

# Executive

Wednesday 3 December 2014

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A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 3 December 2014 at 6.00pm.

Membership:

Councillor A Mobbs (Chair)

Councillor L Caborn

Councillor J Hammon

Councillor M Coker

Councillor D Shilton

Councillor S Cross

Councillor N Vincett

Councillor Mrs S Gallagher

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

Independent Group Observer

Councillor MacKay

Labour Group Observer

Councillor Edwards

Liberal Democrat Group Observer

Councillor Boad

Chair of the Overview & Scrutiny Committee

Councillor Mrs Falp

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 meetings held on 1 October and 5 November 2014  
**(To follow)**

**Part 1**

(Items upon which a decision by Council is required)

3. **General Fund Base Budgets latest 2014/15 and original 2015-2016**

To consider a report from Finance **(Item 3/Page 1)**

4. **Housing Revenue Accounts (HRA) Budgets latest 2014/15 and base 2015-2016**

To consider a report from Finance **(Item 4/Page 1)**

5. **Review of Affordable Rent Policy**

To consider a report from Housing and Property Services **(Item 5/Page 1)**

6. **Code of Procurement Practice**

To consider a report from Finance **(Item 6/Page 1)**

**Part 2**

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

7. **Council HQ Relocation Project – Update Report**

To consider a report from the Chief Executive's Office **(Item 7/Page 1)**

8. **Royal Pump Rooms and Spencer Yard – Proposed Cultural Quarter**

To consider a report from the Chief Executive's Office **(Item 8/Page 1)**

9. **Tachbrook Country Park**

To consider a report from Development Services **(Item 9/Page 1)**

10. **Coventry Local Development Plan Consultation Response**

To consider a report from Development Services **(Item 10/Page 1)**

11. **Six Month Review of Service Area Plans (SAP's) and Fit for the Future (FFF)**

To consider a report from the Deputy Chief Executive (AJ) **(Item 11/Page 1)**

12. **General Reports**

**(A) Rural/Urban Capital Improvement Scheme Application**

To consider a report from Finance **(Item 12A/Page 1)**

13. **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
14 & 15	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

14. **Lee Road Garage Site Proposal**

To consider a report from Housing and Property Services **(Item 14/Page 1)**  
**(Not for Publication)**

15. **Options for HR and Payroll Functions**

To consider a report from Human Resources **(Item 15/Page 1)**  
**(Not for Publication)**

Agenda published Monday 24 November 2014

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

Telephone: 01926 353362  
Facsimile: 01926 456121  
E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

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

Details of all the Council's committees, councillors and agenda papers are available via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 353362 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 353362.

# Executive

Minutes of the meeting held on Wednesday 1 October 2014 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillor Mobbs (Chairman); Councillors Caborn, Coker, Cross, Mrs Gallagher, Hammon, Shilton and Vincett.

**Also present:** Councillor Barrott (Chair of Finance & Audit Scrutiny Committee), Councillor Boad (Liberal Democrat Observer), Councillor Mrs Bromley, (Independent Group Observer), Councillor Mrs Falp (Chair of Overview and Scrutiny Committee), Councillors Mrs Grainger, Councillor Weber (Labour Group Observer); and Councillor Williams.

## 52. **Declarations of interest**

There were no declarations of interest.

### **Part 1**

(Items on which a decision by Council is required)

## 53. **Scrap Metal Dealers Act 2013**

The Executive considered a report from Health and Community Protection which sought to introduce a policy for licencing scrap metal dealers under the Scrap Metal Dealers Act 2013 (the Act) which came into force in October 2013.

When the legislation was implemented, government guidance was not available until the last minute and Local Authorities were not permitted to set fees prior to the guidance being available. The Chief Executive's emergency powers were therefore used to set licence fees. This report formalised the decisions taken.

The report explained that the Act required scrap metal dealers to be assessed for suitability before licences were granted or renewed. It provided local authorities the power to impose conditions on licences, revoke licences and tighten up how trading was conducted. It also allowed Local Authorities and the Police to close down unauthorised sites. Even though legislation did not require a Local Authority to have a policy in place, having a policy would provide clarity and consistency for applicants and Warwick District Council when assessing applications and renewals.

The Home Office guidance for Determining Suitability to hold a scrap metal dealer's licence was set out at Appendix 2 to the report.

Following the use of the Chief Executive's emergency powers in October 2013 for the Head of Health and Community Protection to set fees, confirmation was sought for those fees, as set out at Appendix 3 to the



report, to be confirmed. The Local Government Association guidance was taken into account when calculating fees. The 2014-15 Original Budget base was based upon anticipated uptake of licences was now proving to be unrealistic.

Although the legislation did not insist on photographic identification on scrap metal licences, the Local Government Association guide to Scrap Metal Dealers Act 2013 suggested the use of photographic identification. It would assist with identifying that the dealers were the correct people who held the licence and was in line with Police recommendations.

An alternative option was to not have a Scrap Metal Dealers Act policy. This option was not considered sensible as it would result in a lack of clarity around how the Council intended to enforce the legislation which would result in confusion and wasted effort for both Council staff and legitimate scrap metal businesses. This would also leave open opportunities for rogue scrap metal traders to continue to operate because Council staff would not be clear on how to enforce the legislation and members of the public would not be clear about what standards were expected by the Council in terms of metal dealing businesses.

The policy would also help legitimate metal businesses ensure they were running their operations safely and effectively, to plan their operations and to reduce illegitimate competition from rogue businesses.

Not to have photographic ID on licences was not considered sensible because it would allow the possibility of persons not considered fit and proper to operate as scrap metal dealers. For example without the need for photographic identification, those with repeat offences for stealing metal could easily pose as legitimate collector dealers under the banner of legitimate business.

When compliance/enforcement visits were made by either Police or Council staff, there would be someone who could be identified as being responsible. This would deter offences and help ensure that when offences were found, the offenders could be brought to justice more easily. This was in line with the Councils obligation to consider crime and disorder prevention/reduction in the exercise of our functions.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and was pleased that collectors would now be licensed. However, residents had highlighted concerns to Members about the noise omitted by the collector's vehicle sirens when collecting scrap metal and proposed that an amendment to the Policy, banning the use of sirens exclusively, be considered by the Executive.

In addition, it was felt that the Scrap Metal dealers could be encouraged when applying for, or renewing, a licence to contact potential customers by more traditional methods ie. leaflet drops and advertising.

Councillor Coker endorsed the report, and agreed with the comments of the Finance & Audit Scrutiny Committee and for this reason proposed that

at an appropriate place in the Policy it set out that "The use of amplified horns is not permitted under section 62 of the con troll of pollution act 1974 makes it offence to use a loudspeaker in the street."

It was therefore

**Recommended** to Council that

- (1) the policy, as set out in Appendix 1 to the report, for Determining Suitability of an Applicant for a Scrap Metal Dealers Licence under the Act, subject to the inclusion of wording explaining that "The use of amplified horns is not permitted under section 62 of the con troll of pollution act 1974 makes it offence to use a loudspeaker in the street", be approved;
- (2) the licence fees set following use of CE3 the Chief Executive's emergency powers, as set out in Appendix 3 to the report, be approved;
- (3) the income budget from scrap metal dealer licences is reduced from £5,000 to £2,000, financed from the General Fund Balance to reflect the level of activity, retrospectively; and
- (4) the requirement for photographic identity when applications are made for Scrap Metal Dealers, be approved.

(The Portfolio Holder for this item was Councillors Coker)

#### 54. **Fees & Charges 2015/16**

The Executive considered a report from Finance that detailed the proposals for Fees and Charges in respect of the 2015 calendar year. It also showed the latest Fees and Charges income budgets for 2014-15 and the actual out-turn for 2013-14.

The Council was required to update its Fees and Charges in order that the impact of any changes could be fed into the setting of the budget for 2015-16. Discretionary Fees and Charges for the forthcoming calendar year had to be approved by Members.

In the current financial climate, it was important that the Council maximised income and therefore minimised the forecast future deficit.

The Contract Services Manager had consulted local Chambers' of Trade and reviewed the current parking charges. Some minor changes had been introduced to ensure consistency amongst District Council car parks. The

linear charging system introduced in 2013 had been accepted by the public and was generating increased income. Therefore, it was proposed not to increase them in 2015 but to continue to regularly review their effectiveness.

It was proposed not to alter fees for Building Control at this time. However, a future report would be presented to consider the fees to be charged under the new Building Control Shared Service arrangement that was due to formally commence on 1 April 2015.

The contract for the operation of the Markets was due to be renewed, accordingly it was prudent not to alter fees at the moment. Once the successful tenderer was known, a future report would be presented to Executive.

There had been significant work carried out by the Regulatory Manager on licensing fees due to a change in legislation, which meant that the fees being charged should only reflect the amount of officer time needed to generate them. This had meant that some charges had changed quite substantially. The Regulatory Manager now had to ensure that transparent evidence was available to justify that charge to prevent any legal challenge.

The removal of the Corporate & Community Service area, agreed by Employment Committee on 17 September 2014, had meant some services had been moved to other service areas. Bereavement Services now reported to Neighbourhood Services whilst Street Naming and Numbering reported to the Deputy Chief Executive. Other services had moved too but these areas did not have any Fees & Charges and, therefore, were not mentioned in the report.

Some additional fees had been created to generate additional income for the service areas concerned and others in response to new legislation. These were highlighted in Appendix A, to the report. Other charges had been deleted due to legislation changes or changes in the way the service was provided.

An addendum was circulated that provided amendments to the circulated Fees and Charges report within Appendix A10, A54, A60, A61 and A66.

The various options affecting individual charges were outlined in the main body of the report, sections 8 to 16.

If the Fees and Charges for 2015-16 remained static i.e. at the same level as for 2014-15, this would substantially increase the savings to be found over the next five years unless additional activity could be generated to offset this.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and thanked the officers for attending and assisting with their robust questioning.

One of the main concerns was the overall trend to increase prices in Cultural Services. Members felt that there was some unfairness in the increase of the Health and Fitness Casual Use fees for the over 60's / Disabled / Unemployed categories but accepted that benchmarking exercises had been undertaken and the Council still charged significantly lower fees than the private sector.

Members also felt strongly that recommendation 2.3 needed challenging. The recommendation was to ensure charging consistency but Members highlighted the lower charges for Kenilworth car parks compared to Leamington and Warwick.

**Recommended** that

- (1) the Fees and Charges identified in Appendix 'A' to the report be operated from 2nd January 2015 unless stated;
- (2) the detailed exercises undertaken by Service Areas when determining the Council's income levels and fees for next year, be noted;
- (3) the Parking Fees, apart from some minor changes to ensure charging consistency amongst car parks, are proposed not to increase in 2015;
- (4) the fees for Building Control and Markets be frozen until the position regarding the future running of these areas becomes clearer, when further reports will be presented to Executive;
- (5) the significant changes to some licensing fees due to changes in legislation, be noted; and
- (6) the change of portfolios for Bereavement Services and Street Naming and Numbering following the Employment Committee decision to disband the Service Area of Corporate and Community Services, be noted.

(The Portfolio Holder for this item was Councillor Cross)

**Part 2**

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

**55. Request to Increase the Hackney Carriage Fares**

The Executive received a report from Health & Community Protection regarding two petitions (November 2013 and September 2014) received that sought an increase to the current Hackney Carriage Fares and an annual review of the fares.

Following the request of the Executive in March 2014, Officers had obtained additional information regarding the expenses of the Hackney Carriage Drivers in order to allow the Executive to fully review the requests made.

The results of the survey undertaken to establish the reasonableness of the fare increased requested by the Hackney Carriage Drivers were set out in Appendix 1 to the report. The analysis of these results was shown in Appendix 2, to the report. This attempted to provide an interpretation of the results gained in the survey in relation to the daily impact on the Hackney Carriage Drivers.

The 2013 petition requested an increase in the number of tariffs, the amount charged and the distance over which it was charged.

Currently, Tariff 1 was an existing tariff for use by all saloon style vehicles, which carried four or less passengers, and larger vehicles when carrying less than five passengers at other times than in section 3.5 of the report. The drivers requested that this tariff be increased and the use of a third tariff be introduced as described in paragraph 3.6 of the report.

Tariff 2 was currently for use by all saloon style vehicles on evenings (between the hours of 23:00 and 05:00), Sunday, Bank Holidays and at all times the vehicle carried more than 5 passengers.

The petition proposed that this tariff would be used when a larger vehicle carried five or more passengers outside of the evening charge and not on Sundays or Bank Holidays. The petition proposed that the evening hours were also altered to between 22:00 and 06:00.

Whilst there was no identifiable reason for the change in times when the tariffs were applied, it would bring the hours in line with our neighbouring authority, Coventry City Council. However, Coventry Fares were lower than those of Warwick District.

The petition proposed the introduction of a Tariff 3 for use by all vehicles at Christmas and New Year and when a larger vehicle carried five or more passengers during the evening hours or on Bank Holidays and Sundays. This was a new tariff which WDC did not currently operate.

Both Stratford-upon-Avon District Council and Coventry City Council already operated a three tariff system. However, both authorities had a day, evening and holiday tariff. Stratford-upon-Avon taxis also charged an additional 50% of the fare when a vehicle carried 5 or more passengers. Appendix 3, to the report showed a comparison of the current and proposed fares with Stratford-upon-Avon and Coventry City.

It was proposed by the driver's petition that the proposed tariffs allowed all vehicles a day, evening and festive season charge and a charge for larger vehicles which could carry five or more passengers.

Should the reviewed fares be accepted, the Council would move to 117<sup>th</sup> in the table with a two mile fare of £6.00. This would place the Council within a band of 22 authorities. A two mile fare in Stratford would be up to 7% higher and Coventry City would be 4.7% higher. This position and percentage was subject to change following any fare reviews within the 364 authorities. Appendix 4 showed an extract from the Private Hire and Taxi Monthly.

Officers recommend that the use of Tariff 3 for vehicles with 4 or less passengers over the Christmas Eve, Christmas Bank Holidays, New Year's Eve and day was not accepted. This would be confusing for the customers and difficult for officers to enforce. It also put those drivers taking larger groups fares at a financial disadvantage to the drivers taking smaller group fares. Officers recommended that the Evening and Bank Holiday Tariffs begin at 18:00 on Christmas Eve and New Year's Eve as an alternative.

It was recognised that too high prices over the Christmas and New Year period would possibly discourage the use of the taxi services.

A new fare card would be created and would replace those currently displayed in every WDC Hackney Carriage Vehicle. These would demonstrate the new fares as agreed by the Council and following the public consultation.

If the recommendations were agreed a public notice must be published for 14 days. During the 14 day consultation period any person could make a representation about the fare increase. It was proposed that the public notice would be published on the 6 October 2014.

Any representations received as part of the consultation would be presented to the Executive. At which point they would determine whether to modify the proposed table of fares. If no objections had been received during the consultation period the new fare tariff would commence on 27 October 2014.

The petition requested that the fares were reviewed annually. This would allow the Executive to assess the current fares and current economic position of the trade. If the Executive were to agree to this request, it would be advisable to link any review of Fare Increases to the Consumer Price Index, Retail prices index and inflation with reference to cost of fuel, insurance, license fees, servicing and maintenance costs.

It was reasonable to ensure that the fares were reviewed more frequently than every six years. However, it was not a requirement upon the authority to review them annually. Coventry City Council had agreed a three yearly review and Stratford upon Avon Council reviewed their fares upon petition. Therefore, it was recommended that they were reviewed from time to time.

Due to the delay in the consideration of a fare increase a further petition had been received which requested a further increase to the Hackney

Carriage Fares. This was received on the 5 September 2014 and was attached in appendix 5, to the report.

This petition requested the three tariffs as per the 2013 petition. However, they also requested that the tariffs were applied in a different way and that the distances used were altered. The use of tariffs and distances were described in appendix 3, to the report. Example journeys and comparisons with other neighbouring authorities were described in Appendix 3, to the report.

The 2014 petition requested a 100% increase on a tariff 2 and 3 fare if the driver was carrying 5 passengers. This meant that the ultimate fare charge in these cases would be expensive and potentially impact on the use of the taxi services. The cost could make the use of taxis prohibitive to groups of people.

The Overview and Scrutiny Committee supported the recommendations in the report but would wish to see improvements in standards going hand in hand with an increase in fares.

The Portfolio Holder for Health & Community protection, Councillor Coker, endorsed the report and agreed with the comments of the Overview & Scrutiny Committee. He highlighted that officers were working proactively with drivers to improve service standards and taking appropriate action when required. That said, the conduct and standards of drivers were matters for the Licensing and Regulatory Committee to respond to and ensure were robust.

Having read the report and considered the comments from the scrutiny committees, the Executive

**Resolved** that

- (1) the 2013 requested increase of Hackney Carriage Fares with officer amendment as set out in the report be approved for consultation;
- (2) the implementation date for the new fare with reference to the advertisement of the proposed change and taking into consideration, be approved;
- (3) if representations are received following advertisement, a further report be submitted to Executive to review the representations received;
- (4) reports should be submitted to Executive reviewing Hackney Carriage Fares from time to time; and

- (5) the September 2014 request for a Christmas / Bank Holiday etc. increase, as received from the Hackney Carriage Drivers; be refused.

(The Portfolio Holder for this item was Councillor Coker)

**56. St Mary's Lands Business Strategy**

The Executive received a report, from the Deputy Chief Executive & Monitoring Officer, that updated Members on the latest position in respect of the work of the St Mary's Lands Stakeholder Group and recommended the next steps for the business strategy.

At its meeting of 11 September 2013, Executive considered the "Called-in" item entitled St Mary's Lands Business Strategy and confirmed the Executive decision of 19 June 2013 that (among other things):

*"a business strategy for the development of St Mary's Lands is produced and that the strategy takes a holistic view of the land to ensure that the interests of all stakeholders are taken into account"; and*

*"the development of a business strategy is overseen by a Steering Group (NB The Steering Group subsequently came to be known as the St Mary's Lands Stakeholder Group) chaired by the Portfolio Holder for Development Services, consisting of key stakeholders and that the aforementioned Portfolio Holder, Deputy Chief Executive (AJ) and Warwick Racecourse Company (WRC) representatives agree the key stakeholders".*

To address the concern from Members that there must be an opportunity for the general public to have their say, Councillor Hammon had assured the Executive that before any decisions were taken, there would be full public consultation on the business strategy proposals and that the proposals would come back to Executive for its consideration.

The Stakeholder Group had its first meeting on 22 October 2013 with representatives from Warwick District Council, Warwick Corps of Drums, Racing Club Warwick, Warwick Racecourse and Warwick Town Council.

There were three St Mary's Lands operators who were not on the Stakeholder Group - Hill Close Gardens Limited who had a 30 year lease that commenced on 9<sup>th</sup> December 2004; the Caravan and Camping Club, who had a lease with Warwick Racecourse with 12 years to run and the Boxing Club, who had an annual lease with Warwick Racecourse. However, officers advised the Group that their respective interests needed to be taken into account during the development of the business strategy. The GVA report reflected consultations with the two clubs as to their aspirations and in relation to Hill Close Gardens; Deputy Chief Executive (AJ) had discussed its plans with their Chairman Mr Gray.

The Stakeholder Group's role and remit could broadly be described as follows: To ensure that it had a thorough understanding of the various land interests, legal matters and relationships on St Mary's Lands so that the business strategy took account of all material considerations; to oversee the work of GVA leisure who were tasked with developing the



business strategy following a commission by Warwick Racecourse and match-funding from Warwick District Council; to agree the business strategy and associated spatial masterplan for public consultation.

The report explained that the work of the Stakeholder Group had not always followed a smooth path. Firstly, concerns were raised by the Town Council representatives that the stakeholders had interests in the options being considered and that the membership of the Group was not wide enough, even though what had been envisaged by the Executive was that the stakeholders would oversee the preparation of proposals for the purpose of wider consultation with any decisions being made only by the relevant Council committees. Secondly, the Group was working against a backcloth of the Cadets/Racing Club Warwick/Warwick District Council dispute which, whilst largely irrelevant to most aspects of the Group's work was raised during its work, although the Racing Club Warwick representatives themselves did work very constructively as part of the Group.

Despite these difficulties, at its fourth and final meeting on 29 May 2014 the Stakeholder Group agreed by majority that the business strategy and spatial masterplan should be released for public consultation. The consultation documents were appended as Appendix C to the report and it was hoped that the period of consultation would run from mid-July to mid-September. However, a material and significant decision was taken by the Jockey Club in July which caused officers to recommend that the consultation should not take place.

A major element of the proposed consultation was that Warwick Racecourse would bring forward proposals for the creation of a hotel at the racecourse entrance. It was envisaged that the development would not only help address Warwick Racecourse's need to increase its income but through the District Council's sale or long-lease of the land necessary for the development, a large capital receipt could be realised which would then be reinvested in the other activities operating on St Mary's Lands.

Previous reports to Executive had painted a picture of a racing industry that was undergoing seismic changes due to the changes in Bookmaking, and consequently the Levy received from Government, and the various other leisure opportunities available to the paying customer. In fact, over the period 2005 to 2011, the Levy contribution to Warwick Racecourse had reduced by nearly £0.5m to £413k, over 50% reduction. This had a knock-on effect on the level of prize money that could be offered and consequently the quality and number of racehorses entered for races. The manifestation of these challenges had been seen recently with the closures of Folkestone and Hereford racecourses and the proposed ending of flat turf racing and laying of an all-weather circuit at Newcastle and Catterick respectively. This was the landscape that had seen many British racecourses diversify into areas such as conferences, concerts and events because they could no longer survive as viable businesses on just their allocated 20-25 race days per year.

It was also worth pointing out that the Planning Committee's stated reasons for refusing planning application in May 2012 did not question the economic argument being put forward by Warwick Racecourse or the principle of a hotel.

It was within this industry context, the failure to achieve planning permission for the hotel and the substantial investment that would be required to address concerns about the condition of the flat racetrack, that The Jockey Club announced that after 307 years, Warwick would no longer host flat racing but solely jump racing. The Jockey Club's press release, in which the Managing Director of Warwick racecourse, Huw Williams, stated that the hotel idea has now been "dropped" because an alternative business strategy was to be pursued, was appended to the report.

The decision not to progress the hotel proposal not only meant that a part of the consultation was no longer relevant but that a potential funding stream to bring about some of the other proposals was no longer available. It was for this reason that officers were recommending that the consultation should not proceed and that an alternative way forward be agreed.

As the Stakeholder Group got to grips with its work, there were many issues raised that left members of the Group unclear or at times uncertain about what the correct position was. Whilst the Deputy Chief Executive (AJ) was able to properly address all the issues, it was appropriate, now that the Group had finished its work, to publically address the matters raised so that Members and the general public were clear about the reality.

It had been argued that St Mary's Lands was Common Land entitling the public to have unfettered access over many parts of the amenity (pursuant to the 'right to roam' introduced by the Countryside and Rights of Way Act 2000 "the CROW Act"). It was true that historically St Mary's Lands had functioned as a common. However, because St Mary's Lands was governed by a private Act of Parliament (the Warwick District Council Act 1984) it was excluded from the operation of the CROW Act. Warwick District Council was the owner of St Mary's Lands, and pursuant to its powers under the 1984 Act had granted a number of land interests to certain parties. There was public access to St Mary's Lands via public footpaths which crisscross the area.

In 2007, Plincke Landscape Ltd produced a *Management Plan for St Mary's Lands (Racecourse and environs, incorporating areas of Saltisford Common and Pigwells)* on behalf of Warwick District Council. The Management Aims of the plan were detailed at page 7 of the Executive Summary. It had been argued that this Management Plan should be the reference point for taking St Mary's Lands forward and that consequently there was no need for a business strategy.

The business strategy being developed for St Marys Land's was to be a long term plan of action designed to ensure that the various interests

,including commercial, of the site's operators could be achieved and that their individual objectives were not incompatible. The Management Plan did not have this as an aim primarily being a series of "tasks to be carried out (allocating) time scales and responsibilities." The Management Plan did not address how investment could be made in the Golf Centre; how the Racecourse could ensure it was a viable business; or the Warwick Corps of Drums building did not fall down.

There was the possibility that should a hotel be constructed at the entrance to the racecourse then changing the land interest by means of a sale or long lease could realise a significant capital receipt.

The report to the Executive in 2013 described three approaches that could be taken to the granting of land interest for the site of the hotel. It had been argued by certain local residents that it was not possible for the Council to grant interests in land that were inconsistent with the Warwick District Council Act 1984, and that what was being proposed in connection with the hotel was just that.

Mindful that this was an area of serious contention, officers took advice from the District Council's solicitors who then commissioned advice from Counsel. A summary of the solicitors' advice was provided at Appendix D to the report. It was clear that it was within the District Council's power to permit the construction of a hotel and to sell or lease parts of the St Mary's Lands in connection with such proposals. This advice was provided to the Stakeholder Group on a number of occasions as despite its provenance, the issue was raised time and again with reluctance by some to accept its correctness.

Members were reminded that a high profile photo-shoot by The Courier and involving a Mr Hamilton took place at St Mary's Lands in early August following the voluntary release of documents under a Freedom of Information Act request. That article referred to an approach from the Jockey Club about a "potential partnership agreement" which, it was said had, only been made public as a result of Mr Hamilton's information request. Members were also reminded that the Chief Executive of Warwick District Council responded to that article the following week and The Courier published the response.

The Chief Executive made clear that officers had been wholly transparent about the "partnership approach" from The Jockey Club, having been reported to the Executive on 12 December 2012. To suggest that the public had been "kept in the dark" was inaccurate with the Executive report specifically stating:

*"Consequently officers consider that at this point it is premature to enter into a partnership arrangement but it would be sensible to examine the options for St Mary's Lands."* The Executive's agreement to examine the options was what led to Warwick District Council supporting, through officer time and financially, the Warwick Racecourse's commission of GVA.

It was also pertinent to emphasise the point the Chief Executive made in relation to the Racecourse's place on St Mary's Lands. It was an integral

part of its character and has been since 1707 (one of the oldest racecourses in the United Kingdom). As previous reports had highlighted, the racing industry was undergoing significant upheaval. No racecourse could be guaranteed a future and it was entirely legitimate that the District Council, as custodian of St Mary's Lands upon which the racecourse sat, worked with the Jockey Club to protect its future. The fact that the Racecourse was leased to a Company owned by The Jockey Club did not mean that it was guaranteed existence in perpetuity. As Mr Fisher, Managing Director of The Jockey Club, emphasised to Executive when he met with them, each course was expected to "wash its own face" (i.e. justify itself in commercial terms). If this was not the case, it would not be ending flat racing after 300 years and moving to jump racing only. If The Jockey Club was prepared to fund loss making enterprises without question, it would not have made that decision.

Like all of the public amenities and open space in the District Council's ownership, it endeavoured to maintain its facilities to the highest possible standards. The estimated expenditure each year was £10,000, along with a myriad of officer duties.

Members were made aware of the significant reductions in Government grant over the last four years, a situation that was unlikely to improve going forward. Recognising this position, the Council, through its refresh of the Sustainable Community Strategy had put "first among equals" the theme of Prosperity to try and put the Council on a more commercial footing. There were proposals that the GVA report highlighted which could provide the Council with the opportunity to further defray the significant investment it made in St Mary's Lands and these opportunities were explored further on in the report.

St Mary's Lands was constantly changing, whether this was through careful landscape and environmental management (the site had been awarded Local Wildlife Site status) or more significant changes such as the construction of the 1707 Restaurant. Indeed the Plincke report of 2007 highlighted the following major changes that had taken place on the site: Flood alleviation works; Improvement to sports facilities; Provision of car parking; New stables and jockeys block; Restoration of Hill Close Gardens and development of a visitor facility; Environmental improvement schemes; and the sale of part of St Mary's Lands to facilitate the construction of 80 homes on the old stable site and Bread & Meat Close of which 30% were affordable housing.

This record of change demonstrated that it was possible for the site to evolve in a positive direction and whilst there would always be day-to-day grumbles with aspects of the site or its management, the track record of successful changes showed what could be achieved. In fact many on the Stakeholder Group were clear in stating that the site was a real credit to the District and its residents.

It was important to emphasise that the remit of the Stakeholder Group was to bring forward a business strategy for the whole of St Mary's Lands which did not go against the interests of any of the operators. Although

The Jockey Club had decided not to pursue the hotel option, the other proposals in the "consultation document" still had potential merit and would assist with the development of a masterplan for St Mary's Lands as envisaged in planning policy CT7 of the draft Local Plan.

Proposals for an early, comprehensive, public consultation were primarily intended to address widespread public concerns regarding the Jockey Club's previous ambitions. Recent events on the hotel front had, however, moved the goal posts somewhat. It was now felt by officers that a full public consultation would be premature until such time as the range of options had been properly reviewed in light of events. In respect of the proposals for the Golf Centre, Caravan park and Environmental improvements, it was recommended that officers work with the respective stakeholders to bring forward detailed business cases for consideration. It could be that the business ideas required public consultation should there be planning implications.

The Executive meeting of 16 April 2014 decided that if Racing Club Warwick was not prepared to agree to the Cadets constructing and occupying a new building on the land under their (Racing Club Warwick's) lease then all negotiations with Racing Club Warwick were to end and instead negotiations begin with Warwick Corps of Drums to enable the Cadets to build a new facility on the land currently under the Corps of Drums' lease. As Racing Club Warwick was not prepared to agree to Executive's request, attention had turned to the alternative option.

It was therefore encouraging to report that the negotiations had gone well and also that planning approval was granted on 16 September 2014. However, the positioning of the proposed Cadets building required a portion of land to the rear of the Corps of Drums' site which was in the ownership of Warwick District Council. The plan, attached as Appendix E to the report, showed the land in question. To enable the building to be constructed it was therefore proposed that Executive agreed to the building being part-situated on the Council's land and for the new lease arrangements to reflect this.

