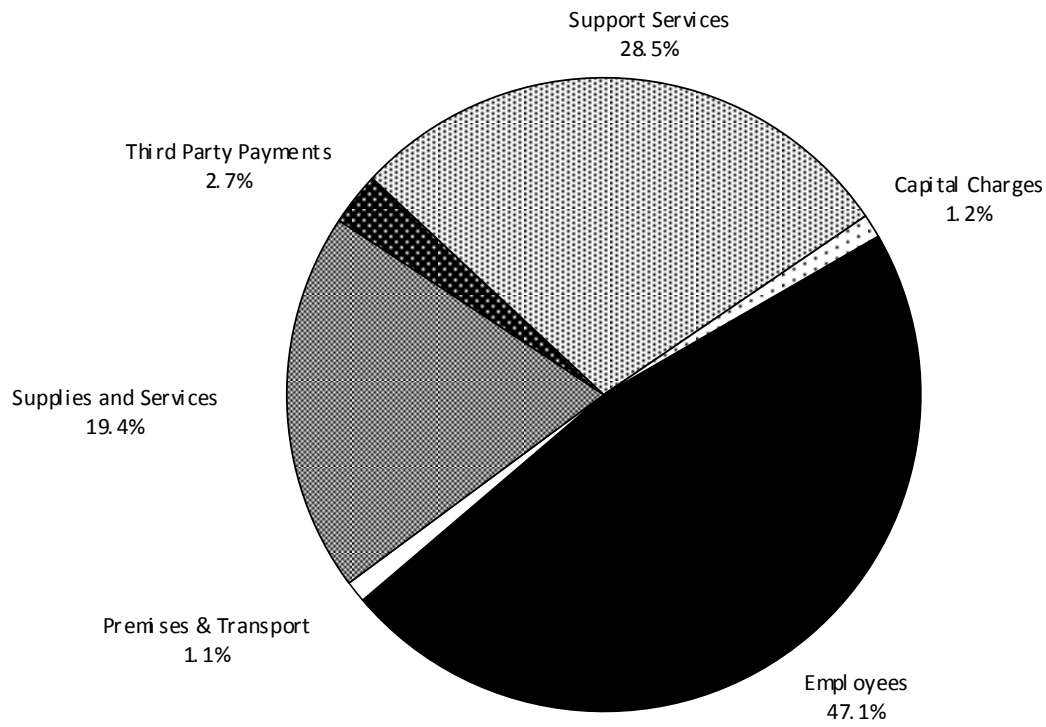
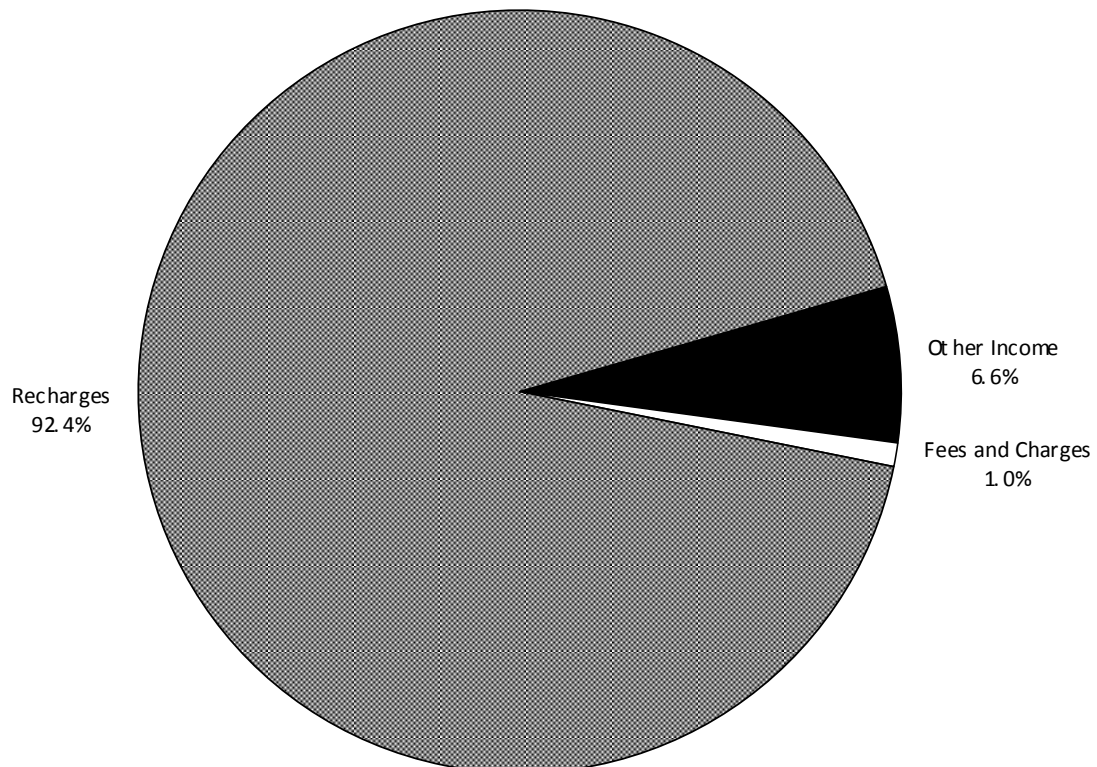
**Variations**Support Services:

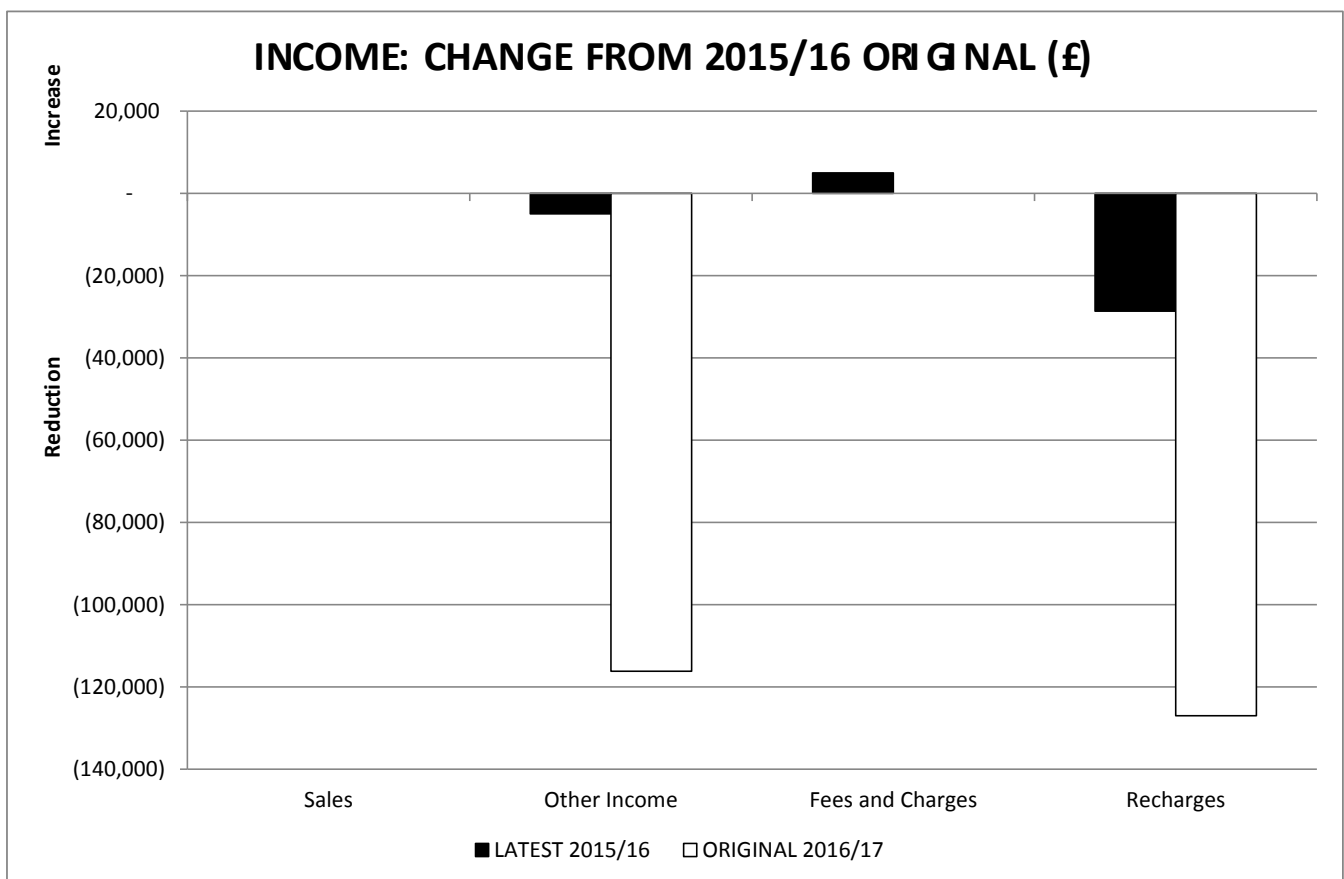
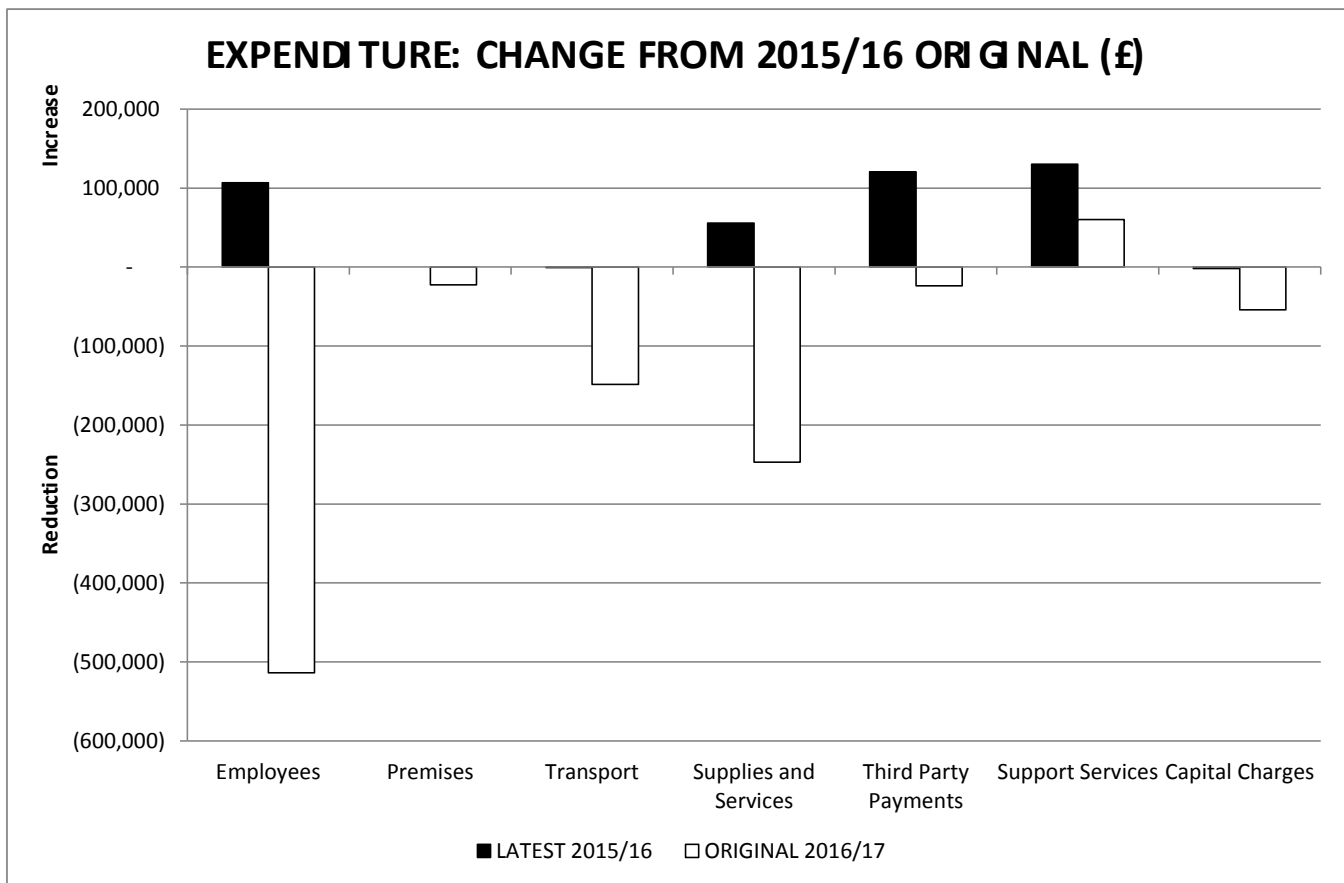
Changes in allocations	(14,800)	(40,100)
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**S4180 ABANDONED VEHICLES**

<b>INDIRECT EXPENDITURE</b>				
Support Services	1,000	300	300	300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,000</b>	<b>300</b>	<b>300</b>	<b>300</b>

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b><u>STRATEGIC LEADERSHIP PORTFOLIO</u></b>				
S2000 CHIEF EXECUTIVE'S OFFICE	23,454	(31,600)	(61,300)	(65,600)
S2010 CORPORATE PROJECTS	4,232	124,400	245,700	(426,800)
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	18,849	5,500	5,500	2,400
S2060 HUMAN RESOURCES	10,600	88,500	63,800	15,300
S2080 MEMBER TRAINING	3,497	5,600	5,600	5,600
S2100 ORGANISATIONAL DEVELOPMENT	10,594	(120,100)	22,300	(40,200)
S2121 CONSULTATION	395	-	4,600	-
S2200 COMMITTEE SERVICES	-	63,000	81,900	79,300
S2220 DEMOCRATIC REPRESENTATION	957,976	782,600	938,200	913,800
S2240 ELECTIONS	69,991	181,000	171,000	50,400
S2260 ELECTORAL REGISTRATION	230,150	278,300	292,500	233,800
S2280 CHAIR OF THE COUNCIL	59,862	54,700	57,400	57,800
S2340 MEDIA ROOM	-	18,800	45,400	13,300
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	50,582	56,400	55,700	55,000
S3215 ASSISTED TRAVEL PASSES	-	-	-	-
S3350 DOCUMENT MANAGEMENT CENTRE	-	42,300	99,200	25,000
S3452 CUSTOMER CONTACT MANAGER	-	64,500	1,900	4,500
S3470 WEB SERVICES	-	4,700	37,400	11,800
S3500 ICT SERVICES	22,326	96,300	94,600	80,100
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	11,900	4,900	4,900
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,462,508</b>	<b>1,726,800</b>	<b>2,166,300</b>	<b>1,020,400</b>
 <b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,724,249	2,947,900	3,054,600	2,434,000
Premises	35,683	57,100	57,100	34,500
Transport	22,519	33,000	32,300	(115,400)
Supplies and Services	1,221,563	1,248,900	1,304,600	1,001,700
Third Party Payments	204,744	159,900	280,400	136,300
Support Services	1,653,102	1,412,500	1,542,900	1,472,600
Capital Charges	120,072	115,200	113,500	61,200
<b>TOTAL EXPENDITURE</b>	<b>5,981,932</b>	<b>5,974,500</b>	<b>6,385,400</b>	<b>5,024,900</b>
 <b><u>INCOME:</u></b>				
Government Grants	(43,744)	-	-	-
Other Grants and Contributions	(5,000)	-	-	-
Sales	(1,774)	(2,400)	(2,400)	(2,400)
Other Income	(294,717)	(379,600)	(374,600)	(263,400)
Fees and Charges	(40,515)	(39,000)	(44,000)	(39,000)
Recharges	(4,133,674)	(3,826,700)	(3,798,100)	(3,699,700)
<b>TOTAL INCOME</b>	<b>(4,519,424)</b>	<b>(4,247,700)</b>	<b>(4,219,100)</b>	<b>(4,004,500)</b>
<b>NET EXPENDITURE</b>	<b>1,462,508</b>	<b>1,726,800</b>	<b>2,166,300</b>	<b>1,020,400</b>

**EXPENDITURE - 2016/17 BUDGETS****INCOME - 2016/17 BUDGETS**



## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2000 CHIEF EXECUTIVE'S OFFICE</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	430,614	414,800	417,200	418,400
Transport	536	2,200	2,200	2,200
Supplies and Services	33,645	25,500	27,500	11,400
Third Party Payments	25,647	22,100	22,100	22,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>490,442</b>	<b>464,600</b>	<b>469,000</b>	<b>454,100</b>
Support Services	107,977	110,500	76,400	87,000
Recharges	(574,965)	(606,700)	(606,700)	(606,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>23,454</b>	<b>(31,600)</b>	<b>(61,300)</b>	<b>(65,600)</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	10,600	10,700
Post transferred to Committee Services	-	(14,300)

Supplies and Services

City Deal - one-off 2015/16	-	(20,000)
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Support Services:

Changes in allocations	(34,100)	(23,500)
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## STRATEGIC LEADERSHIP PORTFOLIO

## S2010 CORPORATE PROJECTS

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	112,618	113,200	117,100	(230,000)
Premises	2,847	3,000	3,000	3,100
Transport	867	200	200	(140,000)
Supplies and Services	1,836	1,800	1,800	(68,500)
Third Party Payments	17,521	400	115,600	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>135,689</b>	<b>118,600</b>	<b>237,700</b>	<b>(435,000)</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(6,387)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(6,387)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>129,302</b>	<b>118,600</b>	<b>237,700</b>	<b>(435,000)</b>
Support Services	7,422	5,800	8,000	8,200
Recharges	(132,492)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>4,232</b>	<b>124,400</b>	<b>245,700</b>	<b>(426,800)</b>

**Variations**Employees:

Temporary posts ceasing	-	(113,200)
Agreed Savings Options to be investigated (September 2015 Executive)	-	(230,000)

Transport:

Agreed Savings Options to be investigated (September 2015 Executive)	-	(140,000)
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Supplies and Services:

Agreed Savings Options to be investigated (September 2015 Executive)	-	(70,000)
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Third Party Payments:

Riverside House Relocation investigation	91,700	-
Earmarked Reserve Request carried forward from 2014/15: St Michael's	14,500	-
Earmarked Reserve Request carried forward from 2014/15: WDC Assets Feas'y Study	7,000	-

## S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	1,210	2,900	2,900	2,400
Third Party Payments	-	2,600	2,600	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,210</b>	<b>5,500</b>	<b>5,500</b>	<b>2,400</b>
Support Services	17,639	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>18,849</b>	<b>5,500</b>	<b>5,500</b>	<b>2,400</b>

## STRATEGIC LEADERSHIP PORTFOLIO

## S2060 HUMAN RESOURCES

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	421,076	420,600	417,500	364,100
Premises	1,165	-	-	-
Transport	622	1,300	1,300	1,300
Supplies and Services	43,230	49,100	51,100	48,500
Third Party Payments	40,201	27,900	27,900	23,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>506,294</b>	<b>498,900</b>	<b>497,800</b>	<b>437,300</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(52)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(52)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>506,242</b>	<b>498,900</b>	<b>497,800</b>	<b>437,300</b>
Support Services	94,596	108,500	84,900	96,200
Recharges	(590,238)	(518,900)	(518,900)	(518,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>10,600</b>	<b>88,500</b>	<b>63,800</b>	<b>15,300</b>

**Variations**Employees:

Slippage of reserve funded post	(13,400)	13,400
Deletion of temporary post	-	(35,000)
Deletion of permanent post	-	(32,000)
Redundancy costs	10,600	-

Support Services:

Changes in allocations	(23,600)	(12,300)
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## S2080 MEMBER TRAINING

<b>DIRECT EXPENDITURE</b>				
Employees	3,497	4,600	4,600	4,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>3,497</b>	<b>4,600</b>	<b>4,600</b>	<b>4,600</b>
Support Services	-	1,000	1,000	1,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>3,497</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2100 ORGANISATIONAL DEVELOPMENT</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	78,739	111,400	114,000	76,100
Transport	208	900	400	900
Supplies and Services	2,774	1,200	2,400	1,200
Third Party Payments	3,720	-	4,300	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>85,441</b>	<b>113,500</b>	<b>121,100</b>	<b>78,200</b>
Support Services	63,109	70,100	93,400	63,400
Recharges	(137,956)	(303,700)	(192,200)	(181,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>10,594</b>	<b>(120,100)</b>	<b>22,300</b>	<b>(40,200)</b>

**Variations**Employees:

Deletion of temporary posts	-	(35,900)
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Support Services:

Changes in allocations	23,300	(6,700)
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Recharges:

Changes in costs to be allocated	111,500	121,900
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**S2121 CONSULTATION****DIRECT EXPENDITURE**

Third Party Payments	395	-	4,600	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>395</b>	<b>-</b>	<b>4,600</b>	<b>-</b>



## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2200 COMMITTEE SERVICES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	178,425	170,600	194,900	191,900
Transport	160	500	400	400
Supplies and Services	21,160	24,100	24,200	20,700
Third Party Payments	36,236	38,000	38,000	38,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>235,981</b>	<b>233,200</b>	<b>257,500</b>	<b>251,000</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(143)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(143)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>235,838</b>	<b>233,200</b>	<b>257,500</b>	<b>251,000</b>
Support Services	110,867	78,100	72,700	76,600
Recharges	(346,705)	(248,300)	(248,300)	(248,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>63,000</b>	<b>81,900</b>	<b>79,300</b>

**Variations**Employees:

Post extension	15,000	
Post transferred from Chief Executive's Office	-	14,300

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2220 DEMOCRATIC REPRESENTATION</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	20,086	20,800	23,500	24,500
Transport	4,970	8,900	8,900	8,900
Supplies and Services	358,208	325,100	328,400	319,300
Third Party Payments	5,085	18,200	14,900	9,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>388,349</b>	<b>373,000</b>	<b>375,700</b>	<b>362,400</b>
<b>DIRECT INCOME</b>				
Other Income	(18)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(18)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>388,331</b>	<b>373,000</b>	<b>375,700</b>	<b>362,400</b>
Support Services	642,848	481,600	634,700	623,600
Capital Charges	297	1,500	1,300	1,300
Recharges	(73,500)	(73,500)	(73,500)	(73,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>957,976</b>	<b>782,600</b>	<b>938,200</b>	<b>913,800</b>

**Variations**Support Services:

Changes in allocations

153,100

142,000

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S2240 ELECTIONS</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	97,743	219,800	220,100	104,700
Premises	31,671	50,500	50,500	27,800
Transport	10,212	8,900	8,900	1,000
Supplies and Services	80,589	153,900	153,900	78,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>220,215</b>	<b>433,100</b>	<b>433,400</b>	<b>212,200</b>
<b>DIRECT INCOME</b>				
Other Income	(210,266)	(314,700)	(314,700)	(203,500)
<b>TOTAL DIRECT INCOME</b>	<b>(210,266)</b>	<b>(314,700)</b>	<b>(314,700)</b>	<b>(203,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>9,949</b>	<b>118,400</b>	<b>118,700</b>	<b>8,700</b>
Support Services	60,042	62,600	52,300	41,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>69,991</b>	<b>181,000</b>	<b>171,000</b>	<b>50,400</b>

**Variations**Employees:

District, Parish and Parliamentary Elections 2015	-	(213,700)
Police and Crime Commissioner Elections 2016	-	98,600

Premises:

District, Parish and Parliamentary Elections 2015	-	(50,500)
Police and Crime Commissioner Elections 2016	-	27,800

Supplies and Services:

District, Parish and Parliamentary Elections 2015	-	(150,400)
Police and Crime Commissioner Elections 2016	-	75,600

Other Income:

District, Parish and Parliamentary Elections 2015	-	314,200
Police and Crime Commissioner Elections 2016	-	(203,000)

Support Services:

Changes in allocations	(10,300)	(20,900)
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## STRATEGIC LEADERSHIP PORTFOLIO

## S2260 ELECTORAL REGISTRATION

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	96,893	92,600	98,300	105,400
Premises	-	3,000	3,000	3,000
Transport	163	500	500	500
Supplies and Services	139,481	118,500	127,500	69,100
Third Party Payments	-	-	7,700	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>236,537</b>	<b>214,600</b>	<b>237,000</b>	<b>178,000</b>
<b>DIRECT INCOME</b>				
Government Grants	(43,744)	-	-	-
Sales	(1,774)	(2,400)	(2,400)	(2,400)
Other Income	(18,456)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(63,974)</b>	<b>(2,400)</b>	<b>(2,400)</b>	<b>(2,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>172,563</b>	<b>212,200</b>	<b>234,600</b>	<b>175,600</b>
Support Services	115,087	81,800	73,600	73,900
Recharges	(57,500)	(15,700)	(15,700)	(15,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>230,150</b>	<b>278,300</b>	<b>292,500</b>	<b>233,800</b>

**Variations**Supplies and Services:

Set-up costs of Individual Electoral Registration	-	(55,000)
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## S2280 CHAIR OF THE COUNCIL

<b>DIRECT EXPENDITURE</b>				
Employees	24,730	25,300	25,400	25,800
Premises	-	600	600	600
Transport	1,350	3,800	3,700	3,700
Supplies and Services	16,329	20,000	20,000	20,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>42,409</b>	<b>49,700</b>	<b>49,700</b>	<b>50,100</b>
<b>DIRECT INCOME</b>				
Other Income	3,079	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>3,079</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>45,488</b>	<b>49,700</b>	<b>49,700</b>	<b>50,100</b>
Support Services	12,157	7,600	10,300	10,300
Capital Charges	2,217	-	-	-
Recharges	-	(2,600)	(2,600)	(2,600)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>59,862</b>	<b>54,700</b>	<b>57,400</b>	<b>57,800</b>