Given the successful planning application and subject to Deputy Chief Executive (AJ) determining new lease arrangements with Warwick Corps of Drums and the Cadets (with appropriate professional support from Warwickshire County Council Legal Services), it was hoped that the Cadets' new building would be up-and-running by spring 2015.

As a key stakeholder, Warwick Corps of Drums had developed its own proposals for public consultation, which were listed in the report.

As part of the work to support the negotiations between Warwick District Council, Warwick Corps of Drums and the Cadets, officers undertook building survey work on behalf of the Corps of Drums to enable them to determine how much investment would be required to undertake the changes described in the proposals. A rough estimate of costs was £155,000.

The Corps of Drums was a registered charity and so would have access to a number of grant schemes that could deliver the improvements to its building. As Chairman of the Stakeholder Group, Councillor Hammon asked that officers work closely with the organisation, supporting them in establishing building improvement costs, writing funding bids and general process facilitation. To provide the Corps of Drums with a start to lever in further funding, it was recommended that Executive approve the release of £50,000 (a third of the anticipated necessary investment) from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services.

Under the terms of its 1992 lease, Racing Club Warwick had the right to renew for a further 21 years. This right had been exercised and a new lease was completed in June 2014. The only issue that remained outstanding was the amount of rent to be paid. This matter was currently being discussed by the representatives of Racing Club Warwick and Warwick District Council.

Racing Club Warwick had developed its own proposals for consultation, which were detailed in the report.

The representatives of the Football Club worked very constructively on the Stakeholder Group and it was hoped that now a solution appeared to have been found for the Cadets, that relations between the Football Club and Warwick District Council could move forward in a positive manner. It was therefore recommended that to help Racing Club Warwick achieve its ambitions, the Council's officers provide the necessary support to assist with any funding bids.

The option to continue with a full public consultation was considered, however, one of the main proposals from the GVA report and undoubtedly the most controversial was no longer relevant so it was felt that there were alternative ways to take the other proposals forward.

The option to abandon the work altogether was discounted as the stakeholders had put a lot of time and effort into formulating and discussing the proposals; Warwick District Council had invested a significant sum in match-funding Warwick Racecourse's contribution; and the Stakeholder Group work had developed proposals that required further investigation which would contribute to the development of a masterplan for St Mary's Lands.

Mr Hamilton addressed Committee on behalf of Friends of St Mary's Lands explaining their desire that the area be fully protected from any further development which would impact upon the open nature of the land, or reduce the amount of land available for free public recreation.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and were satisfied with the assurances given by the Deputy Chief Executive at the meeting. Members had significant concerns about the high costs and man hours that had been spent reacting to enquiries about St Mary's Lands.

The Overview and Scrutiny Committee supported the recommendations in the report but suggested that no additional car parking should be considered as part of the plans for the development of the Golf Centre.

The Executive welcomed the views of the two scrutiny Committees and shared the concerns regarding the cost of responding to enquiries about St Mary's Lands. They also recognised the concern regarding increased car parking for the Golf Course on this special piece of land which any Town would welcome and cherish. The recommendations were proposed subject to recommendation 2.4 being amended to include "as we continue to work closely with stakeholders and develop detailed businesses cases we take comments like those of the scrutiny committee, on board".

**Resolved** that

- (1) the changed position of The Jockey Club in respect of the proposed hotel development at Warwick Racecourse, whereby it has "dropped" those hotel plans following its decision to end flat racing at Warwick racecourse , is noted;
- (2) in light of (1) the final GVA report, the associated spatial masterplan at Appendix B and the draft consultation document from the work of the St Mary's Lands Stakeholder Group at Appendix C to the report, the previously agreed public consultation on the masterplan proposals should not take place as envisaged;
- (3) the position in respect of, the legal ownership of St Mary's Lands, other land interests and the rights of third parties, the Management Plan for St Mary's Lands, the implications of the Warwick District Council Act 1984 on St Mary's Lands development, the rejection of a proposed partnership agreement between Warwick District Council and The Jockey Club, Warwick District Council's estimated annual investment in maintaining and managing St Mary's Lands, and changes that have been made to St Mary's Lands over the previous 10 years, be noted;
- (4) officers continue to work closely with stakeholders and develop detailed businesses cases, for those matters listed below, we comments, like those of the scrutiny committee, on board;
  - The development of Warwick Golf Centre;
  - The development and expansion of the caravan park in the centre of the Racecourse;

- Environmental improvements to various parts of St Mary's Lands,
  - thereby enabling work on the development of a masterplan in accordance with policy CT7 of the draft Local Plan to continue;
- (5) the latest position in respect of the West Midlands Reserve Force & Cadets Association's (hereafter referred to as the Cadets) relocation from Racing Club Warwick football ground is noted, the area of land (approximated by the hatched area at Appendix E) abutting the land under the Corps of Drums' lease may be used for the standing of part of the Cadets' building and shall also be included in the Cadets' lease and authority is delegated to the Deputy Chief Executive (AJ) to negotiate the precise terms of the surrender of the existing Warwick Corps of Drums Lease and of the new leases to be granted to the Cadets and the Warwick Corps of Drums;
- (6) £50,000 is made available, from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services, as a pump-primer to help facilitate much needed investment in the Warwick Corps of Drums building; and
- (7) officers work with Racing Club Warwick should they wish to bring forward proposals to access funding from the Football Foundation and/ or other charitable bodies.

(The Portfolio Holder for this item was Councillor Hammon)

**57. Multi-storey Car Park Structural Surveys**

The Executive received a report from Neighbourhood Services which provided details of structural surveys on the three multi-storey car parks operated by the Council and the proposed next steps for addressing these.

The structural surveys of the car parks at Linen Street in Warwick, St. Peters and Covent Garden in Royal Leamington Spa, had identified a number of defects that needed to be addressed.

The Housing and Property Services Team had experience in preparing tender specifications and overseeing building repairs, however, because of



the highly technical nature of these structures, specialist advice was required.

An Executive report in August 2013 allocated money to the Car Park Improvement Budget to carry out work to reduce the height of kerbs in Linen Street Car Park, and improve the internal decoration. Due to the structure of the car park, and the other structural issues that had been identified, it would not be possible to carry out this work. Therefore, this money could be used to fund the specialist consultant.

Estimated costs for repairs had been established as part of the structural surveys recently carried out; however, these needed to be market tested in order to provide accurate costs for the work required, and to comply with the Code of Procurement Practice.

The provision of more accurate costs would help to inform the future decisions relating to the Districts car parking strategy, financial implications and potential development opportunities.

An alternative option was to not secure specialist advice to assist in the contract specification or assist in the delivery of the works, however, this had been discounted as the Council did not have the specialist knowledge required in-house.

A further alternative was to not take any action as a result of the structural surveys, however, that was likely to result in higher costs in the long term, or significant health and safety implications resulting from structural failures.

Finally, Members could choose to review the future of multi-storey car parks and how they fitted in with the broader strategic aims of the Council, however, this had been discounted at this stage until more accurate costs for repair had been established.

The Finance and Audit Scrutiny Committee supported the recommendations in the report but felt that recommendation 2.1 needed to include reference to the correct Procurement procedures. The Finance and Audit Scrutiny Committee therefore proposed that recommendation 2.1 be amended to read: "...is used to secure the services of a specialist consultant, in accordance with the Code of Procurement Practice, to assist in developing...."

An additional recommendation 2.4 was also proposed by the Committee to read: "Officers be asked to investigate the possibility of whether the cost of the works could be recovered by the Council's insurance policies, before the estimated life expectancy of the structures expires."

The Executive recognised the concerns of the Scrutiny Committee but highlighted that paragraph 3.3 of the report referred directly to the Code of Procurement Practice. However, they accepted that recommendation 2.1 of the report should be amended to read this and agreed to include the additional recommendation.

**Resolved that**

- (1) £40,000 from the Car Park Improvement Budget be used to secure the services of a specialist consultant, to assist in developing a specification for the required works and evaluation of tenders, in line with paragraph 3.3 of the report;
- (2) following the appointment of a specialist consultant, a tender exercise is undertaken to determine the actual cost of repairs to the multi-storey car parks, which will help to inform future strategic decisions; and
- (3) officers investigate the possibility of whether the cost of the works could be recovered by the Council's insurance policies, before the estimated life expectancy of the structures expires.

(The Portfolio Holder for this item was Councillor Shilton)

**58. Significant Business Risk Register**

The Executive received a report from Finance that set out the latest version of the Council's Significant Business Risk Register for review by the Executive. It had been drafted following discussions between the Leader of the Executive, Chief Executive, Monitoring Officer, Section 151 Officer and the Audit & Risk Manager.

The report enabled members to fulfil their role in overseeing the organisation's risk management framework, which was set out in section 7 of the report.

An updated version of the Risk Register was circulated after the agenda had been printed to show updated changes to the register.

The Finance and Audit Scrutiny Committee proposed that this report be deferred to the November Executive meeting because Councillor Mobbs was unexpectedly called away from the meeting and, therefore, could not answer any questions that Members had.

The Leader of the Executive explained while he was regretful he was unable to attend the Scrutiny Committee for this item, there was no reason why they could not have considered the report and made comments about it in his absence. He also agreed to attend the January meeting of the Scrutiny Committee when they were next due to consider this matter.

**Resolved** that the Significant Business Risk Register, attached at Appendix 1 to the report, be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

59. **Corporate Peer Challenge**

The Executive received a report from the Chief Executive that informed them of the outcome of the Corporate Peer Review follow up visit held in July 2014 and proposed a series of actions in response the recommendations emanating from that follow up visit.

The Fit for the Future (FFF) programme that the Council currently had underway was underpinned by an approach of continuous improvement. As part of that approach, the Council had asked the LGA to undertake a Corporate Peer Review in July 2012 to help challenge the Council in how it was responding to the issues of the day and in particular to test the robustness of the Fit for the Future programme. The report and its results were reported to the Executive at its meeting on 10 October 2012.

The Executive decided in February 2014 that to help it assess progress since 2012, the same team from the LGA be invited to do a follow up visit. The follow up meeting was held on 3 July 2014. There was no report but the team made a presentation to selected officers and members and that presentation was attached at Appendix A to the report.

The presentation recommended to the Council that it:

- Create clear and visible leadership of the economic prosperity brief;
- Continue to support and develop the Planning Committee;
- Explore whether the Council was striking the right balance between target times and making the right decision for major applications;
- Improve engagement with the business community;
- Consider how Group Leaders need to apply appropriate group discipline with regard to behaviours, standards and uptake of training;
- Review and revamp member induction and training in time for the next election.

The responses to these proposed actions were detailed within the report.

The Council had previously envisaged a Full Corporate Peer Review taking place in July 2015. However, on reflection of the experience of how long it may take for recommendations to be implemented and the effect identified, it was suggested that rescheduling such a Full Review to July 2016 was more appropriate. This would give more time for the impact of the proposed actions in response to the recommendations to be assessed.

The Overview and Scrutiny Committee noted the report.

**Resolved** that

- (1) the actions proposed in the report are approved and a report on progress, as part of the next report updating the Fit for the Future programme, be received; and
- (2) arrangements be made with the Local Government Association (LGA) to undertake a full Corporate Peer Review in 2016 rather than as previously agreed in 2015.

(The Portfolio Holder for this item was Councillor Mobbs)

**60. Planning Peer Review Update**

The Executive received a report from Development Services that informed Members of the progress made on the recommendations of the external Planning Peer Review that took place in January 2013 and progress on the review of Planning Committee which followed the peer review.

As part of the improvement work which commenced in the Planning Service in 2012, a request was made to the LGA to undertake a Planning Peer Review which took place in January 2013. At the time it was felt that a number of changes had been made to the service, and it would be helpful to have that independent view on progress made and provide assistance on how the Council could continue to improve, aspiring to provide the best planning service.

There were a number of recommendations from the peer review. Progress had been made against all of these but, as a number of recommendations related to training and development of officers and members and the development of stronger working relationships in order to establish trust, the desired outcomes would take time to come to fruition. The LGA generally considered that significant progress would only be made on these type of actions over a three year period.

Following the Planning Peer Review, there was a review of the Planning Committee and the recommendations of the review were agreed at a meeting of the Executive on 17 April 2013.

Given the recommendations of the Planning Peer Review, and the Councils responsibility to provide a good planning service for all its customers, there were no alternative options proposed.

The Overview and Scrutiny Committee noted the report.

The Executive welcomed the report but were of the opinion that because Planning was such a key function of the Council the next update report should be brought to them earlier than 12 months. Therefore, it was proposed and agreed that the next report be submitted to them in June 2015.

**Resolved** that

- (1) the progress made against the actions arising from the external Peer Review and internal review of the operation of Planning Committee as set out in section 8 of the report, be noted; and
- (2) further work on these issues should be pursued by officers and Planning Committee Members and a further report be presented to Executive in June 2015.

(The Portfolio Holder for this item was Councillor Hammon)

#### 61. **Skills Initiative Funding**

The Executive received a report from Development Services, that made recommendations on the use of the £50,000 employment initiatives support fund approved by Executive in February 2014.

Further to the allocation of funds to support the development of the local economy, a series of proposals had been developed to address identified needs within the Warwick District economy and labour market.

These proposals aimed to address both prosperity and growth as well as attempting to identify and address barriers to entering the job market.

The core objectives and intended outcomes of the proposed programme were:

- To use Small and Medium Enterprises (SMEs) as the engine for growth for both business and employment within Warwick District;
- To raise the standard of skills in business to ensure the sustainability and robustness of the business sector in the District (a weakness identified in the Coventry and Warwickshire Local Enterprise Partnership's (CWLEP) Strategic Economic Plan);
- To identify gaps & barriers to jobs and training with our own tenants with the aim of assisting Warwick District Council (WDC) tenants to get a job paying the living wage;
- That proof of concept pilots be included which would inform bids for funding from April 2015 (eg: European Structural & Investment Funds);
- That any work should be additional and complimentary to work already being provided by other organisations within the sub-region (eg: DWP, work programme providers, business support, C&W Clearing House, jobs clubs etc).

The range of support available had increased throughout the sub-region with City Deal, Rural Growth Fund (RGF) and the Coventry and Warwickshire Local Enterprise Partnership (CWLEP). However, there were a number of identified gaps in provision within the area. The proposals attempted to bridge these gaps, test new ideas and introduce a greater level of cross authority working, such as that identified through the internal WDC Welfare Reform Working Group.

The outline proposals for the utilisation of the £50,000 involved a spread of investment across a number of areas and these were outlined in Appendix 1 to the report. It was intended that Development Services would lead on the delivery of this programme and work closely with Housing and Property Services, the Community Partnership Team and Finance.

Recommendation 2.3 set out the means of addressing the procurement issues, however, the programme included a number of elements that required the setting up of mechanisms for administering grant funding and the delegation would allow this to happen without needing to seek further authority. The business grants assessment would include the proof of need, output monitoring, and the need for expenditure to be spent with approved providers. This would exclude firms already eligible for support through other avenues.

The Executive had previously agreed in August 2013 to set aside the Code of Procurement Practice on the basis that the CWCC business support contract rates were far superior to the other quotes received – which were 537% and 414% more expensive.

Under the Code of Practice Procurement rules, the Council was unable to extend the contract with CWCC, as it would result in a cumulative spend on business support, with CWCC, in excess of £20,000.

Although the previous exemption was only until March 2014, the CWCC contract was considered to be excellent value compared to the other two quotes received, and CWCC were willing to hold the quote and prices from 2012.

There was currently no urban area business start-up support available within Warwick District that officers were aware of.

Proposal 6 aimed to re-engage with all the start-up businesses funded through the initial programmes for start-up business support. This work could only be commissioned through the CWCC which delivered the support. However, an exemption was still required. The aim was to identify which businesses could be assisted to deliver further growth and to provide further information on start-up survivals.

As there was limited time within the remainder of the financial year, there could be a need for some reallocation of funding to address any projected underspend or to further capitalise on successful elements of the project by releasing more funding from one area of the project to another. This would allow the expenditure within the year.

It had been considered to allocate the whole £50,000 funding to the three existing jobs clubs (JCs). This had been discounted as the funding was for the 14/15 financial year and the JCs were in receipt of existing funding. This test of add on services allowed an assessment of how the Council could increase the effectiveness of the JCs. Officers would also continue

to seek private sector contributions to the Jobs Clubs to bolster existing support.

Both the Overview & Scrutiny Committee and the Finance & Audit Scrutiny Committee supported the recommendations in the report.

**Resolved** that

- (1) the programme of activities set out at Appendix One to the report, be approved;
- (2) authority be delegated to the Economic Development Manager and Head of Development Services, in consultation with the Development Services and Finance Portfolio Holders to finalise the necessary procurement and delivery arrangements for the full programme, ensuring appropriate monitoring arrangements are in place;
- (3) an exemption to the Code of Procurement Practice to allow procurement of the delivery of the business support elements of the programme (proposals 3 & 6) from the Coventry and Warwickshire Chamber of Commerce (CWCC) at the agreed 2012 prices; is approved; and
- (4) authority be delegated to the Head of Development Services, in consultation with the Finance and Development Services Portfolio Holders to reallocate funding from one project area to another in the event of high demand or underperformance of a project area.

(The Portfolio Holder for this item was Councillor Hammon)

**62. Use of Chief Executive's Delegated Authority**

The Executive received a report from the Chief Executive that informed them of the use of the Chief Executive's Delegated Authority (CE4) to confirm the revised parish boundary for the Parish of Barford and establish the Neighbourhood Plan Area for Barford.

Under the Officer Scheme of Delegation, the Chief Executive had delegated authority (reference CE(4)) to Deal with urgent items that may occur between meetings, in consultation with the relevant Deputy Chief Executives, Heads of Service, if available, and Group Leaders (or in their absence Deputy Group Leaders) subject to the matter being reported to the Executive at its next meeting.

The Council was currently undertaking a Community Governance Review of the Parish/Town Council boundaries. This followed on as a requirement after the review of the District Council boundaries by the Local Government Boundary Commission for England (LGBCE).

One of the recommendations from the Community Governance Review was to realign the parish boundary for Barford into a smaller more defined area, within improved, clearly defined boundaries. This was supported by Barford Parish Council and by the neighbouring Parish Councils who would gain extra land. No properties were affected by this proposal.

At the same time this review was being undertaken, Barford Parish Council were also trying to progress their Neighbourhood Plan, and had made a valid application for the area of the Parish Boundary. This was unable to be progressed until any revisions to the parish boundary were confirmed by the Council's Licensing & Regulatory Committee.

It was intended that all the changes to the parish boundaries would be determined by a meeting of the Licensing & Regulatory Committee in September 2014. However, in the specific case of Barford this would impact adversely on the ability to draw funding from Central Government for Neighbourhood Planning.

For this reason it was agreed that the Chief Executive would take the decision to confirm the revised parish boundary for the Parish of Barford and establish the Neighbourhood Plan Area for Barford, as defined in the plan at Appendix 1 to the report.

The Chief Executive consulted via email with Group Leaders on 6 August 2014 and also copied in the relevant Ward Councillors and Parish/Town Councils to make them aware of the proposal. Support was received from three of the Group Leaders and no response was received from the fourth. In addition, support for the proposal was received from the Ward Councillors for Budbrooke and the Chairman of the Licensing & Regulatory Committee.

The revised boundary for the Parish Council was smaller than that requested for the Neighbourhood Plan. Therefore, in effect the decision of the Chief Executive was to refuse the Neighbourhood Plan application but agree a revised Neighbourhood Plan boundary based on the, now smaller, Parish Council boundary. This removed the need for a new application from the Parish Council and a further consultation period of six weeks which would otherwise have led to the likelihood of losing the central government funding for the Neighbourhood Plan.

Appendix 1 to the report showed the revisions to the Parish boundary and Appendix 2 to the report showed the now confirmed Parish boundary and Neighbourhood Plan Area.

**Resolved** that the decision by the Chief Executive in consultation with Group Leaders under (CE4) of the Constitution to confirm the revised parish boundary



for the Parish of Barford and establish the Neighbourhood Plan Area for Barford, as defined in the plan at Appendix 2 to the report, is noted.

(The Portfolio Holder for this item was Councillor Mobbs)

**63. Asbestos Contract**

The Executive received a report from Housing & Property Services, that sought an exemption from the Code of Procurement Practice in order to extend the arrangements for Asbestos Management Services provided by PTL Occupational Hygiene Consultants until 1 June 2015 during which time the on-going asbestos procurement exercise would be completed and new contracts awarded and mobilised.

The Council had a statutory duty to manage asbestos in the buildings it owned under the Control of Asbestos Regulations 2012 (CAR) and the Health and Safety at Work (etc) Act 1974 amongst other legislation. In order to discharge its duties in respect of the HRA stock and other corporate buildings, the Council needed to maintain an asbestos register and undertake asbestos surveys and re-inspections, both periodically and as repair and maintenance works dictated.

An exemption from the code of Contract Practice was approved by the Executive in February 2014. The initial delays resulting from management changes within Housing and Property Services had been compounded by difficulties in recruiting an asbestos officer.

An asbestos officer had now been appointed and a revised procurement timetable was being drawn up in consultation with the Procurement team. Officers considered it to be in the Council's best interests to maintain the existing temporary arrangements with PTL in order to ensure it effectively executed its statutory duties.

PTL were the Council's previous asbestos management contractors until this contract expired in 2013. Their familiarity with the Councils stock, processes, contractors and asbestos register was crucial to maintaining a compliant service, while the procurement of the new contracts was completed and the handover/mobilisation of these contracts was underway.

A request for an exemption from the Code of Procurement Practice was, therefore, sought to continue the current temporary arrangement with PTL until 1 June 2015.

The option of undertaking a procurement exercise for the proposed work using a Framework Agreement had been considered, but was not recommended due to the time it would take to procure temporary arrangements through a framework, previous experience of poor services relating to asbestos through available frameworks and the time it would take to handover and train new contractors impacting on the continuity of service and the time officers had to conclude the on-going procurement of longer term arrangements.

In either scenario, if the Council were subject to a Health and Safety Executive (HSE) inspection and found not to have adequate Asbestos Management arrangements in place, it could be found to be in contravention of Health & Safety legislation which carried risks of fines and/or persecutory action. Under The Health and Safety (Fees) Regulations 2012, those who broke health and safety laws were liable for recovery of HSE's related costs, including inspection, investigation and taking enforcement action.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but had significant concerns that this was the second time an exemption to the Code of Procurement Practice had been requested.

Members appreciated the circumstances behind the request but advised that the Finance and Audit Scrutiny Committee would be unable to support any exemptions to this contract in the future.

The Executive noted the concerns of the Scrutiny Committee.

**Resolved** that

- (1) an exemption to the Code of Procurement Practice to extend the arrangements with PTL Occupational Hygiene Consultants (PTL) for the provision of Asbestos management services to 1 June 2015, be approved; and
- (2) an OJEU compliant procurement exercise has commenced to appoint Asbestos management and removal contractors which should enable the interim arrangements to cease on the 1 June 2015, to coincide with the commencement of the aforementioned contracts on 1 April 2015.

(The Portfolio Holder for this item was Councillor Vincett)

(The meeting ended at 7.45pm)

# Executive

Minutes of the meeting held on Wednesday 5 November 2014 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillor Mobbs (Chairman); Councillors Caborn, Coker, Cross, Mrs Gallagher, Hammon, Shilton and Vincett.

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

## 64. **Declarations of interest**

There were no declarations of interest.

## 65. **Minutes**

The minutes of the meeting held on 3 September were taken as read and signed by the Chairman as a correct record.

The minutes of the meeting held on 1 October were not available and would be submitted to the next meeting.

Councillor Coker addressed Members on Item 5 of the October Executive meeting relating to Hackney Carriage / Private Hire drivers fares. The Council had received a complaint from a taxi driver querying the decision taken regarding the Sunday fare uplift.

Councillor Coker confirmed that the Sunday fare would not be charged at a higher rate and would be consistent with the other days of the week. In addition, no objection had been received relating to this aspect during the consultation. He confirmed that the new fares had now been imposed and should simplify the system for passengers using taxi's within the District.

### **Part 1**

(Items on which a decision by Council is required)

## 66. **Warwickshire Local Council's Charter**

The Executive considered a report from the Community Partnership Team which recommended adoption of the Warwickshire Local Councils Charter, developed by Warwickshire and West Midlands Association of Local Councils.

The Charter had been developed in consultation with local councils in Warwickshire and set out how the Associations of Local Councils aimed to

work together for the benefit of local people. The Charter was attached as appendix 1 to the report.

The Charter was a framework to support a mutually beneficial working relationship between the different tiers of local government in Warwickshire. The focus of the Charter was how Principal Councils could develop better partnership working with Local Councils to benefit local people.

The revised Charter outlined how Councils could work together to provide better services by improving communication, consulting each other, giving support and help and measuring how well each was doing.

No alternative options had been considered because the aim of the Charter was to provide a framework to support a mutually beneficial relationship between all tiers of local government in Warwickshire.

The Leader endorsed the report and moved the recommendations as laid out.

It was therefore

**Recommended** to Council that the Warwickshire Local Councils Charter, attached as appendix 1 to the report, is adopted to govern the relationship between all tiers of local government in Warwickshire.

(The Portfolio Holder for this item was Councillor Mobbs)  
(Forward Plan reference 651)

## **Part 2**

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

### **67. Sports and Leisure Options**

The Executive considered a report from Cultural Services which detailed the work undertaken since the Options Appraisal, commenced in February 2014, and outlined recommendations for the future delivery of the leisure service.

The report brought together the outcomes from a number of previous work streams and these suggested that there was scope to make changes in the service provided, to modernise and expand, to reduce the annual subsidy the service required and make a positive contribution to the overall financial health of the Council.

The report also highlighted to Members that further work needed to be undertaken, to progress the options to a point where Members would have sufficient detail on which long term decisions could be confidently made.

An alternative option for the service would be to retain the status quo and / or disinvest in the service. However, there could be a number of potential consequences resulting from this and these were detailed in full in section 7.1 of the report. These included insufficient sporting and leisure opportunities being offered, significant maintenance and repair liabilities and ageing leisure centres. In addition, it was considered inappropriate not to begin to plan for the future of the service, on the basis of the potential for the service to decline, costs to increase and demands not to be met if proposals were not developed.

The Finance and Audit Committee was in agreement that it is extremely important that this work is carried out so that members are in possession of all the facts when the final decision on options for this service is made next year. The committee fully supported the recommendations in the report.

The Overview and Scrutiny Committee noted the recommendations in the report and formally requested that the Executive accept them.

The Portfolio Holder for Cultural Services, Councillor Mrs Gallagher thanked the report authors and all officers involved in the compilation of the report. She was pleased that Members had clearly read all the papers prior to scrutiny and felt this was largely down to the effective communication by officers. In addition, Councillor Mrs Gallagher was disappointed that the local press had not reported the Council's press statement accurately, which had caused upset amongst residents. However, she hoped that this report would clarify the position and she proposed the recommendations as laid out.

It was therefore

**Resolved** that

- (1) the work detailing the levels of customer demand for sports and leisure in the District and the projected maintenance needs of the Council's leisure centres required to continue the current service, be noted;
- (2) the recommendations of the Sports and Leisure options appraisal report (from Strategic Leisure), and how these relate to the Vision and Principles for the service approved by Executive in October 2013, be noted;
- (3) the subsequent work of Strategic Leisure to develop concept design proposals, the soft market testing with potential operators which has been completed, and the modelling of potential investment scenarios to enhance sports provision in Kenilworth, be noted;

- (4) work continues to investigate opportunities to build a new wet and dry community sports facility co-located alongside any new Kenilworth School site and that officers continue discussions with Kenilworth Wardens sports club in respect of the possible transfer of Castle Farm Recreation Centre and associated playing fields, subject to the adoption of the Local Plan, clarification of the legal position, and the development of a community facility access agreement;
- (5) officers develop the Strategic Leisure recommended options in more detail, including:
  - that investment plans for St Nicholas Park and Newbold Comyn are further developed to effectively evaluate feasibility and business case options;
  - the development of a service specification detailing the desired activity mix, quality and operational requirements against which both in-house and commercial partner costs could be evaluated, is agreed;
- (6) up to £300,000 is allocated, together with a contingency of up to £50,000, from the Service Transformation Reserve to enable the commissioning of professional services, surveys, reports and associated details to support the above combination of work streams, the governance arrangements of which will require expenditure to be signed off by Chief Executive, S151 Officer, Portfolio Holders for Finance and Cultural Services and regularly reported via Programme Board, as outlined in section 8.5 of the report;
- (7) the cross- party Member Reference Group that has been working with officers continues with its work and the Council's recognised Trades Unions are invited to join the programmes' governance structure;
- (8) a Risk Register for the programme of works detailed in this report is presented to the Member Reference Group at their next meeting;

- (9) officers undertake a Support Services and corporate management review led by the Chief Executive, Deputy Chief Executive (AJ) and Section 151 Officer to ensure that Members have a complete picture of the impact of service change proposals on the broader organisation; and
- (10) a report is brought to the Executive during the summer of 2015 to enable Members to consider the outcomes from the respective pieces of work and determine the way forward.

(The Portfolio Holder for this item was Councillor Mrs Gallagher)  
(Forward Plan reference 603)

**68. Budget Review to 30<sup>th</sup> September 2014**

The Executive considered a report from Finance which identified various changes to the 2014/15 budgets and presented these to Members for approval.

The report detailed the latest budget position for the current financial year. Members receive quarterly budget reports and this was the second of these reports in the current financial year. The report explained the Budget changes to the General Fund and the Housing Revenue Account (HRA) and highlighted the most significant amendments which were set out in paragraphs 8.1 and 8.7, of the report.

The current General Fund service expenditure position was a projected £213,900 surplus compared to the original 2014/15 budget and there were changes to the HRA account that needed approval.

Appendix B1 provided details on the Capital Programme Budgets and changes to the programme since it was last reported to Members in August 2014. Appendix B2 provided more details on the HRA Capital Programme and requested a net reduction of £476,300. The General Fund Related HIP also detailed a saving of £107,100 giving a grand total of £583,400.

The report reminded Members that the overall position would continue to be monitored so that there could be more certainty prior to the closure of this year's accounts.

As reported in the Audit Findings report to Finance and Audit Scrutiny Committee in September 2014, the audit of the 2013/14 Statement of Accounts received four separate requests to inspect the Accounts with, subsequently, there being three objections to the Accounts. Not only had there been considerable "internal costs" of officer time in supplying all of the information requested and dealing with queries, there would be charges from Warwickshire County Council Legal Services for their advice and the External Auditors who had to investigate and report back on their

findings. Once these costs had been finalised, the results and external costs arising would be notified to Members.

The report also advised on changes to the arrangements relating to IT expenditure because it was recognised that the Council was heavily dependent on IT Systems and Hardware.

Given the importance of maintaining the Council's IT systems in delivering its services, it was essential that most, if not all, the IT items be replaced. The total forecast cost for IT expenditure over the period 2014/15 to 2018/19 was £1.104m but this was subject to some uncertainty due to the potential impact of the new offices on the requirement for future IT. The report therefore recommended that a separate ICT Equipment Reserve was set up to fund this expenditure by transferring the existing "Ear Marked" Capital Improvement Reserve (CIR) monies amounting to £0.179m, currently within the Capital Programme to fund ICT equipment, with the balance of £0.925m being transferred from the ERR.

It was also recommended that the authority to spend from the new ICT Equipment reserve be delegated to the ICT Services Manager in consultation with the Head of Finance and relevant Portfolio Holders. A schedule of forecast ICT spending future years would accompany the ERR schedule when presented to Members as part of the Budget Setting Process, to help preserve existing Governance Arrangements and Transparency.

An alternative option was to not report to Executive on a regular basis, however, in the current financial climate, it continued to be imperative that budgets were reviewed, monitored and reported upon on a regular basis. Another alternative was to not slip capital to the correct year in which it was intended to be spent but this made the monitoring of projects difficult. It would result in Members not having relevant up to date information from which they could make decisions about capital projects and funding.

The Finance & Audit Scrutiny Committee was content with the report but it did have concerns about the above budget spend on Legal Services and asked that the Executive look closely at this matter.

Members were advised that the Council had a service level agreement with Legal Services and had to estimate how many hours of legal advice would be needed. At present, officers were re-aligning the budgets because departments were reaching the higher level of hours outlined in the agreement. In addition, Managers were mindful of the need to try to keep costs down, where possible.

In response to the comments, the Portfolio Holder for Finance, Councillor Cross, agreed to look into the issue of high legal costs and endorsed the report.

It was therefore



**Resolved** that

- (1) the budget position for the current year for the General Fund, currently £213,900 surplus, an improvement of £23,400 on August Executive's report, is acknowledged;
- (2) the Budget Changes in paragraphs 8.1 of the report relating to the General Fund, and paragraph 8.7 of the report relating to the Housing Revenue Account, the most significant of which are discussed in this report, be approved;
- (3) the capital slippage of £49,500 discussed in paragraph 8.8 of the report is approved and the latest General Fund Capital Budget for 2014/15 of £4,537,400, is noted. The changes to the Housing Investment Programme (HIP) Capital budgets as per paragraph 8.11 of the report, are approved, and details of both Capital programmes were shown in Appendices B1 and B2 to the report;
- (4) there will be a cost in dealing with the Final Accounts Inspections and Objections;
- (5) a new ICT Replacement Reserve will be created, using £179,000 funding from the Capital Improvement Reserve (CIR) and £925,000 being transferred from the Equipment Renewals Reserve and, at year end, any underspending from within the ICT Revenue Budget will be transferred to this Reserve. Authority to spend from this new Reserve is delegated to the ICT Services Manager in consultation with the Head of Finance and relevant Portfolio Holders; and
- (6) the position for the Service Transformation Reserve detailed in paragraph 9.1 of the report, and how this will be subject to the agreement of other recommendations to this Executive meeting, is noted.

(The Portfolio Holder for this item was Councillor Cross)  
(Forward Plan reference 571)

69. **Bishops Tachbrook Community Centre**

The Executive considered a report from the Chief Executive which sought authority to provide funding and underwrite other funding in order to allow the construction of a community centre in Bishop's Tachbrook village.

The report explained that St Chad's Trust with the support Bishop's Tachbrook Parish Council had been developing the concept of a new community centre over a period of time. A site adjacent to the Parish Church had been agreed and a lease issued; planning permission for the new centre had been given; the construction had been tendered and subject to an evaluation report and indeed some works on site had been undertaken. A summary of the scheme was attached at appendix A to the report, as were site location and related plans.

The scheme costs were £89,073 on the professional fees to undertake the detailed design work and tender evaluation, £510,396 for construction of the scheme including further professional fees and £50,000 for furniture, equipment and kitchen fit out.

The scheme needed a further £560, 396, on top of the £89,073 raised and spent, in order to be completed and so far £50,000 had been raised toward it. St Chad's Trust with the support of Bishop's Tachbrook Parish Council had approached the District Council in respect of funding to help it construct this proposed new community centre in the village.

The Council had previously awarded 27% of the overall project costs up to a maximum of £50,000 towards the scheme via its RUCIS grant scheme.

The Trust and the Parish Council estimate that construction could begin in April 2015 and the works completed by November 2015. A commitment by the Council to fund £300,000 and to agree to underwrite a further £150,000, with the addition of the £50,000 already raised, would take the Trust and Parish Council to within £10,000 of what they need overall and that should be achievable if, in the worst case, all of the funding bids come to nought and the underwriting guarantee has to be called upon. The other funding bids were listed in Appendix B to the report.

The report outlined some practical questions that would need answering should Members be minded to support the funding request. These included, where the funding would come from, how payments would be made and whether this would set a precedent.

An alternative option was to not support the funding request in which case it may be some time before the local community could raise enough funds to build the community centre.

The Overview and Scrutiny Committee agreed a consensus on recommendation 2.3, but did not agree a consensus on this particular case.

The Finance and Audit Committee supported the aspirations for a community centre to be built in Bishop's Tachbrook. However, there were significant concerns about the consequences of this request as laid out before the Executive. The amount of funding that the Council was being asked to approve, albeit with some constraints as outlined within the recommendations, the Committee felt very strongly that the Executive should not approve this request this evening.

- (1) Before any funding was considered for approval a robust and viable business case should be in place and submitted to the District Council;
- (2) That a representative of this council should be appointed to the board for the St Chads Centre to enable input as the key financial supporter of this scheme; and
- (3) A robust and effective process must be in place for assessing how such schemes were assessed and determined before any application was considered.

The Executive did not support the recommendations put forward by the Finance and Audit Scrutiny Committee because Members felt that the concerns regarding the lack of a business case were covered by recommendations 2.2.6 and 2.3 and the risks were also covered in section 6 of the report. In addition, the Chief Executive advised that a business case had been submitted but it was not necessarily in the correct format and needed to be presented better.

Members did think that the words 'robust and viable' could be added to recommendation 2.2.6 to strengthen the request.

In addition, it was not felt that it would be productive to appoint a Member to the board because the St Chad's Trust would be held to account as a registered charity. It could also lead to a conflict of interest for the Member appointed, if the Trust made a further bid at a later date. Members agreed that insisting on a Member representative would not create as much strength as the governance arrangements regarding the type and length of any lease issued to the Board.

With regard to the issue of setting a precedent, Members agreed that there were circumstances specific to this case and each application should be look at on its own merits.

The Executive, therefore, agreed the recommendations in the report, subject to the following amendment:

Recommendation 2.2.6 is amended to read "The funding is approved only when a full robust and viable Business Plan for the centre is received...".

It was therefore

**Resolved** that

- (1) the request from St Chad's Trust with the support of Bishop's Tachbrook Parish Council, is met, to provide £300,000 of funding and to underwrite a further £150,000 in order to allow the construction of a community centre in the village of Bishop's Tachbrook;
- (2) the funding is made available from the New Homes Bonus Scheme award received in 2015/16 and that no more than the requested will be forthcoming in the event of any cost overrun;
- (3) the funding is only available for 24 months (from the date of this Executive) before being drawn down in whole;
- (4) payments are only to be made on supply of verified invoices of work in proportion to Council/overall funding;
- (5) the Council withdraws the current RUCIS funding commitment to the scheme of 27% of the overall project costs up to a maximum of £50,000, which should be returned to the RUCIS pot;
- (6) the funding is approved when it is agreed by the Parish Council and St Chad's Trust that public acknowledgement of the Council's support for the scheme is given in publicity about the scheme at all stages;
- (7) the funding is approved only when a full robust and viable Business Plan for the centre is received, detailing how the future running costs will be met and how genuine community access is ensured;
- (8) the funding is approved only when all other funding bids have been completed and determined so enabling confirmation of how the capital costs of the project will be met;
- (9) authority for recommendations (6), (7) and (8) above is delegated to the Chief Executive, Head of Health and Community Protection and Head of Finance in consultation with the Portfolio Holders for Finance and Health and Community Protection; and

- (10) officers give consideration to a process for determining funding requests for similar such schemes emanating in the context of the Local or Neighbourhood Plans.

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

**70. Procurement Action Plan Update**

The Executive considered a report from Finance which provided an update to inform members on the actions that had been taken in response to the Procurement issues raised in a report to the Executive in March 2014.

The report entitled "Housing and Property Services: Contracts Update" included an action plan bringing together the recommendations from investigations on which the report was based. It was agreed that an interim report would be submitted to Executive in November on progress on the actions.

It was explained that the Head of Finance had led on the co-ordination of progressing the actions within the Plan. Whilst some of the issues were specific to Housing and Property Services, many of the actions were corporate ones which needed to be addressed by the Procurement Team or by officers across the Council.

Whilst much progress had been made on most of the actions, detailed further in section 8 of the report, more work was still required to complete the remainder and these were reported in full in appendix 1 to the report.

The main actions related to the Contracts Register, Procurement Training and Awareness, Orders, the Code of Procurement Practice, Agency Staff, the signing of Contracts and Procurement team resources.

Members were asked to note the report and the progress on addressing the actions within the action plan and proposed that a further report be submitted in six months time, detailing further progress.

An alternative option was to not highlight these issues to Members, however, this was not in line with the Council's values of being open and transparent. It was not therefore considered that there were any alternative options than to progress the actions raised in the original report.

There were concerns from the Finance and Audit Scrutiny Committee about how far procurement had been improved within the Council since it was first raised as a concern over 6 years ago. For this reason the Scrutiny Committee asked for the Executive and the Committee to be notified of the agreed actions, regarding procurement, from the SMT away day.

The Scrutiny Committee also asked the Executive to consider the Procurement Team resources and if these were sufficient considering the

demands placed upon the team in terms of the need for improved procurement within the Council. This potential need for greater resources must be defined by February 2015 to enable any bid to be included budget setting process for 2015/16.

The Finance & Audit Committee thanked the officers for attending their meeting and answering their many questions. It was also noted that a Procurement Champions meeting was due to be held shortly which should help promote further discussion.

The Executive accepted the comments made by the Finance and Audit Scrutiny Committee and noted that a six month wait for a further report would take them to May 2015.

It was also noted that the agreed actions arising from the SMT away day would be circulated. Councillor Boad reminded Members that it was important to look at working practices because they needed to be flexible as 'one size does not fit all', resulting in over the top concerns being raised.

The Portfolio Holder for Finance, Councillor Cross, endorsed the report and assured Members that their concerns had been noted and answers would be sought. He agreed to a further report being submitted in March 2015 and reminded Members that processes had moved on in the past six years.

The Executive agreed the recommendations in the report subject to amending recommendation 2.2 to read "...a further update report is brought to Members in March 2015...".

It was therefore

**Resolved** that

- (1) the report and the progress on addressing the actions within the action plan, attached as appendix 1 to the report, be noted; and
- (2) a further update report is brought to members in March 2015 to consider further progress on the action plan.

(The Portfolio Holder for this item was Councillor Cross)  
(Forward Plan reference 639)

**71. Future use of the Warwick Limited Liability Partnership**

The Executive considered a report from the Deputy Chief Executive (BH) which sought agreement that the Warwick Limited Liability Partnership undertake a review of the current use of selected non-operational assets and land holdings owned by the Council and that officers submit a further report to a future Executive when that review was complete.

In December 2012 the Executive approved proposals to create a Limited Liability Partnership (LLP) between Warwick District Council and Public Sector PLC (PSP). The Warwick LLP was established in early 2013 as a vehicle to unlock regeneration and assist the Council's asset management.

The original proposals envisaged a wide ranging remit for the LLP. However, other than an initial high level assessment of potential options for the Pump Rooms and Town Hall and a more recent assessment of potential options relating to the Kenilworth Public Service Centre, none of which were progressed, its activities have exclusively focussed on the Riverside House relocation project.

At Council in June 2014, Members agreed to widen the criteria used to assess potential sites for the relocation of the Council's HQ offices. The outcome of this review would be reported to Executive in December 2014. Whilst, subject to the decisions made in respect of that report, it would remain necessary for the LLP to continue to play a central role in the future delivery of a relocation project, their work on this project was currently in abeyance.

The report explained that the Council was under-utilising the potential of the LLP to assist it to deliver its asset management and regeneration strategies and it therefore proposed that the LLP undertake a review of all the Council's non-operational assets and those land holdings that were not included within the Play Area investment programme and the Green Space Strategy.

An alternative option was to not widen the current activities of the LLP. However, this had been rejected as, having taken the decision to establish the LLP, to under-utilise its expertise and ability to directly fund project work or land assembly for regeneration schemes would constitute a missed opportunity. The funding issues alone, as set out in section 5 of the report, reinforced the need for the Council to utilise all options available to it.

The Finance and Audit Committee supported the recommendations in the report.

The Portfolio Holder for Development Services, Councillor Hammon endorsed the report and stated that the LLP was underused at present. It was therefore

**Resolved** that the Warwick Limited Liability Partnership undertake a review of the current use of selected non-operational assets and land holdings owned by the Council and officers will submit a further report to a future Executive when that review is complete.

(The Portfolio Holders for this item were Councillors Cross, Hammon and Mobbs)  
(Forward Plan reference 643)

## 72. **Prosperity Agenda**

The Executive considered a report from the Deputy Chief Executive (BH) which informed Members of the range of activities the Council currently undertake to deliver the Prosperity agenda and consider how these activities might be strengthened and developed.

The Council's Sustainable Community Strategy (SCS) contained five priority themes; Health and Well-being, Sustainability, Housing, Safer Communities and Prosperity. Council agreed, when the SCS was refreshed in December 2013, that the Prosperity theme should be at the centre of the strategy and that the other four main themes should ensure that they contribute to this agenda.

The report explained that previous reports on this subject tended to focus on economic growth and the range of activities delivered by the Economic Development & Regeneration (EDR) team that contributed to the Prosperity agenda. However, in reality, the theme was much wider and encompassed everything that contributed to Warwick District having a successful 'economy'.

Officers had reviewed the current available data and concluded that it did not provide a full picture for the three aspects of the local economy. It was therefore proposed that new, specific reports be commissioned to provide a comprehensive picture of how the local economy was performing, where the district was flourishing and areas for improvement.

In parallel with this work, it was recommended that the services of the Planning Advisory Service (PAS), an arm of the Local Government Association (LGA) were engaged and further details were provided in paragraph 3.9 of the report.

The report also proposed that a maximum of £50,000 be allocated from the Service Transformation Fund to pilot an alternative approach and create a temporary dedicated resource to identify and bid for external grant funding for the activities that contribute to the prosperity of the district. The funding would be for a 12 month period to allow for a robust evaluation of the effectiveness of the new role.

The final element of the work needed to strengthen the delivery of the Council's Prosperity agenda, was a comprehensive review of the activities of the EDR team and an analysis of the new data would enable consideration to be given as to whether their current range of activities required any refinement to ensure its outputs deliver the maximum benefit to the Prosperity theme.

An alternative option was that Members could decide not to support some or all of the recommendations. However, they were considered necessary to support the Council's ambitions and ensure successful delivery of the ambitions set out in the Sustainable Community Strategy and the wider Vision for the District.



The Finance and Audit Committee supported the recommendations in the report.

The Portfolio Holder for Development Services, Councillor Hammon, fully supported the recommendations and hoped that these measures would provide a fuller picture of the health of Warwick District. He also supported the funding for additional staff and reminded Members that a report would be forthcoming once the comprehensive review had concluded.

It was therefore

**Resolved** that

- (1) the current activities undertaken to support and deliver the Prosperity agenda, as set out at appendix one to the report, and the SWOT analysis (Strengths / Weaknesses / Opportunity / Threats), as set out at appendix two to the report, be noted;
- (2) specific data analysis report(s) will be commissioned to provide a fuller picture of the current 'health' of the local economy and inform the future development of the Council's role in delivering the Prosperity agenda;
- (3) funding of up to £6,000 from the Service Transformation Reserve, is approved, to allow the engagement of the Planning Advisory Service to review the Council's current engagement with the Prosperity agenda and provide advice and assistance as to how these activities can be strengthened and the agenda developed; and
- (4) funding of up to £50,000 from the Service Transformation Reserve, is approved, to fund a temporary resource to research the availability of external funding and to write bids to maximise the amount of such funding allocated within this District, and authority is delegated to the Deputy Chief Executive (BH), Head of Development Services and s151 Officer, in consultation with the Development Services Portfolio Holder to determine whether the role is best delivered in house or by external commission.

(The Portfolio Holder for this item was Councillor Hammon)  
(Forward Plan reference 645)

**73. Use of Delegated Powers – CSW Broadband**

The Executive considered a retrospective report from the Deputy Chief Executive (BH) which reported on a decision made under the Chief Executive's delegated powers, in consultation with the Group Leaders, to commit match funding to the Coventry, Solihull and Warwickshire Superfast Broadband programme (CSW Broadband) subject to the outcome of the latest funding bid to Government.

The report explained that the CSW Broadband project aimed to improve broadband speeds across the area, providing superfast connections (24Mbps or over rather) to over 91% of the entire area and improved speeds (between 2 and 24Mbps) to the remainder. The CSW Broadband team approached all the district and borough councils within Warwickshire to seek a commitment to make a financial contribution towards the match funding required to support a Phase bid to Government.

The lead authority for the CSW Broadband project was Warwickshire County Council (WCC) who employed and hosted the project team. They had negotiated a £14.57M deal with BT to deliver the project.

All the local authorities within the CSW area (WCC, Coventry City Council, Solihull Metropolitan Borough Council and the 5 Warwickshire district and borough councils) made financial contributions to the total amount of match funding required to establish the project.

A verbal commitment was required by the end of September to allow the Phase 2 bid to be finalised and submitted, requiring the use of the delegated powers provision to meet the timetable, and this was the first available opportunity to retrospectively report to Executive.

It was suggested that the Council should consider provisionally committing £130,000 as a contribution towards match funding to support Phase 2, the same contribution that this Council made to Phase 1 of the programme. The Chief Executive consulted with Group Leaders who agreed that this level of funding commitment should be offered.

There were no alternative options available because this was retrospective report and the Chief Executive had authority to use his delegated powers as per provision CE(4) of the Scheme of Delegation.

The Finance and Audit Scrutiny felt that the Executive should be content on why such a large amount of funding was required for such a low (6,000) number of properties.

The Executive assured Members that they were content with the values and figures provided in the report and proposed the recommendations as written.

It was therefore

**Resolved** that the use of delegated power CE(4) by the Chief Executive to obtain Group Leader's (or their Deputy's) approval of a £130,000 commitment to a future expansion of the CSW Broadband programme, funded, if necessary, from the Service Transformation Reserve, be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

74. **Code of Conduct Consultation**

The Executive considered a report from Democratic Services which had been brought to the Executive at the request of the Leader to enable Members to make a formal response on the proposed revised arrangements for handling complaints about Councillors and revised Code of Conduct.

The Standards Committee, at its meeting on 9 September 2014, approved the draft code of conduct documents for consultation and these were attached as appendices to the report. Following this approval, the Leader felt it would be appropriate for the Executive to pass its views on the documents, to help raise its profile with other Members and enable the Scrutiny Committees to discuss it if desired.

The report explained the timetable for the introduction of the revised documents and Code of Conduct at section 8.2, followed by a summary of the key changes at section 8.3.

No alternative options had been considered, however, the Executive could choose not to provide comments or include Members in the consultation.

The Overview and Scrutiny Committee noted the report.

Comments made by Councillor Illingworth were distributed at the meeting and the Leader explained that the report had been submitted to encourage debate amongst Members.

A number of suggestions were debated including the removal of privileges, the idea that members should be able to speak freely but should do so in a reasonable and proper manner and what action the hearing panel could take when a Councillor has failed to comply with the code.

It was suggested that section 7 of 'Arrangement for dealing with complaints against Councillors' could be amended to allow full Council to determine a complaint on a less restricted basis. It was proposed that the words 'this should only occur in exceptional circumstances' could be removed to ensure the Councillor's behaviour was determined by all their peers.

However, officers advised that this could weaken the effectiveness of the Standards Committee even further and Council should only become involved when all other avenue's had been tried and had failed.

The Executive were disappointed that the scrutiny committees had not taken the opportunity to submit comments and embrace debate on this matter. However, it was agreed that all Councillors would be contacted and encouraged to submit their comments to Committee Services by close of play on 18 November 2014. These comments would then be taken into account at the Working Party meeting on 19 November, along with all other comments received.

It was therefore

**Resolved** that all Councillors would be contacted and encouraged to submit their comments to Committee Services by close of play on 18 November 2014. These comments would then be taken into account at the Working Party meeting on 19 November, along with all other comments received.

(The Portfolio Holder for this item was Councillor Mobbs)  
(Forward Plan reference 593/a)

## 75. **Neighbourhood Plan Designations**

The Executive considered a report from Development Services which set out the process for the formal designation of four new neighbourhood plan areas. These neighbourhood plan areas related to the parishes of Budbrooke, Burton Green, Leek Wootton and Guys Cliffe and Stoneleigh and Ashow.

The parish councils covering the parishes detailed above of this report submitted applications for designation of a neighbourhood area, under the provisions of the Neighbourhood Planning (General) Regulations 2012, which followed the enactment of the Localism Act 2011.

The report explained that, following a formal six week period of consultation on each of the proposed designation areas, summaries of the comments received had been presented to Executive in January 2014. At this time, Executive were also made aware of the issues arising from the proposed parish boundary changes which prevented the four neighbourhood plan areas identified in this report from being designated at that time.

The Council's Licensing and Regulatory committee agreed to go ahead with changes to the Parish boundaries affecting these four neighbourhood plan areas and these were in the process of being submitted to the Boundary Commission for final approval on 5 January 2015. Legal advice was sought in respect of how these changes affected neighbourhood plan designation. The advice indicated that if the new parish area was smaller in area than the proposed neighbourhood plan designation application, it was acceptable for the Council to refuse the application and designate the new boundary area without any further consultation.

For parishes where the new boundary incorporates a larger area a new application for the new boundary must be submitted in order for the neighbourhood plan area to reflect this. However the Council recognises that Parishes are keen to drive on the preparation of neighbourhood plans. It is therefore proposed that in the case of the two parishes where the boundary will increase in size, Executive approve the designation of a neighbourhood plan boundary excluding the areas subject to change.

The report outlined the recommendations individually and proposed that the Stoneleigh and Ashow and the Budbrook new parish boundaries should be approved as the revised neighbourhood plan boundaries. However, the neighbourhood plan area designation applications for Leek Wootton and Guy's Cliffe and Burton Green were recommended for refusal and smaller neighbourhood plan boundary areas were proposed. The full reasons were outlined in sections 3.8 to 3.11 of the report.

An alternative option was that the Executive could decide to delay designation of the Leek Wootton and Guy's Cliffe and Burton Green Neighbourhood Plan boundaries until the Parish boundaries came into force in April 2015. However, this may not be deemed reasonable as the Council had a duty to determine applications if they were not withdrawn, and unless there was agreement from the applicants for a deferral. It was therefore recommended that the proper course of action was to determine them at this point, even if this meant a refusal and the designation of a smaller area. Without any formal designation both Parishes would be unable to undertake further stages of the Neighbourhood Plan process.

The Portfolio Holder for the Local Plan, Councillor Caborn, supported the report and hoped that this would assist the parishes with moving forwards.

It was therefore

**Resolved** that

- (1) the neighbourhood plan designation areas, as submitted in the applications by Stoneleigh and Ashow and Budbrooke are refused, and new neighbourhood plan areas reflecting the agreed parish boundary changes as shown in appendices A and B to the report, be designated;
- (2) the neighbourhood plan designation areas as submitted in the applications by Leek Wootton and Guy's Cliffe and Burton Green are refused, and instead new neighbourhood plan areas as shown in appendices C and D to the report be designated, reflecting the areas not subject to amendment through the Parish boundary changes; and

- (3) the available funding from the Department for Communities and Local Government for the financial year 2014/15 as set out in the Budgetary Framework section of this report, be noted.

(The Portfolio Holder for this item was Councillor Caborn)

## 76. **Local Plan Consultations**

The Executive considered a report from Development Services which noted the use of the Chief Executive's emergency powers to undertake two consultations in connection with the Local Plan. There were three aspects to the recommendations relating to amendments to the Draft Local Plan, an extension to the consultation period for the Publication Draft Local Plan and an additional consultation regarding the Gypsy and Traveller aspect of the work.

The Publication Draft Local Plan was subject to a period of consultation under Regulation 19 of the 2012 Town and Country Planning Regulations during May and June 2014. The Draft Plan included the allocation of 8 hectares of employment land close to the Europa Way/Gallows Hill junction to the south of Warwick.

As part of that consultation Severn Trent Water (STW) made representations indicating that their land, along with other land at Stratford Road, Warwick could be made available for commercial development. This resulted in the Council entering in to discussions with STW regarding the potential for the inclusion of the District Council's depot within a development area.

As a result of this, the Executive authorised a non- statutory consultation at their meetings in July and August 2014. Appendix 3 to the report showed the extent of the area to be considered for inclusion in the consultation. Since then, detailed site assessment work had been undertaken and indicated that there were no significant impediments to the development of the site. However, it was noted that further was required to provide further detail of the mitigation schemes.

The report also reminded Members that the 2013 Employment Land Review indicated that approximately 16 hectares of new employment land needed to be allocated in the Local Plan. In response to representations to the Publication Draft Local Plan from Severn Trent Water and in light of the site assessment work, it was considered that the land at Stratford Road, Warwick shown on the Plans within Appendix 1 provided a preferable employment site to that at Gallows Hill, Warwick, particularly due to its access to the motorway, its proximity to other available employment sites and its availability for employment.

Appendix 1 to the report set out a proposed amendment to the Publication Draft Local Plan involving the allocation of at least 11.7 hectares of "B use class" employment land at Stratford Road, Warwick. The report

recommended that these proposals be put forward as an amendment to the Draft Local Plan subject to the outcomes of the six week period of consultation.

Thirdly, the Council had authorised a consultation for the Gypsy and Traveller Site Development Plan Document (G&T DPD) in August 2014. The original DPD had included an allocation somewhere within a wider area at Stratford Road, Warwick, however, now that more detailed site assessment work had been undertaken, a more specific proposal could be identified.

This proposal had not previously been subject to consultation and it was recommended that a consultation under Regulation 18 of the Town and Country Planning Regulation 2012 be undertaken, relating to the proposals outlined in appendix 2 to the report.

The use of the Chief Executive's Emergency powers in consultation with Group Leaders in accordance with Paragraph CE(4) of the Council's Scheme of Delegation was deemed appropriate since it was important to expedite these consultations to avoid any further delay to the progress of the Local Plan. Members noted that, the Submission version would not now come before Council until January 2015.

There were no alternative options because the Chief Executive had already exercised his emergency powers and this report was for information only. There were however, a number of alternative options available regarding employment and gypsy and traveller sites and these had been considered in previous reports.

The Overview and Scrutiny Committee noted the recommendations in the report and that the Chief Executive had used his delegated authority to move things forward.

The Portfolio Holder for the Local Plan, Councillor Caborn, supported the report and noted the comments from the Overview and Scrutiny Committee.

It was therefore

**Resolved** that the use Chief Executive's Emergency Powers, in respect of the following matters, be noted:

- (1) a six week period of consultation commencing on or before 31 October 2014 be undertaken under Regulation 19 of the 2012 Town and Country Planning Regulations regarding amendments to the Draft Local Plan as set out in appendix 1 to the report;
- (2) the 2014 Joint Employment Land Study (as published on Warwick District Council's website

in October 2014) and the updated SHLAA (as published on Warwick District Council's website in June 2014) be included as submission documents of the Local Plan and that, in light of these more recently published pieces of evidence, the Publication Draft Local Plan be subject to a further six week period of consultation; and

- (3) a six week period of consultation be undertaken under regulation 18 of the 2012 Town and Country Planning Regulations, regarding the potential to include the Preferred Option site set out in Appendix 2 to the report, in the Gypsy and Traveller Site Allocations Development Plan Document (G&T DPD).

(The Portfolio Holder for this item was Councillor Caborn)

## 77. **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 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
78, 79 & 80	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

## 78. **Fetherston Court Development Scheme**

The recommendations of the report were agreed.

The full minute for this item would be set out in the confidential minutes of the meeting.