## STRATEGIC LEADERSHIP PORTFOLIO

## S2340 MEDIA ROOM

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	189,581	194,700	213,400	209,200
Transport	130	900	900	900
Supplies and Services	67,300	75,200	75,200	75,200
Third Party Payments	142	400	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>257,153</b>	<b>271,200</b>	<b>289,900</b>	<b>285,700</b>
<b>DIRECT INCOME</b>				
Other Income	(60,552)	(63,400)	(58,400)	(58,400)
Fees and Charges	(3,488)	(4,000)	(4,000)	(4,000)
<b>TOTAL DIRECT INCOME</b>	<b>(64,040)</b>	<b>(67,400)</b>	<b>(62,400)</b>	<b>(62,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>193,113</b>	<b>203,800</b>	<b>227,500</b>	<b>223,300</b>
Support Services	90,874	86,000	88,900	91,100
Capital Charges	30,266	31,200	31,200	1,100
Recharges	(314,253)	(302,200)	(302,200)	(302,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>18,800</b>	<b>45,400</b>	<b>13,300</b>

**Variations**Capital Charges:

Depreciation - Photocopier Finance Lease expiring	-	(30,100)
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## S3210 ASSIST TRAVEL-TRANSPORT TOKENS

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	363	200	200	200
Third Party Payments	44,600	40,000	40,000	40,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>44,963</b>	<b>40,200</b>	<b>40,200</b>	<b>40,200</b>
<b>DIRECT INCOME</b>				
Other Income	(5,572)	(1,500)	(1,500)	(1,500)
<b>TOTAL DIRECT INCOME</b>	<b>(5,572)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>39,391</b>	<b>38,700</b>	<b>38,700</b>	<b>38,700</b>
Support Services	11,191	17,700	17,000	16,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>50,582</b>	<b>56,400</b>	<b>55,700</b>	<b>55,000</b>

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3215 ASSISTED TRAVEL PASSES</b>				
<b>DIRECT EXPENDITURE</b>				
Third Party Payments	1,010	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,010</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INCOME</b>				
Other Income	(1,010)	-	-	-
<b>TOTAL INCOME</b>	<b>(1,010)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## S3350 DOCUMENT MANAGEMENT CENTRE

<b>DIRECT EXPENDITURE</b>				
Employees	158,962	194,400	203,800	176,800
Transport	142	400	400	400
Supplies and Services	10,750	10,400	30,400	10,400
Third Party Payments	250	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>170,104</b>	<b>205,200</b>	<b>234,600</b>	<b>187,600</b>
<b>DIRECT INCOME</b>				
Other Income	(120)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(120)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>169,984</b>	<b>205,200</b>	<b>234,600</b>	<b>187,600</b>
Support Services	65,705	65,600	89,600	67,900
Capital Charges	7,699	2,000	5,500	-
Recharges	(243,388)	(230,500)	(230,500)	(230,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>42,300</b>	<b>99,200</b>	<b>25,000</b>

**Variations**Employees:

Temporary scanning post terminating	-	18,300
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Supplies and Services:

Scanning Project	20,000	-
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Support Services:

Changes in allocations	24,000	2,300
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## STRATEGIC LEADERSHIP PORTFOLIO

## S3452 CUSTOMER CONTACT MANAGER

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>DIRECT EXPENDITURE</b>				
Employees	49,674	49,900	50,300	-
Transport	168	100	100	-
Supplies and Services	1,997	11,900	16,200	4,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>51,839</b>	<b>61,900</b>	<b>66,600</b>	<b>4,500</b>
Support Services	11,757	2,600	3,100	-
Recharges	(63,596)	-	(67,800)	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>64,500</b>	<b>1,900</b>	<b>4,500</b>

**Variations**Employees:

Temporary post terminating	-	(49,900)
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Recharges:

Cost of service to be recharged	(67,800)	-
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## S3470 WEB SERVICES

<b>DIRECT EXPENDITURE</b>				
Employees	44,924	45,200	46,600	48,300
Transport	100	100	100	100
Supplies and Services	19,570	23,200	26,800	23,200
Third Party Payments	16,515	1,000	1,000	1,000
<b>TOTAL EXPENDITURE</b>	<b>81,109</b>	<b>69,500</b>	<b>74,500</b>	<b>72,600</b>
Support Services	20,499	16,100	43,800	20,100
Recharges	(101,608)	(80,900)	(80,900)	(80,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>4,700</b>	<b>37,400</b>	<b>11,800</b>

**Variations**Support Services:

Changes in allocations	27,700	4,000
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S3500 ICT SERVICES</b>				
<b>DIRECT EXPENDITURE</b>				
Employees	816,687	870,000	907,900	914,200
Transport	2,891	4,300	4,300	4,300
Supplies and Services	423,121	405,900	416,100	385,400
Third Party Payments	12,825	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,255,524</b>	<b>1,280,200</b>	<b>1,328,300</b>	<b>1,303,900</b>
<b>DIRECT INCOME</b>				
Other Income	(415)	-	-	-
Fees and Charges	(36,638)	(35,000)	(40,000)	(35,000)
<b>TOTAL DIRECT INCOME</b>	<b>(37,053)</b>	<b>(35,000)</b>	<b>(40,000)</b>	<b>(35,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,218,471</b>	<b>1,245,200</b>	<b>1,288,300</b>	<b>1,268,900</b>
Support Services	201,069	203,800	179,100	181,200
Capital Charges	79,593	80,500	75,500	58,800
Recharges	(1,476,807)	(1,433,200)	(1,448,300)	(1,428,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>22,326</b>	<b>96,300</b>	<b>94,600</b>	<b>80,100</b>

**Variations**Employees:

IAS19 Pensions Adjustments changes	26,300	28,700
Redundancy Payments	15,600	-
Changes in Employer's National Insurance Scheme	-	14,900

Supplies and Services:

Consultancy work	10,000	-
Computer Equipment costs - discretionary budget savings	-	(20,000)

Support Services:

Changes in allocations	(24,700)	(22,600)
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Capital Charges:

Depreciation: 2014/15 and 2015/16 Capital Programmes plus prev. schemes expiring	(6,000)	(22,700)
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Recharges:

Changes in costs to allocate	(15,100)	4,400
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2014/15 £	ORIGINAL BUDGET 2015/16 £	LATEST BUDGET 2015/16 £	BUDGET 2016/17 £
<b>S4871 LEGAL SERVICES (SHARED SERVICE WCC)</b>				
<b>DIRECT EXPENDITURE</b>				
Third Party Payments	597	9,300	1,300	1,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>597</b>	<b>9,300</b>	<b>1,300</b>	<b>1,300</b>
<b>INCOME</b>				
Fees and Charges	(194)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(194)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>403</b>	<b>9,300</b>	<b>1,300</b>	<b>1,300</b>
Support Services	20,263	13,100	14,100	14,100
Recharges	(20,666)	(10,500)	(10,500)	(10,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>11,900</b>	<b>4,900</b>	<b>4,900</b>

**CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2015/16 BUDGETS**

		<b>Latest Budget 2015/16 £'000</b>	<b>Original Budget 2016/17 £'000</b>
<b>NOTIONAL CAPITAL FINANCING CHARGES</b>	<b>BASE BUDGET</b>	<b>(3,921)</b>	<b>(3,921)</b>
(Line 2 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(5,564)</b>	<b>(3,630)</b>
	<b>CHANGE</b>	<b>(1,643)</b>	<b>291</b>
Depreciation :			
Effect of revaluations, impairments, re-lives, transfers & current and past capital programmes		(159)	(226)
Revenue Expenditure Financed From Capital Under Statute ( REFCUS ):			
Effect of current and past capital programmes		(1,483)	518
Intangible Assets:			
Re-life of VDI Software		(1)	(1)
<b>COST OF LOAN REPAYMENTS, etc.</b>	<b>BASE BUDGET</b>	<b>35</b>	<b>35</b>
(Line 3 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>35</b>	<b>4</b>
	<b>CHANGE</b>	<b>-</b>	<b>(31)</b>
Falling out of Photocopier Leases			(31)
<b>REVENUE CONTRIBUTIONS TO CAPITAL</b>	<b>BASE BUDGET</b>	<b>313</b>	<b>313</b>
(Line 4 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>374</b>	<b>373</b>
	<b>CHANGE</b>	<b>61</b>	<b>60</b>
Increased Disabled Facilities Grant Funding		60	60
Additional Corporate R & M contribution re Gaming Hub		1	-
<b>CONTRIBUTIONS TO / (FROM) RESERVES</b>	<b>BASE BUDGET</b>	<b>(1,631)</b>	<b>(1,631)</b>
(Line 5 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(1,444)</b>	<b>(2,861)</b>
	<b>CHANGE</b>	<b>187</b>	<b>(1,230)</b>
General Fund expenditure met from 2014/15 Earmarked Reserves		(371)	-
2014/15 Earmarked Reserves falling out		-	194
Contributions to/from Reserves generally re service expenditure		(667)	(1,112)
Transfer from Business Rate Volatility Reserve		1,225	(312)
<b>NET EXTERNAL INVESTMENT INTEREST RECEIVED</b>	<b>BASE BUDGET</b>	<b>(292)</b>	<b>(292)</b>
(Line 6 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(297)</b>	<b>(404)</b>
	<b>CHANGE</b>	<b>(5)</b>	<b>(112)</b>
Changes in interest rates		52	(145)
Changes due to variations in levels and periods of investments		(84)	(83)
change in interest on balances paid to H.R.A. due to variations in balances & interest rates		40	121
Interest credit re additional deferred capital receipts		(5)	(5)
Redemption of 2 1/2% Consolidated Gilt Stock		(8)	0
<b>IAS 19 ADJUSTMENTS (PENSIONS)</b>	<b>BASE BUDGET</b>	<b>(555)</b>	<b>(555)</b>
(Line 7 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(1,014)</b>	<b>(1,011)</b>
	<b>CHANGE</b>	<b>(459)</b>	<b>(456)</b>
Net IAS19 changes for retirement benefits		(1,045)	(1,024)
Employer contributions to pension fund		580	564
Pension Interest and Rate of Return on Assets		6	4

**CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2015/16 BUDGETS**

		<b>Latest Budget 2015/16 £'000</b>	<b>Original Budget 2016/17 £'000</b>
<b>CONTRIBUTIONS TO / (FROM) GENERAL FUND BALANCE</b>	<b>BASE BUDGET</b>	-	-
(Line 8 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	(601)	-
	<b>CHANGE</b>	(601)	-
Transfer from General Fund per June Executive 2014/15 Final Accounts report		(601)	-

## **GLOSSARY OF TERMS**

This section explains some uncommon terms used in this document.

### **Accruals**

Cost of goods and services received but not paid for at the accounting date.

### **Actuarial gain (loss)**

The changes in the pension fund's deficits or surpluses that arise because of:

- a) Events have not coincided with the assumption used by the actuary when carrying out the previous triennial valuation of the fund; or
- b) The actuary changing the assumptions used in the current triennial valuation exercise from those used previously.

### **Agency**

Where one Authority (the main Authority) pays another Authority (the agent) to do work for them.

### **Amortisation**

The drop in value of intangible assets throughout their economic lives (the equivalent of "depreciation" on Property, Plant and Equipment).

### **Asset**

An item which has positive value to the organisation.

### **Band D Equivalent**

Council Tax is a tax on domestic properties. Each domestic property is placed in a 'band' from A to H based on the capital value of that property in April 1991. Band D is the middle band and the other bands are weighted in relation to Band D. (E.g. Band A is weighted 5/9ths of Band D and Band H is 18/9ths of Band D). Using the weighted number of the domestic properties in the area produced the Band D Equivalent number of properties.

### **"Below the Line"**

General Fund revenue expenditure can be roughly divided into two parts: "Above the Line" which is all of the costs of providing the services to the public; and "Below the Line" which is the capital, financing and reserve accounting adjustments required to the service expenditure in order to arrive at the Council Tax requirement.

### **Budget**

A statement of our spending plans for a financial year, which starts on 1 April and ends on 31 March.

### **Business Rates (National Non-Domestic Rates – NNDR)**

Businesses pay these rates to their billing authority instead of Council Tax. Business rates are pooled nationally and a share is given back to local authorities based on the number of people living in the area. The amount charged is calculated by multiplying the rateable value of each business property by the national rate in the pound which is set annually by the Government. From 1 April Government reforms have amended this process by allowing some degree of Business Rate retention.

### **Business Rate Retention Scheme**

From 1 April 2013 Councils will be able to keep a proportion of the business rates revenue as well as growth on the revenue that is generated in their area. It will provide a direct link between business rates growth and the amount of money councils have to spend on local people and local services.

## **GLOSSARY OF TERMS**

### **Capital expenditure**

Expenditure on the acquisition of a Non-Current Asset or which enhances the value, usage or life of an existing Non-Current Asset.

### **Capital charges**

The cost of servicing debt and depreciation of non-current assets.

### **CIPFA**

Chartered Institute of Public Finance and Accountancy. One of the major accountancy institutes, CIPFA specialises in the public sector.

### **Collection Fund Account**

There is a statutory requirement for billing authorities to maintain a separate Collection Fund Account. This account details the transactions relating to the collection of Council Tax and National Non-Domestic Rates (NNDR). The Council is responsible for collecting Council Tax on behalf of Warwickshire County Council, Warwickshire Police and Crime Commissioner and the town and parish councils. The Council is also responsible for collecting NNDR on behalf of the Government.

### **Corporate and democratic core**

Expenditure on the many services we provide to the public including the cost of member representation and activities associated with public accountability.

### **Council Tax**

A tax charged on domestic householders dependant on which of eight Council Tax Bands their property falls into. There is a reduction for empty properties or if you live on your own. From 1 April 2013 Councils must have a Council Tax Reduction Scheme which allows for Council Tax reductions of people, or classes of people, that are considered to be in financial need. In Warwickshire, the District and Borough Councils issue Council Tax bills and collect the Council Tax.

### **Council Tax Base**

The total number of dwellings in a Billing Authority's area calculated by converting all the dwellings into Band D equivalents and deducting an allowance for non-collection, new builds and the Council Tax Reduction Scheme.

### **Current Assets**

Cash or assets that or could reasonably be expected to be converted into cash within one year.

### **Depreciation**

The fall in value of Property, Plant and Equipment. This is normally determined by division of the Balance Sheet value of the asset by its economic life.

### **Earmarked Reserves**

Money set aside for a specific purpose.

### **General Fund Expenditure**

This comprises all of the Council's services funded by Revenue Support Grant and Council Tax.

## **GLOSSARY OF TERMS**

### **Housing Revenue Account (HRA)**

This is a statutory account which identifies the income and expenditure associated with the provision of housing for council tenants. The main function of the account is to isolate, or 'ring fence', all transactions relating to council housing from the rest of the Council's functions which are funded from the General Fund.

### **IAS19 Adjustments**

International Accounting Standard 19 (IAS 19) requires an authority to recognise the cost of retirement benefits when they are earned by employees, rather than when the benefits are eventually paid as pensions. We can only charge the actual value of benefits paid out against Council Tax. An IAS19 adjustment is made "below the line" to account for the difference.

### **IFRS**

International Financial Reporting Standards – standards to which we have been required to produce accounts since 1 April 2010.

### **Intangible Assets**

Intangible Assets - are non-current assets which have no physical presence but have an economic life of more than one year. Examples are software, patents and intellectual property.

### **Major Repairs Reserve Account**

An account required by statute to fund capital repairs and maintenance or repay debt within the HRA.

### **Non-Current Assets**

Assets which are not easily convertible to cash or not expected to become cash within the next year. These include, for example, Property (land & buildings), Plant and Equipment and Long-term Investments

### **Precept**

The amount each non-billing Authority (e.g. County Council, Police Authority) asks the billing Authority (this Council) to collect every year to meet their spending requirements.

### **Provisions**

Funds set aside to meet specific liabilities the payment of which is highly likely but for which there is no definite date of payment.

### **Prudential Code**

A statutory code of practice for Local Authority capital finance that ensures:

- Capital expenditure plans are affordable;
- All external borrowing and other long term liabilities are within prudent and sustainable levels; and
- Treasury management decisions are taken in accordance with professional good practice.

### **Rateable Value (RV)**

A value placed on all non-domestic properties (businesses) on which rates have to be paid, broadly based on the rent that the property might earn, after deducting the cost of repairs and insurance. The rateable value is determined by the Inland Revenue's Valuation Office Agency.

## **GLOSSARY OF TERMS**

### **Reserves**

These are amounts set aside for future policy purposes or to cover contingencies. .  
When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service revenue account in that year.

### **REFCUS (previously known as Deferred Charges)**


This stands for Revenue Expenditure Financed from Capital Under Statute which is expenditure which may be deferred, but which does not result in, or remain matched with, assets controlled by the Council.

### **Revenue Expenditure**

The day to day running expenses incurred by the Council in providing its services.

### **Support Services**

The cost of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA Best Value Accounting Code of Practice. The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received.

 <b>EXECUTIVE 2 DECEMBER 2015</b>		<b>Agenda Item No. 4</b>
<b>Title</b>	Code of Corporate Governance	
<b>For further information about this report please contact</b>	Richard Barr Tel: (01926) 456815 E Mail: richard.barr@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	All	
<b>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?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Not applicable	
<b>Background Papers</b>	Minutes of Senior Management Team	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	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/Deputy Chief Executive	April 2015	Chris Elliott / Andrew Jones
CMT	April 2015	CMT
Head of Service	18 Nov 2015	SMT
Section 151 Officer	April 2015	Mike Snow
Monitoring Officer	April 2015	Andrew Jones
Finance	April 2015	As S151 Officer
Portfolio Holder(s)	11 Nov 2015	Councillor Mobbs
Consultation & Community Engagement		
The Trade Unions have been Consulted.		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		



## **1 SUMMARY**

- 1.1 The Council's Code of Corporate Governance has been revised. It is presented to Executive for approval, following which it will be adopted.

## **1.2 RECOMMENDATIONS**

- 2.1 That Executive recommends to the Council the adoption of the Code of Corporate Governance, as part of the Constitution.

## **3 REASON FOR THE RECOMMENDATIONS**

- 3.1 The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is protected, accounted for, and used economically, efficiently and effectively.
- 3.2 In discharging this responsibility, members and officers have a duty to set in place proper arrangements for the governance of the Council's affairs and stewardship of the public reserves at its disposals. The Council also has a duty under the Local Government Act 1999 to ensure continuous improvement in the way it does things, having regard to a combination of economy, efficiency and effectiveness.
- 3.3 A Code of Corporate Governance helps to ensure that the Council conducts its business properly and aids the process of continuous improvement.

## **4 POLICY FRAMEWORK**

- 4.1 The Code of Corporate Governance will, in effect, be one of the Council's key policies. It will help to establish a strong governance framework that will enable the Council to "do the right things, in the right way, and at the right time", thereby helping the Council to deliver its objectives.
- 4.2 A strong governance framework is part of Fit for the Future within our overall corporate strategy.

## **5 BUDGETARY FRAMEWORK**

- 5.1 Although there are no direct budgetary implications arising from this report, an effective governance framework ensures that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.

## **6 RISKS**

- 6.1 A strong corporate governance framework helps to deliver robust risk management.

## **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 Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes and cultures and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads its communities.
- 8.2 It involves effective leadership and high standards of behaviour and comprises a culture based on openness and honesty and an external focus on the needs of service users and the public.
- 8.3 Corporate Governance as a subject came to prominence in the early 1990s following several major financial scandals.
- 8.4 In 1995 The Committee on Standards in Public Life identified the seven principles of public life that apply to anyone who works as a public office-holder. This includes people who are elected or appointed to public office, nationally and locally. The seven principles, known as 'The Nolan Principles' after the then Chair of the committee, Lord Nolan, are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Three others were added, much later, to the list: respect for others, duty to uphold the law and stewardship (using resources prudently).
- 8.5 In 2012 CIPFA & SOLACE produced an updated guidance and framework document with the principles that should underpin the governance of each local authority, together with guidance on a structured approach to assist individual authorities to achieve good governance.
- 8.6 The Council's Code of Corporate Governance provides detailed information on how the Council ensures these corporate governance principles are adhered to.
- 8.7 In common with other local authorities the Council has had a Code of Corporate Governance for many years. The need for it to be updated arose from the review of the Council's governance arrangements that was undertaken as part of the production of the Annual Governance Statement for 2014/15. It was felt that the Code needed to be updated to reflect changes in the governance environment such as organisational culture.
- 8.8 The revised Code of Corporate Governance is set out as the appendix to this report.

# **Warwick District Council**

## **Code of Corporate Governance**

**Issued: January 2016**

## Content

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This Code of Corporate Governance is sub-divided into four key sections as follows: -

- Introduction Paragraphs 1 to 6
- Core Governance Principles Paragraphs 7 to 13
- Monitoring and Review Paragraphs 14 to 18
- WDC policies, systems and processes Paragraphs 19 to 20

## Introduction

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1. For public sector organisations, corporate governance comprises the systems, processes, culture and values by which they are directed and controlled to ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner.
2. The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is protected, accounted for and used economically, efficiently and effectively.
3. In discharging this accountability, members and officers have a responsibility to set in place proper arrangements for the governance of the Council's affairs and stewardship of the public reserves at its disposals. The Council also has a duty under the Local Government Act 1999 to ensure continuous improvement in the way it does things, having regard to a combination of economy, efficiency and effectiveness.
4. In order to ensure that it conducts its business properly and to support the process of continuous improvement, the Council has approved and adopted this Code of Corporate Governance ("the Code").
5. The Code describes how the Council will do this and has been drafted in accordance with the six Core Principles for effective governance set out in the CIPFA/SOLACE Framework for Delivering Good Governance in Local Government.
6. The Council is committed to these principles and this code is a public statement of that commitment. The Code also sets out how the commitment will be reflected in all areas of the Council's business.

## Core Governance Principles

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7. There are fundamental principles that underpin Warwick District Council's corporate governance arrangements. These are:

### Core Principle 1

**Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.**

Supporting principles:

exercising strategic leadership by clearly communicating the authority's purpose and vision and its intended outcomes for residents and service users;

ensuring that users receive a high quality of service whether provided directly, by contract, in partnership or by commissioning;

making the best use of resources and providing residents and service users with value for money.

8. The Council has produced its Corporate Strategy (2013-2025) – the sustainable community strategy which draws together a shared vision, setting out the Council's objectives and priorities for the District and how these are to be achieved. Linked with this, all the Council's services have their own Service Area Plans, reviewed annually, that set out planned improvement actions and performance targets for the future. Community leadership runs through all the council's work and shapes how we work with our communities.

## **Core Principle 2**

**Members and officers working together to achieve a common purpose with clearly defined functions and roles.**

Supporting principles:

ensuring effective leadership throughout the Council by being clear about executive and non-executive functions and of the roles and responsibilities of the Scrutiny function;

ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of members and officers are mutually understood and respected and carried out to a high standard;

ensuring relationships between the Council and the public are clear so that each know what to expect of the other.

9. The roles and functions of Council members together with those of key officers are set out in the Council's Constitution. There is a protocol on member/employee relations and an agreed set of organisational values underpinning all of the Council's work.

## **Principle 3**

**Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.**

#### Supporting Principles:

ensuring Council members and officers exercise leadership by behaving in ways that exemplify high standards and effective governance;

ensuring that organisational values are put into practice and are effective.

10. All Council Members and staff are required to act in accordance with codes of conduct and high standards are promoted across the Council and with its partners.

#### **Principle 4**

##### **Taking informed and transparent decisions that are subject to effective scrutiny and risk management.**

#### Supporting principles:

exercising leadership by being rigorous and transparent about how decisions are taken and listening to and acting upon the outcome of constructive scrutiny;

having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs;

ensuring that an effective risk management system is in place and fully used;

using the legal powers available to us to the full benefit of the residents and communities in our area.

11. The Council conducts all business in an open and transparent manner and has formal processes for declaring relationships or interests to ensure that decision-making is transparent and objective. There is a robust system of scrutiny and effective arrangements for managing risks.

#### **Principle 5**

##### **Developing the capacity and capability of members and officers to be effective.**

#### Supporting principles:

making sure that members and officers have the behavioural competencies, skills, knowledge, experience and resources they need to perform well in their roles;

developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;

encouraging new talent for membership of the Council so that best use can be made of resources in balancing continuity and renewal.

12. The Council recognises the importance of having highly skilled and motivated Members and staff to deliver its priorities and to sustain public confidence in its services. The Council is committed to the development of Members and staff skills, knowledge and performance through programmes of induction, training and development.

## **Principle 6**

### **Engaging with local people and other stakeholders to ensure robust public accountability.**

Supporting principles:

exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders including partnerships, and develops constructive accountability relationships;

taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the Council, through contracts, in partnership or by commissioning;

making best use of human resources by taking an active and planned approach to manage and meet the Council's obligations to staff.

13. The Council has a consultation framework aimed at ensuring the community is given the opportunity to be involved in, and influence, policy-making, service delivery and evaluation in order to continually improve services. Key to our success as a council is the way we engage our local communities through Community Leadership.