(The Portfolio Holder for this item was Councillor Vincett)  
(Forward Plan reference 628)



79. **Sports and Leisure Options - Appendices**

The appendices relating to Item 4 – Sports and Leisure Options, Minute Number 67, were noted.

The full minute for this item would be set out in the confidential minutes of the meeting.

(The Portfolio Holder for this item was Councillor Mrs Gallagher)  
(Forward Plan reference 603)

80. **Minutes**

The confidential minutes of the meeting held on 3 September 2014 were agreed and signed by the Chairman as a correct record.

(The meeting ended at 7.28 pm)

## Warwickshire Local Councils Charter

2014

## **Warwickshire Local Councils' Charter**

### **Background**

There are three levels of local government for Warwickshire - Warwickshire – Warwickshire County Council, North Warwickshire Borough Council, Rugby Borough Council, Stratford on Avon District Council and Warwick District Council., are referred to as Principal Councils, and Parish and Town Councils are referred to as Local Councils. This document is a framework to support a mutually beneficially working relationship between the tiers of authority in Warwickshire. Working better in partnership will benefit local people.

Principal Councils deliver a wide range of services across the county. Services are either for everyone (universal), targeted or specialist but all are there to meet people's needs.

Local Councils are the level of government where decisions are made or influenced at the most local level.

All Councils' values and behaviour will adhere to the Nolan Principles in public life - Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

**All Councils can work together to provide better services. This can be done by:**

1. Improving communication
2. Consulting each other
3. Giving support and help
4. Measuring how well we are doing

**1. IMPROVING COMMUNICATION:** We will endeavour to:

### **Principal Councils**

1. Encourage and support their Councillors and Officers to work with Local Councils in the area they are elected to serve.
2. Respond to letters, emails and phone calls in line with locally determined standards.
3. Provide appropriate links on websites to let Local Councils know important information.
4. Continue to develop additional information via websites that is useful to Local Councils where practicable.
5. Allow for Local Council representation on relevant Forums and Standards Committees
6. Respond to invitations from Local Councils to attend meetings of mutual interest
7. Respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Committees and other Local Council liaison meetings as appropriate.
8. Include awareness of the Charter in Councillor and staff induction programmes.
9. Provide names of officers in relevant departments to liaise with Local Councils

### **Local Councils**

1. Use email and the internet, where possible, to contact the other Councils.
2. Let Principal Councillors know about the decisions and changes they make.
3. Provide Principal Councillors with agendas and minutes of meetings, and allow Principal Councillors to attend meetings and speak on matters of mutual interest.
4. Help share information from the Principal Councils with local residents.
5. Let the Principal Councils know about any issue they would like discussed at the annual meeting for their area
6. Include awareness of the Charter in councillor and staff induction programmes.

## **2. CONSULTING EACH OTHER:** We will endeavour to:

### **Principal Councils**

1. Ask Local Councils to comment on issues affecting their community.
2. Ask WALC to comment on issues of collective interest to Local Councils.
3. Whenever possible give at least six weeks to respond to consultations.
4. Whenever possible set deadlines that consider Local Council meeting cycles.
5. Where possible inform Local Councils in advance when a consultation is going to be issued.
6. Give feedback on responses to consultations and ensure Local Councils' views are taken into account as part of the Council's decision-making process.
7. Carry out joint consultations with partners when appropriate.
8. Ensure consultation documents for Local Councils include an executive summary and details of someone to contact.
9. Have regard to the views of Local Councils when making decisions.
10. Make sure service managers know of the need to consult Local Councils and have awareness of the Charter.

### **Local Councils**

1. Give views to Principal Councils that represent as many local people as possible.
2. Acknowledge that Principal Council decisions are made democratically and respect decisions.
3. Consult the Principal Councils and other Local Councils about decisions which affect those councils.
4. Recognise that Principal Councils frequently have limitations and constraints when working on consultations, most notably timescales that cannot be influenced.
5. Look for flexible ways to help progress developing consultation responses e.g. a special meeting or task and finish group.
6. Involve Principal Councils in the preparation of Community Led Plans

WALC will manage a database of Local Council contact details which can be used for consultations.

## **3. GIVING SUPPORT AND HELP:** We will endeavour to:

### **Principal Councils**

1. Assist Local Councils to develop community led plans including Neighbourhood Plans, Parish and Town Plans and Community Appraisals and respond to issues raised in these plans.
2. Consider devolving services to Local Councils currently provided by Principal Councils on a case by case basis. Each case will be the subject to its own formal agreement for which a business case will be drawn up enabling an

assessment of value, cost, accountability, practicality and any other relevant issues.

3. Provide early notification of information requirements for the collection of the Council Tax on behalf of Local Councils and promptly pay precept payments in line with legislation and mutually agreed arrangements.
4. Consider passing on any grant allocated to Local Councils by Government to compensate for the changes to the council tax base calculations.
5. Let Local Councils have access to the Principal Council's purchasing process where this is appropriate and lawful to help keep costs down.
6. Ensures the District/Borough's Councils Remuneration Panel makes recommendations for Local Councils. A Local Council may convene the Panel and in that case the Local Council would be liable for the associated cost.
7. Resolve complaints informally whenever possible and if need be formally through the Principal Council's complaints process.
8. Provide support to Local Councils around governance and standards issues including free of charge briefing sessions.
9. 9 Support the process for the development of new Local Councils On request, where practical and where resources permit, offer Local Councils access to their support services, for example legal, ground maintenance and pension services to enable them to take advantage of facilities, at a mutually agreed price.
10. Work with WALC and the County Training Partnership for Local Councils to support and encourage training and development of Councillors and Clerks and will when possible send a representative to the County Training Partnership.
11. Encourage Local Councils to achieve the Quality Status through the Governments Quality Town and Parish Council Scheme. Warwickshire County Council will send a representative to the Quality Status Accreditation Panel.
12. Where legal or contractual arrangements and resources permit assist Local Councils for example with equipment for community events, to provide information and advice on such issues as fire safety, health and safety, landscape and community enhancement projects; and any other reasonable assistance as requested..
13. Provide Local Councils where possible with access to the Principal Councils' approved maintenance contractors and agreed schedules of rates and enable Local Councils to commission the Principal Councils' professional consultants for construction related work at agreed price.

## **Local Councils**

1. Encourage the involvement of residents in local government, including encouraging electors to participate in all elections, and adhere to good practice and legislation when filling Local Council casual vacancies.
2. Help residents influence decisions and services, particularly those who have difficulty getting involved.
3. Contribute to the development of a business case for the local delivery of services provided by Principal Councils, in conjunction with neighbouring Councils where appropriate. Work with the Monitoring Officers to promote and maintain high standards of conduct of its Councillors.

4. Put in place a Code of Practice for Handling Complaints against the Council. A model is available from WALC.
5. Try to take up any training opportunities offered by the Principal Councils which are relevant to Local Councils.

The County Council will provide support to WALC.

#### **4. MEASURING HOW WELL WE ARE DOING We will endeavour to:**

Delivering these commitments will need openness, transparency, honesty and willingness to self appraisal by all parties so we can see what is working well and what needs to be improved. Each commitment can, by itself or with supporting indicators, be measured to show both the level and quality of activity. Progress will be reviewed every 12 months by officers from each Principal Council and representatives from WALC and individual Parish and Town Councils when appropriate.

Each Principal Council will appoint 'Parish Champions' to provide a link with Local Councils.

#### **LIST OF SIGNATORIES TO THE LOCAL COUNCIL CHARTER:**

NORTH WARWICKSHIRE BOROUGH COUNCIL

.....

RUGBY BOROUGH COUNCIL

.....

STRATFORD ON AVON DISTRICT COUNCIL

.....

WARWICKSHIRE COUNTY COUNCIL

.....

WARWICK DISTRICT COUNCIL


.....

WARWICKSHIRE AND WEST MIDLANDS ASSOCIATION OF LOCAL COUNCILS

.....

DATE .....



 <b>Executive 3 December 2014</b>		<b>Agenda Item No.</b>  <b>3</b>
<b>Title</b>	General Fund base budgets latest 2014/15 and original 2015/16	
<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 30 July 2014 – Budget Review to 30 June 2014; Executive 1 October 2014 – Fees and Charges 2015/16; Executive 5 November 2014 – Budget Monitoring to 30 September 2014	

<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 586
<b>Equality Impact Assessment Undertaken</b>	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12/11/14	Andrew Jones
Head of Service	12/11/14	Mike Snow
CMT	12/11/14	
Section 151 Officer	n/a	Finance Report
Monitoring Officer	12/11/14	Andrew Jones
Finance	n/a	Finance Report
Portfolio Holder(s)	13/11/14	Cllr Cross
Consultation & Community Engagement		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## **Summary**

- 1.1 This report sets out the latest projections for the General Fund revenue budgets in respect of 2014/15 and 2015/16 based on the current levels of service, and previous decisions, along with the projections to 2019/20. There are further matters that will need to be reviewed in order to finalise the base position as part of the 2015/16 budget setting process as set out in paragraph 8.5.
- 1.2 The 2014/15 latest budgets show a forecast surplus of £217,200 before any appropriations.
- 1.3 The proposed 2015/16 Base Budget currently shows the Council's budget is in balance which means currently estimated expenditure equals estimated income in the provision of current service levels and meeting the Council's commitments.

## **2. Recommendations**

- 2.1 Members note the latest Medium Term Financial projections especially the £0.912 million deficit by 2019/20 if savings to the same magnitude cannot be identified and achieved. Section 9 contains more details.
- 2.2 To recommend to Council:
  - (a) the latest base budget for the General Fund services in respect of 2014/15 as outlined in Appendix 'C';
  - (b) the base budget for the General Fund services in respect of 2015/16 as outlined in Appendix 'C'.
- 2.3 The Executive approve the purchase of a back-up generator for the Crematorium at a cost of £20,000 in 2014/15 funded from the forecast surplus for the year;
- 2.4 That the Executive approve funding of £40,500 p.a. in respect of temporary Property Services' posts for both 2015/16 and 2016/17 from the Service Transformation Reserve.
- 2.5 £55,000 estimated costs of Individual Electoral Registration in 2015/16 are met from the Service Transformation Reserve.
- 2.6 The Executive approve that an additional £4,300 is allocated from the General Fund Early Retirements Reserve for additional national insurance and pension costs in respect of the Head of Corporate and Community Services.
- 2.7 That the Executive approve expenditure to a maximum from the Contingency Budget of £9,900 to fund Warwick District Council's contribution towards the setting up of an electric car share scheme in Leamington and Warwick.
- 2.8 That the Executive approve expenditure to a maximum from the Contingency Budget of £8,900 to replace the public address system at the Assembly Rooms in the Royal Pump Rooms.

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

- 3.1 The Council is required to determine its budget requirements in order to set the Council Tax for 2015/16.
- 3.2 In setting its Base Budget and Council Tax for the following financial year, members need to be aware of the medium term financial implications which take into account changes to the budgets for both 2014/15 and 2015/16. Section 9 informs Members of the latest assumptions incorporated into this forecast.
- 3.3 Should the final 2015/16 Tax Base figure become available prior to the meeting on the 3<sup>rd</sup> December, members will be informed of this and how it impacts on the medium term projections at that meeting. An estimated Tax Base has been allowed for within the figures for this report.
- 3.4 Oakley Wood crematorium has identified the need for a back-up generator through the risk management process. There are frequent, often short interruptions to the electricity supply which have catastrophic impact on the dignity of funeral services. Aside from the chapel being plunged into darkness, essential elements of the celebration; music, organ and curtains cannot be operated. In addition with no power the cremation itself is uncontrollable. Fans that introduce air into the cremators to manage effective combustion cannot operate, this results in pollutant emissions which are in breach of environmental protection legislation and because the build-up of volatile gases cannot be controlled the situation is potentially dangerous. A generator is estimated to cost £20,000 which has been allowed for within the latest 2014/15 Budgets, funded from the overall net surplus projected for the year.
- 3.5 Property Services is currently in the process of being restructured with a report to Employment Committee expected in January 2015. At this stage, proposed changes have been built into the 2015/16 base budgets. The proposals include the costs of temporary posts for 2015/16 and 2016/17 at £40,500 per annum for the General Fund. As with other restructures throughout the Council it is proposed that these costs are met from the Services Transformation Reserve.
- 3.6 Individual Electoral Registration was introduced this year. Whilst the Government provided funding to cover this year's costs, this will not be recurrent. The £55,000 estimated costs to this Council in 2015/16 are being recommended to be met from the Service Transformation Reserve. Ahead of 2016/17, it will be necessary to assess what further future resources are required.
- 3.7 Earlier in 2014/15 the Head of Corporate and Community Services left the Council's service and a termination package was agreed by the June 2014 Executive to be funded from the General Fund Early Retirements Reserve. Subsequently additional national insurance and pension adjustment costs have been incurred and it is recommended that these additional costs amounting to £4,300 are also met from the same reserve.
- 3.8 Warwickshire County Council is in the process of applying for funding from the Car Club Challenge Fund, which allows organisations to bid for up to £25,000

towards the setting up of new car share schemes in small towns and rural areas. Warwick District Council and the South Warwickshire NHS Trust have been invited to participate in the project as partners. This Council's contribution would be £9,900 for year one. This includes set-up costs. The two vehicles assigned to Warwick District Council would be available for use by our staff for business purpose and also by members of the public who have signed up as members of the scheme. In future years, income from the general public for use of the cars and savings on existing budgets are expected to cover the on-going costs. Should this not be the case, other resources within other budgets would need to be identified to cover the shortfall.

- 3.9 The public address equipment is in part of the Royal Pump Room building operated by Kudos catering and, consequently, is not provided for within the Art Gallery and Museum budgets. Recognising this, when the operation of the assembly rooms was transferred to the caterer, a separate budget was created to meet the cost of items of equipment like the public address system that remained the responsibility of the Council. This budget was subsequently deleted with the expectation that this type of item would be covered within the Cultural Improvement budget. However, as part of the initial budget saving exercises this budget was also deleted. Consequently, the Contingency budget seems the only option to finance the replacement. The replacement is now urgent as, after all these years and several repairs, the public address system is now failing, leading to the loss of potential bookings. The prospect of lost income to Kudos and the Council is the rationale for the urgent replacement of the system.

## **4. Policy Framework**

### **4.1 Policy Framework**

The General Fund latest base budget 2014/15 and original budget 2015/16 report forms part of the Budgetary Framework which is the resource strategy for implementing 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 August 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. This report updates members on the financial projections for future years, savings required to be found and some of the key issues needed to be considered in preparing the 2015/16 budget and beyond.

- 4.3 In April 2012, members approved Fit for the Future Savings targets by 2014/15 (£834,000). The revised predicted savings from Fit for the Future were later revised to £810,000 all but £38,000 of this has delivered. Those achieved have now been built into the budgets presented to Members for

their approval. Section 12.12 expands upon the reasons for the £38,000 shortfall.

#### **4.4 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 2015/16 Council Tax will be set in February after budgets are finalised and that for next year, the Government has offered to extend the Council Tax Freeze Grant to a fifth year, for Councils that do not increase the 2015/16 Tax when setting next year's Council Tax. Members are asked to note that the grant will match a 1% increase in Council Tax. The Executive has previously stated that it intends to set a zero council tax increase for 2015/16.
- 5.3 The Council's Medium Term Financial Projections include net inflation for most services for 2015/16 at 0%. An inflation allowance of 2.5% has been included for National Non-Domestic Rates, 1.4% for the major contracts, 1% p.a. for salaries and a general contingency of £50,000 allowing for other unavoidable price increase.
- 5.4 As part of formulating the 2014/15 budget last year, "non-contractual" budgets were reduced by 2.5%, with similar increases 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. Whilst budget holders have mostly been able to accept the 2.5% reduction for 2015/16, the position will need to be carefully monitored and reviewed ahead of preparing the 2016/17 Budget. If it is not possible to continue to make these savings, this will present an additional budget pressure for the Council.
- 5.5 Within this report, and elsewhere on the Executive agenda, there are requests for Service Transformation Reserve funding. These are detailed below:
  - £81,000 (2 years at £40,500) in respect of temporary Property Services' posts
  - £55,000 estimated costs of Individual Electoral Registration 2015/16
  - £34,400 HR/Payroll Project Manager

Assuming these requests are agreed, the unallocated balance on the Service Transformation Reserve will reduce from £1,109,000 to £939,000.

The Contingency Budget currently has an unallocated balance of £65,000. The use of this Budget to fund the Electric Car Share Scheme (£9,900) and the Assembly Rooms public address system (£8,900) will reduce this to £46,200

## **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.

The latest projections for 2014/15 onwards allow for additional income from Fees and Charges (£200,000 income contingency newly created) and also assumed increases in investment interest. There is a risk if this income is not generated that further savings will need to be found.

- 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 2014/15 budgets there is a Contingency Budget with an uncommitted balance of £65,000 for any unplanned unavoidable expenditure. This would reduce to £46,200 should the funding for the Electric Car Share Scheme (section 3.6) and the Assembly Rooms public address system (section 3.7) be approved.
- 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 - £50,000 inflation provision is held in the 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.
- 8.2 Options for finalising and balancing the budget will be brought forward in February 2015.
- 8.3 This report presents the proposed Base Budget for 2015/16. 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 2015/16 Budget. The report also considers the current year's budget, and includes details of latest proposed changes to the 2014/15 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:

- 2015/16 Base Budget
- 2015/16 Revenue Support Grant Settlement.
- Updated Business Rates Retention projections
- 2015/16 New Homes Bonus

8.6 The Council will be in a position to agree the 2015/16 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.

8.7 The report is broken down into the following sections and appendices:

- Section 9 - Financial Projections
- Section 10 - Savings
- Section 11 - Base Budgets
- Section 12 - 2015/16 Base Budgets
- Section 13 - Latest Budgets 2014/15
- Section 14 - Capital Financing and Reserves
- Section 15 - General Grants
- Section 16 - Conclusion
- Appendix A - Medium Term Financial Strategy
- Appendix B - Analysis of Budget Movements from 2014/15 to 2015/16
- Appendix C1 - Revenue Budgets Summary
- Appendix C2 - Detailed Revenue Budgets – available on the Executive Meeting page on the Council’s website ([www.warwickdc.gov.uk](http://www.warwickdc.gov.uk))
- Appendix D - Capital and Reserve Financing Variations
- Appendix E - Glossary of Terms

## 9. Financial Projections

9.1 Members were last updated on the Medium Term Financial Strategy in July of this year. At that point, it was forecast that £1.01 million in savings needed to be identified by 2019/20. The projections have now been updated to reflect the changes identified in sections 12 and 13 below (including recurrent revisions to 2014/15 and the Base Budget for next year).

<b>Savings</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Profile</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>July</b>	-63	433	830	989	1,010
<b>Now</b>		663	1,278	871	912
<b>Change</b>	63	230	448	-118	-98

9.2 Alongside this other known changes for future years have also been incorporated. The significant ones are discussed in more detail below.

9.3 Business Rate Income retained under the Business Rate Retention scheme introduced in 2013/14 has been revised to include the impact on the level of outstanding appeals from last year’s financial accounts and the temporary downturn in rateable income during the Tollbar Island road works. It also reflects the estimated projections for the year (known as the “NNDR1”)



submitted in January of this year which will inform the closure of this year's accounts. Members should note the favourable "surplus" on Business Rates of £2.092m for 2014/15 which will be transferred to the Business Rates Volatility Reserve. Funds from this Reserve are then required to smooth the impact of future year's deficits due to the outstanding Appeals and Toll Bar development. Effectively, the Reserve, which has adequate resources to cover the 5 year period, will smooth the impact of the deficit, netting these to zero, whilst still providing an inflationary uplift to the net Retained Business Rates supporting the General Fund.

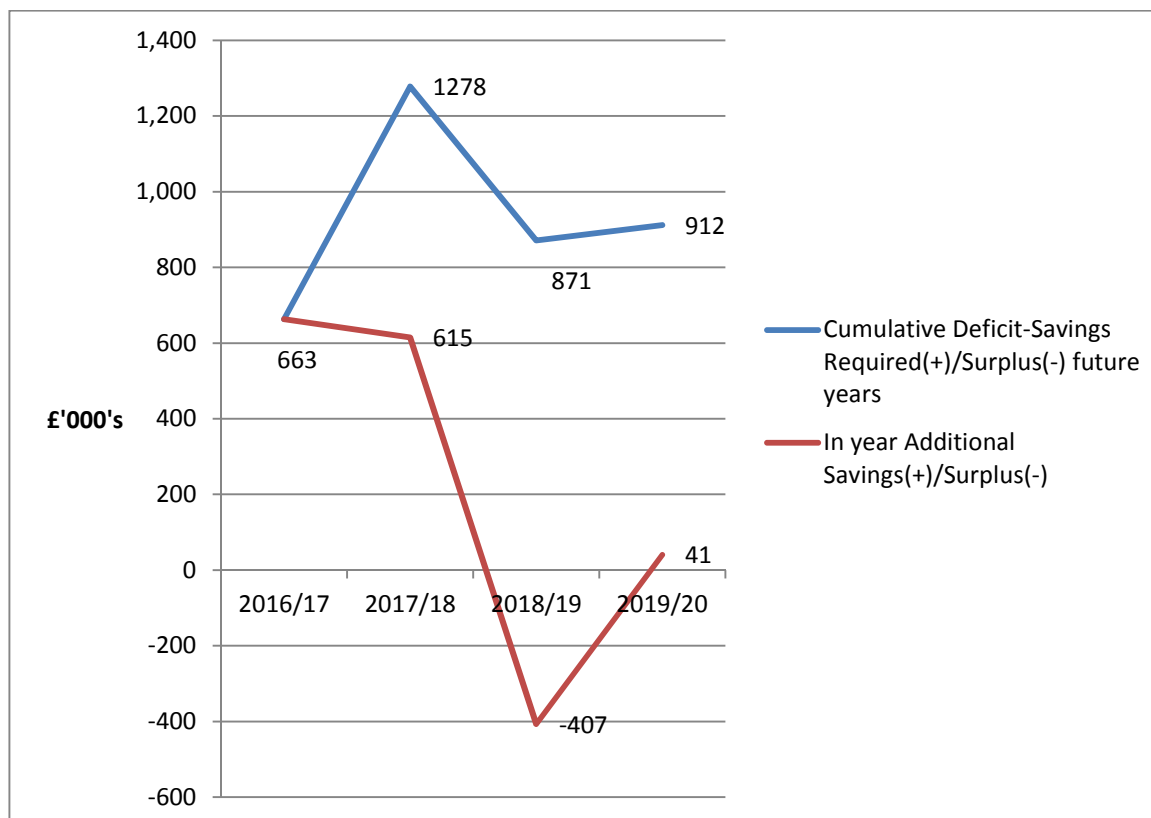
- 9.4 Members' attention is drawn to the fact that the profile of savings has now changed from a £63,000 surplus to breakeven for 2015/2016.
- 9.5 Housing and Property Services have completed their Restructure, part of which was reported to Employment Committee in June 2014 and Executive in September of this year with the Property Services Element to be reported to Employment Committee in January 2015. This has resulted in an additional on-going cost of £34,000, plus Fit For the Future target savings of £38,000 which are not likely to be met, totalling £72,000, excluding the cost of the temporary posts to be funded from the Service Transformation Reserve. This is also discussed in Section 12.2 below.
- 9.6 Individual Electoral Registration was introduced this year. Whilst the Government provided funding to cover this year's costs, this will not be recurrent. The £55,000 estimated costs to this Council in 2015/16 are being recommended to be met from the Service Transformation Reserve. Ahead of 2016/17, it will be necessary to assess what further future resources are required. The projections from 2016/17 onwards assume that any further additional costs can be accommodated within existing budgets.
- 9.7 Legal Services charges were increased by £44,000 in 2014/15 as reported in the November Budget Review report and this is re-current in future years. It had previously been assumed that savings could be made to alleviate the impact of the loss of the Decriminalisation of Parking Enforcement Contract with the County. This has now proven not to be possible. Accordingly, the 2014/15 Budgets reflect a part year additional cost from the changed arrangements of £104,600 and 2015/16 onwards of £136,600. However, some £50,000 of this will be offset by the reduction in this Council's contribution to the Customer Service Centre in relation to the changed parking enforcement arrangements.
- 9.8 These significant increases in Budgetary pressures have in part been offset by various smaller Budget Amendments (both favourable and adverse) the , larger variations being:
  - additional Car Park income of £112,000;
  - a reduction in the Inflation provision Budget of some £125,000;
  - savings on all Service Area Salaries £113,000;
  - deletion of the Head of Corporate and Community Services £74,000.
- 9.9 The Council will need to re-tender its Cleaning Contract. There will be an increased cost to enable services to be provided to the same level and quality as written into the Tender and Contract Documentation. It is forecast there will be an annual cost to the General Fund of £100,000 per annum. The procurement process is expected to have been completed by September 2015.

As savings have been identified (£40,000) within the Office Accommodation Budget, it will reduce to a shortfall of £60,000. Utilising the full £40,000 saving from 2015/16 means there will only be a shortfall of £10,000 in 2015/16 with the residual £50,000 required the following year. The Office Accommodation Relocation project, which is a separate item on this agenda, has been delayed a further year to 2018/19. Whilst this will not alter the underlying savings required, it will mean additional savings (£400,000) are now needed in 2017/18.

- 9.10 Reserve Balances and Investment Rate Returns have been revised, leading to an increase of some £60,000 investment income.
- 9.11 Using the Business Rates Volatility Reserve to fund the years when Business Rates Income falls behind the Baseline has reduced the overall deficit by £63,000 for 2019/20.
- 9.12 The rest of the changes emanating from 2014/15 and 2015/16 are covered in the rest of this report.
- 9.13 Factoring in these changes now leads to a revised forecast deficit of £0.912 million. Members are asked to note the latest forecast should savings of the same magnitude not be achieved.
- 9.14 The Table below highlights the main changes:-

	£'000's
<b>July Executive</b>	<b>1,010</b>
Reduced Business Rate Income funded from Reserve	63
Loss of Decrim Contract	137
Housing & Property Restructure	72
Legal Services Increases (2014-15 recurrent)	42
Investment Interest	-60
Cleaning contract to be re-tendered	61
Salary Savings-All Service Areas	-113
Inflation Provision reduced	-125
Head of Service- Corporate & Community	-74
Increased number of license applications	-55
2 CSC posts removed re. Decrim	-50
Net Impact of various smaller changes	5
<b>Latest Projections</b>	<b>913</b>

The savings profile is depicted in Graphical format below:



## 10. Savings

- 10.1 Much work has already been undertaken to address the forecast budget deficit in future years.
- 10.2 There has been a significant amount of procurement activity on-going across the Council ensuring good procurement practices are well embedded.
- 10.3 The 2015/16 Budget and the Medium Term Financial Strategy assume that the following savings will be achieved:
- 2.5% "non-contractual budget savings have been devolved to Service Areas. Some have been identified against Budgets whilst others are for future years and yet to be identified. The situation is to be monitored. Further savings from this of £416,000 have been included in the projections for the following 2 years.
  - £300,000 savings in running costs from the proposed office relocation project now deferred one year to 2018/19.
  - £100,000 savings from Different Ways of Working, as staff change their practices as part of Fit For the Future, now deferred one year to 2018/19.
  - Salary savings from Vacant Posts of some £30,000 over and above those already built into Service Budgets.
  - Individual Electoral Registration will be met from existing budgets after 2015/16 (£55,000).

## 11. Base Budgets

- 11.1 The proposed Base Budgets for 2015/16 and the Latest Budgets for 2014/15 are shown below. These figures include all financing charges (which are dealt with in Section 14 later). Section 12 of this report considers the 2015/16 Base Budget, with Section 13 looking at the Latest 2014/15 budget figures.

	<b>Base Budget 2014/15 £000</b>	<b>Latest Budget 2014/15 £000</b>	<b>Base Budget 2015/16 £000</b>
<b>Net Expenditure for District Purposes</b>	16,044	17,929	14,979

## 12. 2015/16 Base Budget

- 12.1 In preparing the 2015/16 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 2014/15 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

- 12.2 The table below summarises how the 2015/16 base budget has been calculated. Appendix 'B' gives more details to support this.

	£	£	£
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2014/15 ORIGINAL</b>			<b>16,043,744</b>
Plus Inflation			157,000
Plus Committed Growth:			
- Staffing	76,300		
- Increases in expenditure	502,500		
- Reduced income	164,100	742,900	
Less Savings:			
- Reduced expenditure	(843,800)		
- Increases in income	(558,500)	(1,402,300)	
<b>CHANGES IN SERVICE INCOME and EXPENDITURE</b>			<b>(659,400)</b>
Changes in Interest			(180,098)
Changes in Contributions to Capital			8,600
Changes in non-service specific contributions to reserves			(390,530)
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2015/16 ORIGINAL</b>			<b>14,979,316</b>

## 12.3 Inflation

No inflation has been applied to most budgets. The only exceptions are in respect of National Non-Domestic Rates (NNDR), which has been inflated at 2.5% and equates to £30,000, the major contracts at 1.4% (£69,300) and

salaries at 1% p.a. (£132,700). In addition, the general inflation allowance has been reduced by £75,000 down to £50,000.

#### 12.4 Staffing

Staffing costs will increase in 2015/16. The main changes:

- Increase in employer's Local Government Pensions Scheme contribution (£87,800 adverse). This is in accordance with the financial projections previously presented to members.

#### 12.5 Growth / Income Reductions

Only previously committed growth and unavoidable changes have been included in the Base Budget. This totals £666,600 of which £502,500 relates to increased expenditure and £164,100 relates to reduced income. Appendix 'B' lists the main items, the largest being:

- The loss of the Decriminalisation of Parking Enforcement contract (£136,600);
- One-off Private Sector Stock Condition Survey and Housing Market Assessment (£135,000);
- Reduced Housing Benefits Subsidy (£67,900);
- Loss of rents for Riverside House (£60,100).

#### 12.6 Savings

Various savings have been allowed for within the Budget. These total £1,402,300 which comprises £843,800 reductions in expenditure and £558,500 increases in income. Appendix 'B' lists the main items, the largest being:

- Removal of one-off / time limited items (-£565,400);
- Fees and Charges annual review increases (-£351,300);
- General Fees and Charges Contingency (-£74,000);
- Discretionary budget reductions review (-£196,800);
- A reduction to contributions to 2 posts in Customer Service Centre following the change in parking enforcement arrangements (-£50,000).

12.7 Having taken the above into account, there is a forecast surplus of £659,400 in net service expenditure.

12.8 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 balanced budget.

12.9 The Medium Term Financial Strategy presented to Members in July showed a surplus of £63,000 for 2015/16. The latest figure of a balanced budget is an adverse change of £63,000. Whilst there are various positive and negative changes now being identified the two main drivers for this change is the effect of the restructuring of Housing and Property Services (£72,000, as discussed in paragraphs 9.5, 12.2 and within the HRA Base Budget Report elsewhere on this agenda, excluding any temporary posts being funded from the Service Transformation Reserve) and the loss of the Decriminalisation of Parking Enforcement (£136,000) offset by a salary underspend contingency (-

£30,000), a reduction in Customer Service Centre staffing (-£50,000) and a further transfer from the Business Rates Volatility Reserve (-£55,000).

- 12.10 However, as outlined in section 10, the final Revenue Support Grant and other unforeseen events mean the final position will not be known until early 2015. There is still an underlying £0.912 million ongoing savings required by 2019/20. Hence it is all the more imperative that these and further savings are achieved for both 2015/16 and future years.

#### 12.11 Appendix 'C'

Appendix 'C' is broken down into two parts – Appendix 'C1' and Appendix 'C2'. Both appendices provide details of service expenditure and income in portfolio order. Appendix 'C1' is a summarised version of Appendix 'C2'.

The analysis in Appendix 'C2' 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.

- 12.12 Housing and Property Service staffing costs are now based upon the latest structure of the service, taking into account all temporary arrangements whilst awaiting the completion of the service redesign. The service redesign changes have already been approved and implemented for the Sustaining Tenancies and Housing Strategy & Development teams, (September 2014 Executive) and the initial projections for the proposed new structure for the Asset Management Team is to be presented to Employment Committee in January 2015.

The net changes between the original 2014/15 base budgets to the Service Redesign costs (excluding all temporary posts) are shown below. This apportions the impact between funds based on the latest assessment of workload:

	Prior to Redesign £	Current Projection £	Change £
HRA	2,293,300	2,250,800	-42,500
General Fund	780,600	814,100	+33,500
Other Funding	21,800	65,400	+43,600
Total	<b>3,095,700</b>	<b>3,130,300</b>	<b>+34,600</b>

It should be noted that the increase in General Fund is also driven by changes to workload, due to the current priority of corporate work such as planned corporate maintenance. In addition the workload estimates reflect the initial position; as the new structure becomes business as usual it is anticipated that support to the HRA will be strengthened.

Members will be notified should there be any changes to the initial forecasts

In light of the new costs arising from the Redesign, the remaining £38,000 General Fund Fit for the Future savings target cannot be achieved and , therefore this target has been removed from 2014/15 and 2015/16 budgets.

### 13. Latest Budget 2014/15

13.1 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 'C1' and 'C2' provide detailed analysis of net expenditure by service in Portfolio groupings.

13.2 The Latest Budgets total £17,928,937 which is an increase of £1,885,193 compared with the originally approved budget for 2014/15 of £16,043,744. The major items for this are:

- Contribution to Business Rates Volatility Reserve (£2,092,800 adverse);
- The part year effect of the loss of the Decriminalisation of Parking Enforcement contract (£104,600 adverse);
- Business Rates refunds (£114,700 favourable);
- Temporary Crematorium closure deferred to 2015/16 (£104,000 favourable);
- Increased Planning income (£100,700 favourable);
- Other fees and charges income (£146,000 favourable);
- Reduction in general inflation allowance (£75,000 favourable);
- Reduced Rental Income (£180,000 adverse).

13.3 The main reasons responsible for the decrease are included within Appendix 'C', which can be summarised as follows:

	£	£	£
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2014/15 ORIGINAL</b>			<b>16,043,744</b>
Plus Committed Growth:			
- Increases in expenditure	431,900		
- Reduced income	271,800	703,700	
Less Savings:			
- Staffing	(46,300)		
- Reduced expenditure	(326,700)		
- Increases in income	(514,500)	(887,500)	
<b>CHANGES IN SERVICE INCOME and EXPENDITURE</b>			<b>(183,800)</b>
Changes in Interest			(50,863)
Changes in Contributions to Capital			27,021
Changes in non-service specific contributions to reserves			2,092,835
<b>NET EXPENDITURE FOR DISTRICT PURPOSES 2014/15 LATEST</b>			<b>17,928,937</b>

13.4 The first part of the table above shows that the total net expenditure on services has decreased by £183,800. This is the result of a mixture of

changes, the most notable ones being detailed in paragraph 13.2 above.

- 13.5 The comments made in paragraph 12.3 concerning the content of Appendix 'C' are equally applicable to the information provided in respect of the Latest Budgets for 2014/15.
- 13.6 Budget Review to the Executive in November 2014 identified, and reported on, budget reductions totalling £213,900. The Budgets included in this report have identified a surplus of £217,200 which is an increase of £3,300 to the previously reported figure referred to above. The main items for this change are:
- Building Control income (£40,000 adverse);
  - Insurance premiums (£17,000 favourable);
  - Rent incomes (£27,000 adverse);
  - Fees and charges income (£26,000 adverse);
  - Crematorium Generator (£20,000 adverse);
  - Gateway Public Inquiry (£32,000 adverse);
  - Reduced demand from Insurance Provision (£57,000 favourable);
  - Decrease in general inflation allowance (£75,000 favourable).

## 14. Capital Financing and Reserves

- 14.1 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 2014/15 £'000	LATEST BUDGET 2014/15 £'000	BASE BUDGET 2015/16 £'000
<b>1 Net Cost Of General Fund Service Expenditure</b>	<b>18,984</b>	<b>22,292</b>	<b>18,980</b>
<b>Capital Financing and Reserves</b>			
2 Depreciation & Intangible Assets in Service Estimates	(3,447)	(4,985)	(3,922)
3 Loan Repayments, Revenue Contribs & Interest Paid	33	35	35
4 Revenue Contributions to Capital	313	340	322
5 Contributions to / (from) Reserves	950	1,036	482
6 External Investment Interest	(181)	(234)	(363)
7 IAS19 Pension Adjustments	(608)	(555)	(555)
8 Contributions to / (from) General Fund	-	-	-
<b>9 TOTAL CAPITAL FINANCING and RESERVES</b>	<b>(2,940)</b>	<b>(4,363)</b>	<b>(4,001)</b>
<b>10 TOTAL ESTIMATED NET EXPENDITURE</b>	<b>16,044</b>	<b>17,929</b>	<b>14,979</b>
<b>Change from Base Budget</b>		<b>1,885</b>	<b>(1,065)</b>

- 14.2 Detailed explanations of the changes to items 2 to 8 are within Appendix 'D'.
- 14.3 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.

14.4 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.

14.5 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 2014/15 or 2015/16.

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

The increase in 2014/15 is due to the following contributions from the Corporate Property Repair and Maintenance and Flood Alleviation budgets towards the following capital schemes:

- £7,000 from the Corporate Property Repair and Maintenance budget towards the refurbishment of 26 Hamilton Terrace to create a gaming hub;
- £1,400 from the Corporate Property Repair and Maintenance budget to complete the renovation of the Abbey Fields Gatehouse roof;
- £10,000 from the Flood Alleviation budget towards the Cubbington Flood Alleviation capital project;

The increase in 2015/16 results from 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.

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

The 2015/16 original budget shows a decrease in contributions to reserves of £467,400 when compared to the 2014/15 original budget. This is mainly accounted for by the falling out of £1,466,000 in respect of one off contributions to reserves in 2014/15 and a contribution of £602,000 from the Business Rates Volatility Reserve offset by a one off contribution of £450,000 to the Capital Investment Reserve in 2015/16 from that year's New Homes Bonus which has been earmarked for the proposed Bishops Tachbrook Community Centre. At this stage the balance of the expected 2015/16 New Homes Bonus (£1,150,000) has also been allocated to reserves.

The 2014/15 latest budget shows an increase in contributions to reserves of £86,000. This reflects the crediting back to the General Fund of a) £477,000 funding for revenue slippage in order to meet expenditure carried forward from 2013/14 b) an additional £2,093,000 credited to the Business Rate Retention

Volatility Reserve (see paragraph 9.3 above) and c) £1,530,000 in reserve funding of service expenditure when compared with the original.

**14.8 External Investment Interest (line ref 6 above).**

When compared to the 2014/15 original, net external investment receipts are expected to increase by £53,000 in 2014/15 and by £183,000 in 2015/16. The positive variation in 2014/15 is partly due to additional interest of £51,000 earned on increased balances as a result of variations in the 2013/14 and 2014/15 revenue and capital programmes. In addition the improving economic situation has led to a more optimistic interest rate environment resulting in a higher than expected interest rate. This is expected to generate an additional £31,000 in investment income. The Housing Revenue Account balances form part of the increased balances available for investment and in recognition of this an additional £29,000 has been credited to the Housing Revenue Account.

With regard to 2015/16, the slippages in the revenue and capital programmes referred to above are expected to unwind to a degree thus lessening the balances available for investment. Consequently, the additional income over the 2014/15 original from increased investment balances is expected to reduce to £5,000. However, this is counterbalanced by an expected continued improvement in the interest rate environment. Although recent forecasts of the first increase in Bank Rate have been put back a quarter to June 2015 it is still expected that Bank Rate will be at 1% by the end of 2015/16.

Consequently, income from increasing investment rates is expected to realise an additional £199,000 when compared with the 2014/15 original. Although overall investment balances are anticipated to fall, the Housing Revenue Account balances are expected to remain a significant proportion of the Council's investments and as a consequence an additional £35,000 will be credited to the Housing Revenue Account when compared to the 2014/15 original. As part of its continuing partnership with Waterloo Housing Association, the Council disposed of two garage sites at Bourton Drive and Henley Road in 2014/15 under a deferred capital receipt arrangement and the General Fund has been credited with £14,000 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.

**14.9 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.

**14.10 Contributions to / (from) General Fund (line ref 9 above).**

There are no proposed contributions to or from the General Fund in either 2014/15 or 2015/16.

**15. General Grants**

- 15.1 In order to complete the picture the general grants position also needs to be considered.
- 15.2 Provisional Revenue Support Grant figures show a reduction of £1m in 2015/16.
- 15.3 Business rates retention figures show a reduction of £257,000 in 2015/16.
- 15.4 The Government has announced that it will continue the Council Tax Freeze Grant arrangements for 2014/15 which will result in an additional £78,000.
- 15.5 At this stage, £450,000 of the 2015/16 New Homes Bonus has been transferred to the Capital Investment Reserve to finance the Bishops Tachbrook Community Centre. The remaining £1,150,000 balance is assumed to be transferred to other reserves at this time.
- 15.6 It is expected that the Collection Fund will be in balance for 2015/16.
- 15.7 The net result of all these movements is shown below:

	<b>BASE BUDGET 2014/15 £'000</b>	<b>LATEST BUDGET 2014/15 £'000</b>	<b>BASE BUDGET 2015/16 £'000</b>
<b>TOTAL ESTIMATED NET EXPENDITURE</b>	16,044	17,929	14,979
Less: Revenue Support Grant	(3,514)	(3,515)	(2,514)
Less: Business Rates Income	(3,672)	(5,773)	(3,415)
Less: General Grants:			
- Council Tax Freeze Grant	(79)	(79)	(78)
- Council Tax New Burdens	(80)	(80)	-
- New Homes Bonus	(1,222)	(1,222)	(1,600)
- Right to Challenge - Service Provision	(8)	(8)	-
- Right to Bid - Community Assets	(8)	(8)	-
Collection Fund (Surplus) / Deficit	(142)	(142)	-
Council Tax	(7,319)	(7,319)	(7,372)
	<hr/>	<hr/>	<hr/>
<b>(Surplus) / Deficit</b>	<b>-</b>	<b>(217)</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>

- 15.8 This shows that there is a forecast surplus of £217,200 in 2014/15 and a balanced budget in 2015/16. These figures are before appropriations to reserves.

## **16. Conclusion**

- 16.1 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 2015/16.
- 16.2 Taking the above factors into account has helped result in the proposed 2014/15 Latest Budget presenting a surplus over the Original Budget of £217,200. This is in line with the financial projection proposed as part of the financial strategy. 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.

- 16.3 This report, in considering the 2014/15 Latest Budget constitutes the third Budget Review (2014/15) report for the year presented to Members.
- 16.4 The proposed 2015/16 Base Budget presents an overall balanced budget 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.

Row Ref		2014/15 Original £'000	2014/15 Latest £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
(i)	Net Cost Of General Fund Services	18,983	20,805	18,559	18,053	18,494	18,266	18,714
	Investment Interest	-181	-234	-363	-373	-549	-625	-625
	Other Financing Adjusments	-2,758	-2,644	-3,217	-2,443	-2,842	-3,394	-3,703
(ii)	<b>Net Expenditure after adjustments</b>	<b>16,044</b>	<b>17,927</b>	<b>14,979</b>	<b>15,237</b>	<b>15,103</b>	<b>14,247</b>	<b>14,386</b>
(iii)	Revenue Support Grant	-3,280	-3,290	-2,437	-1,796	-1,200	-971	-949
	NNDR (Business Rate Retention, including SBR grant)	-3,554	-5,647	-3,073	-3,428	-3,551	-3,622	-3,694
	Collection Fund Balance	-142	-142					
	Other Grants and Government Funding	-1,749	-1,748	-2,097	-1,757	-1,252	-727	-535
(iv)	<b>Amount to be funded from Council Tax</b>	<b>-7,319</b>	<b>-7,319</b>	<b>-7,372</b>	<b>-7,594</b>	<b>-7,822</b>	<b>-8,056</b>	<b>-8,295</b>
(v)	Band D Equivalent	£146.86	£146.86	£146.85	£149.78	£152.77	£155.82	£158.91
	% increase on previous year				2.00%	2.00%	2.00%	2.00%
	Net Expenditure after adjustments	16,044	17,927	14,979	15,237	15,103	14,247	14,386
	Total Grant and Council Tax Income	-16,044	-18,146	-14,979	-14,574	-13,825	-13,376	-13,474
(vi)	Cumulative Deficit-Savings Required(+)/Surplus(-) future y		-219		663	1,278	871	912
(vii)	In year Additional Savings(+)/Surplus(-)				663	615	-407	41
(viii)	Current Year Surplus(-) Defict (+)		-219					



**ANALYSIS OF BUDGET MOVEMENTS 2014/15 TO 2015/16**

	£	£	TOTAL £
<b>APPROVED BUDGET 2014/15</b>			<b>18,983,500</b>
<b>Inflation:</b>			
Pay Award		132,700	
Major Contracts		69,300	
Business Rates		30,000	
General Provision		(75,000)	<b>157,000</b>
<b>Staffing:</b>			
Sustainability Officer		36,000	
HR Restructure		31,400	
Organisational Development contract extensions		25,000	
Corporate and Community Services Restructure		(74,000)	
Housing and Property Services Restructure		72,000	
Project Officer 2014/15 only		(38,000)	
Superannuation increases		87,800	
New Living Wage - full year effect		30,000	
Increments / Regradings		(13,900)	<b>156,300</b>
<b>Growth:</b>			
<u>Increases in Expenditure:</u>			
Net effect of loss of On Street Parking Agency work	136,600		
Shared Legal Services budget uplift	44,400		
Bowls Car Parking	8,500		
Defibrillators at Abbey Fields and Castle Farm	2,000		
Individual Electoral Registration costs	55,000		
Community Forums discretionary savings should have been excluded	800		
Members Allowances discretionary savings should have been excluded	6,900		
Staff Engagement Activities	8,000		
Audit Fees	900		
Corporate postages	7,600		
Benefits (net)	8,800		
Realign Tourism Destination Organisation budgets	17,300		
Insurance Risk reduction work	5,000		
Private Sector Stock Condition Survey	75,000		
Housing Market Assessment	60,000		
Major Contracts - increased number of properties	10,000		
Other Minor Changes	110,700		
		<b>557,500</b>	
<u>Reduced Income:</u>			
Warwickshire Direct contributions from other authorities	3,900		
Golf Course lease	16,700		
Riverside Rents	60,100		
Market Street property sold	15,500		
Benefits Admin Subsidy	67,900		
		<b>164,100</b>	<b>721,600</b>
<b>Savings:</b>			
<u>Reduced Expenditure:</u>			
Business Rates revaluations	(53,400)		
Discretionary Budget Savings Target	(196,800)		
Spencers yard equipment	(500)		
Insurances	(6,600)		
Contingency Budget 2014/15 only	(200,000)		
Waterloo NHB payment 2014/15 only	(59,000)		
Minor variations 2014/15 only	(52,300)		
Council Tax New Burdens expenditure 2014/15 only	(79,600)		
City Deal 2014/15 only	(24,000)		
Payment Card Industry data security costs 2014/15 only	(75,000)		
Employment Initiatives 2014/15 only	(50,000)		
LEP Contribution 2014/15 only	(15,000)		
Community Forums World War One Commemorations 2014/15 only	(10,500)		
Homelessness advertising	(21,100)		
		<b>(843,800)</b>	

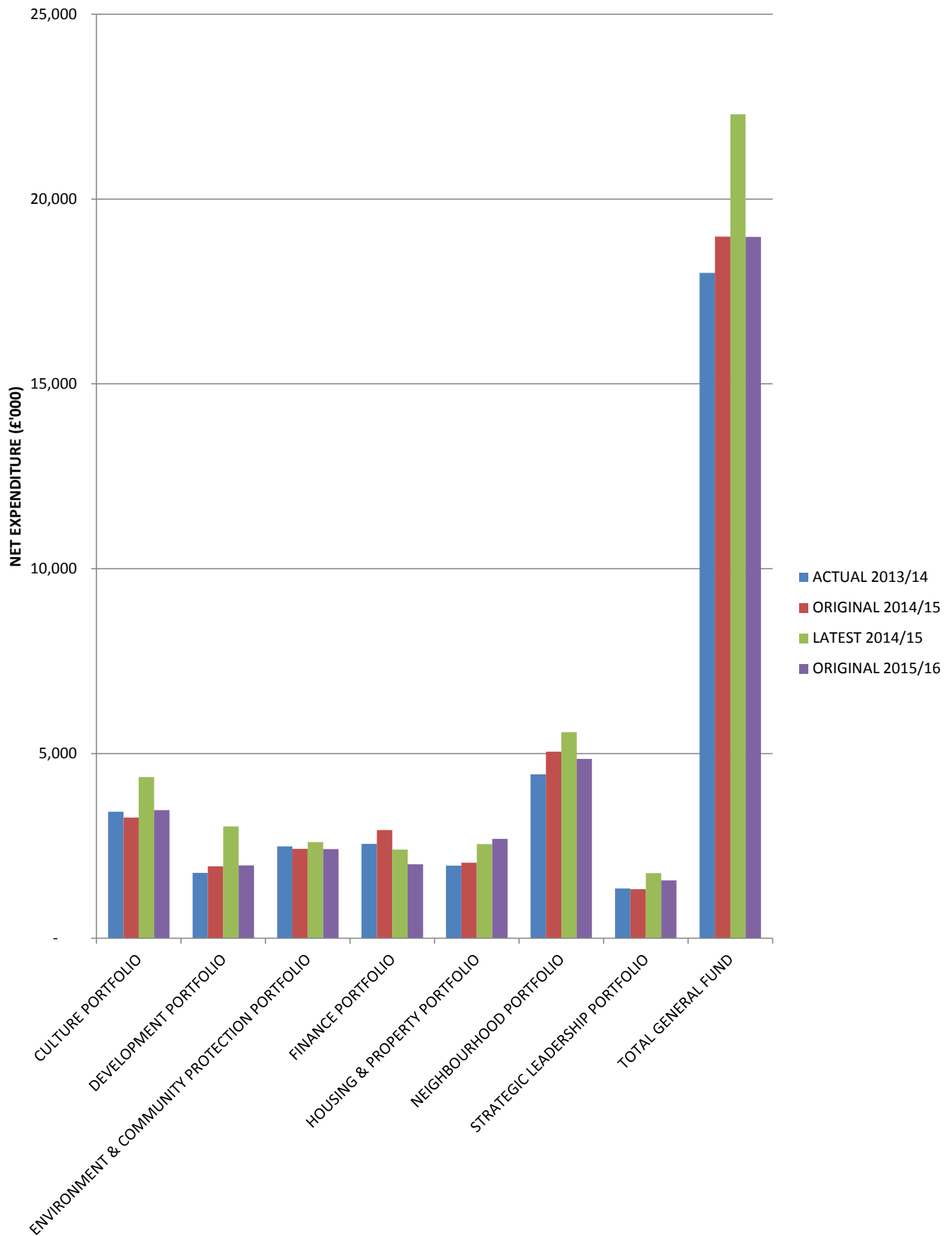
**ANALYSIS OF BUDGET MOVEMENTS 2014/15 TO 2015/16**

	£	£	TOTAL £
<b>Increases in Income:</b>			
Jubilee House lease	(8,200)		
Income Contingency Budget (seasonal over-recovery)	(74,000)		
CCTV charge to local traders	(4,000)		
Jury Street rents	(16,300)		
Leisure Services Fees and Charges Income	(104,400)		
Licensing and Registration increased Fess and Charges income	(55,400)		
Crematorium income increase	(61,500)		
Street Naming and Numbering fee income	(8,000)		
Land Charges fee income	(10,000)		
Hamilton Terrace rent income	(2,500)		
Rent increases	(5,900)		
Council Tax Penalty Charge introduction	(10,000)		
Market Rents	(1,000)		
Car Parks Fees and Charges	(112,000)		
Open Spaces rent income	(18,000)		
Catering rents	(19,600)		
Building Control - income from other authorities	(47,700)	(558,500)	(1,402,300)
<b>Reserve items:</b>			
District Elections 2015		110,000	
Archiving post		19,000	
Sports & Leisure Options phase 2		150,000	
Prosperity Agenda		50,000	
Building Control		34,600	
Corporate and Community temporary posts extensions		70,900	
Homelessness packs		300	
Property Services Restructure		40,500	
Commuted Sums		(4,000)	
2014/15 items removed:			
- Finance Restructure		(19,200)	
- Benefits staffing		(40,700)	
- Sports and Arts Tender		(44,300)	
- Local Plan		(134,900)	
- Car Parks Maintenance		(67,800)	
- Crematorium Bequest		(3,500)	
- RSL contributions		(6,100)	
- Portas Pilot funding		(96,000)	
- Earmarked Reserve items		(36,900)	21,900
<b>Changes in Capital Financing Charges</b>			474,800
<b>Changes in IAS19 Pension Adjustments</b>			(53,200)
<b>BUDGET 2015/16</b>			<b>19,059,600</b>



	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
CULTURE PORTFOLIO	3,429,155	3,266,400	4,360,600	3,472,000
DEVELOPMENT PORTFOLIO	1,772,950	1,947,300	3,027,800	1,974,400
ENVIRONMENT & COMMUNITY PROTECTION PORTFOLIO	2,486,352	2,419,000	2,605,000	2,413,800
FINANCE PORTFOLIO	2,558,061	2,927,100	2,404,700	2,003,800
HOUSING & PROPERTY PORTFOLIO	1,966,227	2,047,100	2,548,400	2,689,700
NEIGHBOURHOOD PORTFOLIO	4,438,258	5,049,900	5,578,900	4,854,600
STRATEGIC LEADERSHIP PORTFOLIO	1,350,793	1,326,700	1,766,700	1,571,300
<b>TOTAL GENERAL FUND SERVICES</b>	<b>18,001,796</b>	<b>18,983,500</b>	<b>22,292,100</b>	<b>18,979,600</b>
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(3,601,579)	(3,446,700)	(4,984,700)	(3,921,500)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	39,457	32,500	34,944	34,970
Revenue Contributions to Capital	1,291,177	313,300	340,321	321,900
Contributions to / (from) Reserves	2,026,256	949,644	1,035,679	482,214
Net External Investment Interest Received	(249,114)	(180,500)	(233,807)	(363,068)
IAS19 Adjustments	(585,317)	(608,000)	(555,600)	(554,800)
Accumulated Absences Account	(23,845)	-	-	-
Contributions to / (from) General Fund Balance	(33,036)	-	-	-
<b>NET EXPENDITURE FOR DISTRICT PURPOSES</b>	<b>16,865,795</b>	<b>16,043,744</b>	<b>17,928,937</b>	<b>14,979,316</b>
Less: Revenue Support Grant	(4,551,683)	(3,513,949)	(3,514,848)	(2,513,357)
Less: Business Rates Income	(3,478,884)	(3,621,951)	(5,773,318)	(3,415,173)
Less: Small Business Rate Relief Grant	(524,984)	(50,000)	-	-
Less: General Grants:				
- Council Tax Freeze Grant	(78,864)	(79,000)	(79,092)	(78,414)
- Council Tax New Burdens	(62,720)	(79,600)	(79,625)	-
- New Homes Bonus	(1,009,334)	(1,221,800)	(1,221,767)	(1,600,000)
- Right to Challenge - Service Provision	(8,547)	(8,500)	(8,547)	-
- Right to Bid - Community Assets	(7,855)	(7,900)	(7,855)	-
- Capitalisation Provision Redistribution	(23,864)	-	-	-
- Council Tax Localising	(22,312)	-	-	-
- Local Services Support Grant - Homelessness	(2,588)	-	-	-
Collection Fund (Surplus) / Deficit	33,000	(142,000)	(142,000)	-
(Savings Required) / Surplus	-	-	217,159	-
<b>EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL</b>	<b>7,127,160</b>	<b>7,319,044</b>	<b>7,319,044</b>	<b>7,372,372</b>

## GENERAL FUND SERVICES



ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
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**GENERAL FUND SUBJECTIVE ANALYSIS:****EXPENDITURE:**

Employees	15,658,702	15,675,900	15,476,800	15,512,600
Premises	4,008,863	4,346,000	5,227,500	4,269,800
Transport	235,366	282,600	274,200	305,800
Supplies and Services	6,603,835	6,317,300	6,728,100	5,449,000
Third Party Payments	8,368,904	7,439,700	7,660,800	5,705,100
Transfer Payments	30,705,339	31,143,400	30,216,700	30,223,700
Support Services	11,830,120	11,705,700	11,794,400	11,073,200
Capital Financing Charges	3,601,579	3,446,700	4,984,700	3,921,500

**TOTAL EXPENDITURE**

<b>81,012,708</b>	<b>80,357,300</b>	<b>82,363,200</b>	<b>76,460,700</b>
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**INCOME:**

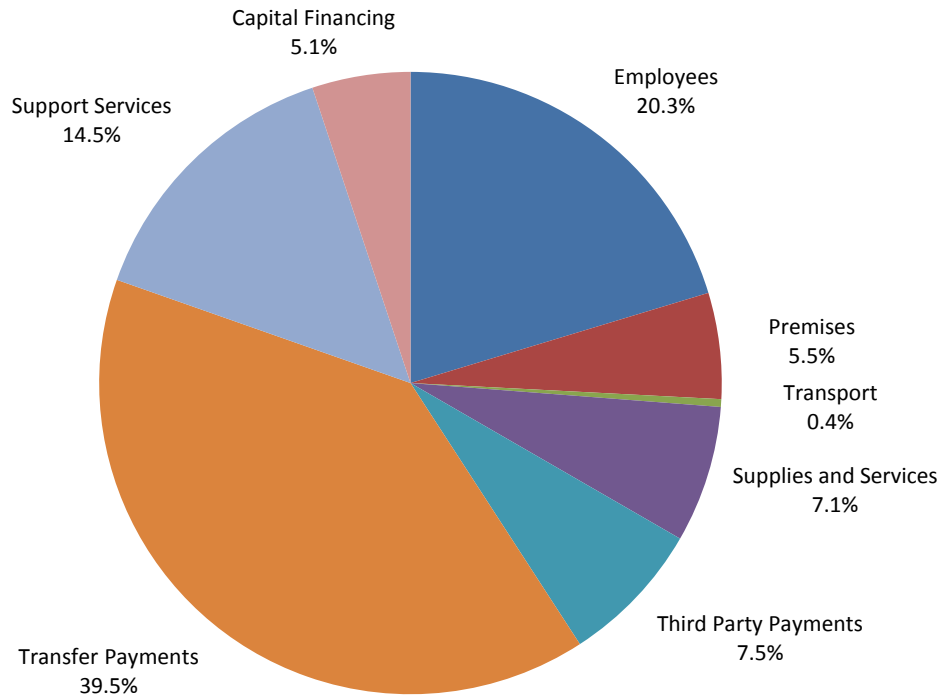
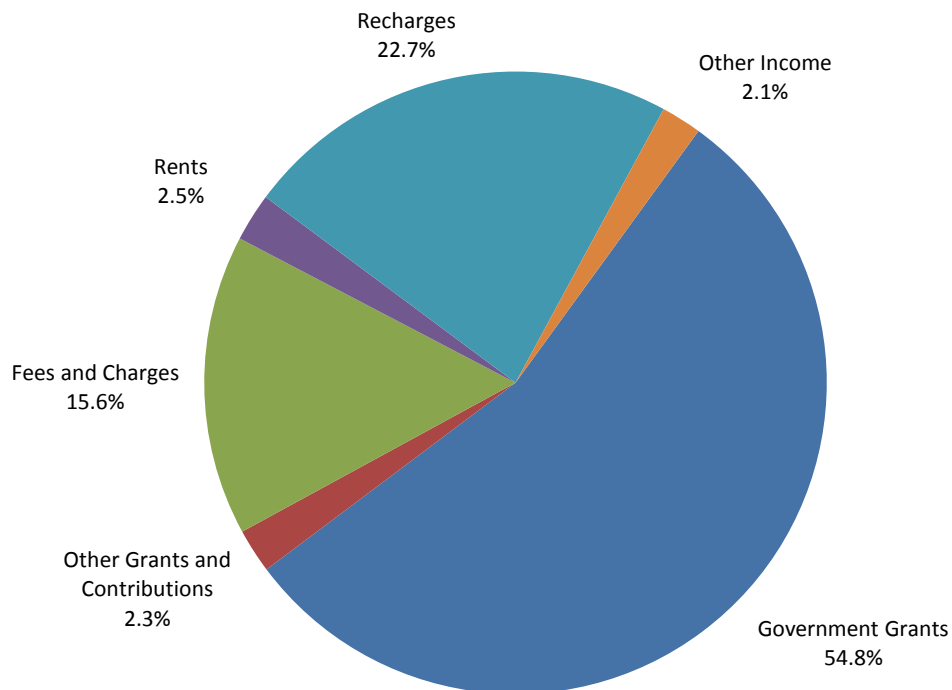
Government Grants	(32,040,633)	(32,520,600)	(31,627,100)	(31,464,200)
Other Grants and Contributions	(3,034,416)	(2,254,800)	(2,049,300)	(1,342,900)
Sales	(176,181)	(176,100)	(171,100)	(171,100)
Other Income	(1,030,341)	(883,000)	(938,600)	(1,013,600)
Fees and Charges	(11,568,168)	(10,321,500)	(10,216,100)	(9,025,100)
Rents	(1,453,640)	(1,450,200)	(1,290,900)	(1,424,800)
Recharges	(13,707,533)	(13,767,600)	(13,778,000)	(13,039,400)