## **Monitoring & Review**

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14. The governance systems and processes in place will be monitored to ensure that they are effective in practice, and will be subject to review on at least an annual basis.
15. This will be performed through the review of the annual governance statement with the results being reported in the normal way to the Finance & Audit Scrutiny Committee.
16. The annual governance statement will provide assurance that:
  - governance arrangements are adequate and operating effectively in practice; or, where the reviews of the governance arrangements have revealed gaps,

- actions are planned to ensure effective governance in future.
17. Monitoring the implementation of any agreed action plans emanating from the reviews will be the responsibility of the Senior Management Team, including the Deputy Chief Executive who assumes the role of Monitoring Officer.
  18. Independent assurance will be provided by the Audit and Risk Manager as part of the annual audit planning process.

## **WDC policies, systems and processes**

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19. The Code is underpinned by policies, systems, procedures and structures that determine and control how the Council manages its affairs.
20. Those that are considered key to demonstrating this are shown in the diagram at Appendix 1, depicting the Council's Corporate Governance Framework.



## APPENDIX 1: WDC Corporate Governance Framework


### Key Principles:

1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles.
3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
4. Taking informed and transparent decisions, which are subject to effective scrutiny and managing risk.
5. Developing the capacity and capability of members and officers to be effective.
6. Engaging with local people and other stakeholders to ensure robust public accountability.

### Key Documents:

Principle 1	Principle 2	Principle 3	Principle 4	Principle 5	Principle 6
Sustainable Comm. Strategy	Sustainable Comm. Strategy	Sustainable Comm. Strategy	Fit for the Future Programme	Fit for the Future Programme	Fit for the Future Programme
Fit for the Future Programme	Fit for the Future Programme	Fit for the Future Programme	Risk registers	People Strategy	Sustainable Comm. Strategy
Service Plans	Service Plans	Register of interests	Business Continuity Plans	Job descriptions	Service Plans
Medium Term Financial Strategy	Medium Term Financial Strategy	Codes of conduct	Risk management reports	Communications strategy	Medium Term Financial Strategy
Code of Corp. Governance	Members Allowances	CoFP & CoPP	Codes of conduct	Leadership training	Budget
Annual accounts	Pay & conditions	Constitution	Register of interests	Officer training / induction	Annual accounts
Statement Comm. Involvement	Codes of conduct	Anti-fraud & corruption policy	Committee reports	Member training / induction	Statement Comm. Involvement
Communications Strategy	Statement Comm. Involvement	Standards Committee	Job descriptions	Performance man. system	Communications strategy
Executive reports	Communications strategy	Whistle Blowing procedures	Audit reports	Scrutiny	Minutes of meetings
Committee Reports	Job descriptions	Complaints procedures	Member training / induction	Constitution	Scrutiny reports
Performance Reports	Committee reports	Member / officer protocols	Constitution	Scheme of delegation	Satisfaction surveys
Complaints Procedures	Executive reports	Protocols for gifts / hospitality	Statutory powers	Strategic partnerships	Constitution
Partnership Protocols	Code of Financial Practice	Monitoring Officer	Monitoring officer		Partnership Frameworks
	Constitution	Scrutiny	Scheme of delegation		Scrutiny
	Scheme of delegation	Statutory officers	Risk management framework		Public meetings
	Performance Man. System	Internal Audit	Emergency management		Transparency Agenda
	Statutory powers	External Audit	Complaints procedures		CoPP
	Statutory officers	Partnership protocols	Scrutiny Committees		Elections
	Member / officer protocol	Partnership agreements	Whistle Blowing procedures		
	Partnership protocols		Protocols for gifts / hospitality		

	Annual Review/ Production
	Ad-hoc Review/ Production
	Contributory Processes

 <b>EXECUTIVE</b> <b>2<sup>nd</sup> December 2015</b>		<b>Agenda Item No. 5</b>
<b>Title</b>	Digital Transformation of Council Services	
<b>For further information about this report please contact</b>	Andrew Jones (01926) 456830 <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>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?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>		
<b>Background Papers</b>	Executive report 30 <sup>th</sup> September 2015 - Review of WDC/WCC Customer Service Centre & Digital Transformation initiatives	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes (739)
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	9/11/2015	Chris Elliott
CMT	9/11/2015	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	9/11/2015	Mike Snow
Monitoring Officer	2/11/2015	Author
Portfolio Holder(s)	16/11/2015	Cllr Mobbs
Consultation & Community Engagement		
Final Decision?		Yes

## **1 SUMMARY**

- 1.1 The report seeks approval from the Executive of the ICT & Digital Strategy and a number of actions that help the delivery of that strategy.

## **2 RECOMMENDATIONS**

- 2.1 That Executive approves the ICT & Digital Strategy at Appendix 1.
- 2.2 That Executive approves funding of £107,800 from the Service Transformation Reserve and £26,800 from the Housing Revenue Account Investment Reserve for the costs referred to in section 5.1.
- 2.3 That Executive approves anticipated underspent organisational development salaries of £20,900 from 2015/16 is carried forward as a contingency to help deliver the Digital Transformation programme should that be necessary.
- 2.4 That Executive notes the scope of the One Stop Shop (OSS) service review as agreed with Warwickshire County Council (WCC) at Appendix 2 and agrees to receive a future report detailing the outcome of that review and any consequent recommendations.
- 2.5 That Executive agrees to the Council ending its practice of taking payment by cash and cheque for certain services but only when individual Heads of Service, in consultation with their respective Portfolio Holders, are satisfied that accessible payment alternatives are in place.
- 2.6 That Executive notes the approach that will be taken to removing generic e-mail addresses as the Digital Transformation programme rolls-out so that customers receive a seamless response to their enquiries.
- 2.7 That Executive notes ongoing General Fund revenue savings of £230,000 will be achieved from 2016/2017 by ending the joint Customer Service Centre (CSC) thereby delivering the Fit For the Future (FFF) programme savings of £170,000 (CSC Review) and £50,000 (Digital by Default) ahead of schedule with an extra £10,000 to contribute to the overall FFF savings plan.

## **3 REASONS FOR THE RECOMMENDATIONS**

- 3.1 At its meeting of 30<sup>th</sup> September 2015, Executive considered a report entitled *Review of WDC/WCC Customer Service Centre & Digital Transformation initiatives*. The resolved items agreed at the September meeting which are relevant to this report are reproduced below:
- *That subject to agreeing recommendations 2.1-2.6, Executive agrees to receive a Customer Access Strategy for Warwick District Council at its Executive Committee meeting of 2nd December 2015 based upon the principles described in paragraph 3.71.*
  - *That Executive agrees that a further report is submitted to 2nd December 2015 Executive Committee which will provide a full business case for investment in Digital Transformation technology to deliver further substantial ongoing revenue savings both as a consequence of the proposed phone service changes but also due to other business design and process changes.*

- *That subject to agreeing recommendation 2.5, Executive agrees that:*
  - a. *in conjunction with WCC, officers review the joint One Stop Shop Service;*
  - b. *a review of the Council's cash handling service and customer payment options is undertaken; and*
  - c. *a review of the Council's approach to e-mail is undertaken...*

*with any recommendations for service changes being submitted to a future Executive Committee.*

### 3.2 ICT & Digital Strategy

3.2.1 At Appendix 1 to this report is a draft ICT & Digital Strategy which seeks to combine Information and Communication Technology (ICT) and Customer Access strategies into a single document. The Strategy document is based upon the principles agreed by Executive and following consultation with the Council's Senior Management Team (SMT).

3.2.2 The purpose of the strategy is described in its section 2 and is reproduced below for convenience:

"This strategy outlines the approach that Warwick District Council will take to develop and deploy digital technologies that support service delivery, ensuring that these solutions work for our customers. It defines our vision, key themes and overall direction of travel for ICT and Digital services.

"This new approach seeks to place ICT and Digital services in line with the broader aspirations of the Council. It will ensure ICT and Digital Services become an enabler and act as a launch pad for transformation across the Council, by improving outcomes for customers and adding value to their contact with the Council."

3.2.3 The strategy has been developed in the context of diminishing financial resource; increased customer expectation; and rising customer demand. If the Council is to continue to meet the needs and demands of its communities then it must continue to be innovative in its service delivery and recognise that the most cost-effective way of providing services to the majority of customers is through an automated solution. By agreeing the Strategy, Executive puts in place the reference point for the way the Council will develop its services going forward.

### 3.3 Business case for investment in Digital Transformation

3.3.1 Benchmark work undertaken by Society of Information Technology Management (SOCITM) suggests that cost per transaction is £8.62 for *Face to Face* and £2.83 for *telephone* whereas each web transaction is £0.15. The most widely-used channel for contacting or obtaining information from the Council is via its website. Each month it receives an average of 150,000 visits; 1.8m annual visits. The number of visits grows year upon year and yet, there is considerable scope for growing the number of visits further, thereby diverting customer traffic from the more expensive channels of phone, face-to-face, e-mail and written correspondence. Further, whilst an initial contact may be by the web it is often necessary for customers to follow-up their enquiry with a

phone call or visit to the office. By improving the digital offering on the website, these follow up calls can be significantly reduced as the customer will be able to fully self-serve and also kept fully informed as to the status of their request.

3.3.2 Further investment in the Council's web infrastructure will help achieve this. A variety of enhancements and improvements are needed but they could be summarised as:

- Improving webpage content;
- Expanding and improving self-service functionality;
- Providing automatically generated service request updates;
- Ensuring mobile-friendly access;
- Creating a link between the front-end website functionality and the "back-office" system;
- Exposing "back-office" systems to the customer.

3.3.3 By making these changes Service Areas Heads will be in a position to further review both the back office and frontline officer resource required to deliver the Council's services particularly in the context of the phone service returning to Riverside House. For example, a customer enquiry in connection with a *missed bin* currently requires the completion of more than one form, officer intervention and then referral to the contractor. Should for whatever reason, the issue not be resolved straight away, the customer would need to make a further enquiry to check on progress. This whole process can be significantly streamlined if the appropriate technology is in place not only to deal with the initial request but keep the customer updated as to progress - in effect the Amazon model or similar that many of us are familiar with.

3.3.4 The Digital Strategy builds on the council's experience of lean systems thinking by seeking service improvements through the enhanced use of digital technology, at each stage of the customer journey viz:

- Service Request
- Demand Management
- Request Processing / Routing
- Request Fulfilment
- Service Failure Management

3.3.5 The introduction of intelligent web forms will change the way the Council handles the first three elements of the service request lifecycle; delivering service improvements to the customer; and reducing costs for the council.

3.3.6 Service Request – Although some Council forms can be simple, many can be complex. It is important that we don't simply replicate an electronic equivalent of the paper forms on our website. Electronic forms should adapt according to the responses given, eliminating sections that are not applicable and validate the responses provided by the customer. Fields should be auto-completed with data the customer should reasonably expect us to have, subject to appropriate security. This approach will encourage customers to use the forms and, more importantly, ensure that the data we receive is accurate. This will reduce the need to contact the customer with follow up calls, improve service delivery times, and allow the data to be automatically loaded into back-office systems. The Contract Services team currently receive over 600 requests a month from the existing web site forms that potentially require re-keying. If we assume that it takes five minutes to read the request, understand it, type the request into the back-office system and then allocate it, then that equates to 50 hours unnecessary processing per month. This is for one service alone.

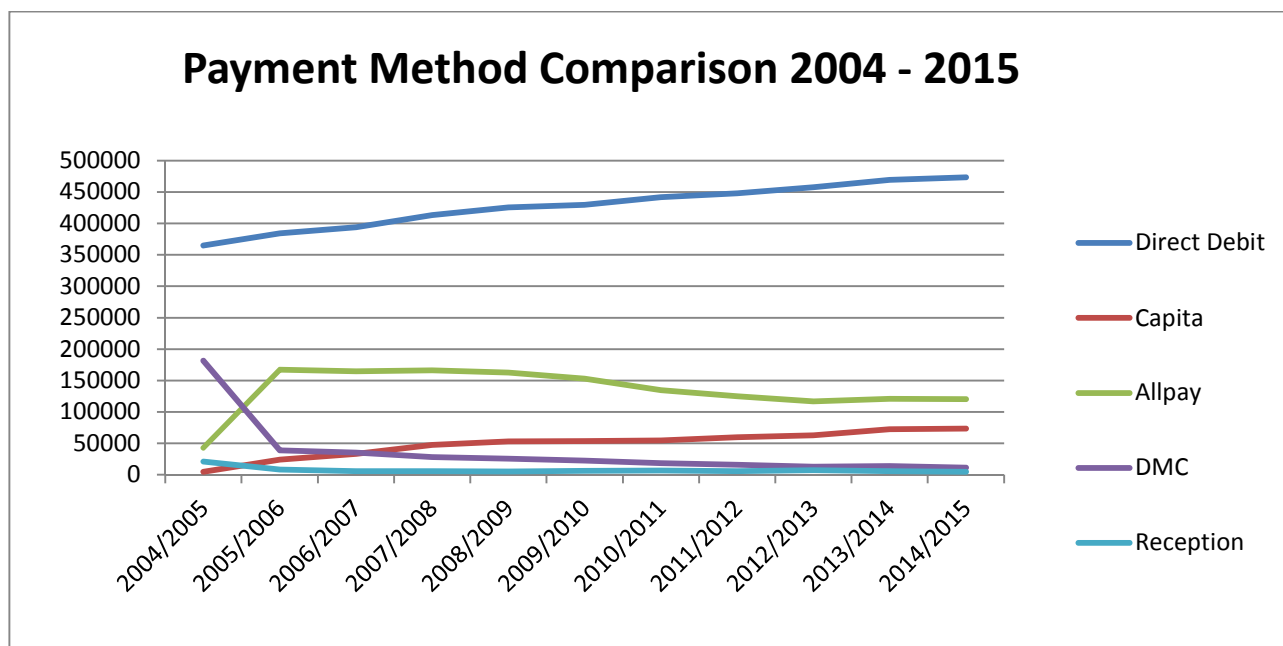
- 3.3.7 Demand validation – The use of intelligent web forms is critical to demand management. Many of the Council's web forms simply capture content before it is passed on to the back office where the request is validated and processed. However, there is significant potential to either provide the necessary information to the customer at the point of contact or to decline the request because it was invalid. Solihull MBC has used this approach to great effect by reducing the number of missed bin requests by 75%. This was simply achieved by using the web form to determine if, amongst other things, the date of the missed bin was in fact on their day of collection or that they were too late to log a missed bin request. The Solihull form, using data from back-office systems, can offer one of 37 reasons as to why their bin was not collected.
- 3.3.8 Request processing / Routing – By ensuring the quality of data that is captured is correct and by ensuring the request is valid, the request can, in some cases, be automatically routed to an inspector or contractor without back-office intervention, thereby reducing handling costs. Solihull MBC, using their third iteration of their web form, has enabled a completely digital interaction between the customer, the Council and the waste management partner.
- 3.3.9 The preferred intelligent forms solution is XFP from Jadu who are also the provider of the Council's website Content Management System (CMS). Jadu have their UK headquarters in Leicester and their software is currently used by 59 Council's, including two others in Warwickshire. The XFP solution formed part of the original website tender process and, although not implemented at the time, the Council's procurement manager has confirmed that no further procurement activities are required. Adopting XFP will ensure the necessary integration between the website CMS and the forms package, removing integration and styling costs.
- 3.3.10 In September 2016 the current version of the Council's CMS software goes "end-of-life" i.e. it will be unsupported by the company and will therefore require an upgrade at a cost of £63,600. This is an unavoidable cost. After discussions with Jadu, it is proposed to upgrade the current website CMS and implement XFP forms together at a single cost of £77,600.
- 3.3.11 In rolling out the forms across the Service Areas, officers will be following the principles agreed at recommendation 2.7 of the 30<sup>th</sup> September Executive report referred to above. There is an expectation that Service Heads will make available the appropriate officer resource to ensure that the digital agenda is taken forward and each Service Head will become a member of the Council's ICT Steering Group so that the programme remains on-track. That said, the initiative has thus far been supported by programme and project officers and although these posts will come to end in March 2016, it is recommended that the anticipated under-spend on salary budgets of £20,900 is carried forward to support project work that may become necessary as the programme unfolds.
- 3.4 One Stop Shop (OSS) Review
- 3.4.1 Following the Executive decision at its 30<sup>th</sup> September meeting that a review of the OSS service is undertaken, officers have been working with WCC officers to agree a Terms of Reference (ToR) for the review. The ToR is included at Appendix 2 and Members will note that it is expected that the review will last for about 6 months with any agreed proposals not coming into place for a

further 12 months after that. It is proposed that the outcome of the review and its recommendations are reported to a future Executive meeting.

### 3.5 Cash handling and Customer Payment Options

3.5.1 WDC closed its Cash Office service in 2004 whilst at the same time a range of electronic payment options were implemented (internet payments, phone payments, direct debit expansion) together with an option to pay with cash or cheque at local post offices and shops. Direct Debit is by far the cheapest method for this council to receive payments and this method is promoted for all statutory debt. This approach has led to significant take-up of electronic payment options comparing very favourably with other Councils.

3.5.2 The graph below shows the trends across all payment methods.



3.5.3 It is officers' view that steps can be taken to largely eradicate the need to receipt cash or cheques for certain services e.g. council tax, business rates, parking fines and licences which are by far the most expensive transaction as they require significant "back office" processing, reconciliation and ultimately Securicor collection. There needs to be a two-pronged approach; ensuring that customers have convenient options to make payments that do not involve cash or cheque payments; and introducing a Council policy of not accepting cash or cheques for certain services except in exceptional circumstances.

3.5.4 To enable customers to make payments via the Council's website for council tax, housing and invoices, the Council uses software provided by Capita. However, as explained in the Digital Strategy, increasingly access to our website is now via mobile phones and tablets. Consequently our payment solution must also operate via these devices. Therefore, it is proposed to spend £8,495 to upgrade our Internet payments solution to be compatible with mobile devices.

3.5.5 In addition, as we equip our officers with more technology to deliver services in the field, there is an increasing expectation that customers can pay for these services at the point of delivery. As well as being convenient for our customers and reducing the delay in delivering the service, this also assists the Council by

receiving the payment immediately and by reducing the need for matching payments to service requests when cheques arrive in the back-office. Examples of services that would benefit from this type of approach are building control, housing and the lifeline service. The technology to provide this costs £8,815

- 3.5.6 To ensure that the solutions we implement are future proofed, it is proposed that we upgrade the current payments portal to the latest release at a cost of £5,658.
- 3.5.7 It is recognised that not every Council service can be paid for other than by cash or cheque e.g. leisure centre activity or playing pitch bookings. However, most services can and so it is recommended that when a respective Portfolio Holder is satisfied that the customer has alternative accessible payment options in place, the acceptance of cash or cheque is removed.

### 3.6 E-mail

- 3.6.1 The Council has a number of generic team email addresses which are published on the website. Customers have traditionally used these addresses to email certain requests for service. The table below highlights the top generic email addresses used by customers in October 15.

Email address	Customers, Oct-15
contactus	1449
CTaxEnquiries	1030
Plannignenquiries	433
Contract.services	417
Buildingcontrol	409
Planning bcontrol	271
Parking	228
Hsgem	123
Hsgrep	26

- 3.6.2 Many of these emails require a member of staff to input the service request into the back office ICT system. In tandem with developing the website to ensure the customer request for service goes directly into the back office ICT system using an intelligent forms solution, generic email addresses will be phased out.

## 4 **POLICY FRAMEWORK**

- 4.1 At its meeting of 3rd September 2015, Members agreed that the Digital Transformation agenda should be an element of the Fit For the Future (FFF) programme ultimately realising savings of £100,000. The approach advocated in this report will provide an improved customer experience whilst at the same time reducing costs.

## 5 **BUDGETARY FRAMEWORK**

- 5.1 There is an upfront cost of £23,000 for the purchase of the upgraded payments system, £77,600 for the intelligent web forms and £35,000 for telecommunication and miscellaneous project costs. These one off costs total £135,600. The additional ongoing revenue cost is £15,000 associated with these systems. This upfront cost should be appropriately shared between the



General Fund and Housing Revenue Account. The General Fund's share is £108,600 which should be met from the Service Transformation Reserve (current unallocated balance £364,000), and the HRA £27,000 from the Housing Capital investment Reserve.

- 5.2 Notwithstanding the above, of the £77,600 proposed web expenditure, £66,300 would need to be spent in 2016/17 anyway as the Council's website would no longer be supported.
- 5.4 At the time the change to phone answering arrangements was agreed, it was estimated that savings of £170,000 against current budgets could be realised with £70,000 being realised in 2016/17 and £100,000 in 2017/18. The project is progressing well. It is now expected that the recurring revenue impact of the new arrangements, including salary costs and the running costs referred to in paragraph 5.1 should generate savings of £230,000 per annum for the General Fund from 2016/17. For the Housing Revenue Account there will be recurring savings of £4,000 per annum. Members should note that the overall upfront costs will be recovered in within the first year of the project.
- 5.5 To progress the Digital Transformation initiatives, the project team has been utilising project and programme officer resources. These posts come to an end in March 2016 and it is anticipated that there will be a salaries underspend of £20,900. Whilst it is not anticipated that a further project resource is required for the reason set out at paragraph 3.3.11, it is recommended that the underspend is carried forward as a project contingency should it become apparent that additional assistance is required.

## **6 RISKS**

- 6.1 There is a risk that the investment in the website does not deliver the financial and customer benefits anticipated. This is not the experience of other Councils and the private sector; however, officers will ensure that robust governance arrangements are in place to ensure that the programme of work stays on track.
- 6.2 There is a risk that ending the acceptance of cash and cheque payments for certain services could exclude certain residents from the service itself. This will be mitigated by the Portfolio Holder being satisfied that appropriate alternative arrangements are put in place.

## **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 There is the option not to continue down the "digital route" and deliver services with a mix heavily leaning towards human intervention. Whilst there will always be situations when it is entirely appropriate for a customer to transact with a member of staff, many of the Council's services do not need to be delivered in this way. The approach advocated is financially more efficient and will provide an improved customer experience.

# Warwick District Council

## ICT & Digital Strategy 2015-19



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## ICT and Digital Strategy 2015-19

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### Revision History

<b>Document</b>	ICT and Digital Strategy 2015-19
<b>Author</b>	Ty Walter
<b>Date Completed</b>	
<b>Reviewed Date</b>	

<b>Version</b>	<b>Revision Date</b>	<b>Revised By</b>	<b>Revisions Made</b>
<b>0.1</b>	09 Oct 2015	Ty Walter	First Draft
<b>0.2</b>	28 Oct 2015	Ty Walter	Various updates following reviews from Tass Smith, Michael Branson and Fiona Clark.
<b>1.0</b>			
<b>2.0</b>			
<b>3.0</b>			
<b>4.0</b>			

### Approvals

This document requires the following approvals:

<b>Title</b>
ICT Steering Group
Senior Management Team
Executive

### Distribution

This document has been distributed to:

<b>Name</b>	<b>Title</b>

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## 1 Management Summary

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### **Governments Digital Strategy:**

The government's digital strategy is to provide "digital services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded".

Warwick District Council's Digital Strategy seeks builds on this and provides a framework for the council's future service delivery and engagement with customers using digital technologies.

The last four years has brought significant changes across the public sector and this is likely to continue for the foreseeable future. The shape and size of the council is likely to change but the need to provide high levels of service to our citizens will remain and be set against a backdrop of reduced budgets. These new challenges will present new opportunities for ICT to enable the Council to achieve efficiencies and to keep pace with citizens' changing needs and expectations.

Corporately the Council has responded to these challenges by developing 'Fit for the Future'. Fit for the Future is a Programme of change which will enable us to provide high quality services which our customers value, improve the way we develop as an organisation and balance our budget.

Throughout the period of this strategy, ICT will underpin and support these strategic objectives.

We live in a digital age. Demand for public services and expectations of levels of service are ever increasing. Citizens and businesses expect the same levels of access, ease of use and customer service that they see online from large private sector organisations such as Amazon and Tesco. They expect to be able to access their services from multiple locations and in ways that suit them. In recognition of this, this strategy represents the transition from a traditional ICT strategy to a combined ICT and Digital Strategy.

Many of the council's services rely on third parties for their ultimate delivery. When redesigning the council's processes for efficiency and improved customer service the entire transaction needs to be considered. This may require our contractors to embrace digital and new ways of working, or we will need to work collaboratively to share technology.

Internally, our programme of embracing modern working practices (Different Ways of Working), rationalising office accommodation, eliminating unnecessary bureaucracy and administration, and supporting community based service delivery will drive efficiencies.

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The digital age will also provide new opportunities for citizens to communicate with the council through social media and to shape council decisions through online consultations. Elected members will require the right tools to engage with citizens, lead in the change to digital and to access services and information.

We can see from the statements above that ICT is no longer just a support service; it has become a critical service. If it is unavailable, the organisation cannot operate and we are unable to deliver to our customers. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation and underpinning the organisational change programme.

Finally, this strategy highlights the importance of a digital infrastructure in Warwick District – broadband, electronic services, access and skills. A strong digital infrastructure is a key factor in promoting business growth, regardless of location, and this in turn helps to support strong local economies and sustainable communities.

To embrace all these themes, and to place them in a digital context, the council will deliver five workstreams:

- Digital Customer
- Digital Workforce
- Digital Warwick
- Digital Collaboration
- Digital Members

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## 2 Purpose

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This strategy outlines the approach that Warwick District Council will take to develop and deploy digital technologies that support service delivery, ensuring that these solutions work for our customers. It defines our vision, key themes and overall direction of travel for ICT and Digital services.

This new approach seeks to place ICT and Digital services in line with the broader aspirations of the Council. It will ensure ICT and Digital Services become an enabler and act as a launch pad for transformation across the Council, by improving outcomes for customers and adding value to their contact with the Council.

As the digital strategy continues to develop and we focus more on what we deliver than how we deliver it, then the technology requirements will increasingly become part of ICT Services' Team Operational Plan.

## 3 Background

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Digital delivery of public services has been an ambition for the UK for some time. In 1999, the Modernising Government White Paper set out a vision for an 'information age government' that relied on 'new delivery channels like the Internet'. Since then, huge advances have been made in the private sector by companies like Amazon, Apple, Google, Twitter and a host of other household names, many of which did not exist 15 years ago.

This 'digital revolution' is transforming the way that many people live their lives, from the way we purchase goods and services to the way we communicate with others. It also represents a significant opportunity for local authorities to harness new and emerging technologies to redesign public services in a way which meets the expectations of customers.

Despite this opportunity, Warwick DC simply does not have the resources of large private sector companies that can harness cutting edge technology to deliver services. In addition to this, we are faced with a number of other challenges, including: a 'digital skills gap' in our workforce, the need to adhere to strict data security standards and, most significantly, unprecedented cuts to in the council's budget.

Despite these challenges, digital technology has the potential to enable Warwick District Council and our partners to deliver services in a more efficient, productive and cost-effective way. However, in order to effect the change required, digital technology needs to be fully embraced by all service areas across the council and harnessed effectively for our customers.

Owing to the pace of the digital revolution, not everyone in Warwick district is prepared for the changes that are taking place. While we must increase our digital

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offering to keep up with the pace of change and stimulate growth in the district, we will do this in an inclusive way and support all customers to adopt the new way of accessing WDC services.

## **4 Why do we need a digital strategy?**

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Warwick DC needs a digital strategy because digital technology has the potential to transform the district and the lives of residents while generating long-term savings.

Central government has identified that services where transactions are completed using digital channels generally cost much less - for example, booking a driving test costs £6.62 by post, £4.11 by telephone, but just £0.22 online.

Warwick is already responding to this challenge through two major transformation programmes for which digital technologies are a critical enabler – Different Ways of Working (DWoW) and Digital Transformation. However, to fully realise the benefits that digital technology can bring, we need to dramatically increase the scope and, in some areas, the pace of our work.

This digital strategy sets out the council's approach to the required changes and sets out a bold vision in which we:

- Provide transactional services and information online in a user-friendly and inclusive way closer to that seen in the private sector.
- Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our customers
- Create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery
- Support our residents to use digital technology and enable access to technology for those that do not have it
- Support our businesses to compete in the digital economy
- Use digital technology to work and collaborate with our partners seamlessly, including the effective sharing and use of data

## **5 Vision**

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<b>To focus on understanding our customers' needs in order to deliver outcomes that matter to them.</b>
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### **5.1 Where we are now?**

During, and since the council's original Implementing E-Government (IEG) programme, considerable investment has been made in ICT across the council. Consequently there is no pressure to replace large numbers of critical line-of-business



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applications, although there are opportunities to harness more value from this investment.

However, although the line-of-business applications meet our back-office requirements, many of them do not offer customer self-service solutions and this will to be addressed by this strategy. Similarly these systems lack mobile solutions to assist officers in delivering efficient services when operating outside the office. To rectify this, the council has adopted TotalMobile as its corporate mobile solution.

Prior to September 2015 the council prioritised face-to-face contact and the telephone in the delivery of its channel strategy. This has been reflected in the council's investment and use of successive Customer Relationship Management (CRM) technologies supporting our Customer Service Centre and One Stop Shops. In looking forward to how customers will want to access services in the future, the council has decided to cease its investment in CRM technologies and to divert resources to a broader digital programme which is described in this strategy.

The council's Internet mapping solution was no longer fit-for-purpose at a time when there is a growing expectation that maps will be integrated intuitively on websites and that mobile devices will be location-aware. Consequently a modern Intranet/Internet mapping solution has been purchased for use by customers and officers.

The council's website receives 150,000 visits per month (a web visit being the equivalent to a phone call) with usage increasing year on year since 2005. In 2015 the Society of Information technology Managers (SOCITM) reported that 25% of local residents use our website, the 2nd highest percentage for a district/borough council in the UK

However, there has been a significant change in the way that citizens are accessing our website. In 2010-2011 93% of our website access was from a desktop pc, while in 2014-15 56% of citizens accessed the website from a mobile device, which includes 28% from a mobile phone.

The website structure and design is a result of applying industry best practice principles; it is based on real user testing, with local customers, customer data and research rather than internal preference or opinion. User testing is carried out on a continuous basis. This user centred approach has led to customer satisfaction ratings 10+% higher than the average for councils and a top 20, 4-star ranking in the 2015 SOCITM Better Connected report – a report we do well in annually.

The website's strength lies in its access to information based pages and those self-serve applications that have been user tested. However the provision of online self-service options is patchy. Some existing online tasks are difficult for the customer and for some tasks there is no online option at all. Many other online services amount to the customer sending an untracked email to the back office via a website form. Officers must manually process thousands of these requests per year and then handle follow up contacts and failure demand.

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In short, whilst the website performs better than many council websites, in some areas it lags behind other sectors. Customer satisfaction with all council websites is falling as expectations rise, however WDC customer satisfaction with the WDC website is remaining steady. This is largely due to our approach of consulting and testing with local residents.

## **5.2 Where do we need to be?**

Having made a substantial investment in ICT, significant progress has been made in exploiting the technology to deliver more with less. This has been recognised by the Audit Commission in its assessments. However, we cannot be complacent and we need to be doing the following:

- Exploiting what we've got
- Realising demonstrable benefits
- Identifying and realising savings
- Investing wisely to deliver important outcomes
- Resisting the lure of technology for its own sake
- Ensuring good communication with members and other stakeholders

In parallel to the above we must ensure that:

- ICT investment is business led
- New services are customer focused and evidence based.
- ICT resources are allocated and prioritised based on business and customer benefits
- Where applicable, ICT investments enable shared and collaborative working
- Risk is reduced by managing project scope and, if necessary, prototyping solutions prior to committing significant resources.
- Staff are well trained and empowered to suggest how to use technology to deliver an improved service with greater efficiency.

A new model for digital customer service delivery needs to be developed that states, where possible that:

- services should be delivered through customer self-service
- structured, intelligent web-forms should be used for requests ensuring the correct information is captured at the first point of contact.
- where possible web-forms should validate requests prior to sending to the back-office for action, reducing unnecessary or invalid demand
- web-forms should be integrated into back-office systems
- unnecessary back-office handling should be removed such as manually allocating of tasks to contractors
- end-to-end performance data should be captured
- service fulfilment should be completed on-line

- 
- service failure should be identified and proactively communicated to the customer to ensure the customer is aware of the status of their request and unnecessary contact is avoided.

By improving the customer experience and expanding mobile accessibility we will need to ensure that the website becomes our customers' first choice when interacting with the council.

### **5.3 How do we get there?**

#### **Technical Governance:**

- The ICT Steering Group will prioritise developments based on customer demand and savings in the back office. For each development there will be a clear specification.
- The ICT Steering Group will proactively engage with service areas to provide online services where they are lacking and continually improve existing services that need to.
- The council will acquire and develop appropriate technical solutions for example
  - A product that allows for the development and maintenance of dynamic, mobile responsive forms that integrate with back office systems and keep the customer informed on the progress of their request.
  - Maps that are user friendly, mobile responsive and that can be integrated.
- All new developments will be user tested, building this process into all online projects.
- Testing, data, best practice and research will be used to continually fine tune the content, navigation and search already on the website, ensuring that we use evidence not opinion.
- Accessibility testing will be conducted with external organisations.
- Service areas acknowledge that the website is the most popular customer channel and adhere to industry best practice.
  - Provide staff with the necessary time and resource to maintain and improve the site.
  - Work with suppliers to improve existing online systems when issues are identified.
  - Prioritise content and services customers want/need rather than content officers wish to promote or store online.
  - Follow the writing guide for website authors.
- Online services will be actively promoted via various channels, highlighting an easy to use, 24/7 service.
- Staff are trained to ensure their skills meet the digital challenge and can support our customers

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## Culture Change

Successful achievement of the digital strategy will require considerable changes in corporate culture, involving acceptance that:

- Customer service is at the centre of everything the council does
- Process redesign and simplification are not optional
- The council's approach to service delivery is to optimise use of digital technologies
- The website is a key element of service delivery, not an optional extra

These changes in corporate culture will not be achieved without strong leadership, championing of the strategy by senior managers, and actively embedding the strategy into council and service plans. It will be important to work with individual service areas to ensure there is good understanding of the concepts behind the digital strategy, and to ensure there is buy-in amongst the Senior Leadership Team and staff.

## 6 Strategic Themes

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Theme	What it means
Digital Customer	<b>Enabling customers to get the services and information they need online.</b> This means providing services and information online to residents and businesses in a user friendly way similar to that seen in the private sector
Digital Workforce	<b>Staff will have the digital tools and skills required to deliver services effectively and efficiently.</b> This means delivering positive outcomes for our customers by giving staff access to the data and the most appropriate technology, ensuring they have the skills to use it effectively through rigorous recruitment and on-going training.
Digital Warwick	<b>Working together with businesses and residents of Warwick to maximise the opportunities for inward investment.</b> This means enabling residents and businesses within the district to access digital services through the provision of high speed broadband services.
Digital Collaboration	<b>Digital technology will enable the council and its partners to tackle complex issues and work together seamlessly.</b> This means ensuring the council provides data in a timely, accurate and secure manner to our partners/contractors and receiving updates back which can be used to proactively monitor service delivery on behalf of our customers.
Digital Members	<b>Providing ICT equipment and services required to meet members' needs in a modern council.</b>

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	This means delivering positive outcomes for constituents by ensuring Members have easy access to council information via appropriate technology and supporting them to develop the skills to exploit it.
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## **6.1 Digital Customer**

In order to lower the cost of service provision there is a need to accelerate the shift towards a 'digital by default' approach, exploiting the consumerisation of technology and putting the customer first. To do so means knowing customer's needs, anticipating their expectations with regard to excellent online customer care, developing universally acceptable and easy to use service offerings and then marketing the capability to ensure that customers change their behaviours

The recent revamp the Council Web site, including providing the ability to render itself automatically to a mobile device is a major advance in targeting the wider audience. There is now a need to add more capacity and resilience to ensure that it is able to cope with future demand; develop more intuitive online information, signposting and services and improve the integration with core back-office systems to remove the need for manual intervention, thus delivering greater efficiencies.

For many customers face-to-face contact or the use of the telephone were the preferred channels when contacting the council. However, the council now believes that a tipping point has been reached and moving forward the web and digital services will be the preferred method for interacting and transacting with the council. Therefore after 15 years of investing in Customer Relationship Management (CRM) systems, the council will no longer support this technology but will focus on investing in digital self-service technologies. This change of approach will enhance the provision of council services, reduce costs and extend the availability of services beyond the time constraints that could be reasonably expected of a face-to-face or telephone service.

Of equal importance is the council's commitment to support initiatives in the district which aim to enable low-income or vulnerable residents to access the Internet to fulfil their personal and professional goals.

## **6.2 Digital Workforce**

Changing workforce demands, linked to the Council's 'Different Ways of Working' project, and the need to improve workspace utilisation will mean equipping the modern worker with a higher degree of technology in the future and enabling more services to be delivered at point of need, unconstrained by the office environment. Whilst this will increase initial deployment costs, the benefit of having greater mobility within the workforce will pay dividends elsewhere in terms of productivity gains and reduced accommodation costs.

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A dispersed and flexible workforce will significantly impact organisational culture, changing behaviours and expectations in relation to communication, collaboration, distance management and trust. Meeting these demands will require greater insight into job functions and work-styles of the future in order to deploy a tailored but consistent and effective technology solution that is highly resilient.

This will result in fewer fixed workstations and more laptop or tablet devices being deployed, breaking the link between employee and workspace. Where workstations are still required, the Council will continue to exploit its investment in Virtual Desktop Infrastructure (VDI) to provide intra-office desktop mobility. In fact where people sit will be irrelevant. Increasing the number of portable devices in circulation will change the way ICT support is provided and make effective mobile device management critical in order to keep devices and data safe and secure.

The adoption of TotalMobile, which is device agnostic, as a corporate application mobility solution, will allow more options for using technology in customer situations and for previously isolated tasks to be joined up and delivered by peripatetic multi skilled workers, working across organisational boundaries.

New emphasis will be placed on the digitisation of remaining paper documents, white mail and case files so that they can be easily accessed from anywhere, bringing the paperless office closer to reality.

Staff will have access to the devices and software they need to deliver a high level of service and will be equipped with the skills to use them. The council's recruitment process will ensure new employees have an appropriate level of ICT skills to use the changing technology and embrace the future challenge. Councillors will be equally enabled to work in a mobile and efficient way.

### **6.3 Digital Warwick**

A strong digital infrastructure is essential for Warwick DC's growing economy to prosper. The benefits of the district's environment, high standards of living and strategic transport connections must be matched by powerful digital advantages to maintain its position as a great place to live, work and visit.

Businesses need a strong digital infrastructure and an IT literate workforce to locate and grow in the district. Technology enables businesses to reduce costs, to automate processes and to manage supply chains. Fast Internet links provide access to specialist services and remote working which can reduce travel costs, improve productivity and increase business agility. The Internet opens up global markets to both large and small employers.

Technology also has a part in sustaining local economies, especially areas of under-performance, disadvantage or rural isolation. For example, commuter villages are often abandoned during the day because of the lack of local broadband, making it more difficult to sustain local shops, businesses and services. Good digital

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infrastructure can promote rural economies and compensate for limited public transport. It can also stimulate tourism and local investment in new enterprises.

Locally the vision of bringing an improved broadband infrastructure to the district, including superfast broadband, is being delivered by the Coventry, Solihull and Warwickshire Superfast Broadband Partnership:

As of March 2015 the council has invested £132,000 in the partnership to improve broadband speed and coverage in areas where it was not commercially viable for suppliers to do so. This investment has also attracted contributions from Warwickshire CC, Broadband UK (BDUK) and BT. This combined investment totals £757,000. As of October 2015 59,875 of the district's 64,383 premises can now access superfast broadband.

In addition, the council's emerging Local Plan says that residential developments of over 5 dwellings or employment development of over 500sq. m are required to provide on-site infrastructure, including open access ducting to industry standards, to enable all premises and homes to be directly served by fibre optic broadband technology. Exceptions will only be considered where it can be demonstrated that making such provision would render the development unviable.

## **6.4 Digital Collaboration**

The Council is becoming more complex and this is likely to increase as the government continues to mandate local agencies working together to deal with complex challenges.

This growing reliance on external relationships, either inter-agency or Council to business/contractors is demanding a more collaborative approach to delivering outcomes for customers. Working together to maximise the benefits of co-operation, either in monetary, relationship or productivity terms, cannot be achieved through traditional channels alone. Consequently there is an ever growing need for electronic communication, data exchange and performance measurement of contract services. This will require greater technical interoperability of the Council's IT, improved data quality standards and enhanced levels of data security.

## **6.5 Digital Members**

Local democracy has never been more important as the emphasis shifts from central government control to devolved power and freedoms to local authorities with accountability to local people.

Elected members are increasingly mobile and require reliable access to performance or signposting information to services. Although elected members sit outside of the corporate network there is a need to provide ICT services that are secure, resilient and appreciate the subtle difference in access needs compared to direct employees.

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The formation of an ICT working party consisting of officers from ICT, democratic services and elected members will be used to shape the delivery of the ICT equipment and services required to meet members' needs in a modern council.

## **7 Governance**

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The ICT & Digital Strategy will be owned by the Senior Management Team.

### **Senior Management Team**

- To ensure appropriate resources are allocated to deliver digital projects
- To provide leadership to embed this approach and to challenge the business process re-design to ensure the best possible outcomes for customers.
- To champion digital transformation projects in their own service areas

### **ICT Steering Group**

- To ensure that projects are aligned with the council's business objectives and Fit for the Future
- To receive digital project proposals and to evaluate and prioritise based on agreed criteria.
- To own any risks associated with the Digital Strategy
- To drive culture change
- To seek digital transformation proposals from Service Areas
- To use data to initiate digital transformation projects
- To create, maintain and update the council's Digital Transformation Design Principles
- To ensure consistency of approach and use of technology
- To develop and implement a communication plan for new digital services to ensure customers embrace the digital solutions offered
- To act as the customer services champion when designing new digital services

## **8 Information Security and Assurance**

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ICT Services is in the uniquely difficult position of ensuring that the Council can transact its business in a safe and secure environment, while not inhibiting the development of digital services. This is set against the ever increasing pace of technology change, greater expectations from citizens in the way they wish to access services and evolving service delivery models – collaborative and partnership working.

The need to protect the confidentiality, integrity and availability of information has traditionally been perceived as a factor that blocks the delivery of digital services. Effective digital services have protection that proportionately mitigates the risks and threats posed against them.



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The council will adopt a pragmatic balance of information governance and risk, with emphasis placed on how to enable and support the business. The shift in focus towards appropriate information assurance will allow the council to successfully unlock the potential of digital whilst maintaining an appropriate level of data protection.

Nevertheless the council will continue to consult and collaborate with appropriate external bodies (for example CESC, PCI DSS) and Internal/External Audit to ensure that both the technical and behavioural aspects of information security are addressed in a co-ordinated and systematic way to reflect the changing needs of the Council.

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## Appendix 1 - Digital Transformation Design Principles

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These design principles have been created to provide a consistent approach to developing and improving access to WDC services via the council's digital channels. In the current climate, they will enable us to prioritise 'which service first' with a data driven approach based on financial and customer benefits.

Above these sits a single guiding principle:

**Investment in ICT and Digital Transformation by the Council must add value to the customer; whether a local resident, a business, or a partner organisation or other service within the Council.**

- Digital services will be prioritised based on transaction data and customer feedback. The council should not seek to deliver 100% of services electronically. Digital services will only be implemented where the benefits outweigh the development, support and maintenance costs. Resources should be focused on services with high transaction volumes, high delivery costs and/or customer demand.
- Services will be redesigned for digital, removing the need for face-to-face contact, hard copy ID checks or other verification documentation unless absolutely necessary.
- The 80/20 rule will be applied to all digital services to reduce delivery times and improve benefits realisation. If the solution is appropriate for 80% of the target audience and/or will deal with 80% of the anticipated transactions, the service will be considered fit for initial deployment.
- The entire transaction will form part of the service scope from the digital interaction to service fulfilment. For transactions with lengthy fulfilment periods, notifications and self-service status checking will be included by default. Where possible market leading best practice, such as that adopted by Amazon, will be used to benchmark our approach to keeping the customer informed.
- All designs must be user tested prior to launch. This means testing real tasks with real citizens. Customers will not use solutions that are not usable/user-friendly - leading to more complaints and failure demand.
- With all solutions we will adopt an approach of continuous improvement, not launch and leave. We will use data, testing and feedback to fine-tune solutions.
- Off the shelf solutions which meet the 80/20 rule will be utilised where possible, providing a suitable business case can be provided
- All solutions must be responsive so that they detect the user's screen size and orientation, changing the solution's layout accordingly.
- The use of customer facing generic email accounts will be replaced with on-line forms. This will facilitate the structured collection of data based on request type, will improve service handling of the data, support electronic integration and reduce follow up calls requesting additional data.

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- The ability to make payments for council services on-line should be extended and must be supported on mobile devices.
  - Services must be designed to reduce paper handling at inception, processing and fulfilment.
  - All digital services must maintain the confidentiality and integrity of the data, with decisions based on data classification. Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort.
  - Further work will need to be carried out to understand the impact and opportunities afforded by social media to inform, transact and comment on council services.

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## Appendix 2 - Customer Access Channels

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### 1. Access Channels

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A variety of different access channels exist for WDC customers to request services:

- Face-to-face at Warwickshire Direct One Stop Shops
- Telephone calls to the Customer Service Centre
- Direct dial telephone calls to back office staff
- Letters sent to Riverside House
- Paper application forms
- Unstructured web forms
- Structured web forms
- Emails

Many service requests are made using the more expensive access channels (face-to-face, telephone), or are made in free-text form (letters, unstructured web forms, emails) with the result that they have to be re-keyed into back-end systems, often lack necessary information, and require further contact with the customer before they can be addressed.

As the improved website is developed, rationalisation of other customer access and communication channels will be undertaken over a period of 12 to 24 months, with the eventual removal of some access channels. This will occur on a task by task basis, as and when the website, including relevant structured web forms, and end-to-end digital service delivery are fully developed, and their use has been optimised. In the meantime, all existing channels will remain available, in order that channel shift can be measured.

#### 1.1 For customers requiring information:

Channel	Present arrangements	Digital optimisation
Leaflets	Paper leaflets are designed and printed, with information on the website	The website will be the primary source of information. With the information provided being clear, succinct and easy to find, available to be printed out as needed  The use of electronic mailing systems will be developed to deliver the information
Telephone	Staff answer queries over the telephone in a customer service centre	All calls will be answered in the appropriate service area, putting the expert as close to the customer as possible to resolve the enquiry at the first point of contact.  A recorded message will promote use of the website, and there will be limited use of IVR to

		<p>answer popular queries.</p> <p>The option of using intelligent call queuing to prioritise vulnerable callers, and to reduce service standards for other callers, will be explored.</p> <p>Staff will encourage callers to use the website, by sending an email with a link, suggesting the customer “do it online” with support the first time round.</p> <p>If appropriate, staff will answer queries over the telephone or use web chat.</p>
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## 1.2 For customers making service requests:

Channel	Present arrangements	Digital optimisation
<b>Paper forms</b>	<p>Paper forms are available and used.</p> <p>Original copies of related documents have to be provided.</p>	<p>No paper forms will be available – all forms must be completed electronically via the website (digitally) either through self-service or (if required) mediated.</p> <p>Customers will be able to upload required documents electronically, unless there is a clear business reason why the original must be seen by staff.</p> <p>Customers will not be asked to provide copies of documents which were originally supplied by the council (due to joined-up business processes).</p> <p>.pdf and Word forms will be removed from the website.</p>
<b>Face-to-face</b>	<p>Staff deal with issues on behalf of face-to-face customers</p>	<p>Staff will direct customers to the PCs available in Reception areas and libraries and, if necessary, take time to show them how to complete the task on the website (mediated digital)</p> <p>The PC, and other kiosk devices, will provide access to the standard WDC website – in order to encourage future self-service.</p>
<b>Telephone</b>	<p>Staff answer queries over the telephone</p>	<p>A recorded message will encourage use of the website.</p> <p>Staff will encourage callers to use the website, by sending an email with a link and providing details of public access locations.</p> <p>Staff will encourage callers to use the website, by sending an email with a link, suggesting the customer “do it online” with support the first time round.</p> <p>If appropriate, will staff answer queries over</p>

		the telephone.
<b>Letters</b>	Staff encourage customers to write in to the council	Staff will encourage customers to use the website, e.g. by sending a form by email
<b>Emails</b>	Staff respond to service requests made by email	Incoming email addresses, for making service requests, will eventually be withdrawn.
<b>Free text web forms</b>	Staff respond to service requests made by web form	Existing free text web forms which simply generate emails will be replaced with intelligent, structured e-forms which will interface with CRM.  Eventually, generic "contact us" forms will be withdrawn unless there is a clear business need for them to be retained.

### 1.3 For council staff sending out information:

<b>Channel</b>	<b>Present arrangements</b>	<b>Digital optimisation</b>
<b>Customer contact details</b>	Contact details obtained frequently omit the customer's email address, mobile phone number and preferred communication channel	Contact details obtained will include email address, mobile phone number, preferred communication channel and consent to use.
<b>Text and email</b>	Primarily, staff respond to requests for information – though there is some use of email for sending out targeted, personalised information	General information will increasingly be made available proactively, using the website and social media.  Information which is specific to particular groups of customers, or to individuals, will increasingly be sent to them proactively, by text or email (using their preferred channel). For example, to inform them of their next set of swimming lessons, benefit payment, their council tax bill, what's on guides and consultations they may be interested in.
<b>Letters</b>	Staff send out personalised hard copy letters and notifications	Wherever possible, letters, bills and invoices (e.g. council tax billing) will be sent by email.  All hard copy letters and emails will be carefully written to be short, simple, and to contain key information in the opening paragraph.
<b>Council contact details</b>	WDC address and phone numbers are prominently displayed on the website and	WDC contact details will be provided much more unobtrusively.

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	correspondence	
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## **Appendix 3 - Social Media**

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Social media opens up the opportunity for engagement with the council for groups of people who would not otherwise seek such engagement and use of social media channels is growing. The council wants to encourage use of these channels, but is also aware of the reputational risks they present, and is aware of the need to manage users' expectations about how council services are delivered.

Social media will also increasingly be used to promote participation and engagement, and to proactively broadcast generic information to residents, especially in emergency situations (e.g. bad weather), about consultations which are taking place, and to promote use of the self-service on the website. Care will be taken to achieve an appropriate level of contact, avoiding too frequent contact, which can result in customers opting out.

A Social Media policy and guidelines has been produced and, led by the Communications team, a Social Media Group should be set up to provide opportunities for learning, exchange of ideas and development of best practice for social media use throughout the council.

Care will be taken not to overload customers with too-frequent communications.

In order to facilitate effective use of social media, monitoring tools are in place, and being used proactively, and monitored.