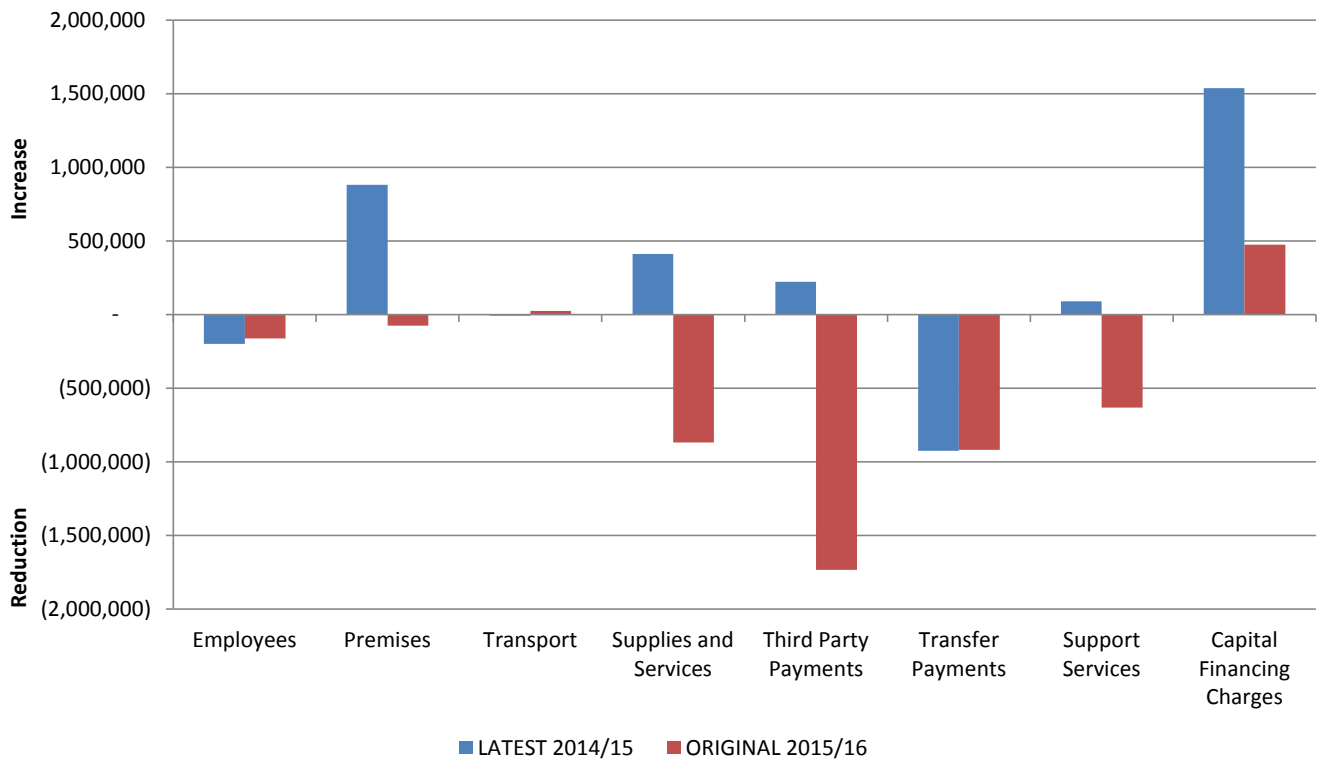
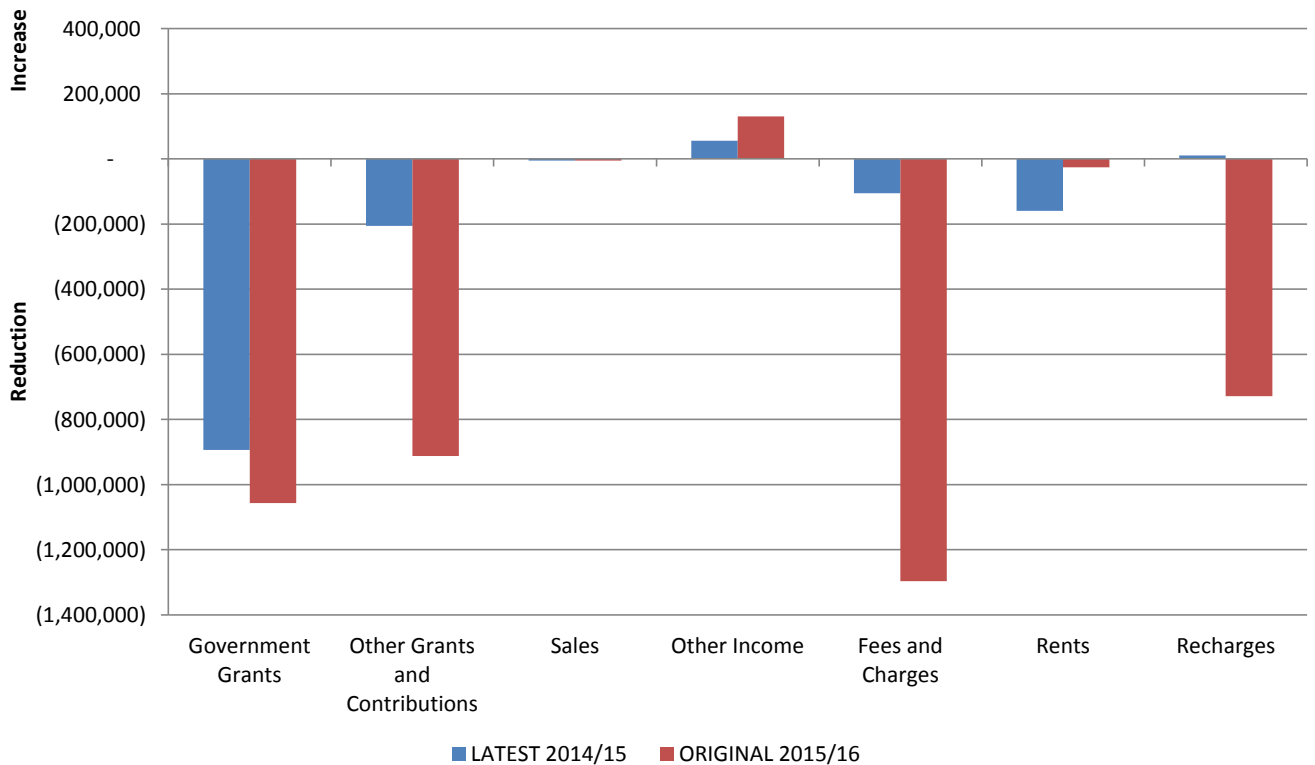
**TOTAL INCOME**

<b>(63,010,912)</b>	<b>(61,373,800)</b>	<b>(60,071,100)</b>	<b>(57,481,100)</b>
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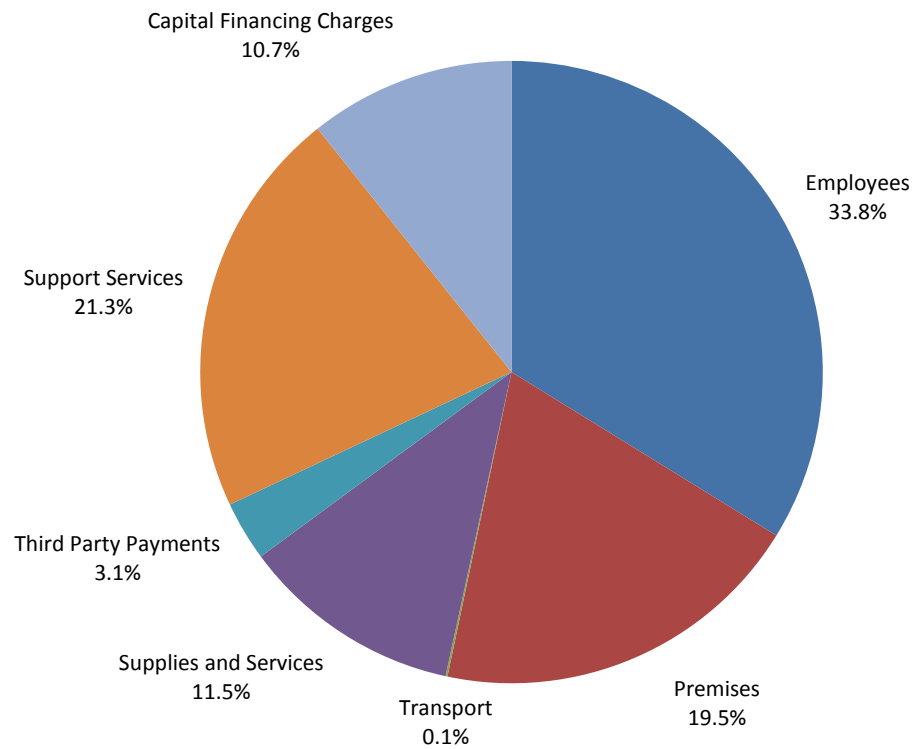
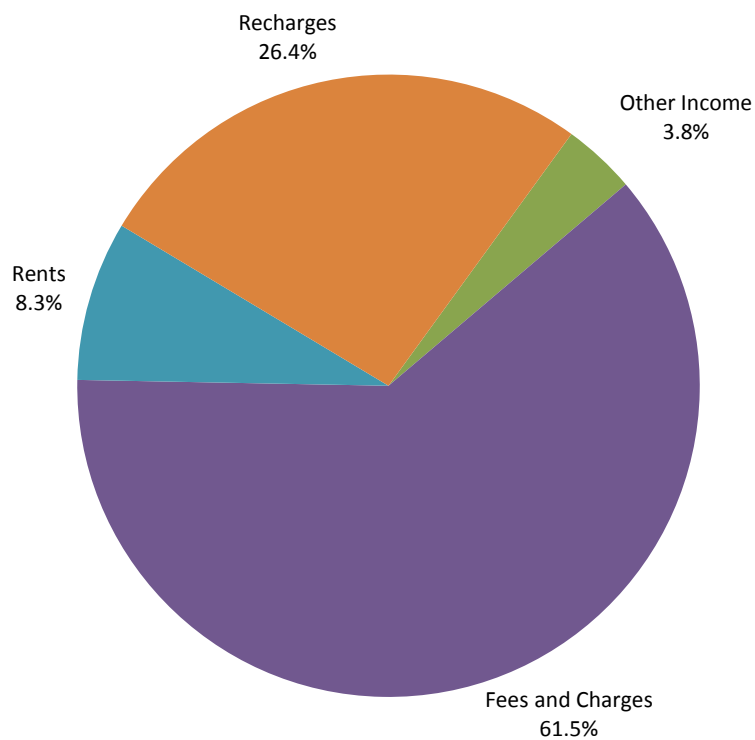
**NET GENERAL FUND EXPENDITURE**

<b>18,001,796</b>	<b>18,983,500</b>	<b>22,292,100</b>	<b>18,979,600</b>
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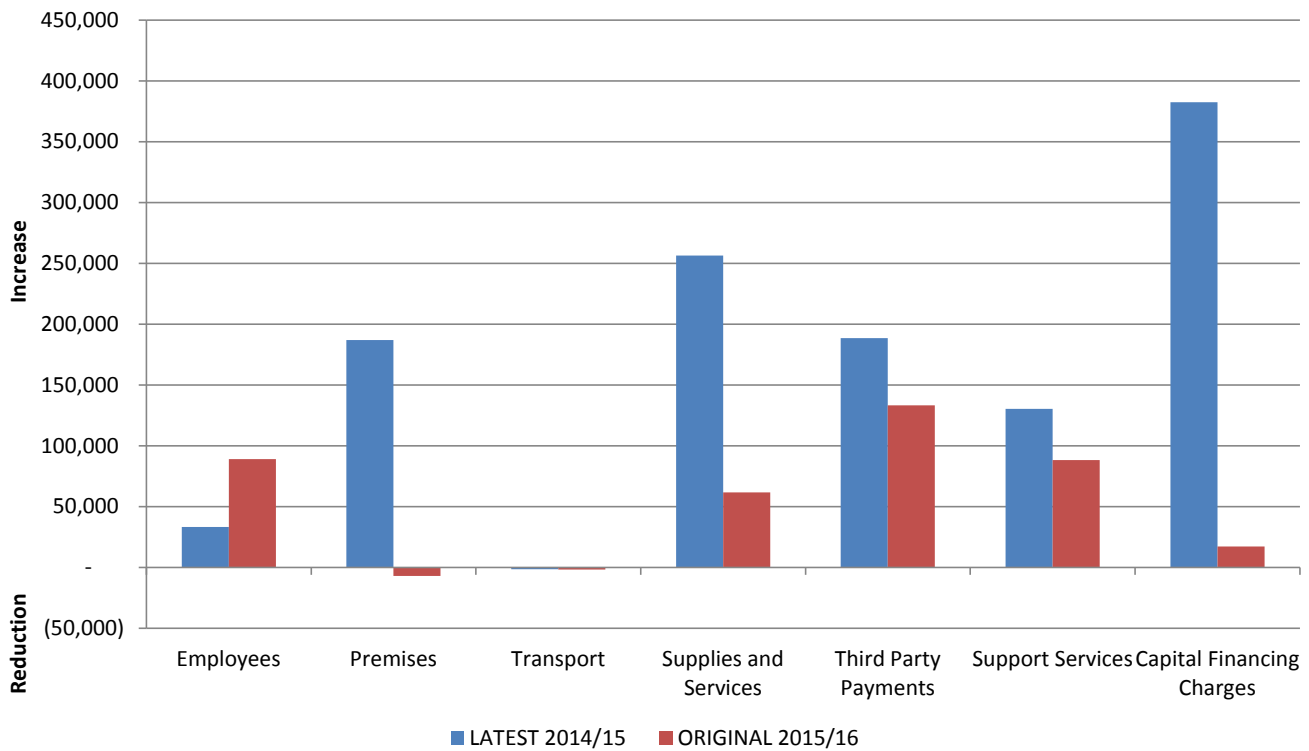
**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

**EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)****INCOME: CHANGE FROM 2014/15 ORIGINAL (£)**

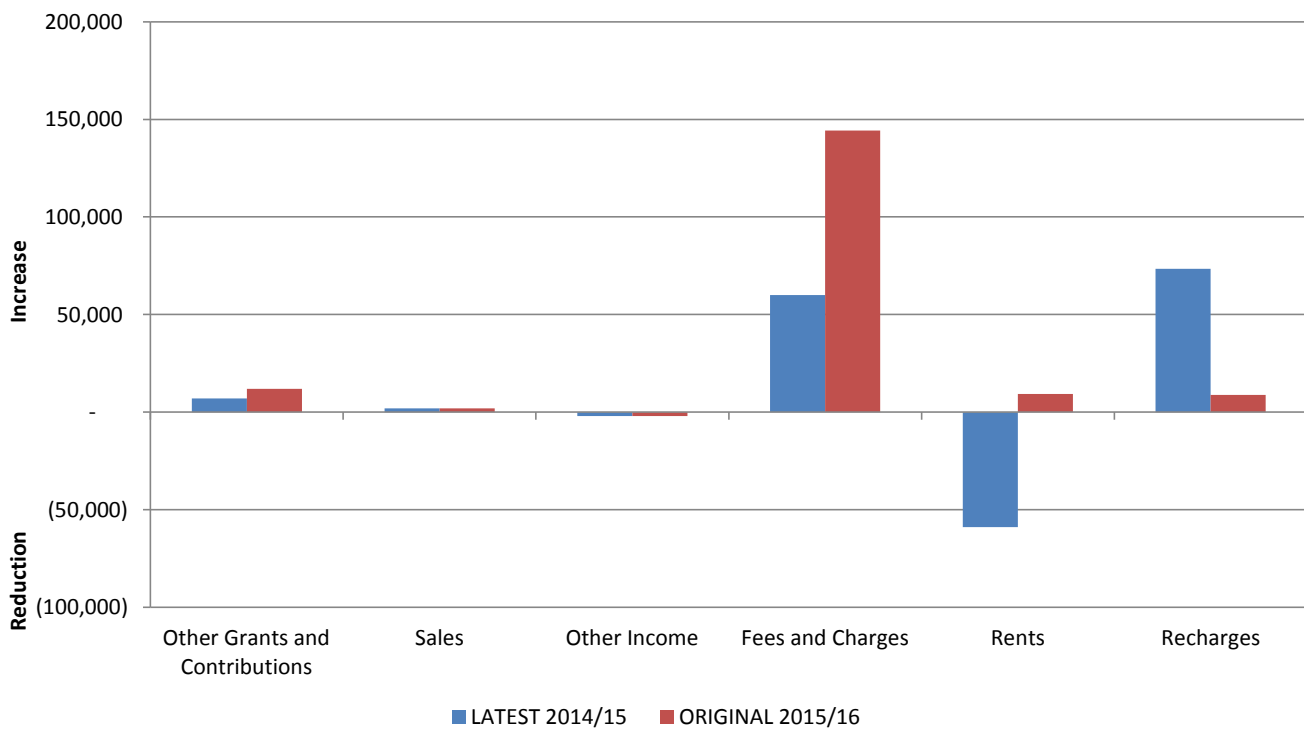
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>CULTURE PORTFOLIO:</u></b>				
S1275 GOLF COURSE	9,427	(7,700)	10,900	7,000
S1278 BOWLING FACILITIES	109,493	117,500	130,300	150,100
S1280 EDMONDSCOTE SPORTS TRACK	90,099	94,700	96,000	89,600
S1289 OPEN SPACES EVENTS	71,997	38,100	497,100	52,100
S1295 LILLINGTON COMM CENTRE	7,484	8,200	5,100	2,500
S1305 YOUTH SPORT DEVELOPMENT	183,054	174,500	174,500	131,000
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	1,141	(88,900)	11,000	27,900
S1330 TOWN HALL FACILITIES	-	38,500	44,900	39,600
S1335 ROYAL SPA CENTRE	735,605	655,700	746,800	693,000
S1356 CATERING CONTRACT	(16,304)	(56,600)	(37,400)	(72,800)
S1365 SPORTS FACILITIES ADMIN	-	(2,700)	142,300	146,400
S1370 ST. NICHOLAS PARK	411,442	386,500	427,800	389,800
S1375 ABBEY FIELDS	377,231	380,700	380,200	363,700
S1380 NEWBOLD COMYN	444,553	423,700	439,000	387,600
S1385 CASTLE FARM	139,052	148,500	135,100	124,800
S1390 MYTON SCHOOL DUAL USE	31,142	32,700	39,400	34,700
S1400 MEADOW COMMUNITY SPORTS CENTRE	56,363	65,400	59,400	55,500
S1405 ROYAL PUMP ROOMS	777,376	857,600	1,058,200	849,500
<b>TOTAL CULTURE PORTFOLIO</b>	<b>3,429,155</b>	<b>3,266,400</b>	<b>4,360,600</b>	<b>3,472,000</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,713,629	2,663,800	2,697,100	2,752,800
Premises	1,708,137	1,593,500	1,780,300	1,586,300
Transport	10,321	13,300	11,800	11,500
Supplies and Services	1,034,315	870,500	1,126,800	932,200
Third Party Payments	123,736	118,100	306,500	251,200
Support Services	1,725,216	1,646,300	1,776,500	1,734,500
Capital Financing Charges	818,277	854,900	1,237,200	872,000
<b>TOTAL EXPENDITURE</b>	<b>8,133,631</b>	<b>7,760,400</b>	<b>8,936,200</b>	<b>8,140,500</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(19,450)	-	(7,000)	(12,000)
Sales	(149,224)	(152,200)	(154,200)	(154,200)
Other Income	(27,097)	(15,500)	(13,500)	(13,500)
Fees and Charges	(2,800,416)	(2,727,800)	(2,787,800)	(2,872,000)
Rents	(360,155)	(375,900)	(317,100)	(385,300)
Recharges	(1,348,134)	(1,222,600)	(1,296,000)	(1,231,500)
<b>TOTAL INCOME</b>	<b>(4,704,476)</b>	<b>(4,494,000)</b>	<b>(4,575,600)</b>	<b>(4,668,500)</b>
<b>TOTAL CULTURE PORTFOLIO</b>	<b>3,429,155</b>	<b>3,266,400</b>	<b>4,360,600</b>	<b>3,472,000</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)

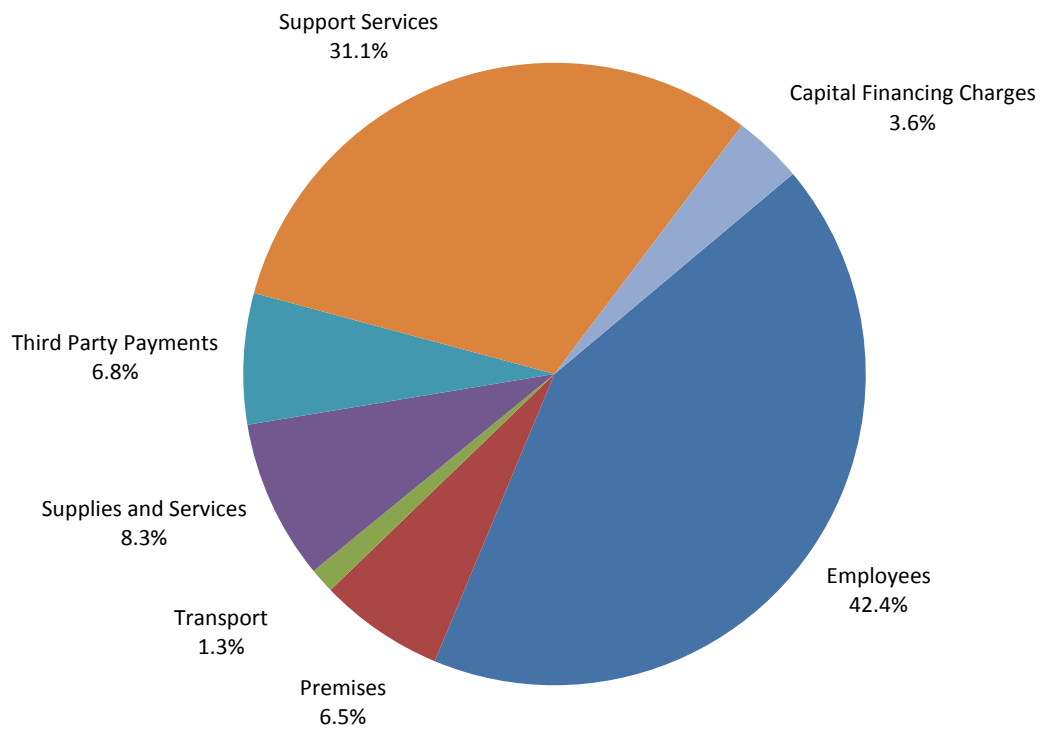
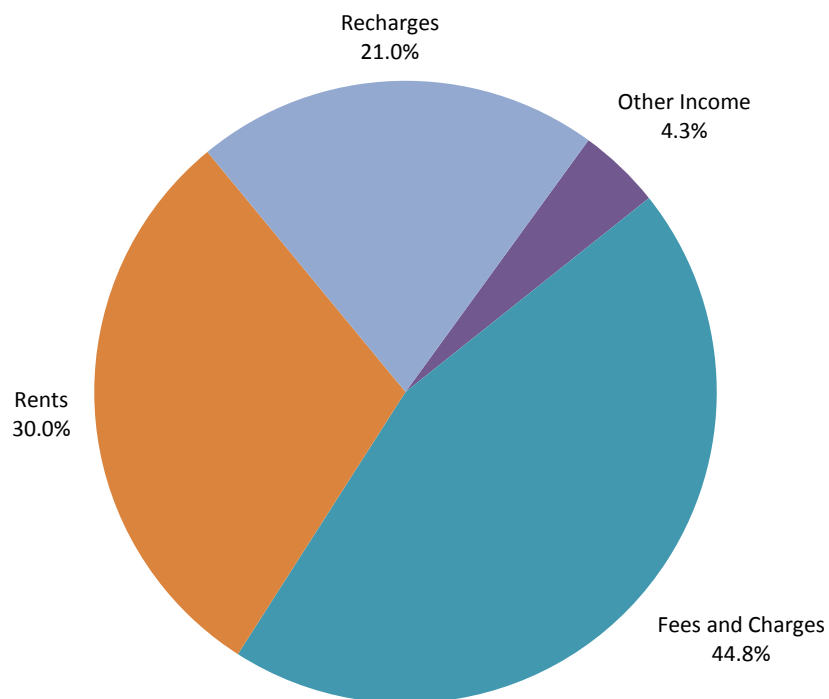


### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)

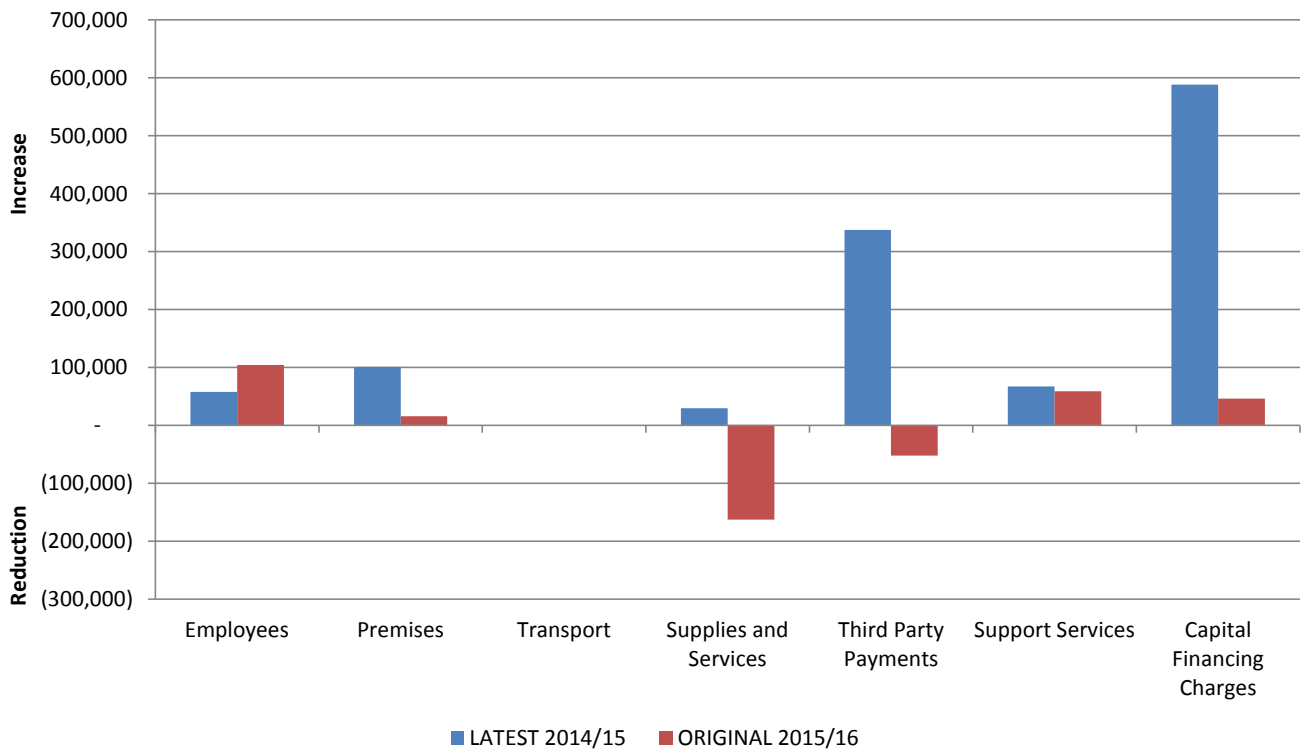




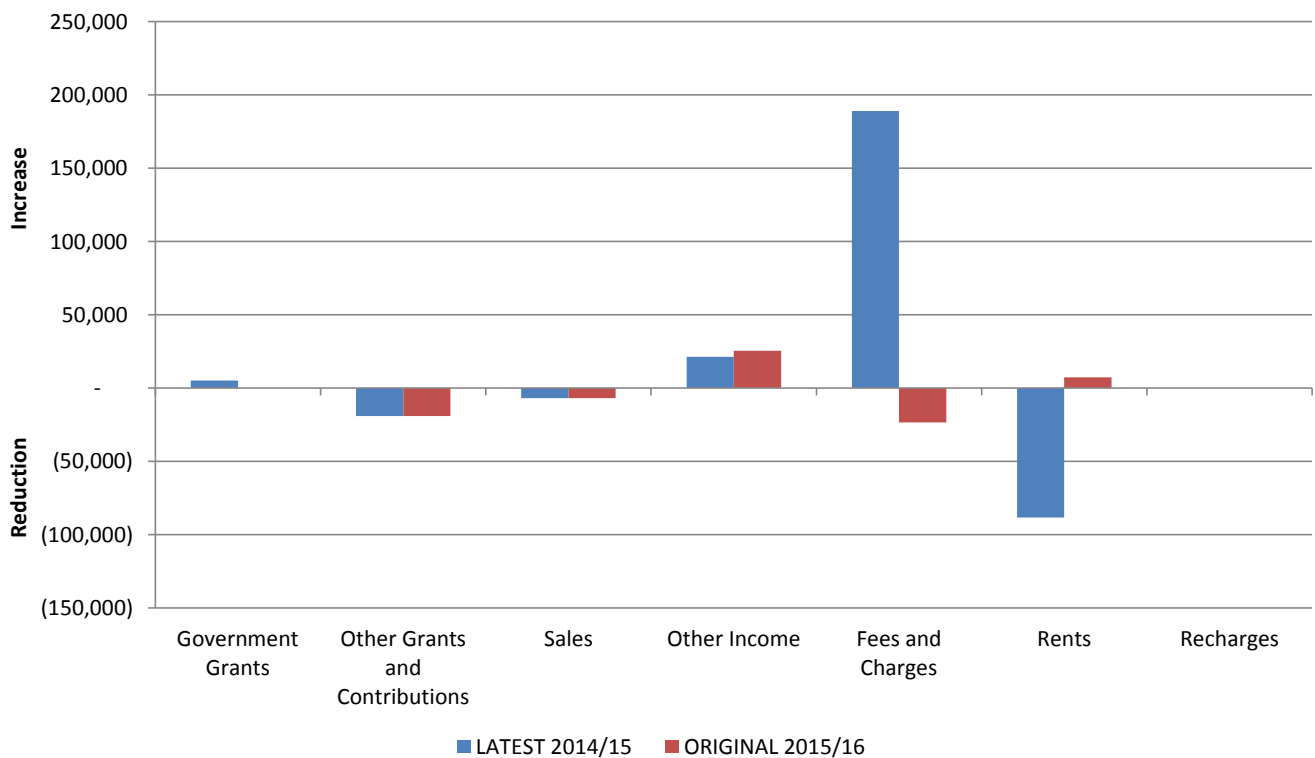
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>DEVELOPMENT PORTFOLIO:</u></b>				
S1025 TCM - LEAMINGTON	73,173	62,000	52,500	53,100
S1030 TCM - KENILWORTH	64,425	52,300	48,400	49,300
S1035 CHRISTMAS ILLUMINATIONS	71,118	41,800	41,800	41,800
S1040 TCM - WARWICK	75,927	33,700	66,500	47,200
S1240 MARKETS	(22,882)	(18,300)	(18,300)	(19,300)
S1650 ESTATE MANAGEMENT	(252,107)	(303,100)	(66,200)	(172,000)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	100,706	113,200	96,900	85,600
S3550 TOURISM	219,962	230,300	212,300	222,900
S3600 ECONOMIC DEVELOPMENT	128,544	76,000	671,200	141,700
S3650 ECONOMIC REGENERATION	121,088	238,400	209,500	129,500
S3660 ENTERPRISE DEVELOPMENT	62,613	31,700	40,200	25,900
S4510 DEVELOPMENT SERVICES MGT	-	(25,800)	(11,300)	(19,600)
S4540 DEVELOPMENT CONTROL	354,041	758,800	815,800	812,600
S4570 POLICY, PROJECTS & CONSERVATION	736,668	556,700	797,500	480,100
S4600 BUILDING CONTROL	162,760	130,300	137,100	146,500
S4840 LOCAL LAND CHARGES	(123,086)	(30,700)	(66,100)	(50,900)
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>1,772,950</b>	<b>1,947,300</b>	<b>3,027,800</b>	<b>1,974,400</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,882,997	1,981,400	2,039,400	2,085,700
Premises	264,632	305,700	406,800	321,500
Transport	49,872	61,800	61,700	61,600
Supplies and Services	532,996	568,400	597,700	405,500
Third Party Payments	715,976	384,200	721,600	332,200
Support Services	1,486,223	1,471,600	1,538,800	1,530,600
Capital Financing Charges	175,813	131,000	719,300	177,200
<b>TOTAL EXPENDITURE</b>	<b>5,108,509</b>	<b>4,904,100</b>	<b>6,085,300</b>	<b>4,914,300</b>
<b><u>INCOME:</u></b>				
Government Grants	(1,160)	-	(5,000)	-
Other Grants and Contributions	(50,040)	(38,300)	(19,200)	(19,200)
Sales	(25,118)	(21,500)	(14,500)	(14,500)
Other Income	(88,323)	(67,000)	(88,300)	(92,400)
Fees and Charges	(1,798,948)	(1,339,900)	(1,528,800)	(1,316,400)
Rents	(813,368)	(876,100)	(787,700)	(883,400)
Recharges	(558,602)	(614,000)	(614,000)	(614,000)
<b>TOTAL INCOME</b>	<b>(3,335,559)</b>	<b>(2,956,800)</b>	<b>(3,057,500)</b>	<b>(2,939,900)</b>
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>1,772,950</b>	<b>1,947,300</b>	<b>3,027,800</b>	<b>1,974,400</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

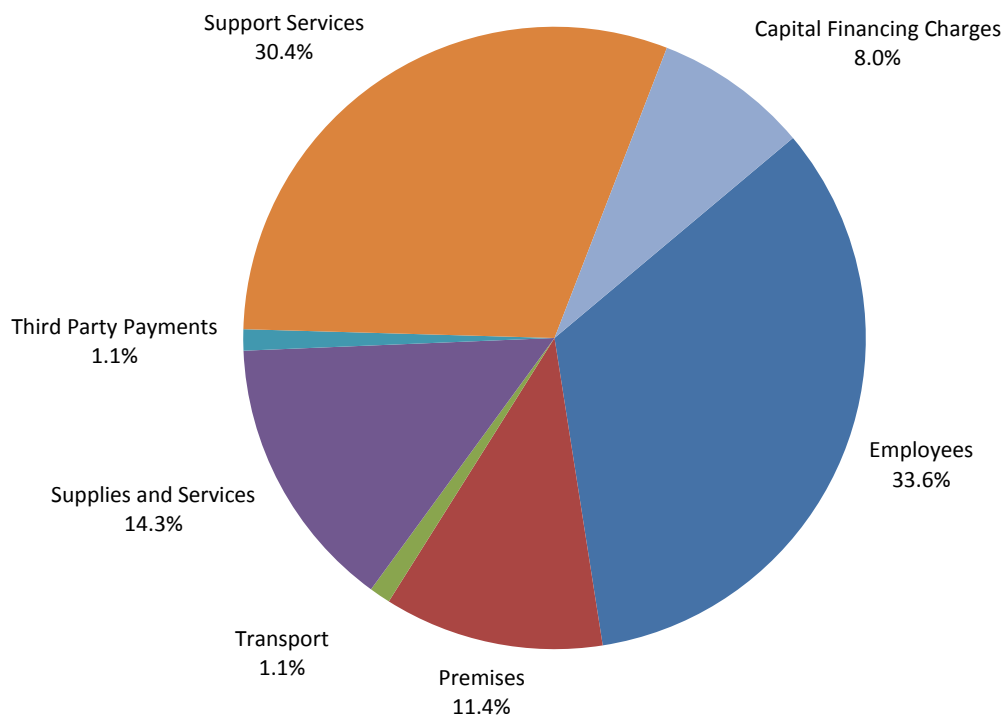
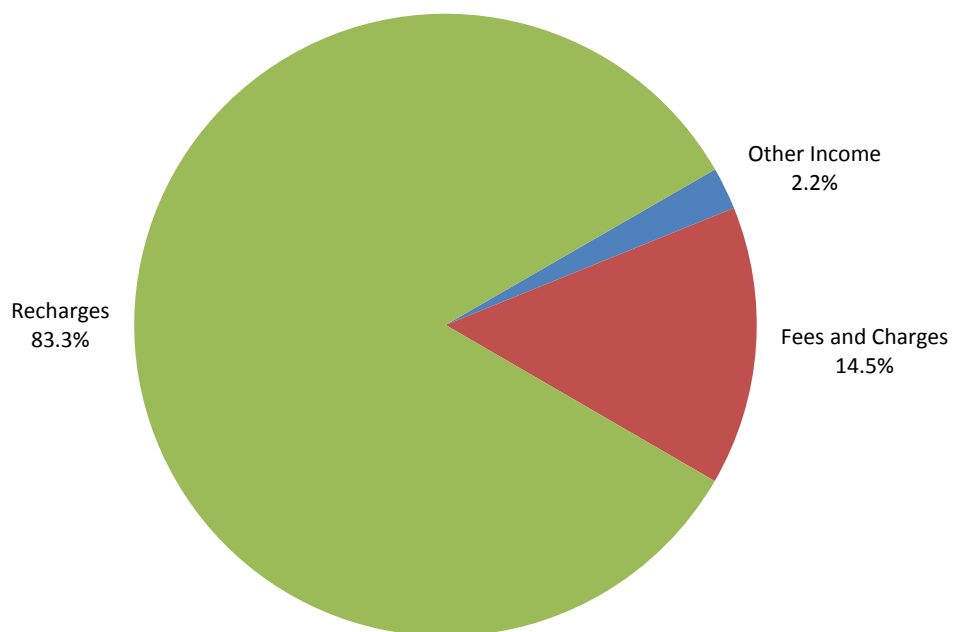
### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



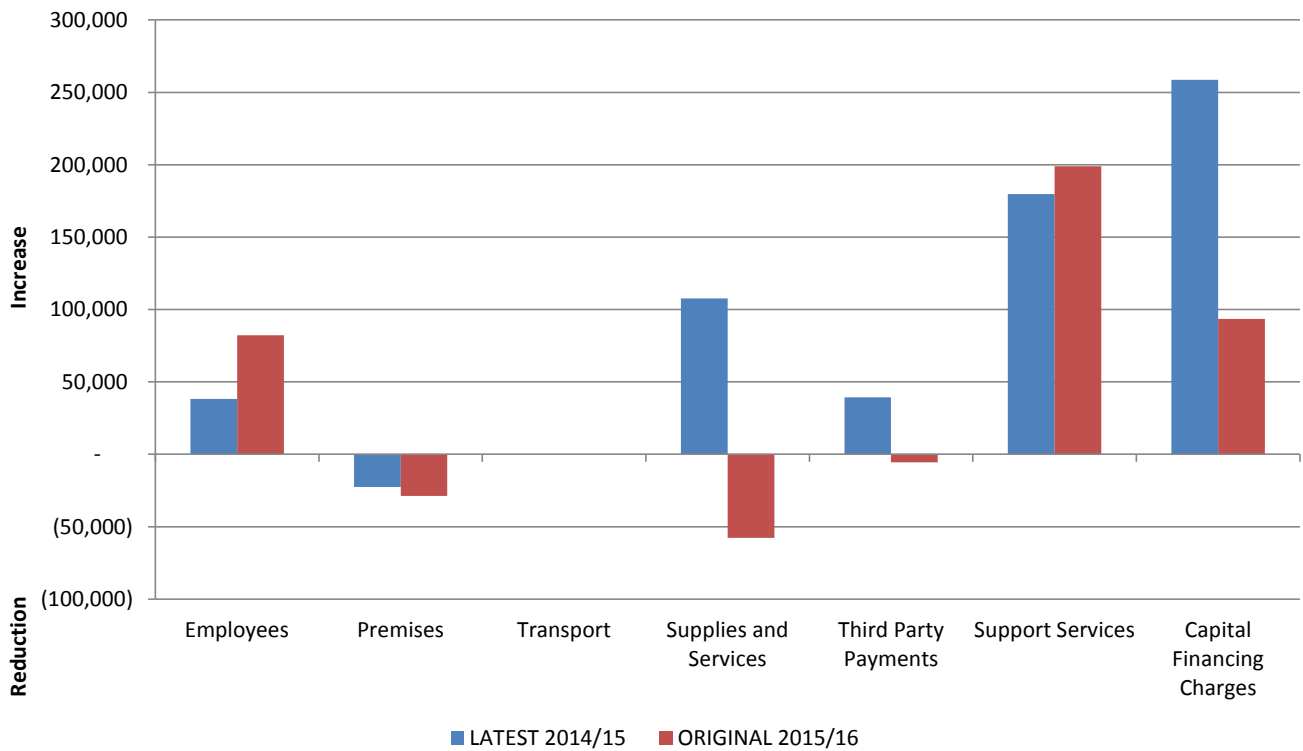
### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



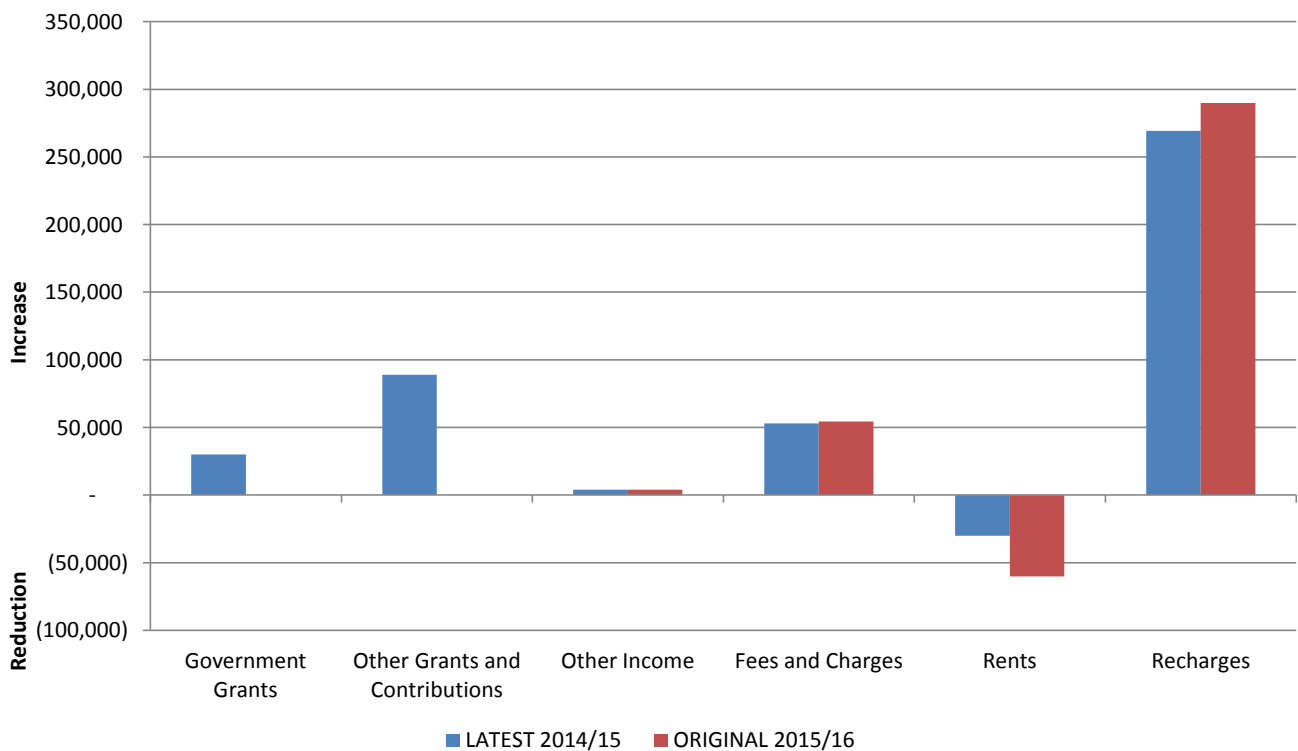
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>ENVIRONMENT &amp; COMMUNITY PROTECTION PORTFOLIO:</u></b>				
S1001 COMMUNITY DEVELOPMENT	507,277	521,500	779,700	592,000
S1045 CCTV	180,813	160,700	155,700	163,800
S1640 GRANTS TO VOLUNTARY BODIES	27,611	29,500	29,400	29,400
S2102 COMMUNITY FORUMS	36,437	44,800	71,300	35,000
S2110 COMMUNITY PARTNERSHIP	149,560	157,600	186,900	162,300
S2141 CIVIL CONTINGENCIES	99,461	110,500	98,600	103,700
S2300 OFFICE ACCOMMODATION	-	(3,200)	(37,500)	(16,500)
S2360 LICENSING & REGISTRATION	14,774	7,500	7,300	27,800
S4210 EH ENVIRONMENTAL HEALTH CORE	30,088	(289,400)	41,600	13,300
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	587,968	583,700	377,900	393,000
S4300 ENVIRONMENTAL PROTECTION	634,104	639,500	640,600	638,800
S4350 COMMUNITY SAFETY	130,384	328,000	131,800	125,800
S4720 COMMUNITY PROTECTION MANAGEMENT	-	-	-	-
S4790 TRANSPORT PLANS	831	4,100	-	-
S4810 ALLEVIATION OF FLOODING	87,044	124,200	121,700	145,400
<b>TOTAL ENVIRONMENT &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,486,352</b>	<b>2,419,000</b>	<b>2,605,000</b>	<b>2,413,800</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,789,573	1,630,000	1,668,200	1,712,200
Premises	614,769	606,700	584,200	578,000
Transport	51,675	56,500	56,600	56,700
Supplies and Services	909,177	786,000	893,600	728,300
Third Party Payments	75,724	62,200	101,600	56,600
Support Services	1,330,939	1,350,500	1,530,300	1,549,400
Capital Financing Charges	245,905	315,000	573,700	408,600
<b>TOTAL EXPENDITURE</b>	<b>5,017,762</b>	<b>4,806,900</b>	<b>5,408,200</b>	<b>5,089,800</b>
<b><u>INCOME:</u></b>				
Government Grants	(15,178)	(3,000)	(33,000)	(3,000)
Other Grants and Contributions	(205,011)	(39,000)	(128,000)	(39,000)
Other Income	(62,200)	(13,200)	(17,200)	(17,200)
Fees and Charges	(387,116)	(334,700)	(387,800)	(389,000)
Rents	(60,110)	(60,100)	(30,000)	-
Recharges	(1,801,795)	(1,937,900)	(2,207,200)	(2,227,800)
<b>TOTAL INCOME</b>	<b>(2,531,410)</b>	<b>(2,387,900)</b>	<b>(2,803,200)</b>	<b>(2,676,000)</b>
<b>TOTAL ENVIRONMENT &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,486,352</b>	<b>2,419,000</b>	<b>2,605,000</b>	<b>2,413,800</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)

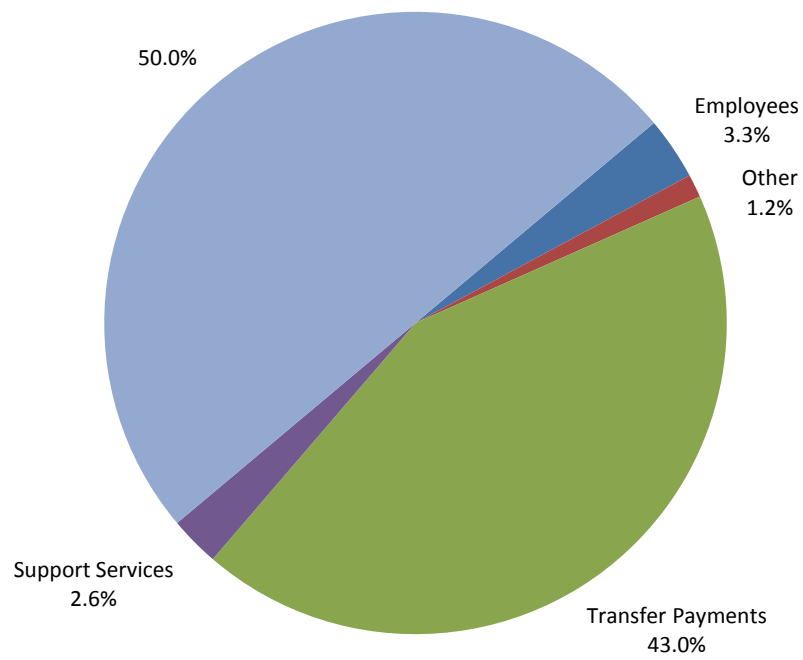


### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)

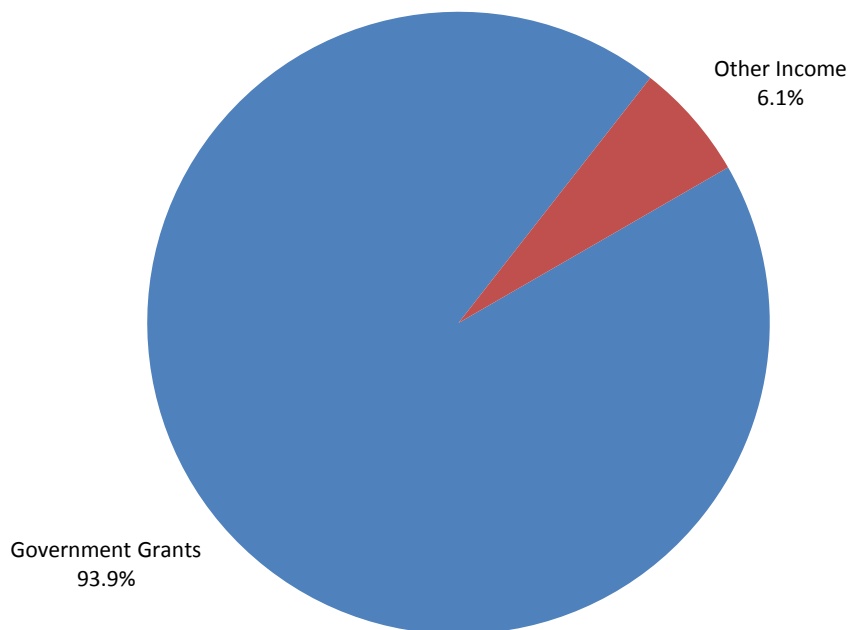


	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>FINANCE PORTFOLIO:</u></b>				
S1410 FINANCE MANAGEMENT	-	(700)	1,900	3,800
S1415 NNDR DIS RATE RELIEF	11,368	16,100	16,100	16,100
S1417 PROCUREMENT	-	(21,200)	(20,100)	(17,300)
S1418 FINANCIAL SERVICES TEAM	-	113,200	134,300	149,200
S1425 ACCOUNTANCY	7,563	(37,800)	(1,300)	(26,700)
S1440 NON-DISTRIBUTED COSTS	495,702	736,800	170,800	157,300
S1460 TREASURY MANAGEMENT	24,832	29,000	31,100	31,100
S1461 CONTINGENCIES	-	-	74,200	(3,000)
S1465 CORPORATE MANAGEMENT	603,641	741,000	421,800	400,700
S1468 CONCURRENT SERVICES	171,039	163,200	166,000	159,100
S1578 AUDIT AND RISK	-	(26,200)	(18,200)	(12,900)
S3050 REVENUES	595,018	551,600	564,300	548,000
S3250 BENEFITS	597,816	613,000	732,100	549,500
S3661 CUP - UNITED REFORM CHURCH	51,082	49,100	131,700	48,900
<b>TOTAL FINANCE PORTFOLIO</b>	<b>2,558,061</b>	<b>2,927,100</b>	<b>2,404,700</b>	<b>2,003,800</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,633,701	2,905,600	2,403,000	2,286,200
Premises	2,326	-	79,900	51,000
Transport	16,864	18,200	18,600	18,600
Supplies and Services	647,794	939,200	910,100	588,800
Third Party Payments	145,532	121,600	138,100	133,300
Transfer Payments	30,705,339	31,143,400	30,216,700	30,223,700
Support Services	1,982,934	1,814,400	1,805,400	1,812,000
Capital Financing Charges	65,693	60,700	59,700	59,700
<b>TOTAL EXPENDITURE</b>	<b>36,200,183</b>	<b>37,003,100</b>	<b>35,631,500</b>	<b>35,173,300</b>
<b><u>INCOME:</u></b>				
Government Grants	(31,713,447)	(32,158,600)	(31,230,100)	(31,162,200)
Other Grants and Contributions	(76,061)	(76,400)	(75,100)	(75,100)
Other Income	(25,828)	(11,200)	(12,600)	(11,200)
Fees and Charges	(346,541)	(387,000)	(459,000)	(471,000)
Recharges	(1,480,245)	(1,442,800)	(1,450,000)	(1,450,000)
<b>TOTAL INCOME</b>	<b>(33,642,122)</b>	<b>(34,076,000)</b>	<b>(33,226,800)</b>	<b>(33,169,500)</b>
<b>TOTAL FINANCE PORTFOLIO</b>	<b>2,558,061</b>	<b>2,927,100</b>	<b>2,404,700</b>	<b>2,003,800</b>

## EXPENDITURE - 2015/16 BUDGETS

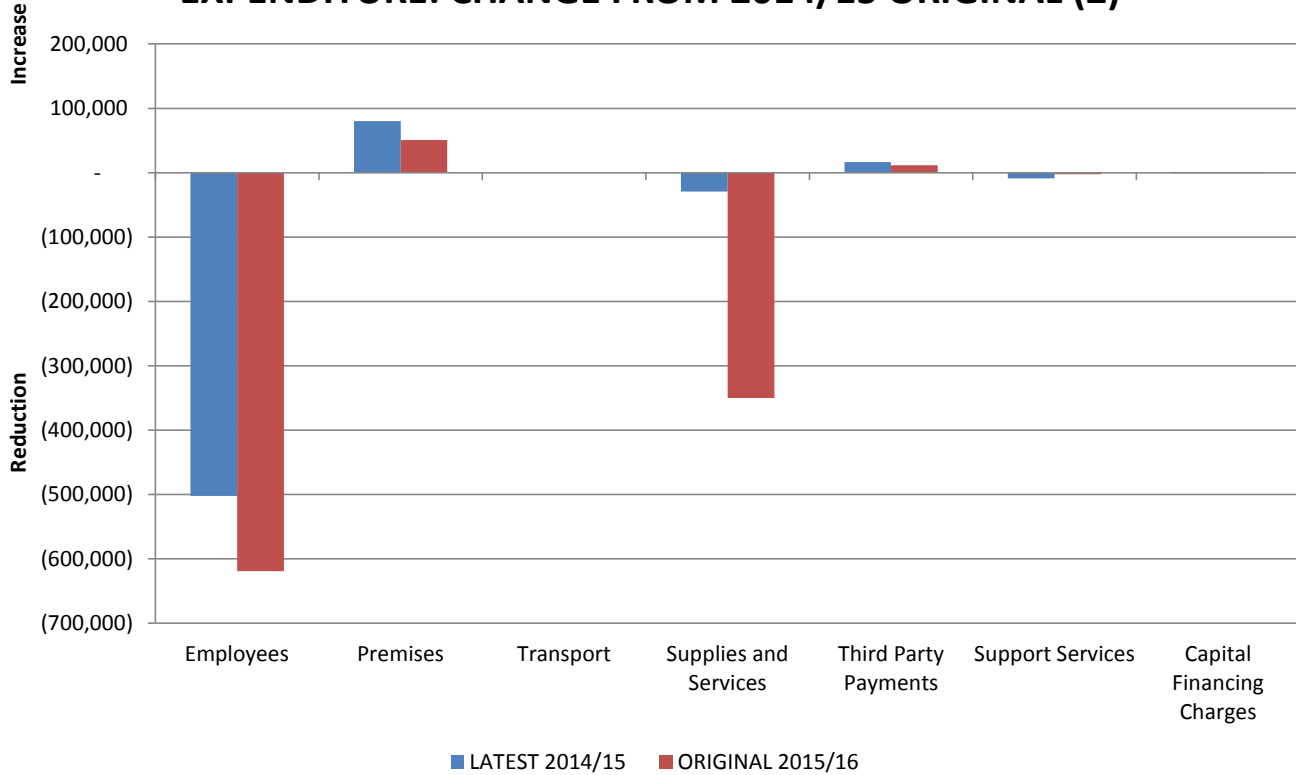


## INCOME - 2015/16 BUDGETS

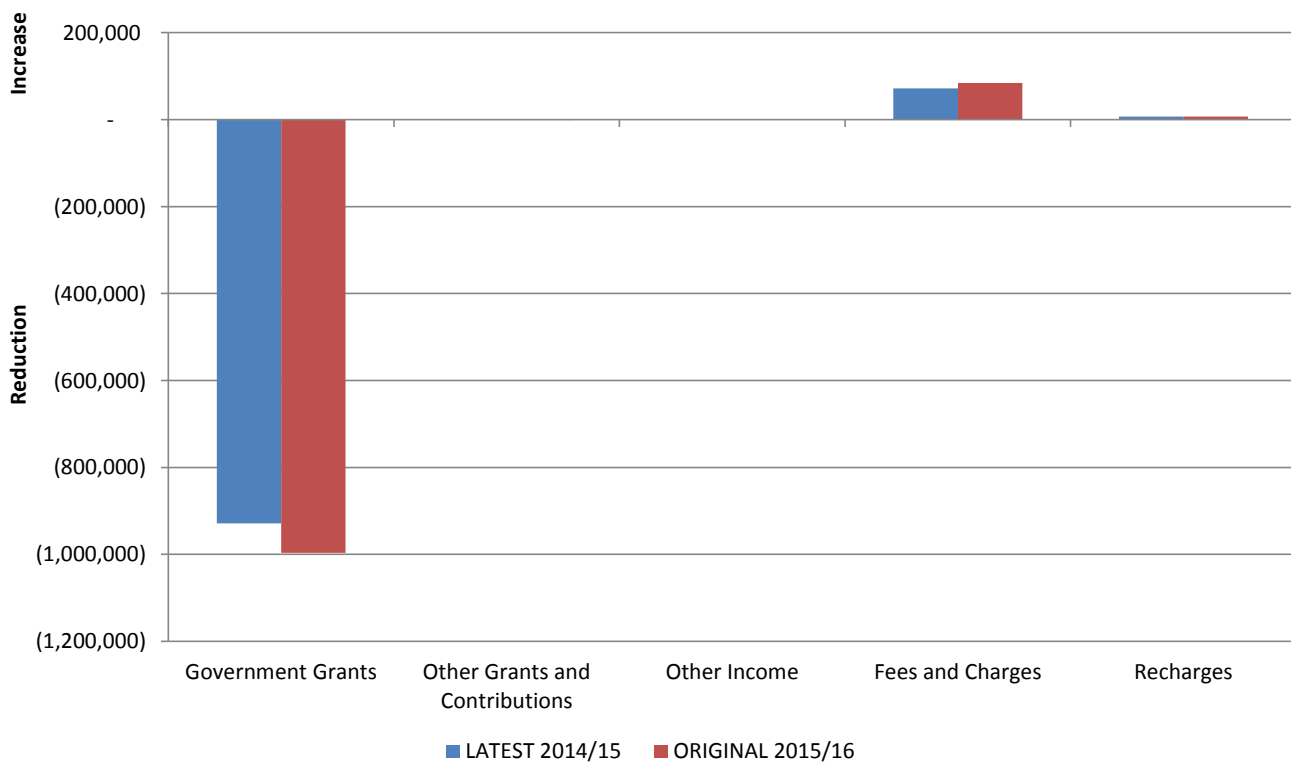




### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)