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## **One Stop Shop (OSS) Review – 2015/2016**

### **Terms of Reference (ToR)**

#### **1. Introduction**

On 30 September 2015, Warwick District Council's Executive Committee agreed with the recommendations within the report entitled "Review of WDC/WCC Customer Service Centre & Digital Transformation Initiatives". In particular Recommendation 2.6 was accepted which states that "in conjunction with WCC, officers review the joint One Stop Shop Service".

It is considered an appropriate time to review the OSS Service because:-

- i. There is a degree of synergy between the Customer Service Centre (CSC) and the OSS, notably a shared Customer Relationship Management (CRM) system.
- ii. The joint OSS service has been in place since 2005 and it is important to understand whether it is still meeting our customers' needs.
- iii. WDC, through its "Digital Transformation" agenda, is looking at its business design and whether services are being provided in the most appropriate way.

The results of the review will be used by WDC & WCC to understand whether the OSS service is meeting its original objectives.

The stakeholders that would be affected by any outcomes from this review would be:-

The WDC & WCC staff

Members of the public

Council service areas that are served by the OSS

Although led by Neighbourhood Services within WDC, the review will be undertaken jointly with WCC with the different steps agreed by both parties. The review will involve both the Team Leaders and staff within the OSS service and they will be kept up to date with the progress of the review through face to face contact and regular briefings.

#### **2. Project Objectives**

##### **2.1. Project Completion**

To review the joint OSS service over a period of 6 months and provide key recommendations to the appropriate management within WDC & WCC with any recommendations implemented within a further 12 months.

##### **2.2. Specific Objectives**

These will be:-

2.2.1 - Assess OSS performance against original and current expectations of the OSS service.

2.2.2 – Summarise the range of services provided by the OSS service.

2.2.3 – Look and describe the quality of the service provided

2.2.4 – Understand the mode of operation of the OSS, in other words "how does it work day to day?"

- 2.2.5 – Understand the structure and organisation of OSS
- 2.2.6 – Look at Management Tools used
- 2.2.7 – Explore skills and knowledge of staff.
- 2.2.8 – Understand customer satisfaction through development of basic questionnaire.
- 2.2.9 – Using information derived from objectives 2.2.1 to 2.2.8 a recommendation report will be compiled for the appropriate senior management within WDC and WCC.

### 3. Issues

- 3.1. Agreeing a joint way forward.** – It is important that there is buy-in from both WDC and WCC into the approach of the review.
- 3.2. Agreeing and understanding the time frame.** The timescale for the completion of the review alongside the implementations of any recommendations needs to be agreed at the outset.
- 3.3. Having the “buy-in” of both staff and Team Leaders within the OSS.** In order to obtain the relevant information and required to undertake the review it is important that the staff are kept up to date with the progress and understand the relevance of the various interventions required.
- 3.4. Changes within the Customer Service Centre.** There are currently synergies between the OSS and CSC that may be affected due to the return of the telephony back to WDC from the CSC. This could affect the way that the OSS operates within the timescale of this review.
- 3.5. Successful delivery of review.** The OSS Review must be produced within the agreed timescale with the different stages produced on time. See Appendix A. It must be kept relevant and its purpose realised.

### 4. Methodology

- 4.1. Key Phases** – The review will take 6 months with a report produced for the consideration of the relevant senior management. It is considered appropriate that any recommendations will be implemented within a further 12 months or earlier if considered appropriate. It is important to note that with the return of the WDC part of the CSC within this timescale and links between the OSS service and the CSC, especially the CRM system, there may recommendations that have to be agreed and implemented within this timescale.
- 4.2. Stakeholder involvement** – Graham Folkes-Skinner – Waste Policy and Performance Officer at WDC will conduct the review but the approach will need to be agreed by both Kushal Birla – Head of Customer Service at WCC and Andy Jones – Deputy Chief Executive at WDC. The approach to the review will involve visits/job shadowing at the OSS alongside requesting information from both the management and staff of the OSS.
- 4.3. Content and duration of project activities and tasks.** – The timeline can be found in Appendix A.
- 4.4. Information Collection Tools** – This will be a combination of retrieving documents from colleagues both from WCC & WDC alongside job shadowing and talking to OSS staff. A data capture sheet can be found in Appendix B.

## 5. Expertise

The work will involve data collection and analysis alongside report writing. There will be regular joint updates provided to staff and Team Leaders; in summary:-


Name	Job Title	Role
Graham Folkes-Skinner	Waste Policy and Performance Officer - WDC	Review Manager Production of ToR Production of Final Review Report. Instigator of OSS updates
Andy Jones	Deputy Chief Executive - WDC	Reviewer of ToR & final Report and Recommendations
Kushal Birla	Head of Customer Service - WCC	Reviewer of ToR & final Report and Recommendations
Rob Hoof	Head of Neighbourhood Services - WDC	Reviewer of ToR & final Report and Recommendations. As Graham Folkes-Skinner Manager need to ensure that review is undertaken within timeframe.
Tracey Baker	Customer Services Manager (Face to Face) South - WCC	Conduit for requests to provide updates to OSS staff and information about the day to day running of OSS
Ruth Jones	Team Leader Warwickshire Direct OSS - WDC	Facilitator of requests for information and job shadowing
Caroline Watts	Team Leader Warwickshire Direct OSS - WCC	Facilitator of requests for information and job shadowing
Fiona Clark	Customer Contact Manager - WDC	Project Manager to WDC CSC review needs to be party to timescales with OSS Review due to synergies between both projects

## 6. Work Plan

6.1. Time Scale for review to be agreed.

6.2 Reporting Requirements:

Stage	Reported to...
Agreement and production of ToR	Andy Jones, Kushal Birla, Rob Hoof
Timescale of Review	Andy Jones, Kushal Birla, Rob Hoof
OSS Team updates	Andy Jones, Kushal Birla, Rob Hoof, Tracey Baker, Ruth Jones, Caroline Watts
Final Report and Recommendations	Andy Jones, Kushal Birla, Rob Hoof

 <b>EXECUTIVE</b> <b>2nd December 2015</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Racing Club Warwick, St Mary's Lands, Warwick	
<b>For further information about this report please contact</b>	Chris Elliott <a href="mailto:chris.elliott@warwickdc.gov.uk">chris.elliott@warwickdc.gov.uk</a> (01926) 456003	
<b>Wards of the District directly affected</b>	Aylesford, Warwick	
<b>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?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive Meeting 3 <sup>rd</sup> September 2015, min 41 Full Council 19 <sup>th</sup> November 2014, min 50 Executive meeting 1 <sup>st</sup> October 2014, min 56 Executive meeting 16 <sup>th</sup> April 2014, min 189 Executive meeting 11 <sup>th</sup> September 2013, min 55 Executive meeting 19 <sup>th</sup> June 2013, min 13 Executive meeting 12 <sup>th</sup> December 2012, min 107	
<b>Background Papers</b>	See above reports plus Submitted Version of Local Plan 2015; SML Management Plan 2006; SML Regeneration Masterplan 2004; and SML Strategy 1998	

<b>Contrary to the policy framework:</b>		No
<b>Contrary to the budgetary framework:</b>		No
<b>Key Decision?</b>		No
<b>Included within the Forward Plan? (If yes include reference number)</b>		No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>		No
<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	20.11.15	Author
CMT	20.11.15	Author, Bill Hunt, Andy Jones
Section 151 Officer	20.11.15	Mike Snow
Monitoring Officer	20.11.15	Andy Jones
Heads of Service	20.11.15	Tracy Darke, Rose Winship, Robert Hoof, Richard Hall, Andy Thompson
Legal Services	20.11.15	Barry Jukes
Portfolio Holder(s)	20.11.15	Councillors Mobbs, Whiting, Gallagher and Cross
<b>Consultation &amp; Community Engagement</b>		
Consultation with the Committee of Racing Club Warwick (RCW)		
<b>Final Decision?</b>		Yes

## **1 SUMMARY**

- 1.1 This report seeks support for the business plan for the revitalisation of Racing Club Warwick Football Club (RCW) and some funding to support it, to enable a variety of community benefits to be delivered.

## **2 RECOMMENDATIONS**

- 2.1 That the Executive notes the progress made in implementing its decisions in respect of the proposals for Racing Club Warwick (RCW) since its 3<sup>rd</sup> September meeting.
- 2.2 That authority be delegated to the Chief Executive, Heads of Finance, Culture and Development in consultation with the Leader of the Council and the Finance, Culture and Development Portfolio Holders to sign off agreement to and support for RCW's Business Plan, a draft of which is attached at Appendix 2 to this report.
- 2.3 That the Council agree to vire £5,000 from the previously agreed £20,000 as contingency funding for the demolition works previously agreed and to make a number of minor internal alterations to enable the demolition works to proceed.
- 2.4 That the Council agree to vire £15,000 from the previously agreed £20,000 and to add a further £35,000 to that previously agreed allowing the Council to offer match funding of £50,000 to a bid to the Football Association for £100,000 to make a number of necessary improvements to the football facilities of the ground as described in the attached business plan.
- 2.5 The £35,000 to be funded from the Contingency Budget and its release being subject to the F.A. grant being won and received; and, a grant offer letter being agreed requiring the setting up of a Project Board to oversee the project's implementation, Council representation (a Councillor and an Officer) on the Project Board and to the Council receiving a formal financial and performance report annually.
- 2.6 That the Executive notes that (i) none of the monies in Recommendation 2.4 will be released to RCW and (ii) the works referred to in Recommendation 2.3 will not be commenced, until the Council has received satisfactory evidence of the good governance of RCW including the appointment of new Trustees and that all necessary grant agreements have been completed with the new Trustees and that their approval has been given to the carrying out of the works.
- 2.7 That authority to grant landlord's consent for all the works to the RCW ground (including to the clubhouse and the MUGA) subject to being granted planning permission if needed, changes to its lease be delegated to the Chief Executive, Head of Finance, Head of Development and Head of Culture in consultation with the Leader of the Council and the Finance, Development and Culture Portfolio Holders.

## **3 REASONS FOR THE RECOMMENDATIONS**

- 3.1 At its meeting on 3<sup>rd</sup> September 2015, the Executive considered a report on St Mary's Lands and amongst 9 recommendations, in respect of the Racing Club Warwick (RCW) football club, it resolved the following:

"2.2 That the Executive welcomes the letter received from Racing Club Warwick Football Club (RCWFC) attached at Appendix 3 and delegates to the Chief Executive in consultation with the Leader of the Council to draft and send a positive response.

2.3 That the Executive agrees to RCWFC's request for emergency funding of £20,000, as set out in Appendix 3, to be funded from the Contingency budget subject to completion of a grant agreement letter and paying of invoices as per the Council's RUCIS arrangements.

2.4 That the Executive agrees to authorise and fund the removal of a number of derelict and potentially dangerous buildings, making good the ground and to properly secure the area by way of new fencing, as per the Plans at Appendix 4, at an estimated cost of £55,000, funded from the Contingency Budget. The authorisation to proceed is delegated to the Chief Executive in consultation with the Leader and subject to them being satisfied on confirmation of changes in RCWFC's Trustees.

2.5 That subject to the prior submission of, and, agreement to a sound and credible business plan; and, confirmation of changes to Trustees, the Executive agrees in principle to consideration of providing match funding for a programme of necessary works including:

- replacement dug outs;
- replacement floodlights;
- putting in place new changing rooms; and,
- fees, project resource and an overall contingency provision.

2.6 That the Executive in addition agrees that the Council should:

- Assist with raising funds from other sources (e.g. Football Association, King Henry VIII Charitable Trust, etc.) towards the costs;
- Agree that its property staff manage the building works and contracts, if required in connection with 2.5 but for which financial provision will be needed;
- Agree to give landlord's consent to the necessary alterations referred to 2.5 above and elsewhere in this report subject to the prior submission of appropriate details;
- Agree to seek all appropriate statutory consents, including planning permissions, for the works described in this report where the club requires such help.
- Agree to licence the land shown as area "X" on the plan attached at Appendix 4 for a nominal fee of £1 to RCWFC on an annual basis to allow the club to use it for "children's sporting activities", the club to be responsible for any works or alterations needed (and cost thereof) to make the land appropriate for such use.

2.7 That the Executive asks officers to investigate the causes of the poor drainage to the pitches in the centre of SML and to work up and cost a scheme that would make the pitches playable in order that members can then consider whether a proposal should be considered for inclusion within its capital programme for next financial year (2016/17)."

3.2 The rationale for these decisions is set out in a partial excerpt of the September report, is attached in Appendix 1 as background.

3.3 The decision at 2.2 above has been carried out. Decision 2.3 above has not been able to be actioned because RCW's Trustees have delayed signing the

grant offer letter. The Club's Committee has now instructed a local Solicitor to deal with the removal from office of the existing Trustees and the appointment of new Trustees. This change will satisfy a wider requirement of the Council to secure the good governance of RCW. The Council will need appropriate evidence that these changes have been properly effected before any monies can be drawn down from the Council.

- 3.4 The statutory requirements to carry out Decision 2.4 have been completed, tenders have now been received and the successful tender will take all of the budgeted amount of £55,000. However, good project governance suggests that a contingency sum be provided for and there is also a need to fund some minor internal alterations within one of retained buildings which will enable the relocation of the referee's changing room from one of the buildings to be demolished. To allow for these eventualities it is suggested that a contingency sum of £5,000 is allowed and that this be vired from the £20,000 allowed in Decision 2.3 and which has not as yet been allocated owing to the delays explained in the preceding paragraph and will now mean that they cannot go ahead with Council funding.. These works will be project managed by Council staff. If there is any funding left over from the £5,000 then it ought to be retained for the scheme as that was its original intention. As referred to in the preceding paragraph, the Council is awaiting evidence of the appointment of new trustees. Until this is received, the proposed works will not be commenced as the formal approval to the works is required on behalf of RCW.
- 3.5 In progressing Decisions 2.5 and 2.6 a considerable amount of work has been carried out on developing the business plan, working up and costing the projects to revitalise the Club's premises and on identifying the grants which may enable the works to be funded. A draft Business Plan is attached at Appendix 2 along with a schedule of project costs and funding sources. The draft Business Plan has already undergone a number of iterations and is still being progressed. As will be explained in subsequent paragraph there is now some urgency for funding purposes that this needs a formal sign off by the Council and so it is suggested that rather than delay consideration that instead this be given final sign off under delegated authority by the Chief Executive, Heads of Finance, Culture and Development in consultation with the Leader of the Council and the respective portfolio holders. The views of the Executive and of both of the Scrutiny Committees as an input will be welcomed.
- 3.6 Since a new Committee took over the running of RCW earlier this year, it has raised funds through a variety of means to resolve both bad debts and revenue losses totalling circa £10,000. Having resolved the immediate financial issues the Committee has now put together a package of proposals that require capital investment which if successful will enable the Club to operate on a more sustainable financial basis and enhance the local sporting and community offering. The proposals are as follows:
1. Essential improvements to the Club Ground and its facilities - £150,000 to be funded by a bid to the Football Association (F.A.) for £100,000 and match funding of £50,000, sought from this Council.
  2. Improvements to the clubhouse estimated to cost £50,000 for which the Club can bid for £10,000 from the F.A. but needing match funding of £40,000. The sources of this match funding have not yet been established.
  3. Creation of a Multi-Use Games Area (MUGA) estimated to cost £220,000 for which a number of bids to a variety of sources have been identified for which no Council funding is sought, only permission to use and additional area of land and include it within the current lease.



- 3.7 The Club also proposes to change the use of part of its existing building for use as a children's nursery, for which no funding is sought. The Club also anticipates working with the Council to secure improvements to the grass pitches in the centre of the racecourse area which are not within the current lease with the Club and currently are managed directly by the Council for wider community use. All of these improvements will allow the Club to provide a range of sporting and community opportunities for the local community and generate a significant increase in its revenue streams.
- 3.8 If successful this package will amount to an investment of £420,000 in Council owned property on top of the £60,000 that the proposed demolition and associated works will cost, totalling £480,000. If the recommendations of this report are agreed, the Council's overall contribution would amount to only £110,000, a ratio of more than 1 to 3 from other funding sources.
- 3.9 Item 1 of the Business Plan proposals, as set out above, would secure the future of RCW as a football club by enabling the necessary improvements to be made for the ground to meet F.A. approval. The FA Ground Inspection is scheduled for 4<sup>th</sup> December 2015 and RCW will need to clearly identify the improvements needed and the match funding support is in place to avoid the risk of the Club not being able to play on the ground, or being fined, demoted or worse - folding completely. A Business Plan, a funding application to the Football Stadium Improvement Fund (FSIF) and a commitment to match funding will go a long way to the Club receiving a positive report. A funding and planning application have been submitted and a commitment now by the Council to the necessary match funding is therefore essential. A commitment needs to be made before the F.A. determines the funding application in January 2016.
- 3.10 Item 2 of the proposals will bring the clubhouse in to a state where it can better function as a community facility as well as enabling the Club to develop further revenue streams to help its financial sustainability.
- 3.11 Item 3 of the Business plan proposals involves establishing a third size MUGA on land adjoining the Club's ground which the Council owns but is not leased to anyone. This will, if it can be put in place, provide a very strong addition to local sporting facilities and be one that can also help the Club to grow its revenue streams even further. The details of this proposal will need to be developed as there are a number of practical and planning issues that will need consideration.
- 3.12 Overall the proposals would enable RCW to deliver the following wider community benefits:
- Enable local deficiencies in the Council's Playing Pitch Strategy to be partly resolved;
  - Enhance local community and sporting facilities in a relatively deprived part of the District (Forbes Estate) which has no community facility serving it directly;
  - Create more hours of play for all parts of the community and especially for young people;
  - Create more opportunities for volunteering;
  - Lead to an overall beneficial impact on the economy, health and well-being, anti-social behaviour and community cohesion of the local community.

- 3.13 In order to address the match funding requirement of £50,000, it is suggested that the Council can take two actions. Firstly, it could vire £15,000 of the £20,000 sum previously allocated by the Council. Secondly, the Council could agree a further contributing amount of £35,000. Such a sum could come from the Council's Contingency Budget.
- 3.14 RCW is proposing that the project is overseen by a Project Board on which it also proposes to include the Council representatives and to deliver an annual performance report to the Council. Both are sensible steps to allow the Council involvement and oversight but without getting involved in the day to day running of RCW or compromising its independence. These steps ought to be conditions of approval if the Executive agrees the recommendations in this report. It is also suggested that the annual performance report should include RCW's annual accounts.
- 3.15 It is suggested that subject to the Executive being supportive of the Business Plan and agreeing to make a match grant funding, that other matters necessary to implement the proposals, such as granting landlord's consent, amending the lease to allow it to cover the proposed clubhouse improvements and the MUGA area, subject to planning permission being granted, be delegated to the same officers and members of the Executive as set out in Paragraph 3.5 above. Plan 1 attached illustrates the probable area for the MUGA as hatched. Clearly a number of detailed issues will need to be addressed to enable the MUGA to proceed and any change to the lease to accommodate should be preceded by a closer examination of all the practical issues at the planning application stage.
- 3.16 Work on implementing Decision 2.7 is underway. The two pitches in the centre of the racecourse have been inspected by the Institute of Groundsmen as has RCW's main pitch. The Council's green space team are preparing and costing proposals to rectify the underlying issues that have affected their use adversely. As indicated earlier the pitches are within the Council's direct control and whilst they have been used by the Club they are also used by other teams, though both have been hindered by the drainage issues.

#### **4. POLICY FRAMEWORK**

##### **4.1 Fit for the Future (FFF)**

- 4.1.1 The FFF Programme is designed to deliver the Sustainable Community Strategy (SCS) for Warwick District and to that end it contains a number of significant projects. St Mary's Lands is one of the Council's key projects in the FFF Programme. Therefore this report can be seen as the way forward for implementing one of the Council's key projects.
- 4.1.2 The FFF Programme has 3 strands and the impact of this report's proposals in relation to each of them is as set out below:

Maintain or Improve Services – the proposals, especially for RCW will allow the existing facilities and services to continue to be operated and indeed they will be enhanced.

Engaged and Empowered Staff – the proposals will be helpful in engagement terms as they will involve a range of staff across the Council and to

empowerment since they will be helping to deliver schemes of direct benefit to the local community.

Achieve and maintain a sustainable balanced budget – the proposals may help the Council in addressing its financial revenue situation via making better use of its physical assets.

#### 4.2 Sustainable Community Strategy (SCS)

4.2.1 The Council has approved a Sustainable Community Strategy for Warwick District (SCS) which has Prosperity as one of its five key themes. Under this theme Priorities relevant to St Mary's Lands are:

- Ensuring effective promotion of the district to attract growth;
- Making better use of public assets to increase financial rewards;
- Incentivising growth of existing businesses and attracting inward investment.

To do this the Council has committed itself, among other things, to:

- Using public land/assets to stimulate growth;
- Ensuring a co-ordinated approach to inward investment.

4.2.2 The proposals relating to RCW are relevant to the SCS in respect of its Health and Well Being theme since both organisations' activities encourage people to participate in sporting and cultural activities, especially for younger and older people. Moreover, the SCS seeks to aid those areas of social and economic deprivation in the District to improve them to the level of the District overall. The Forbes Estate is part of one such area of deprivation.

4.2.3 The already agreed proposals for the removal of derelict and potentially dangerous buildings (and making good the ground and fencing it off) is relevant to the Council's Community Safety theme of the SCS since it will remove a source of community safety nuisance (drug taking in the porta cabin) and secure the club's boundary (it has had 4 break-ins lately).

#### 4.3 Local Plan

4.3.1 The Council has also agreed a strategy statement "The future and sustainable prosperity for Warwick District" which amongst other things seeks to:

- Support the growth of the local economy; and
- Maintain and promote thriving town centres.

4.3.2 The Council has determined that a spatial masterplan should be developed for St Mary's Lands via public consultation as it recognised that it is an essential community amenity that needs to receive the necessary investment to enable its attractions and operations to prosper.

4.3.3 The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands as follows:

*"3.142 The Council will therefore work with the operators of the Racecourse to bring forward a Masterplan for the area which;*

- *ensures the ongoing vitality and viability of the Racecourse;*

- *protects and enhances the significance of the Listed Building and Conservation Area and their setting;*
- *retains the land for public recreation;*
- *protects and enhances biodiversity within the Racecourse as well as links to the open countryside and other areas; and*
- *restricts uses to those associated with visitor accommodation, recreation, leisure and horse racing”*

4.3.4 This requirement picks up the non-Local Plan overall strategy for SML adopted in 1998 and the regeneration master plan agreed in 2004 which both are proposed to be reviewed as per recommendation 2.1. The RCW proposals will need to fit in with the overall work now being done to prepare a master plan for St Mary’s Lands – including greater community access and use.

#### 4.4 The Playing Pitch and Outdoor Sports Strategy

4.4.1 The Strategy highlights the need to support community football pyramid teams such as RCW with adjustments to facility provision where required. This is underpinned by a priority across the district to retain the number of grass pitches, improve the quality of these pitches, and provide more mini and junior pitches to meet demand now and in the future.

4.4.2 A sub area pitch audit of this part of Warwick has been undertaken (as part of the District Playing Pitch Strategy) which is attached within the Business Plan at Appendix 2. This is in respect of establishing a case for a new Multi-Use Games Area as part of the RCWFC proposals for increasing the community football and sports facility at St Mary’s Lands.

4.4.3 The points arising from that audit are that given the existing sports facility provision in Warwick West, the District Playing Pitch Strategy identifies the following issues relevant to this area:

1. Opportunities should be investigated on whether the astro pitch at Aylesford could be more available for hockey (in addition to football use).
2. All weather pitch at Aylesford School is not certified for match play.
3. Warwick Sports Club continue to seek a cricket pitch for their 3<sup>rd</sup> team (in addition to their provision at Hampton Road).
4. Quality of Council owned grass pitches needs to be improved (the St Marys Lands pitches were not identified as a priority site within the PPS).
5. Shortage across the district of mini and junior grass pitches for football.
6. The Strategy looks to support community football clubs - including Racing Club Warwick.
7. Central Ajax FC pitches need improvement to drainage; limited spare capacity at this site for additional use of pitches.

4.4.4 The conclusions drawn from the above that are relevant to RCW are that:

- a) RCW is identified as a community club that has a key role to play in football provision in the district and this sub area.
- b) Shortage of mini and junior pitches across the district is relevant in this sub area. The 2 St Marys Lands pitches (WDC owned and managed) are now being used for junior mini training and matches only – although drainage issues

render the pitches unplayable for periods during the winter. This could be formalised in the future.

c) Additional training area/mini football for Warwick West could be addressed within the RCW plans for a MUGA. It should be noted however that the FA would not contribute funding for any all-weather surface smaller than a full size.

d) RCW intend to work with FA to improve the playing surface of their main pitch.

## **5. BUDGETARY FRAMEWORK**

5.1 In September 2015, the Council agreed to contribute £75,000 to Racing Club Warwick, funded from the Contingency Budget. £20,000 of this was for emergency funding, and £55,000 for various building works.

5.2 The proposed additional £35,000 contribution from the Council to Racing Club Warwick will bring the total recently agreed to £110,000. This additional £35,000 can be financed from the Contingency Budget where there is currently an unallocated balance of £122,500.

5.3 Members will be aware of the financial pressure that the Council is experiencing generally and of the outstanding issue around funding for maintenance and improvement of its assets and will want to consider this wider context in making its decisions. As detailed in the Budget report elsewhere on the Executive agenda, the Council needs to ensure that significant savings are made if it is to continue to provide the same levels of service. In addition, further sums need to be secured to ensure the Council is able to invest in its own assets for the future provision of services. The Council has flexibility to choose how it uses its reserves, which may be towards the continued provision of its own services, or alternate schemes such as this.

5.4 However, in respect of this report's recommendation there is a wider reputational risk to the Council if the Club receives no backing at a time when its ground conditions may not meet the F.A.'s requirements that is on Council owned land. In respect of the recommendations of this report, they represent an opportunity to attract significant sums as an investment into Council owned premises from other sources which it would be unlikely to be able to access on its own.

## **6 RISKS**

6.1 The table below intends to summarise the high level risks and mitigations relating to the proposals set out in this report. It is clear that there are a number of significant risks which if realised will have a very significant and adverse impact on the local community.

Risks	Mitigations
1. That the Council and RCW cannot agree an action plan or timetable for the improvement works before the FA Inspection, leading to relegation or some other punishment for the Club.	1. A Business Plan has been submitted as evidence of ambition, intent and match funding.
2. That the project management of the works to RCW ground are not sufficient leading to cost over runs and/or poor	1. Proper project management resource and tendering processes overseen by the Project Board and

quality/ineffective work.	administered by the Council, including project plan and joint project team meetings will be in place. 2. Proper Contingency sums are allowed for.
3. Planning permission or other statutory consents are not forthcoming for the works involved in the FSIF bid meaning the Club cannot meet FA requirements leading to relegation or other punishment for the Club.	1. Pre application advice has been sought to ensure that the planning applications conform to requirements.
4. Planning permission or other statutory consents are not forthcoming for the other proposals within the Club's Business Plan meaning that the Club is not able to generate the revenue it predicts and so cannot be assured of financial sustainability nor of delivery of the anticipated sporting and community benefits.	1. Pre application advice will be sought to ensure that any applications conform to planning requirements.
5. RCW cannot receive a FSIF grant for the works necessary to meet the F.A. requirements leading to relegation or other punishment for the Club.	1. Council Officers have assisted RCW in making the grant application for FSIF funds. 2. The Council approves but does not release its funds until the FSIF grant application is awarded.
6. RCW cannot raise the funds, or not in time, to undertake the other proposals within its business plan meaning that the Club is not able to generate the revenue it predicts and so cannot be assured of financial sustainability nor of delivery of the anticipated sporting and community benefits.	1. Some works could be deferred (though this is difficult). 2. The Council could consider forward funding against expected grant aid. 3. The Council will assist the Club to make grant applications where that is possible.
7. RCW's ongoing Governance including its business plan monitoring is not sufficient to help it to continue to run the Club properly and it fails meaning investment could be wasted or the liability for its ongoing continuation falls to the Council.	1. Council Officers will provide ongoing support and advice to RCW's officials. 2. Joint Project Board in place, meeting and reporting at regular intervals. 3. A change of Trustees is being put in place.

## **7. ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 The Council could decide not to support the Business Plan nor to offer any match funding or only a smaller proportion than is sought. The consequences of which runs the risk of reputational damage to the Council by placing RCW in jeopardy for their continued operation. This would also have far more risk and financial consequence to the Council as the loss of RCW would mean that the Council would have to take on the responsibility, and cost, for the property without at this time having any clear alternative plan of action for them. It

would also lead to significant reductions in current and future community sports provision in the Warwick West area.

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## Appendix 1      **BACKGROUND**

Set out below is an extract from the 3<sup>rd</sup> September report on St Mary's Lands relating specifically to the RCW element to provide some background to the present report.

### **"3.7 Racing Club Warwick Football Club (RCWFC)**

- 3.7.1 Under the terms of its 1992 lease, RCWFC had the right to renew for a further 21 years. This right has been exercised and a new Lease was completed in June 2014. The only issue that remains outstanding is the amount of rent to be paid. This matter has been discussed by the representatives of RCWFC and Warwick District Council and is the subject of a separate report on this agenda.
- 3.7.2 The report to the Executive in October 2014 stated that RCWFC had developed its own proposals for consultation. These were as follows:
1. An all-weather pitch is created;
  2. New changing-rooms, showering facilities and other functional rooms are created;
  3. The Clubhouse is improved to offer an attractive function room for the local community.
- 3.7.3 The then representatives of RCWFC had worked very constructively on the previous Stakeholder Group which led to a decision that to help RCWFC achieve its ambitions, the Council's officers should provide the necessary support to assist with any funding bids. This came to an unfortunate end in March 2015 when a proposed report seeking a way forward had to be withdrawn because of a clear difference of views with the then RCWFC Chairman.
- 3.7.4 The back drop to that situation is that for a considerable period of time (since 2009) relations between RCWFC and the Council had not been amicable and no progress on any of the matters had been made other than (more recently) on the lease issue.
- 3.7.5 However, after the events in March this year, a dialogue re-opened with newer members of the RCWFC's Committee and in July the Leader of the Council received a letter from the new Chairman of RCWFC who is leading what is effectively a new Committee. New Trustees are planned at the time of writing this report. This letter, attached at Appendix 3, seeks a new and better relationship with the Council, putting aside old differences, including removing threats of legal action, which have stymied relations for many years. This positive approach deserves recognition and an appropriate positive response from the Leader of the Council and Chief Executive (**Recommendation 2.2**).
- 3.7.6 The letter also sets out the wide range of community activities RCWFC now runs and wishes to expand. However, it also makes it clear that RCWFC needs considerable help to develop its community hub work, especially with young people, and its sporting activities. This is against a backdrop of poor facilities and very limited revenue finance available. Its accounts for the last financial year have been shared with Council officers.
- 3.7.7 This new positive approach from RCWFC has led to several meetings with officers, offers of advice, re-establishment of relationships with the Birmingham County FA and constructive discussions about what is needed to help take



RCWFC forward on a more sustainable basis. RCWFC is also widening its engagement with other organisations and, for example, is discussing charity matches with UNICEF and Warwick Castle.

3.7.8 As a matter of urgency a range of minor works are needed to keep RCWFC operational in the short term for which they have asked for £20,000. It is suggested that as a gesture of support that the Council agrees to this request to be funded from the Contingency budget which has £215,000 available **(Recommendation 2.3)**.

3.7.9 A matter arose when officers met with the new officials of the club concerning a number of outbuildings. There is a large porta cabin on site, formerly owned and used by the boxing club (no longer in existence). The porta cabin is not RCWFC's responsibility but is clearly being impacted by its derelict state and by its risk as a community safety nuisance and hazard. It is proposed therefore that as the freeholder of the land upon which it stands that the Council removes the building; makes good the ground (levelling and tarmac) and fences the area off to protect the area from further nuisance. As it would do this it makes sense and achieves economy to remove some other derelict buildings on site at the same time. The existing building layout, and as proposed after removal, are shown on the plan at Appendix 4. Prices from contractors indicate a cost of £55,000. This work will require a prior approval notification, already actioned, as the buildings are in a Conservation Area and to ensure there is no risk legally, the prior agreement of RCWFC's Trustees. This work may also be funded from the Council's Contingency Budget **(Recommendation 2.4)**

3.7.10 Discussions with officers and site visits have highlighted a number of critical issues with RCWFC's facilities which could have a serious impact on its future. One formal complaint from a match official about the state of its facilities has already been received this season and a Football Association Inspection is due shortly. Should RCWFC fail its inspection then this could lead at worst case to relegation for next season or immediately. The impact of this upon a F.A. Charter Standard Community club is that it would need to focus on raising the standard of the senior team to the detriment of its work with its youth teams and the wider community. This would undermine the approach that it is presently trying to develop as a community and sporting hub for the local community. At very worst case it may lead to the club folding and the Council then having to take responsibility directly for maintaining the ground. In such a scenario that Council would no doubt be liable for investing to upgrade the facilities since the rent level is so low that a rent reduction incentive in exchange for capital investment is not a viable proposition.

3.7.11 The condition of the sporting facilities is clearly poor and without immediate investment the continued operation of the club is at risk. Left as it is, the ground would reflect poorly - as much on the Council as on the previous administration of RCWFC. Essentially, a number of things need to be put right and quickly:

- Replacing the main stand, dug outs and turnstiles – which do not confirm to FA requirements
- Replacing the flood lights – which are no longer technically repairable
- Replacing the changing rooms

Planning permissions and perhaps other statutory consents will be required and therefore some fee cost, a project resource, as well as a contingency will be needed. Costs are estimated to be in the region of £250,000.

3.7.12 However, RCWFC will be able to apply for grant aid to a number of bodies. The various eligible funds should be investigated and then the Council can consider how much may be needed to help with match funding. **(Recommendation 2.5)**. For example, RCWFC has in effect a pre-allocation from the Football Association under its Stadium Improvement Facility Fund of up to £100,000 but for which match funding of at least 30% is required. It is suggested that such match funding be considered also in the context of a sound and credible business plan.

3.7.14 Alongside the ground improvements, this RCWFC has altered and updated its constitution; it is looking to appoint new Trustees; and, it wants to develop a sound and credible business plan to put itself on a more sustainable financial basis so that it can more effectively operate as a local sporting and community hub. The lease it now has enables it to consider the use of the former Cadets building and in this respect they want to apply for planning permission for a children's nursery which they hope to sub-let to generate a financial return.

3.7.15 As well as making a financial contribution, the Council can also aid RCWFC by **(Recommendation 2.7)**:

- Assist with raising funds from other sources (e.g. Football Association, King Henry VIII Charitable Trust, etc.) towards the costs;
- Agree that its property staff manage the building works and contracts, if required in connection with 2.5 but for which financial provision will be needed;
- Agree to give landlord's consent to the necessary alterations referred to 2.5 above and elsewhere in this report subject to the prior submission of appropriate details;
- Agree to seek all appropriate statutory consents, including planning permissions, for the works described in this report where the club requires such help.
- Agree to licence the land shown as area "X" on the plan attached at Appendix 4 for a nominal fee of £1 to RCWFC on an annual basis to allow the club to use it for "children's sporting activities", the club to be responsible for any works or alterations needed (and cost thereof) to make the land appropriate for such use.

### 3.8 **Playing Pitches on SML**

There are two council owned pitches in the centre of SML that experience poor drainage/ground conditions which limits their use by the community. They are often rented by RCWFC or other clubs but only when playable. The condition of these pitches has now made them unusable for adult play. Consequently this season the pitches are being used solely for junior play. The drainage and turf conditions need to be improved through a change in the maintenance schedule and specified remedial work. More detailed work needs to be undertaken to establish the cost and what works specifically are needed. It is proposed that officers undertake this work with a view to a proposal being put forward for consideration by members for inclusion in 2016/17 financial year's capital programme. **(Recommendation 2. 7)"**

Racing Club Warwick Football Club



**Racing Club Warwick FC**  
**Community Football Ground**  
**Townsend Meadow, Hampton Road**

**Business and Community Use Plan**  
**August 2015**





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Racing Club Warwick Football Ground



## 1. Introduction

This Business Plan supports the redevelopment of a community sports facility at Tonsend Meadow, Hampton Road, Warwick, CV34 6JP - a member-owned, semi-professional, community Football Club.

The aims of the redevelopment project are:

- a) To create new community football facilities to enhance the development of football in Aylesford and Warwick more broadly.
- b) To deliver priority outcomes for Birmingham County FA, and in particular retaining and creating pathways for players of all ages, developing skills and workforce, encouraging new participation (women/girls, mental and physical disability), and development of adult small-sided and 9v9 football.
- c) To generate wider community benefit through greater access to and involvement with football, sport and non-sport activities, particularly in the areas of health and well-being, education skills and employment, social inclusion and volunteering.
- d) To create a sustainable community business model for ongoing delivery of these aims long term.
- e) To provide a long-term and sustainable home ground for Racing Club Warwick FC.

To achieve these aims, Racing Club Warwick propose a series of improvements and new developments leading to the creation of a community football and sports complex comprising:

- **Site clearance**
  - Demolition and removal of a range of dilapidated and unsafe buildings onsite, improving ground security and enabling other improvements to take place as below.
- **Improved 1,200 capacity football stadium facilities** incorporating:
  - New floodlighting
  - New 50-seater stand and dugouts
  - New changing rooms for players and match officials
- **Improved sports and social club facilities** comprising:
  - On site classroom and flexible multi-use space for sports development, education, club meetings and other community social uses as part of the club house redevelopment
  - Improved car parking and landscaping
  - Upgraded club and community sport offices
- **Improved Community Sports Facilities** comprising:
  - A new 'third size' floodlit Multi Use Games Area (MUGA)
  - Improvements to grass pitches (St Marys Fields - Council-owned) - additional drainage

The Hampton Road site which the Club wishes to develop is an existing facility owned by Warwick District Council (WDC) and leased for 21 years to Racing Club Warwick FC. The site currently consists of one main playing pitch, clubhouse and changing facilities, and a grassed area at the front of the clubhouse once in the Club lease but no longer. There are also grass pitches nearby on Saint Mary's Land – owned by WDC and not in the existing lease but used by some of the Club's junior teams.





The Club is committed to increasing community use of the Hampton Road site by working in partnership with the Football Association (FA), WDC and other sports organisations such as 'Sky Blues in the Community', whilst also extending the Club's now flourishing Junior section, building on the League success of its senior teams.

The Club has many contacts with local schools, colleges and community groups in the town – who will be encouraged to engage with the Club and utilise the new facilities to cover a wider range of sports and social demands (Section 4.11). Racing Club Warwick is committed to creating a genuine community centre that will encourage significantly increased participation from a wider user group and greater access to football, sports and non-sports educational and social facilities.

## 2. Current Position

### 2.1 Why is the Project Needed?

Following major re-organisation of the management of Racing Club Warwick in 2015, a huge amount of work has gone into establishing the need for new development – of the football and wider sports and community facilities. This has been undertaken in partnership with Birmingham County FA, Warwick District Council and the local community in the Aylesford area.

The case for development is as follows:

- To meet a commitment by Racing Club Warwick to create a hub for football development in Warwick District, including key targets of retaining and creating pathways for players (especially at 16+), developing skills and workforce, encouraging new participation (women/girls and disability football), and development of small sided, 7v7 and 9v9 football.
- To provide the necessary upgrading of the football facilities at RCW to meet FA league requirements (currently Step 6) and to sustain the proud history of the Club – whilst at the same time, 'opening the doors' to a wider local audience through the provision of community sports and social facilities.
- To meet an apparent shortage of all-weather community sports facilities in the West Warwick area by establishing a new multi-use games areas (MUGA) on the
- To build a new robust working partnership with WDC and work jointly to develop this exciting community sports facility and the redevelopment of the whole site for long term benefit for club members and the wider West Warwick community.
- To support the delivery of Racing Club Warwick's Community Programme, generating significant additional benefits in football, other sports and wider community benefits, and including delivering outcomes in health, education, well-being, participation and volunteering.
- To assist WDC in the development and management of improved community football and sports pitch facilities at the site on St Mary's Lands identified as a need for the area by Warwick District and Town Councils.
- To provide a sustainable home for Racing Club Warwick FC meeting requirements and aspirations.





This exciting project will represent a unique partnership between Racing Club Warwick and Warwick District Council. This partnership – a ‘new beginning’ - will enable Racing Club Warwick realise its football and community development plans which otherwise would not be possible.

Furthermore, the Aylesford area incorporating the Forbes Estate suffers from significant deprivation and lacks proper facilities, especially for young people. The redevelopment of the Hampton Road football ground with additional community sports facilities as well as community education and function facilities will be a catalyst for further community development.

## 2.2 Outline Funding Implications

The Club's Business Plan indicates an overall requirement of £480,000 to bring the stadium up to required FA standards and to develop the site as a community sports facility (see Section 7). Whilst some of the costs - particularly the main football stadium improvements - will come through FA grant funding i.e. Football Stadia Improvement Fund (FISF – 70% contribution up to £100k), other sources of match funding will be required to cover the balance of stadium improvements, improve the security and safety of the site, and cover the costs of community sports and social facility improvements. Every effort will be made to secure this additional funding including Council grants, Sports England, landfill foundations, local charities and club fund raising activities.

## 2.3 Aims and Objectives

The aims of the project are:

- i. To deliver priority outcomes for Birmingham County FA, and in particular retaining and creating pathways for players (especially at 16+), developing skills, encouraging new participation (women/girls, mental and physical disability), and development of adult small sided and 9v9 football.
- ii. To create new community football and all weather sports facilities to enhance the development of football in Aylesford and Warwick District more broadly.
- iii. To generate wider community benefit through football, sport and non-sport activities, particularly in the areas of health and well-being, education skills and employment, social inclusion and volunteering.
- iv. To create a sustainable community business model for ongoing delivery of these aims long term.

These aims will require investment in the main stadium, improvements to the main club house and the creation of a community football and sports complex. Improvements would be specifically:

- i. Improved stadium facilities including
  - new floodlighting
  - new spectator stand and dugouts
  - refurbished club offices
  - changing rooms and officials' changing rooms
- ii. On site classroom and flexible multi-use space for football development, education, club meetings and other community use built into the club house of the stadium.





- iii. Improvement of two existing grass pitches (St Marys lands) with additional drainage
- iv. A new third size floodlit artificial grass pitch (MUGA)
- v. Improved car parking and landscaping

The project is built upon a new partnership between the semi-professional football club (Racing Club Warwick FC, the junior section (Racing Club Warwick Juniors) and Warwick District Council.

The project will enable and enhance the further development of Racing Club Warwick's Community Programme as the principal delivery vehicle for the club's football development plan and wider sports and community development work, including partnerships with local schools and smaller community organisations.

The success of the Project will depend upon the realisation and implementation of a sustainable Business and Capital Investment Plan, based on a Community Members Club and a Community Benefit Society model.

## 2.4 Background to Racing Club Warwick FC

### 2.4.1 Brief History

Racing Club Warwick is a football club offering a model for a football community enterprise that seeks to empower and benefit supporters through ownership, raise finance in innovative ways and help communities through integrated development work.



The Club was formed in 1919 under the name of **Saltisford Rovers** and played in various local leagues including the Warwick League, Leamington & District League and the Warwickshire Combination until 1967. During this period the club won a number of honours, including the Birmingham Alliance Senior Cup when they defeated Birmingham City in the final at St. Andrews. In 1967 the club joined the West Midlands (Regional) League.

Three years later they changed to their current name (which came from the fact that their ground is adjacent to Warwick Racecourse) and soon afterwards switched to the Midland Football Combination, where they were

champions in 1988 and runners-up in 1989. After the latter honour they gained promotion to the Southern League where they remained until 2003 when they finished bottom of the Western Division and dropped into the Midland Football Alliance.

### 2.4.2 Structure and Community Benefit Function

Racing Club Warwick has a democratic structure in which each club member has one vote. It is a 'not for profit' organisation, where any surplus that the club makes in its operations is re-invested and helps it meet its community benefit obligations.





Racing Club Warwick's commitment and obligations to benefit its supporter and local communities is written into its constitution as core objectives along with its main aim to help develop and promote football. The proposals contained in this and associated documents – “to create an ambient football ground, sports and other community facilities” - are the means by which these objectives can be fulfilled in a sustainable manner.

This development will lead to a long-term and genuine community facility that provides opportunity for a variety of users aside from the club and its members, including Racing Club Warwick Juniors, other junior football teams, other local sports e.g. netball, social facilities for local residents and a range of local education and community groups.

### **2.4.3 Current Location**

The Club currently plays its home games at Townsend Meadow, Warwick and delivers its community programme at a variety of locations in Warwick.

### **2.4.4 RCW Trading Record**

A summary of the club's financial details is shown below in Section 8. This shows that from a steady start based upon current situation, the new facilities will generate new income streams that are fundamental to the long term success of the club and community facility.

## **2.5 Townsend Meadow**

### **2.5.1 Current Status**

The Hampton Road site is owned by Warwick District Council and leased to Racing Club Warwick (RCW) on a 21-year lease. RCW have an ambition set out in their development plan to expand their current operation and develop the club not only as a sustainable football club meeting essential FA ground standards but also as an important community and sports venue in the town. However, this ambition will be impossible to achieve without redevelopment of the site, through the financial support of the Council and through external funding support e.g. FA, local charitable bodies.

### **2.5.2 Planned Development**

The project proposal which forms the basis for this Business Plan is to redevelop the community football ground and associated facilities at Racing Club Warwick. Whilst this has been the long standing intention, an impasse between former board members and WDC in recent years has led to a stale-mate and a lack of progress and development. Since March 2015, a new committee at the Club has been determined to repair the damage that the stale-mate has brought and can report good communication and real progress to date (see Section 7).

This has resulted in the Club creating a comprehensive proposal for redevelopment – including essential measures to clear disused and unsafe old buildings and improve health and safety and security for the Hampton Road site. This first step was considered and funding approved subject to conditions by Warwick District Council in September 2015.



## 3. Racing Club Warwick in the Community

### 3.1 Catchment Area

The main catchment area for the site is the CV34 postcode area and Aylesford Ward but the site will also attract people from all over Warwick town and Warwick District.

### 3.2 Population Breakdown (Aylesford Ward)

The Aylesford ward (previously Warwick West) has 4,390 people. Of these:

- 60.3% are economically active
- 28% of 16-24 year olds are unemployed
- 8% of 16-74 year olds have never worked
- 10.2% are permanently disabled

### 3.3 Links with Wider Strategies

#### 3.3.1 National Sports Context

The development will support key national agendas of both the Football Association and Sport England as follows:

##### i) Football Association National Game Priorities

We will work with partners in Warwick District Council and Birmingham County FA and with SkyBlues in the Community to meet strategic objectives in football, including:

- Growth and retention – increase the numbers of people playing football at the site and retaining players at both 16+ and adult levels by creating new pathways for ongoing participation.
- Raising standards and addressing abusive behaviour – develop club welfare, support the Respect campaign and develop mentoring
- Developing better players – access coach education programmes and skills training for coaches at RCW and RCWJ
- Running the game – implement best practice in running clubs
- Workforce development – recruit, train and improve outcomes from volunteering

##### ii) Sport England

The Club will also provide a broader sports offer that, along with football will seek to meet Sport England's strategic priorities which are to:

- **Grow** – the club will increase the numbers of people taking part in sport and physical activity. Site usage of around 2,000 people per annum at present will increase dramatically to over 5,000 per annum in Year 1.
- **Sustain** – RCW will work with young people aged 16 and over to address the high drop-out rates at this age. We will do this through a combined sports, education and volunteering approach and working with football, rugby, cricket, tennis, hockey and netball organisations.
- **Excel** – the club will create pathways to elite sport, notably through the RCW first team but also through the club's excellent contacts in the game. We will also work with other sports to create a first class community offer in the area.



### 3.3.2 Local Strategic Context - Warwick

For the club, the development will allow the club to achieve long term sustainability and to realise its ambitions in terms of community development through sports-based activity. Only the development of our own sports and social facilities will allow the full realisation of the club's objectives to 'promote, develop and respect the rights of members of the community served by the club.

RCW acknowledge that the key context for WDC is that the development must deliver public benefit:

- to the people of Aylesford and Warwick District by providing an enhanced sports facility to encourage increased participation in football and sport, with associated health benefits.
- to the Aylesford and Warwick District area by providing new investment and development, with some new job creation (paid/voluntary), as well as increased football and spending in the area.
- to the communities of Warwick District through the provision of new, non-sporting community facilities and activities within the stadium itself.

The RCW project will also provide a catalyst for other external investment by bringing investment to the site. In doing so the intention is also to establish a facility, which becomes a recognised, valued and sustainable venue within the local community. The stadium will act as the focus in the area for the use of sports as a driver for wider community regeneration.

### 3.3.3 RCW and Community Access

Racing Club Warwick is committed to using a sports-based community development approach in addressing the social problems faced in the area (see Appendix A). This is based on both the Club's own experience as well as good practice developed elsewhere in the UK. RCW already provides a wide range of sports and social activities through the Club and using existing facilities. These currently include table tennis, darts, dominos, cribbage.

The Club will:

- Provide increased opportunities for increased sports participation in the area for people of all ages and use sports participation as a way of addressing health problems by increasing physical activity.
- Make specific efforts with regard to:
  - The participation of young people in their late teens, addressing the nationally recognised problem of youth drop-out in 16+ age groups.
  - Opportunities for older people to be more active as part of an 'active ageing' agenda.
  - Provide ways of engaging young people with developmental pathways so that they are not at risk of being involved in crime or anti-social behaviour.
  - Provide opportunities for education, training and employment to combat the problem of young people not in education, employment or training (NEET) through:
    - Building on the hugely successful work of the club in 2015
    - A developing partnership with Schools and Colleges
    - Opportunities for local schools to use facilities, such as for pre- or after-school clubs.
- Provide opportunities for skill development in sports, administration and other areas.
- Provide volunteering opportunities across the operation of the club.
- Work with health agencies to promote good health, healthy eating, non-smoking and well-being.
- Create local employment through part time and voluntary job opportunities.



## 3.4 Current Football Participation and Local Football Development Demand

There is a problem with drop-out rates particularly in the 16+ age group. This is something that is reflected across the county but is a particular problem in this area of Warwick. This is supported by Racing Club Warwick Juniors who operate junior teams to 16 but have been seeking to create pathways to U18 football, as well as adult teams (small sided and 11), something that this partnership can deliver.

Racing Club Warwick has also expressed a desire to develop more small-sided adult and innovative 7v7 and 9v9 football programmes and wish to make this site a focus for the ongoing development in this form of the game in Warwick District.

In addition to provision of limited size football on the proposed MUGA and junior grass pitches, RCW are in discussions with Warwick District Council about how to work together to improve the quality of the grass pitches on the adjacent St Mary's Land, which could be serviced by RCW's football development work and maximise usage of the new changing rooms proposed in this development.

Another national focus of work is the growth of the 11-a-side game. As stated above, this category has the highest target of teams to develop and arguably along with female 11 a-side, is the most difficult category in which to achieve growth. The provision of a third-sized adult MUGA in the area will be a major boost to develop this area of football.

## 3.5 The Planned Football Development Goals for the Project

The Football Development Goals for this project are outlined in the Football Development Tool Kit. The main points are as follows:

### i) Vision

The project will provide new and improved facilities to encourage the development of football in Warwick in a partnership with Racing Club Warwick Juniors (RCWJ). It will help young footballers realise their full potential by providing improved coaching, retention of participation particularly at 16+, volunteering opportunities and coaching training, as well as assist developing adult participation.

RCW will work closely with Sky Blues in the Community, RCWJ, other clubs and community groups to ensure the facility is at the heart of the local community and offers football opportunities to all ages and abilities in their locality. The facility will become a real community hub for local residents, community groups and clubs to engage in football and other sports suited to the facilities. The new MUGA pitch proposed will ensure all community groups have access to high quality training and playing facilities, reducing barriers to participation and transport issues. The new facilities will support club development raising standards, developing better players and increasing participation through growth and retention.

### ii) Growth and Retention

The project will allow RCW to create new teams (U18, U16, women's and disability) as well as new adult small sided leagues to retain participation and develop new pathways from junior to adult football. This will support key objectives of RCW, RCWJ and WDC to retain players at 16+, create exit routes from junior football and increase adult participation. Fundamental to this is the dovetailing of RCW's provision at 16+ and RCW's junior structure and development. This is a landmark partnership and one the District Council and County FA are keen to see succeed.



### **iii) Raising Standards and Addressing Behaviour**

RCW will work closely with BCFA to maintain FA Adult Charter Standard status, improve club welfare and continue to support the 'RESPECT' and 'Kick It Out' campaigns. However, the club will also continue to work with other junior clubs, including RCWJ, to assist them in achieving FA accreditation and addressing issues of poor behaviour. Using our volunteers we can assist clubs with less resources to implement good practice.

### **iv) Better Players**

The project will allow us to develop better players, both at RCW as well as with our partner junior club, RCWJ and other local clubs in the area. This will be achieved through an ongoing programme of coach development, including delivery of elite coaching badges for coaching staff as well as other continued professional development including people management and youth mentoring courses.

This will also be a hub site for BCFA to deliver Level 1, 2, Youth Awards, Goal Keeping, Emergency Aid, Safeguarding, Welfare, other related Sports Coaching Courses.

### **v) Running the Game**

RCW seek to be an example of good practice in club governance, prioritising transparency, community involvement and democratic ownership (with 300+ members). This is enshrined in the club's constitution and the club will continue to strive to improve delivery of those aims. Alongside this the development will assist in RCWJ's ability to run its club effectively through the provision of new office, meeting, training and event facilities.

### **vi) Workforce Development**

For the club's workforce to develop in order meet the new opportunities provided by the facility and the targets in the Football Development Plan and community programme, we will implement a Continuing Professional Development strategy for both coaches and club staff. The facility will provide the site for delivery of this as well as ongoing development of the club's volunteer workforce. The club currently has 20 people who volunteer each year and the aim is to not only retain them but increase numbers, especially amongst young people, help them achieve accreditation, experience and qualifications and for them to play a fuller role in the ongoing development of the club. However, the Club considers that the proposed investment in the facilities – and the increased role in the community – would require the introduction of paid staff to lead the community programme (see below) and its particular focus on young people who are Not in Education, Employment or Training (NEET).

### **vii) Promotion**

Racing Club Warwick are extremely experienced at marketing and promotion and have achieved widespread local, regional and national media coverage in print, TV, radio and online media. The club has already conducted extensive consultation in the local area including house to house leafleting residencies, undertaken by volunteers. Consultation about provision of activities in the multi-function space is ongoing and the club will deliver media, PR, print, online and social media campaigns to promote the site and develop use of it.





## 3.6 Key Project Partners

The list of partners below demonstrates the strong connections in the town and the potential for greater involvement and cooperation with Racing Club Warwick. Partner roles are as follows:

### Partner Role

- Racing Club Warwick FC, Project lead, football and community sports organiser, site leaseholder.
- Racing Club Warwick Juniors Football Club, junior football partner; junior football development
- Warwick District Council, site owner and provider, strategic and delivery partner, main funder
- Birmingham County FA Strategic football partner, ongoing delivery partner, revenue funder.
- Sky Blues in the Community ~ local community engagement partner
- Sport England Funder – MUGA facility (tbc)
- Football Foundation ~ Football Stadium Improvement Fund
- Warwick Town Council ~ community funder

Alongside these are a number of schools, colleges and community groups including:

- **Further Education partner:**
  - Warwickshire College / Moreton Morrell
- **Primary School partners:**
  - St. Mary's CoE Primary School, Warwick
  - Newburgh Primary School, Warwick
  - Coton End Primary School
  - Woodloes Primary School, Warwick
  - All Saints Primary School, Warwick
  - All Saints Cof E Primary School, Leek Wootton
- **Secondary School partners:**
  - Aylesford School, Warwick
  - Myton School, Warwick
  - North Leamington School, Leamington



## 4. The Project Proposal

### 4.1 Redevelopment of the site

The proposal is for the Club to continue on a long term lease with WDC and upgrade the site by:

- demolishing old and unused buildings;
- stadium improvements including building new changing room facilities, replacing floodlights and spectator seating area;
- upgrading the Club House and development of multi-function community rooms and offices;
- building a new 'third sized' all-weather sports area (MUGA).

The Club will continue to utilise and manage the two council football pitches on St Mary's Land. Further 'down the line' the Club intends to re-position the existing main ground grass pitch in line with FA advice.

The Club will increase community use of the site through a new Community Football and Sports Plan which identifies the delivery of a Community Activities Programme and increase access to facilities for local use.

### 4.2 Changes to RCW leased area

To enable the new MUGA initiative, it is proposed that RCW take over the grassed area site to the front of the club house (currently WDC owned and managed and used as temporary 'soft' car parking) on the basis that a new Multi Use Ground Area (MUGA) can be built – linking up with the new changing rooms and the Club House – aimed at bringing in new sports teams e.g. women's football, netball, disabled sports and delivering significant public benefit for the communities of Aylesford.



For this to happen the existing lease would need extending to incorporate the grassed area in question – located to the front of the Club House and adjacent to the racecourse. The Club understands that this area was in fact part of a previous lease document but no longer. RCW would apply for planning permission for the new MUGA, and if approved, then request an adjustment to the current lease incorporating the extended area.

### 4.3 Capital Works

The club will undertake the following capital works on the site:

- i) Demolition of unused/unsafe buildings (see right), new fence enclosure fence, car parking and landscaping.
- ii) Redevelop the main league football ground with:
  - New floodlights
  - New 50-seater main stand
  - New changing rooms for players and officials
  - New spectator turnstile





iii) Refurbish main Club Room and Social Facility building with:

- Club offices and area for RCW members
- Redevelopment of multi-purpose function, community and conferencing rooms with catering kitchen and bar which has an overall capacity c.100 seated/200-250 people standing dividable into three smaller rooms
- Classroom
- Offices for external rental

iv) Improve and increase sports playing areas by:

- Improved junior grass pitch works on St Mary's Lands (with WDC)
- Creation of a new, 'third size' floodlit artificial sports pitch (MUGA)

## 4.4 Club Room Refurbishment and Improvements

This is considered an essential component of the Club's Business Plan as it will provide an essential source of income generation through a combination of community social use and bar, private hire, offices to rent and a new children's nursery location. Specifically:

### 4.4.1 Classroom

The main building will house a small classroom for the delivery of RCW's Community Programme, football development programme, RCW meetings, and other community activities. Local leagues and other sports clubs have indicated that they will also use the space for delivery of their training. The classroom will be available for private hire and will operate as the boardroom on match days as required under league rules.

### 4.4.2 Multi-Function Community Room

At the front of the stadium there is a large multi-function Club Room that will be improved and further developed as a community facility. The room will be able to be divided into different sized spaces using integral flexible sound-proofed room dividers. This space will serve a number of different functions as well as the different communities of RCW - supporters, residents, partner and other junior football clubs, local authority and participants on our Community Programme.

Available for private hire, the multi-function community room will be both a key revenue driver for the club as well as a space for delivery of our football development and community benefit functions. The different functions include the following:

- Training and classroom based activities that need a space larger than the classroom
- Conferencing and training days
- Education, training and employment services
- Advice and drop-in sessions for local agencies
- Meetings for local community groups
- 'Soft' sports activities - 'gymtots', aerobics, dance and table tennis
- Pre-school provision, 'breakfast clubs' & after school clubs
- Large functions such as weddings, anniversaries and parties
- Smaller celebrations including children's and birthday parties
- Councillor surgeries and local ward meetings
- Bingo nights, dinner dances and lunches for older people







#### 4.4.3 Physiotherapy and Medical Suite

It is envisaged that a physiotherapy/fitness suite will be provided as part of the provision for first team and youth team games. The suite will be located, designed and developed so that it can be used on non-match days by the local community and those using the sports facilities. The suite has been designed after consultation with RCW's own medical team and will provide high quality consulting rooms for those seeking advice and treatment. The prospect of commercial use is being investigated.

#### 4.4.4 Offices

The Club House and Main Building will contain club offices for use by RCW, the community programme team, and other community partners as required as well as commercial rental. The following club operations will be on the site:

- All club administration and management
- All home matches for first team and youth team
- Community programme delivery
- Club social and fundraising events

#### 4.4.5 Nursery

Almost half of the Main Building will host a children's Private Nursery. After much consultation surrounding the community aspect of the building, this use was considered the most appropriate – providing a valuable nursery facility for the area, not conflicting with the evening and weekend use for football and most community activities on the site, and providing an important revenue stream helping to ensure the commercial sustainability of the Football Club and Community Centre. Dependent upon opening date it is envisaged that rental income would generate around £20k in 2016 rising incrementally per annum to reinvest into RCW club and community sports facilities.



#### 4.4.6 Match day restrictions

The Hampton Road stadium and facilities will be used for RCW first team home games. These total 10-12 per season on Saturdays and 8-10 per season in midweek. Youth team games total around 10 midweek dates. Due to this demand profile, use of changing playing areas by adults, concerns about health and Safety and child protection, the MUGA community facilities will not be available from 6pm on midweek match days and 12 noon for Saturday games. Although this means some usage is lost, the benefits of having facilities on one site outweigh this for a number of reasons, notably reducing project capital cost and creating a sustainable business plan that produces reinvestment of RCW revenue into the community facilities. Furthermore there is added value to junior teams (RCWJ in particular) and community groups using a site along with a semi-professional team (role models, inspiration, pathways to elite football).

#### 4.4.7 Access and Washrooms

The Racing Club Warwick site, including the main buildings will be fenced and gated as appropriate. Access to the MUGA will be via the Club House side of the pitch. Access to the grass pitches (St Marys Lands) will be via the east side of the site where a footpath will lead from the Club House. Spectators for community events will be able to use washrooms near the Club House, or alternatively and where appropriate within the Club House building (including disabled toilet provision).



## 4.5 Improvements to pitches and playing surfaces

This Business Plan includes plans for a new floodlit, third-size artificial grass pitch (Multi Use Games Area) for adult 5-a-side football (men and women's games) and also divisible into two small size junior football pitches. It will also allow playing of 7v7 football and be constructed as a FIFA 2\* pitch with shock pads to allow playing of other sports.

The pitch will provide a main focus of football development activities including the football development plans of RCW. It will also be used for delivery of RCW's community sports programme and other activities e.g. in partnership with Warwick District Council and other organisations and charities in the town providing a much-needed sports facility in this part of Warwick town.



## 5.0 Project Work Programme

The work programme is planned in three stages:

**Phase 1** will be the removal of several old derelict, unsafe and unsightly buildings e.g. former boxing club and erection of essential perimeter security fencing on the St Mary's Lands boundary. This is a priority to reduce vandalism, to improve health, safety and security of the users of the facilities, and improve the general appearance and environment of the Hampton Road site.



**Phase 2** will include a grant application for joint match funding from the Football Association and the Council to improve the main football stadium facilities including new changing rooms and match officials' facilities, new floodlights, a new spectator stand and pitch side dug out areas. There is a requirement of the Football Association to meet various standards in terms of lighting, spectator facilities and changing rooms – and the Club has already been notified that it is at risk of breaching those standards unless improvements are made.

**Phase 3** will focus upon improved community facilities - planned as two sub-projects:

**Community Project 1** - Upgrade to the main function room building, bar and club room. This already represents an important 'sports and social' facility not just for club members but also for the use by local residents for a wide range of sports and social activities. The Club are committed to extending this purpose, redeveloping part of the main building as a day nursery (tenant), building upon the range of indoor sports and providing a modernised, welcoming and attractive venue for informal and formal local use. These will all generate a steady income stream for the Club.

**Community Project 2** – Improvements to St Mary's Lands football pitches and the construction of the new 'third size' Multi Use Games Area (MUGA) adjacent to the clubhouse and main stadium which will provide an important floodlit, all-weather surface for club members, local sports teams and community users.



## 6 Management and Organisation

### 6.1 Corporate Governance Structure

RCW is a Private Members Club. The Club is an existing community benefit organisation with powers wide enough to be able to carry out the stadium development and run the stadium.

The Club's Objects are as follows:

- To strengthen the bonds between the Club and the community which it serves and to represent the interests of the community in the running of the Club;
- To benefit present and future members of the community served by the Club by promoting encouraging and furthering the game of football as a recreational facility, sporting activity and focus for community involvement;
- To ensure the Club takes proper account of the interests of its supporters and of the community it serves in its decisions;
- To further the development of the game of football nationally and internationally and the upholding of its rules;
- To promote, develop and respect the rights of members of the community served by the Club and people dealing with the Club as set out in the Charter of Fundamental Rights of the European Union, having regard in particular to the need to provide information to members and conduct the affairs of the Club in accessible and appropriate ways.

The club has an elected committee of 9 members. Directors serve a term of one year before they need to seek re-election. The Rules of the Club are available at: <http://www.racingclubwarwick.co.uk>

### 6.2 Management and Reporting Procedures - Ensuring Community Benefit

There will be three 'layers' of site management that will oversee delivery of local community benefit:

1. **RCW Committee:** The facility will be redeveloped, owned and managed by Racing Club Warwick committee. The committee of RCW will take overall management responsibility and be responsible for any future on-site development. It will be owned by the club's members and membership will remain open.
2. **Operations Advisory and Monitoring Board:** There will also be an Operations Advisory and Monitoring Board to ensure that outcomes sought by all partners are met. It is proposed that membership of this will be: RCW, RCWJ, WDC and grant funder representatives.
3. **Community Forum:** We will establish a Community Forum which will meet regularly during each year to deal with any problems that might be caused by the running of the site and allow a voice for community groups and individuals in the area and input into the programming of activities on site.

We will use sport to lead to ongoing personal and collective development in education, volunteering and physical activity and as an aid to community cohesion. We are committed to building on the outreach work that the club is renowned for, becoming an integral part of the Warwick area, contributing to its ongoing regeneration and helping to change local lives for the better.



Every aspect of the development will be made with our fan and local communities in mind, in order to make a tangible difference to those we engage. Regardless of age, race, gender, sexuality or ability, we will involve people and put their interests at the heart of what we do.

Our promises will be underpinned by:

- An irreversible Asset Lock that is in place in RCW's constitution means that the site cannot be sold in order to distribute surpluses to its members/co-owners.
- A partnership agreement with Warwick District Council that specifies the delivery of community benefit
- A partnership agreement with Racing Club Warwick Juniors delivering a unique football development plan for the area
- Grant funding agreements which will specify community sports outcomes to be delivered
- Regular reports on community use and outcomes made publicly available.
- An Annual Report outlining performance and Statement of Accounts. This is a holistic, state-of-the-art system that will enable monitoring, evaluation and reporting of:
  - Total numbers, demographics and attendance of users
  - Progression and development in key areas (such as youth inclusion)
  - Individual and group outcomes (such as employment, training and volunteering) and qualifications (e.g. FA coaching certificates)
  - Other key performance indicators for funders and partners
  - Qualitative case study evidence
  - Financial accountability

## 6.3 Marketing And Local Communication Plan

The project is already in 'the public domain' and has received considerable publicity to date. Racing Club Warwick has also undertaken consultation, leafleting homes and opening discussions with other prospective user groups. The club has an active residents and supporters group in the area who are continuing this consultation as the project develops.

In terms of the redevelopment of the site, much will depend on the build schedule which in turn is dependent on funding. However, the club will:

- Conduct an extensive PR and marketing campaign using the extensive experience within its ranks to gain local, regional and national media, including newspaper, television and radio.
- Utilise its in house volunteer web team to promote the facility using innovative 3D imaging, the well-used Club website, partner sites and other forums.
- Deliver key messages via social media, including its very popular Twitter feed and Facebook pages.
- Use print media and 'door knocks' to communicate directly with local residents about the opportunities on offer.
- Speak at local resident meetings, schools, colleges and community group meetings to keep them updated about developments and inform them about opportunities on site.
- Hold quarterly local community and resident meetings to communicate about ongoing operation and deal with any issues that may be raised.



## 6.4 Maintenance Plan Outline/Sinking Fund Projections (see Section 8)

Our annual maintenance budget includes:

- Community pitches / MUGA maintenance fund of £6,000 in Yr 1 increasing by £1k pa for 5 years.
- Building and stands maintenance – Yr 1 £3k increasing by 10% pa for 5 years.
- Sinking Fund budget of £5k Year 1 with annual incremental increase of £1k to cover major item replacements.

The pitch and maintenance fund for Year 1 is to cover:

- Maintenance cost of the MUGA as recommended by the Football Foundation for the items detailed Appendix B. Our estimated annual cost for the MUGA is £3,000 annually showing that we have allowed for £1,000 in the interests of prudence.
- £1,500 is set aside for the two community grass pitch maintenance costs (St Mary's Lands)
- £3,000 is set aside for building and stand maintenance. This will be complemented by ongoing staff input built into the Business Plan and the input of RCW volunteers who will offset some of the labour costs of annual maintenance

*Note: A detailed care and maintenance plan is included as Appendix B in this Business Plan*

The Sinking Fund allows for:

- £24,000 ring fenced funding toward replacement of the MUGA in 10 years as recommended by the Football Foundation.
- £1,000 provision per year for other major item replacements, grass pitch surface renewal and other improvements.

## 6.5 Health and Safety

The facility has been designed to current building regulations, which will be overseen by RCW site manager with professional support from WDC.

## 6.6 Training and Development of Staff

Our Football Development Plan outlines a programme of Continued Professional Development for club staff and volunteers, including development of coaching staff. It also includes ongoing training for RCW's volunteers and young people engaged on our Community programme, a number of whom continue to volunteer for the club. We will employ professionally trained grounds people who are skilled to maintain both grass and artificial pitches and/or provide Warwickshire College with the opportunity to train students on pitch and ground maintenance via our successful partnership with them. Bookings for the facility will be undertaken at the club office by club staff. We are exploring a number of technical solutions to assist in facility booking, which will interface with the monitoring and evaluation system.

## 6.7 How Will the Project be Measured?

The Project will be measured against key outcomes relating to:

- **Football Development outcomes** – improved results, attendance figures, greater numbers of soccer players especially youth/ladies; active partnership with SkyBlues in the Community activated.
- **Sports development outcomes** – range of sports extended including netball, women's football, 5-a-side; number of clubs and individuals using facilities increased, coaching programmes improved.





- **Community programme outcomes** – events (sporting and non-sporting) increased; venue attracts private hire; clubhouse revenue increased.

This will be reported utilising the 'Views' monitoring and evaluation software. We will also monitor the financial performance of the site on a monthly basis at RCW Board meetings as part of our monthly management accounts review. Overall performance will be reported on a quarterly basis to the Operations Board, on a twice yearly basis to members and to funders as required.

## 7. Risks and Mitigation

Risk	Level of risk	Mitigation
FA ground inspection failure – club relegated	High	Business Plan, FSIF funding applications and match funding commitment from WDC demonstrate commitment to improve facilities to reach FA standards.
Total grant funding fails to materialise	Medium-high	Business Plan broken down into three funded components (stadium, clubhouse and community centre; MUGA). Failure to raise external funding other than FA and WDC will mean that MUGA sport facility will not be possible.
FSIF grant request of £100k not provided in full	Low	Good pre-bid negotiations with FSIF taken place inc site visit. All requirements e.g. surveys, planning submission and quotes for capital items met. Best value quotes submitted.
RCW unable to manage the project stages leading to cost over runs and/or poor quality/ineffective work.	Medium	WDC provide expertise and technical support for project management. Regular reporting to Working Group (RCW/WDC)
Planning permission or other statutory consents for improvements to stadium, clubhouse and MUGA are not forthcoming – the club cannot meet FA requirements - leads to relegation or closure of club.	Low	Pre Planning Application advice has been sought to ensure all applications (min 2 phases) and change of use (Nursery) conform to requirements.
RCW find community hard to engage with and get involved leading to reduced income streams and potential financial losses	Low-medium	RCW planning to issue doorstep notification of community plans to local communities. Promotion events planned at RCW. Working with councils, SkyBlues in the Community, schools and other community groups. Club fund raising plan actioned including regular applications for community and sports grants.



## 8. RCW Financial Statement ~ November 2015

When the new RCW Club Management Committee was appointed in May 2015, it was clear that the club needed to improve its finance control. At that point in early 2015, RCW had an overdraft of £4,500 and had bad debts of around £4,600.

The new Committee has thrown itself into the task of turning around the Club, its relationships, its finances and its ambitions – with the new Chairman, Gary Vella and key members contributing many hours each week to make things happen. With the introduction of a new Club Treasurer, Rob Horley, the Committee has introduced stock controls, financial accountability and discipline. It also stopped paying 1st Team expenses – a fairly drastic action but one the Committee felt necessary.

An immediate injection of cash to keep the Club afloat was needed – and this has been achieved during 2015 with club activities generating around £10,000 revenue through various parties including junior team activities, a six –a-side tournament and increased subscriptions. This coupled with loans from committee members has meant that the Club has seen a rapid turnaround in financial health. At October 2015, the Club has £2,600 in the bank (thanks in particular to a Warwick Town Council grant of £5000) – and we now have no bad debts. We intend to continue to generate revenue funds through our own activities – but require new and improved facilities to enable this to happen.

As with all League Status football clubs (RCW play at FA Step 6), the Club is subject to regular stadium inspections related not only to playing surfaces but also to health and safety (players and spectators), services (changing facilities for players and match officials) and spectator washrooms, floodlighting, spectator seating, and security. At a preliminary ground inspection, the Club has been warned that its league status was at risk due to poor pitch floodlighting (lux below FA requirements), unsatisfactory changing facilities, poor spectator seating and other minor facilities (dugouts and turnstiles). The FA advised that the Club should bid for Football Stadium Improvement Fund (FSIF grant) to remedy the situation to ensure FA League status. This provides 70% of match funding up to a maximum of £100k. Section 8 indicates the total cost of ground improvements to meet FA specification of £150k – requiring a minimum match funding injection of £50k – and as such is the major focus of the Club's Business Plan.

In addition, the new Committee has worked hard to establish a new working partnership with Warwick District Council and has also improved the Club's links with local community groups, charities, colleges and businesses. We have received new sponsorship and the local community has started to show a renewed interest and engagement with the Club. Racing Club Warwick now welcomes new members and sports teams (indoor and outdoor) - and there is a real sense of a community feeling about the Club – shown by the letters and emails of thanks the Committee has received this year. The Club intends to build on this, thus providing a sustainable income stream and becoming a really dynamic location for community sports and social activities in West Warwick.

The support that has been offered by Warwick District Council (financial and professional expertise) has been really welcomed and is crucial to the survival and growth of the Club. This support has given real hope to the Committee and the Club Membership that things are 'back on track' and the Club has a real future ahead, not just to ensure the football team retains FA league status but also to maximise the opportunities for all our junior players, our social games teams and club members through the introduction of new and refurbished facilities for the stadium, clubhouse and all-weather games area (MUGA).



## 9. Financial Plan - Capital

### 9.1 Estimated Project Costs

Detailed work has taken place to identify the estimated costs required to support the aims and objectives outlined in this Business Plan. The Club appreciates the support being provided by Warwick District Council – other match funding sources have also been contacted and grant applications are in preparation.

**The total project cost estimate (including 10% contingency) is £480,000 excluding VAT.** This is made up of the following components:

### 9.2 Site demolition (Health & safety; security requirements)

• Demolition of buildings, fencing	£ 55,000
• Contingency costs	£ 5,000
<b>Total</b>	<b>£ 60,000</b>

#### Agreed funding sources:

<b>WDC (committed)</b>	<b>£ 60,000</b>
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### 9.3 Football Stadium Improvements (FA requirement – Step 6)

• 50-seater stand inc Roof	£ 15,100
• Dugouts pitchside x 2	£ 3,760
• 2 x Team Changing rooms inc officials	£ 61,250
• Floodlighting	£ 49,950
• Turnstile	£ 7,000
• Contingency @ 10%	£ 12,940
<b>Total</b>	<b>£150,000</b>

#### Proposed funding sources:

• Football Stadium Improvement Fund (FSIF)	£100,000
• Match funding ~ WDC request (£15k + £35k)	£ 50,000
<b>Stadium Improvements Funding required</b>	<b>£150,000</b>

### 9.4 Clubhouse and Community Centre (refurbishment and renovation)

• Training Room refurbishment and refurnish	£ 2,000
• Office refurbishments (for letting)	£ 3,000
• Main function room renovation	£ 5,000
• New furnishings and fittings	£ 5,000
• Heating and lighting upgrade	£ 5,000
• Club room roof refurbishment	£ 25,000
• Contingency @ 10%	£ 5,000
<b>Total</b>	<b>£ 50,000</b>



- FA Facilities Fund – Small Grants £ 10,000
- Match funding required – various sources £ 40,000

### 9.5 MUGA Community Sports (all-weather third size court)

• MUGA inc. fencing and floodlights	£180,000
• Maintenance of junior grass pitches (SML)	£ 1,000
• Plant and machinery	£ 5,000
• Site works planning costs)	£ 1,000
• Legal costs e.g. lease variation	£ 1,000
• Project development and planning	£ 12,000
• Contingency @ 10%	£ 20,000

- Sport England £100,000
- Landfill Trust Funds x 2 £ 80,000
- Other charities £ 40,000

**The total project cost estimate (including 10% contingency) is £480,000 excluding VAT**

As indicated above, the Club with WDC match funding support has identified a number of sports and community-based grant funding sources including:

- Football Foundation Stadium Improvement Fund (£100,000 max at Midland Football League level 6)
- FA Facilities Fund~ Small Grants Scheme (£10k max for Club House improvements)
- Sport England (£100k for MUGA)
- Landfill Site grants x 2 @ £50,000 maximum for MUGA (location eligible for SITA and WREN)
- Warwick District Council (£60k committed demolition; request for £50k match for FA stadium bid)
- Parks for People (HLF) tbc
- Local Charity applications e.g. King Henry VIII tbc



## 10. Financial Plan

### INCOME AND EXPENDITURE ACCOUNT

	2015 Aug- Dec	2016	2017	2018	2019	2020
<b>INCOME</b>						
Clubhouse Food and Drinks	22000	35000 <sub>4</sub>	41000	43000	45000	48000
Clubhouse (Members Subs )	700	2300	3000	3200	3500	3800
Junior Section Subs		2700	3000	3500	3800	4000
Sponsorship (Football)		3000	5000	8000	10000	12000
VAT Rebate	600					
MUGA		10000 <sub>5</sub>	30000	30000	35000	40000
Nursery Rental Income (1)		20000	22000	24000	26000	28000
Room Hire	500	2000	3000	4000	5000	6000
Summer Camps		1500	2000	2500	2800	3000
Town Council Grant	5000	5000	5000	5000	5000	5000
<b>TOTAL INCOME</b>	<b>28800</b>	<b>81500</b>	<b>114000</b>	<b>123200</b>	<b>136100</b>	<b>149800</b>

### EXPENDITURE

Clubhouse Food and Drinks	12000	17000	21000	22500	23000	24000
Clubhouse Bar Wages	1500	5000	8000	8000	9000	10000
1st Team Expenses	500	3000	5000	6000	7000	8000
Rent	1500	3600	3600	3600 <sub>6</sub>	4100	4100
Rates	1475	6000	6000	6200	6200	6200
Gas	1000	2000	2500	3000	3300	3500
Electricity	2300	6500	7000	7500	8000	8500
Petrol	280	1000	1200	1400	1600	1800
Waste Disposal	420	800	900	1000	1000	1200
Water Rates	975	2500	2800	3000	3300	3500
Office		350	400	500	600	700
Pitch Hire	1100	1500	1600	1800	2000	2200
Insurance	2105	4000	4200	4500	4800	5000
Building and stands maintenance (2)	600	2600	3000	3200	3500	3800
MUGA /Club Salaries (7)		5000	15000	17000	18000	20000
Bank Interest and Charges	300	200	100	150	200	220
Kit/Balls/Training		1500	1500	1600	1700	1800
Sink Fund capital item replace(2)		5000	6000	7000	8000	9000
Licences		750	750	750	780	780
Pitch Line Marker	600	600	600	650	700	750
Alarm Repairs Maintenance		500	500	500	520	550



Community pitch and MUGA maintenance (2)		6000	7000	8000	8000	8000
Telephone /Broadband	300	800	1000	1300	1500	1800
Miscellaneous (8)		3000	4000	6000	8000	10000
<b>TOTAL EXPENDITURE</b>	<b>26955</b>	<b>80200</b>	<b>90150</b>	<b>117650</b>	<b>127630</b>	<b>138430</b>
<b>PROFIT/LOSS (3)</b>	<b>1845</b>	<b>2300</b>	<b>8850</b>	<b>5550</b>	<b>6470</b>	<b>11370</b>

## Notes

- (1) Income for Nursery is Gross income for rental of the rooms comprising of 20 children. This figure is obtained from two current Children's Nurseries who have visited the building and would be prepared to pay based on current costs. Assumes opening early 2016.
- (2) See Section 5.5 – Maintenance and Sinking Fund
- (3) Any surplus made would be re-invested in the facilities for the benefit of the members and the community.
- (4) Assumes club house and community centre refurbished early in 2016
- (5) Assumes MUGA funding secured with completion Autumn 2016
- (6) Rent review planned for 2018 – Plan does not make any assumptions about possible changes in rent levels.
- (7) Plan recognises for a 0.5 FTE person to coordinate and manage the community sports facilities inc MUGA
- (8) Includes expenditure on planning fees, legal advice etc



## Appendix A – RCW Business and Community Use Plan and Benefits

**November 2015**

This document help to highlight the benefits to the local community that Racing Club Warwick and its Community Hub plan, which can be fully understood via its comprehensive business plan. As is clear from the numbers below, the local area is hugely deprived in comparison with the Warwick District as a whole and Racing Club will help to address some of these issues, be it from employment, training, activities and community spirit and well-being.

### Population Breakdown (Aylesford Ward)

The Aylesford ward (previously Warwick West) has 4,390 people. Of these:

- 60.3% are economically active (10% under the local average)
- 28% of 16-24 year olds are unemployed (9% over the local average)
- 8% 16-74 year olds have never worked 16-74 (Over the local and national average)
- 10.2% are permanently disabled (3% higher than the national average)

### Social Return on Investment

RCW has identified that social return on investment for an average community football club indicates that for every £1 spent to run a club, there is at least £4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

### Social Outcomes

RCW agrees with the stated benefits of football clubs engaging in community development:

- Football clubs provide an environment where people are more socially connected at every age group compared to other sports
- Football clubs are 3 times more useful for developing social networks than work, education or other community group networks
- Football clubs provide club members greater social support than through their other social networks
- Football clubs help people develop skills in public speaking, problem solving, decision making, conflict resolution, and dealing with people from diverse backgrounds.
- Football clubs provide individuals, particularly those aged 15 to 24, with significantly increased chances of securing employment via the social networks provided by the club
- Football clubs are large consumers within their own communities, supporting local businesses such as bakeries, cafes, hotels, butchers, restaurants and local trades people



## Health Outcomes

Football clubs are important and effective vehicles for delivering health and safety campaign messages for young people

Individuals associated with a football club have a greater level of self-reported wellbeing at every age group compared to the average population

Individuals associated with a football club have higher levels of self-reported physical and mental health at most age groups compared to the average population

The self-reported good mental health of people aged 18-24 associated with a football club is substantially higher than the general population; given the higher incidence of mental health issues among young people, it could be argued that football clubs help those at greatest risk of poor mental health

## Community Outcomes

Football clubs harness the collective energy of players, coaches, administrators, volunteers and supporters to not only deliver sport and social activities for members, but for their respective communities

Football clubs are increasingly engaged with their communities, delivering a range of services such as school holiday clubs and health awareness programs in schools, while supporting other community groups' events and fundraising efforts, supporting health awareness and education campaigns, and helping and supporting socially disadvantaged members of the community to participate in football and other activities

A football club's reach is significant and extends beyond its players, coaches, administrators and volunteers; for every 1 player, football clubs reach 10 people in their community, generating increased Community pride

Football clubs are considered the hub of a community, are a focal point for community efforts in times of crisis and celebration, and are considered by club and community members as central to shaping the identity of a town or area

Sponsors typically support community football clubs to assist them deliver community benefits rather than for commercial gain

Football club leaders, on and off the field, are usually considered as role models in their local communities.

***Gary Vella ~ Racing Club Warwick November 2015***



## Appendix B – Maintenance Schedule for Ground, Club House and MUGA

### 1. Description of Maintenance Work for MUGA

#### i) Routine Care and Maintenance

- Light brushing possibly with powered rotary brush
- For small areas, a 1m medium bristle broom with a vigorous pushing action.
- Removal of autumn leaves, twigs, litter and other debris is considered in this category on daily basis during autumn.

#### ii) Weeds, Moss and Algae

- Deal with windblown seeds, moss and algae.
- An annual preventative weed treatment through application of herbicide containing Diuron or other suitable chemical.
- Deal with moss and algae through periodic treatment using for example Copper Sulphate, Hypochlorate or Sodium Salt Of Dichlorophene (e.g. Panacide) solutions

#### iii) Snow Removal

In cases of light to moderate snow fall, a snow blower will suffice for clearing the surface. After snow blowing surfaces will be brushed to remove the bottom layer of snow. In extreme cases use of mini-snow plough, followed by blower, shovels and brushing

Use of fine salt for normal frost conditions but limited to prevent affecting the playing surface

#### iv) Cleaning

Remove all foreign matter that comes in contact with the turf as soon as possible with a recommended solution as follows:

Water-born and Miscellaneous Markings: Acid, Alcohol, Alkali, Blood, Chocolate, Coffee, Cola, Dye, Fruit Juice, Glue, Ice Cream, Latex, Paint, Milk, Mustard, Rust, Soot, Tea, Urine, Water Colours: Sponge with a non-film forming detergent and cold water. Rinse thoroughly.

- Persistent Markings: Chewing Gum Spray with freon aerosol and scrape. Metal Polish Sponge with dry cleaning solvent. Oil Paints Blot immediately, with turpentine or paint remover. Blot with detergent and water. Re-sponge with cold water to remove detergent scrape excess. Sponge with dry cleaning solvent. Tar Scrape excess. Sponge with dry cleaning solvent.
- Emulsified Markings: Cosmetics, Ink, Shoe Polish. Sponge with detergent and cold water. Apply solvent. Clean solvent residue with soap and water. Re-sponge with cold water removes detergent.

#### v) Surface tears and damaged field markings

In the case of tears in the turf of field markings with raised corner, mark the damaged section off and seek professional input to repair.

#### vi) Fire

In those cases where another material is burnt on top of the turf surface causing the fibres to melt, or discoloration, the affected area can be removed and replaced with new material.



## vii) Floodlighting Maintenance

- All floodlighting installations require regular maintenance and cleaning to ensure the maximum light output is achieved throughout the installation life.
- All floodlights breathe, therefore particles of dirt will collect on the polished aluminium reflector assemblies, and due to the very high operation temperatures, this will through a period of time burn onto the reflector surface and therefore reduce the percentage of light directed on to the pitch.
- Regular cleaning on a yearly basis will reduce this process and allow the maintained illumination level to be achieved over a very much longer period of time. Additionally discharge lamp performance reduces with time and all floodlighting schemes are designed to produce a nominal performance within a three to five year cycle depending on frequency of use. Consideration must be given to replacing lamps so that the performance of the system may be maintained through life.



## viii) Sports Pitch Fences

- Bottom of boards (if applicable) to be kept free from build-up of dirt on carpet.
- Inspect boards every six months and re-seal any edges as necessary using a suitable sealant.
- Inspect boards regularly for damage/vandalism to faces of boards. Any scratches, grooves must be treated/sealed with sealant to prevent ingress of water.
- Remove ball marks from board fascia using a damp nonabrasive cloth
- Check bolts/nuts on rebound/kickboards regularly basis and retighten if necessary.
- Make good damage to ironwork by rubbing, primer and repaint.
- Shut and bolt gates properly to prevent damage in wind.
- Pitch divider nets to be used at all times with both cables and the free standing support posts in place.

## 2. Description of Maintenance Work for Grass Pitches

### Current condition and maintenance

- Due to improvement works on drainage carried out with assistance from Moreton Morrell College the current grass pitch is good. Matches are not lost to water-logging but can be in heavy frost.
- This previous investment helps reduce overall costs for this project because, although there is some additional drainage required at one end of the site in particular, this is minimised and the repositioning of the grass pitches takes advantage of previous work undertaken.
- Current maintenance costs are £1,000 per year and maintenance includes: weekly grass cutting; fortnightly pitch marking; and re-seeding patch repair and Verti Drain aeration work

### General ongoing maintenance will involve:

- Regular mowing to maintain surface quality, including once per week for community pitches and additionally after every match for the main pitch. Frequency of mowing is linked closely to the growing season which will vary depending upon the location of the site.
- To aid growth and recovery, as well as to maintain good presentation, fertilizer will be applied at appropriate times. The exact requirements must be determined by soil analysis.





- All pitches will be aerated to relieve compaction and maintain surface drainage and to promote strong root growth and sward resilience.
- There will be adequate irrigation to aid grass growth during dry periods.
- Regular seeding will be undertaken to repair damaged and weakened areas of turf, to maintain consistency and to prevent weed invasion.
- Preventive measures will be implemented to protect the playing surface from pest damage using suitable pesticides kept in storage facilities to conform with Control of Pesticides Regulations 1986.
- Post-match work will involve divot removal and may require the application of top dressing material to the most badly damaged areas of turf. A reasonable quantity of top dressing will be ensured.
- To restore the pitches post season for the following season the following operations will be performed at the end of the playing year: aeration, cultivation, sanding, seeding and/or re-turfing.
- The club will employ on contract a highly experience grounds man in order to maintain pitches at a high level of quality.

The following equipment will be required (lease/hired or if capital budget allows, bought):

- Mower, preferably a cylinder mower to produce a better quality finish
- Aerator: tractor-mounted or pedestrian
- Sprayer: for application of liquid fertilizer and pesticides
- Chain harrow/roller: to break up clumps and relevel the surface.
- Heavy rolling is no longer considered suitable due to adverse effects on the rootzone
- Hand tools: spade, fork, halfmoon, dragbrush, edging shears, wheelbarrow, measuring equipment.

The revenue budget and sinking fund covers use of equipment, annual servicing and replacement of worn out implements to ensure the quality of the playing surface is maintained. RCW now has a successful partnership arrangement with Warwickshire College who provide assistance and consultancy on pitch and grass maintenance. This relationship will help ensure that the club receives the best possible playing surfaces and also invaluable training for Warwickshire college students.

### 3. Description of Maintenance Work for Buildings

All building work will have standard 12 month contractor's defects liability warranty. All equipment will be covered by standard manufacturer's warranties. The club will have buildings and contents insurance to cover damage to buildings or damage to or loss of fixtures and fittings.

Main building maintenance will be the overall responsibility of the site manager:

- The building as a whole will be fully cleaned once per week.
- High use areas including changing rooms and corridors cleaned on a daily basis.
- Function facilities will be cleaned by volunteers after each match and after functions
- Building maintenance inspections will be held monthly and redecorating will occur as required.
- External blockwork will need repainting every two years
- External wood is designed to 'weather' with age and has a lifespan of over 25 years
- Stands maintenance will be the responsibility of the site manager
- Post-match sweeping, litter clearance etc. will be undertaken by RCW volunteers immediately after every match. They will also report any damage sustained and additional maintenance required
- Costs of building damage will be covered by insurance.
- Roofs will be inspected regularly.





## Appendix C – Warwick West – Current Sports Facility Provision

### Warwick West – Sports Provision

Venue	Public access Y/N	Football	Cricket	Hockey	Tennis	Rugby	Other
Aylesford School – Shelly Rd.	Yes – hire facilities	3 adult pitches 1 junior pitch All weather pitch	2 cricket squares		3 tarmac courts	1 senior pitch	sports hall, changing facilities
Warwick Sports Club – Hampton Rd.	Have a club membership scheme, but allow public access	2 junior grass pitches	Yes – 1 grass square & 1 artificial pitch	No pitches on site but have a hockey section within the club	5 floodlit tennis Courts (3 artificial clay & 2 artificial grass) & 1 unlit court	No	Changing, toilet, shower facilities & club house.
Racing Club Warwick – Hampton Rd.	Club facility	1 stadia grass pitch	No	No	No	No	Changing, toilets, shower facilities, club house.
St Marys Lands	Yes	2 grass football pitches	No	No	No	No	9 hole golf
Central Ajax FC – Hampton Rd.	Club facility	3 full size pitches. 7 mini soccer pitches. Floodlit training area.	No	No	No	No	Club house, toilets, ref's room,

# Racing Club Warwick Football Club

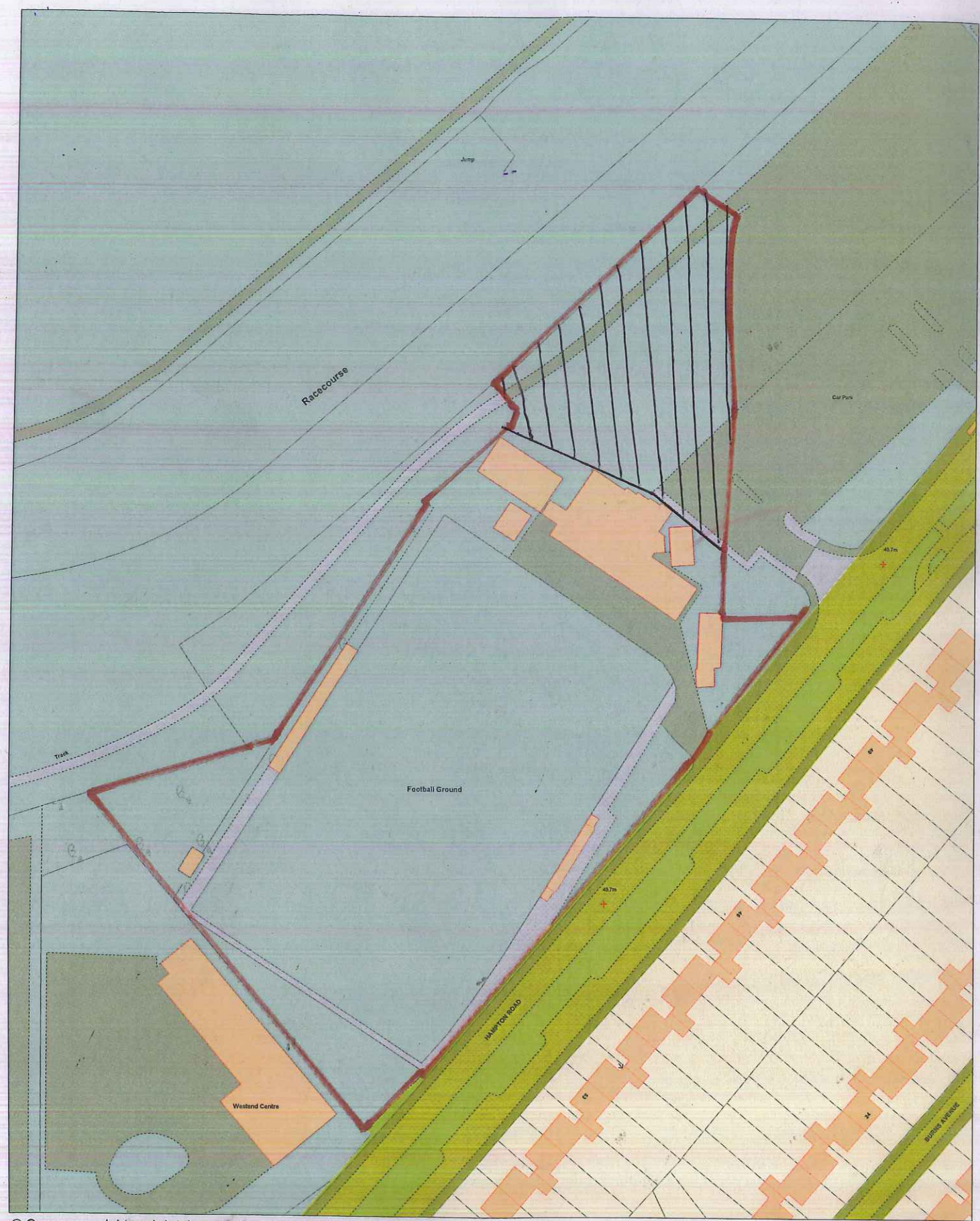
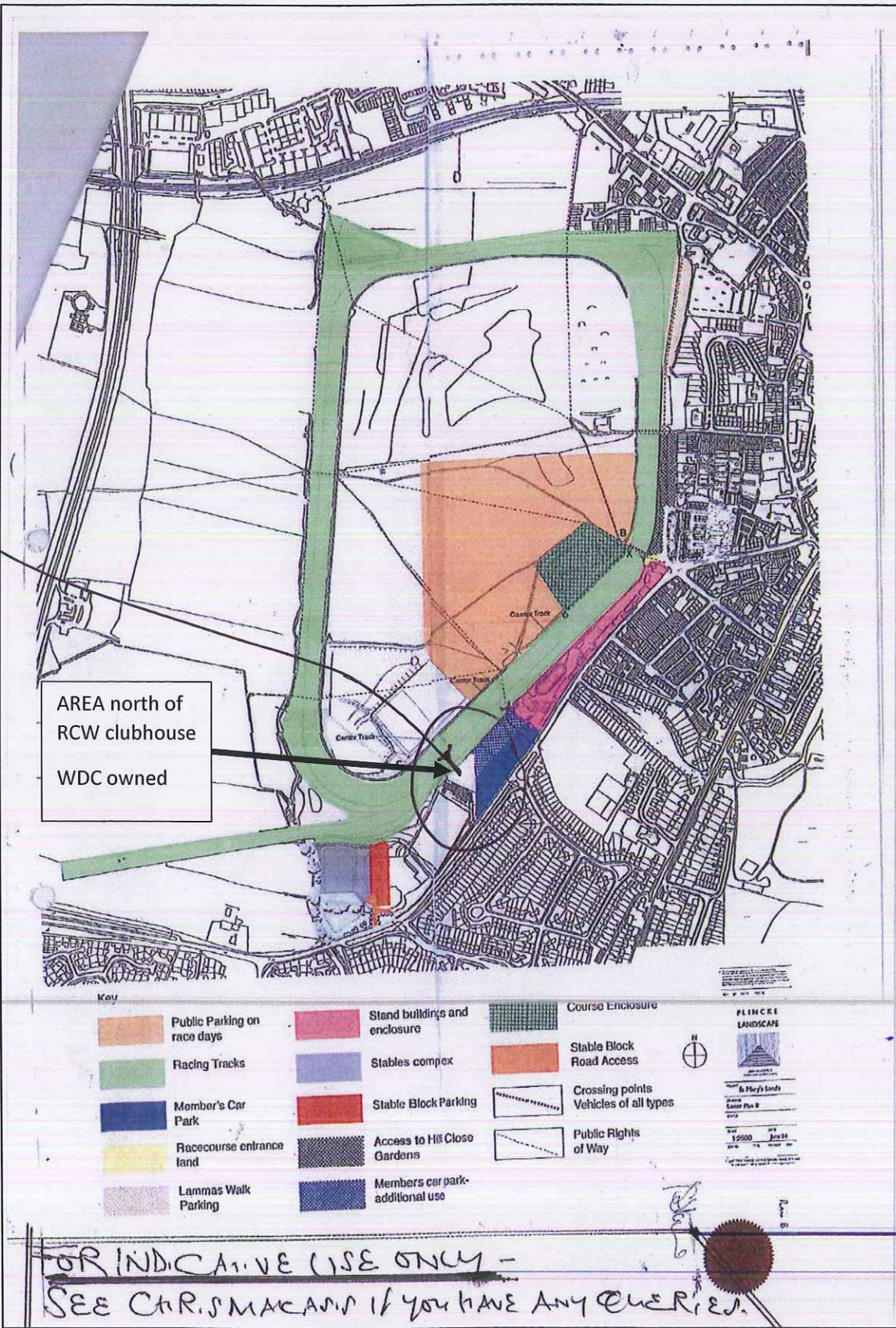


Warwickian RUFC, Hampton Rd.	Club facility	1 pitch	No	No	No	2 pitch	?
Newburgh Primary School, Kipling Avenue.	Yes – hire facilities	2 pitches (1x9-a-side & 1 x 5-a-side)	Grass area available	Grass area available	Playground courts	Grass area available	Multi use games Area Court. Netball Courts.
Westgate Primary School/ Westgate Childrens Centre, Bowling Green Street.	Yes – hire facilities	No	No	No	No	No	Small playground and small grass area
Chase Meadow Community Hall, Narrow Hall Meadow.	Yes – hire facilities	Indoor hall which could be used for coaching/small sided games	Indoor hall that could be used for activities such as quick cricket	Indoor hall that could be used for activities such as Unihoc	Indoor hall that could be used for activities such as short tennis	No	Sports hall (size of 2 badminton courts), meeting hall, 3 meeting rooms of different sizes, changing, toilet & shower facilities, kitchen
Warwick Show Band, Hampton Road.	Yes – hire facilities	No	No	No	No	No	2 large halls, kitchen.



⊗ THE ADDITIONAL "AVAILABLE" SPACE ⊗

St Marys Lands / Warwick Racecourse



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⊗ THE ADDITIONAL "AVAILABLE" SPACE

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