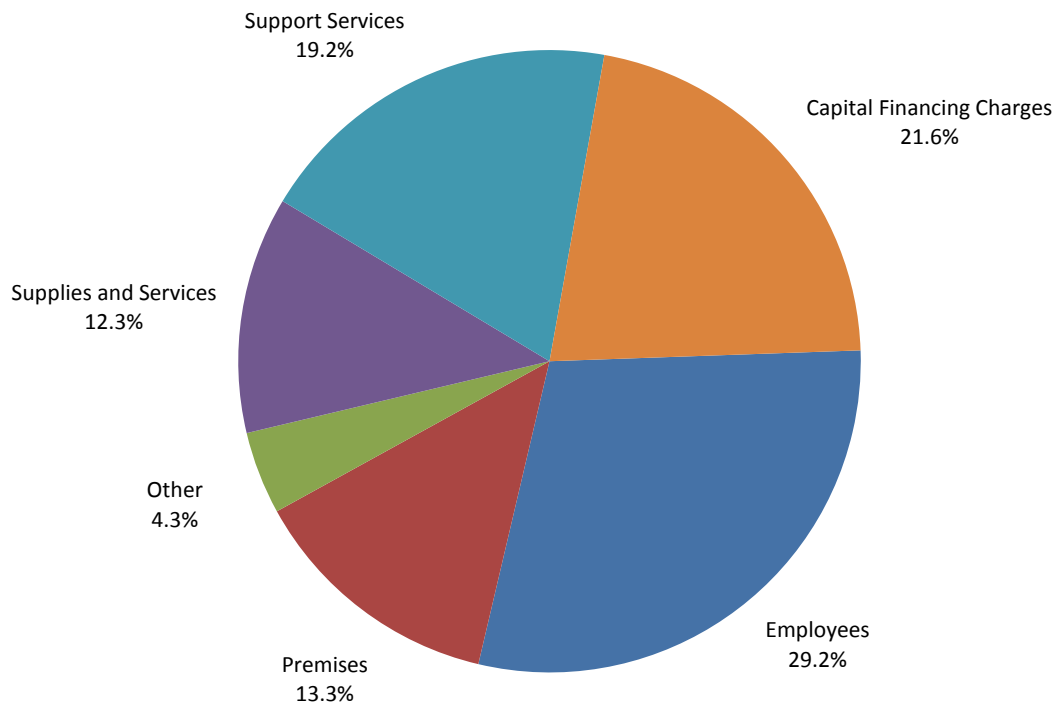


### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)

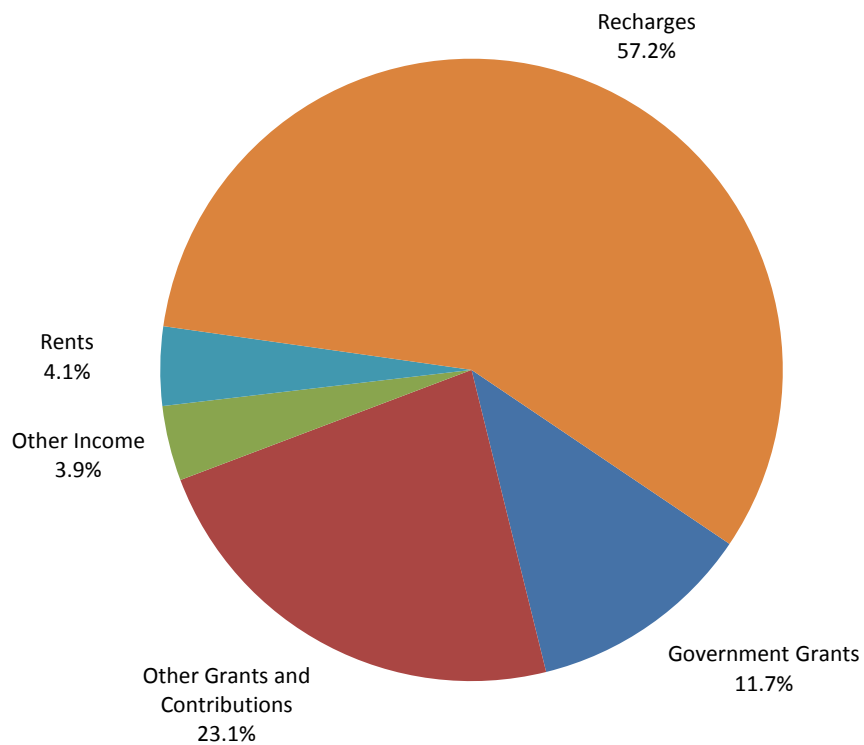


	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>HOUSING &amp; PROPERTY PORTFOLIO:</u></b>				
S1050 PUBLIC CONVENIENCES	171,568	195,400	210,000	184,800
S1590 HOMELESSNESS/HOUSING ADVICE	544,204	482,700	546,500	515,200
S1605 HOUSING STRATEGY	654,448	141,400	764,100	734,000
S1610 OTHER HOUSING PROPERTY	19,754	(1,200)	500	400
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	380,676	602,200	672,900	606,600
S1645 PROPERTY SERVICES	-	(29,000)	(14,500)	48,100
S1660 WARWICK PLANT MAINTENANCE	-	2,300	9,200	10,200
S4780 WDC HIGHWAYS	157,677	194,900	163,000	158,600
SW000 CORPORATE R+M UNALLOCATED	-	420,500	158,800	393,900
SW100 CORPORATE R+M HOLDING CODE	-	-	-	-
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>1,966,227</b>	<b>2,047,100</b>	<b>2,548,400</b>	<b>2,689,700</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,384,204	1,258,500	1,552,900	1,532,100
Premises	394,013	747,300	523,100	699,600
Transport	39,702	45,500	43,100	53,500
Supplies and Services	762,671	668,700	713,400	646,300
Third Party Payments	28,421	26,400	136,200	170,400
Support Services	704,519	767,400	1,010,800	1,007,900
Capital Financing Charges	982,253	761,100	1,141,900	1,130,900
<b>TOTAL EXPENDITURE</b>	<b>4,295,783</b>	<b>4,274,900</b>	<b>5,121,400</b>	<b>5,240,700</b>
<b><u>INCOME:</u></b>				
Government Grants	(303,717)	(299,000)	(299,000)	(299,000)
Other Grants and Contributions	(635,209)	(544,000)	(599,100)	(588,600)
Other Income	(20,566)	(6,700)	(2,300)	(2,300)
Fees and Charges	(15,039)	(93,100)	(97,500)	(97,500)
Rents	(152,596)	(104,800)	(104,800)	(104,800)
Recharges	(1,202,429)	(1,180,200)	(1,470,300)	(1,458,800)
<b>TOTAL INCOME</b>	<b>(2,329,556)</b>	<b>(2,227,800)</b>	<b>(2,573,000)</b>	<b>(2,551,000)</b>
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>1,966,227</b>	<b>2,047,100</b>	<b>2,548,400</b>	<b>2,689,700</b>

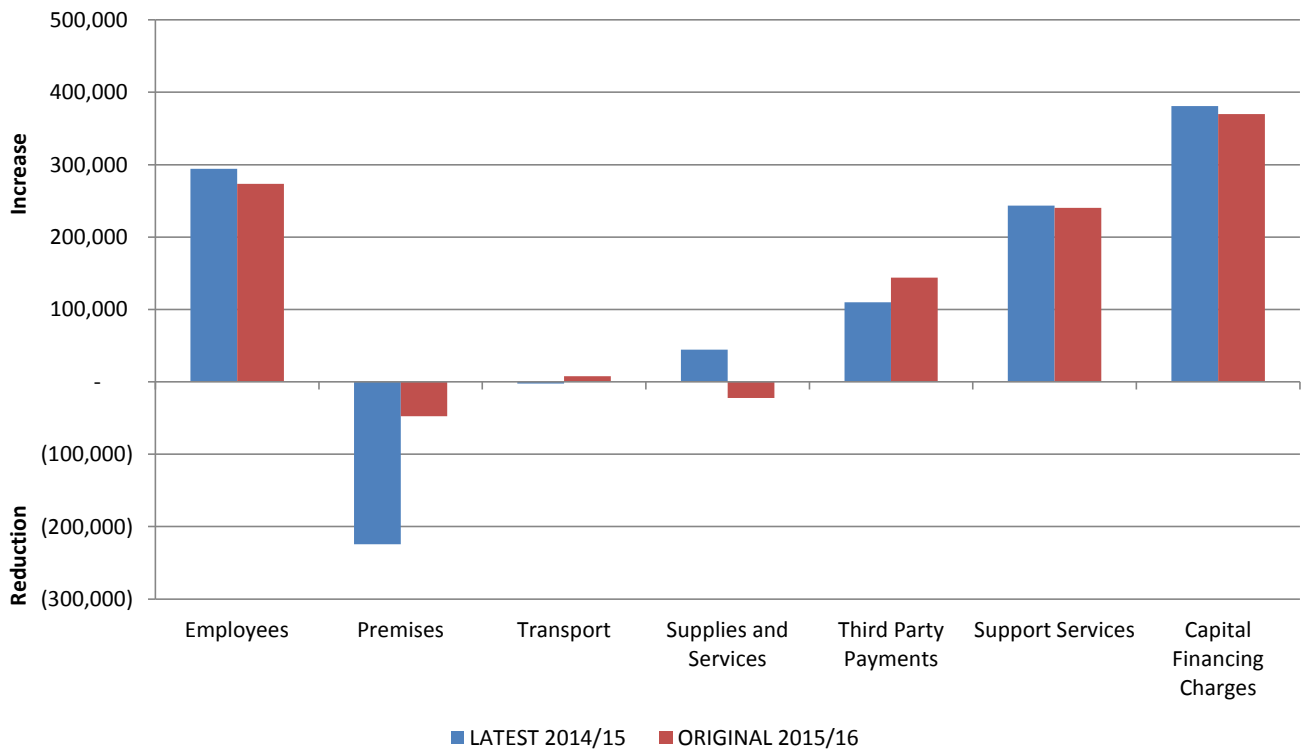
## EXPENDITURE - 2015/16 BUDGETS



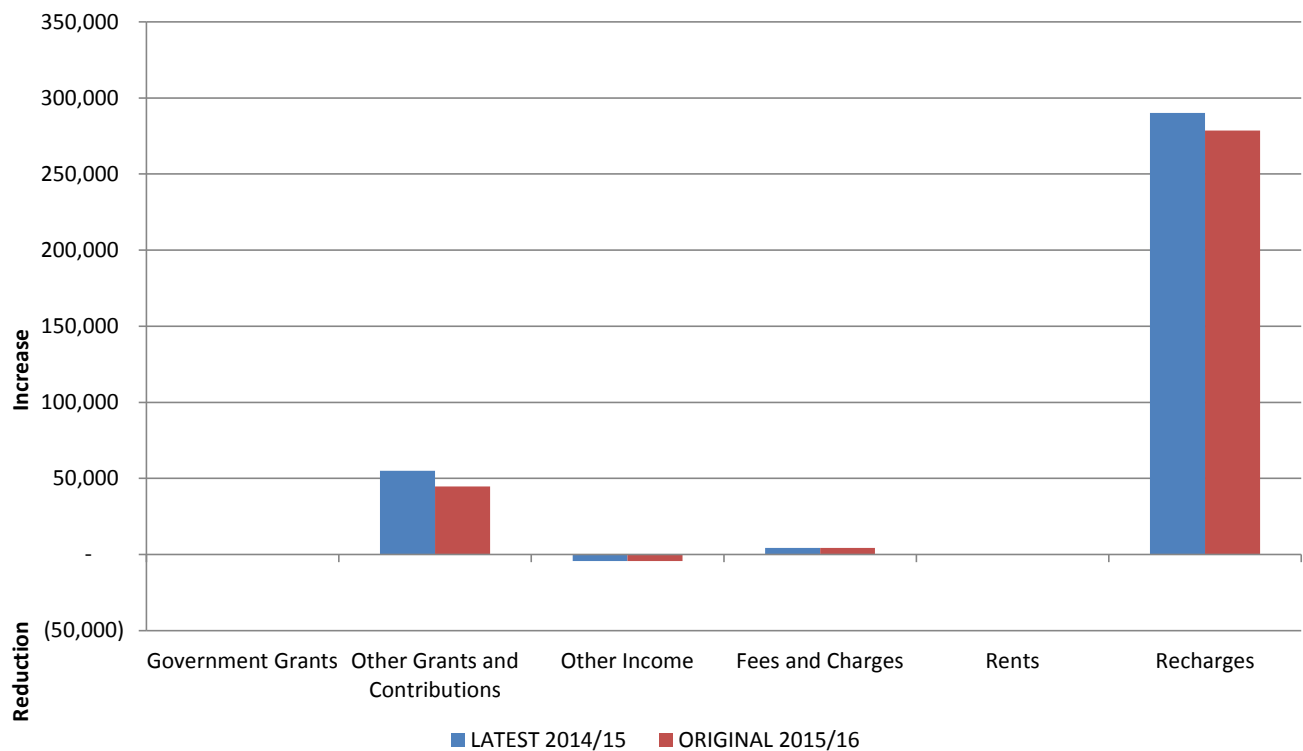
## INCOME - 2015/16 BUDGETS



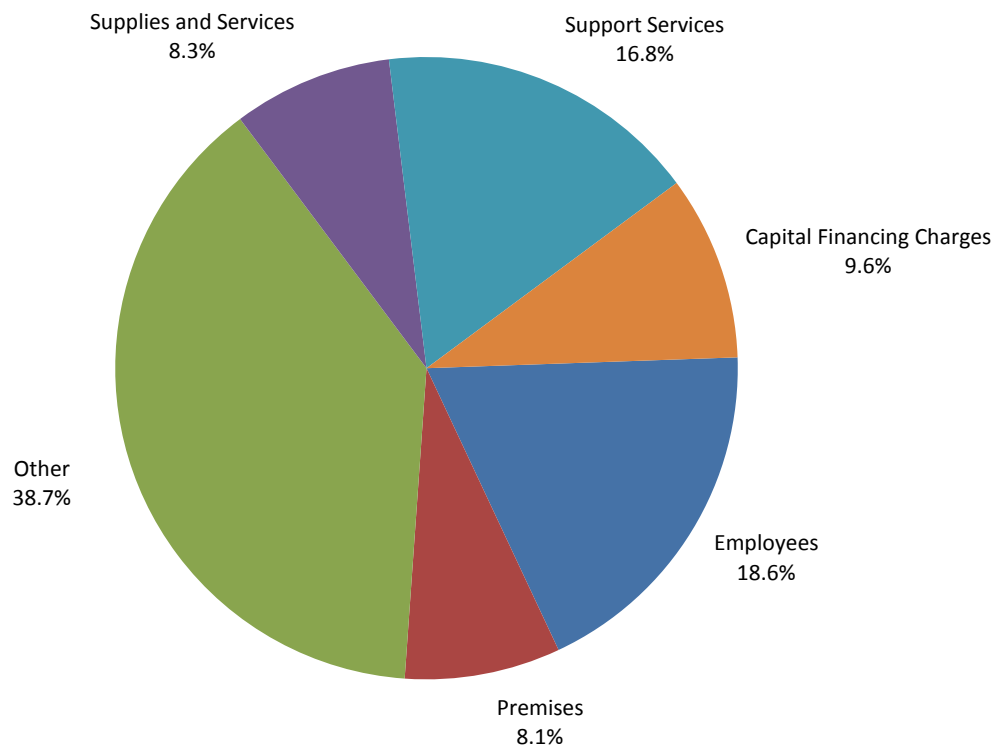
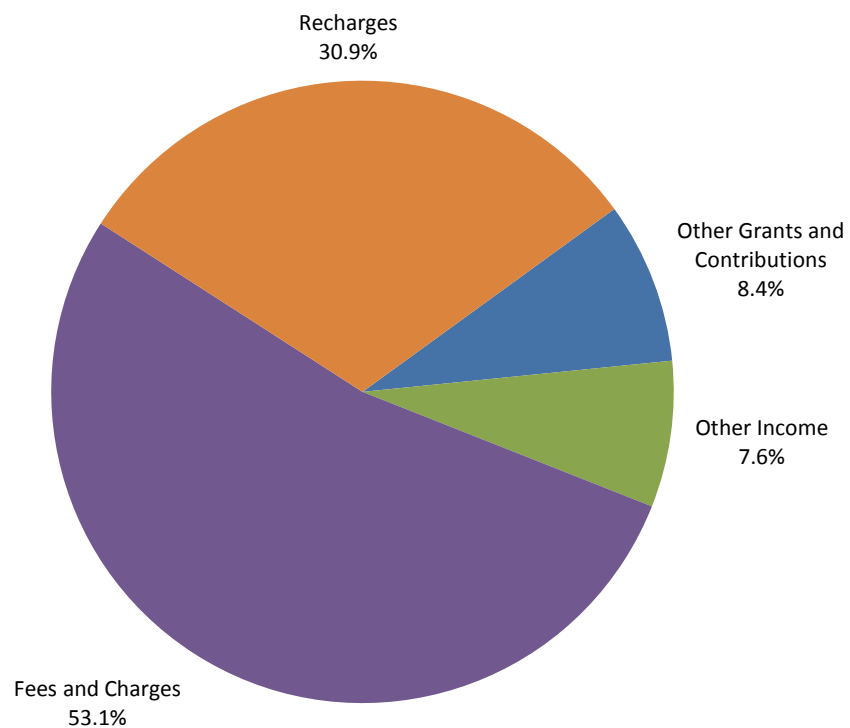
### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



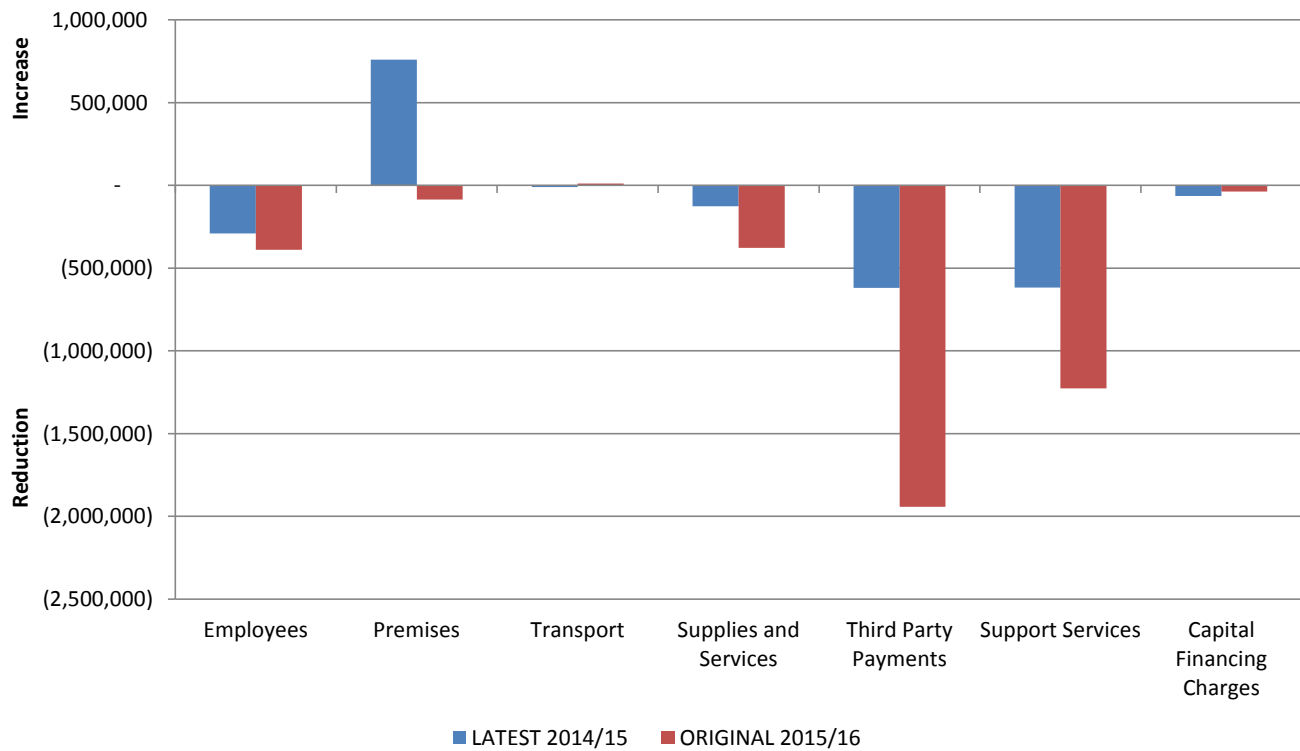
### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



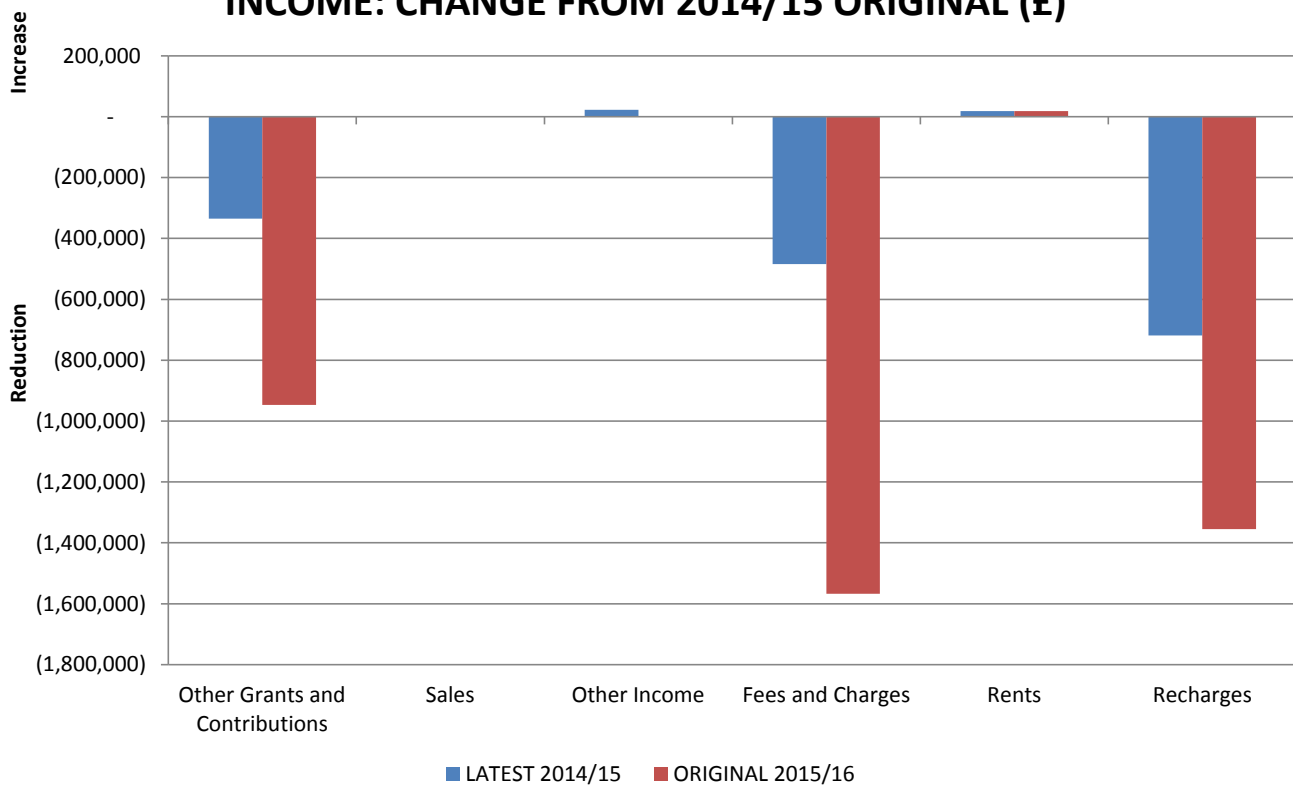
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>NEIGHBOURHOOD PORTFOLIO:</u></b>				
S1020 NEIGHBOURHOOD SERVICES	-	2,500	6,500	10,500
S1105 CAR PARKS	(776,450)	(589,000)	(492,700)	(328,500)
S1107 DECRIM OF PARKING - WCC	-	212,900	-	-
S1108 DECRIM OF PARKING - SHARED	-	(40,400)	(200)	-
S1250 WCC HIGHWAYS	1,335	76,900	20,600	21,900
S1258 GREEN SPACES CONTRACT MGT	1,425,648	1,282,200	1,361,300	1,374,300
S1270 GREEN SPACE DEVELOPMENT	617,508	569,700	1,031,200	727,900
S1320 BEREAVEMENT SERVICES	(483,902)	(199,200)	94,100	(280,000)
S3100 ONE STOP SHOPS	-	17,000	15,600	18,600
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	8,800	(8,100)	(4,800)
S3400 PAYMENT CHANNELS	-	73,500	21,200	(9,100)
S3450 CUSTOMER SERVICE CENTRE	-	(29,900)	(21,800)	(67,700)
S3460 COMMUNITY & CORPORATE SERVICES	-	61,300	(20,800)	-
S4060 STREET CLEANSING	1,280,086	1,347,000	1,303,600	1,106,700
S4090 WASTE MANAGEMENT	-	(53,900)	(2,200)	(200)
S4130 WASTE COLLECTION	2,357,950	2,301,700	2,270,300	2,284,700
S4180 ABANDONED VEHICLES	16,083	8,800	300	300
<b>TOTAL NEIGHBOURHOOD PORTFOLIO</b>	<b>4,438,258</b>	<b>5,049,900</b>	<b>5,578,900</b>	<b>4,854,600</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,578,488	2,631,100	2,339,900	2,241,800
Premises	995,378	1,061,400	1,821,800	976,300
Transport	47,323	59,400	48,400	70,900
Supplies and Services	1,657,658	1,378,200	1,251,200	1,000,400
Third Party Payments	6,975,669	6,551,600	5,932,800	4,609,500
Support Services	3,132,389	3,252,700	2,635,600	2,026,300
Capital Financing Charges	1,192,092	1,195,600	1,131,300	1,157,900
<b>TOTAL EXPENDITURE</b>	<b>16,578,997</b>	<b>16,130,000</b>	<b>15,161,000</b>	<b>12,083,100</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(2,033,145)	(1,556,100)	(1,220,900)	(609,000)
Sales	565	-	-	-
Other Income	(482,698)	(497,400)	(519,600)	(497,400)
Fees and Charges	(6,172,415)	(5,408,000)	(4,924,200)	(3,840,200)
Rents	(67,411)	(33,300)	(51,300)	(51,300)
Recharges	(3,385,635)	(3,585,300)	(2,866,100)	(2,230,600)
<b>TOTAL INCOME</b>	<b>(12,140,739)</b>	<b>(11,080,100)</b>	<b>(9,582,100)</b>	<b>(7,228,500)</b>
<b>TOTAL NEIGHBOURHOOD PORTFOLIO</b>	<b>4,438,258</b>	<b>5,049,900</b>	<b>5,578,900</b>	<b>4,854,600</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)

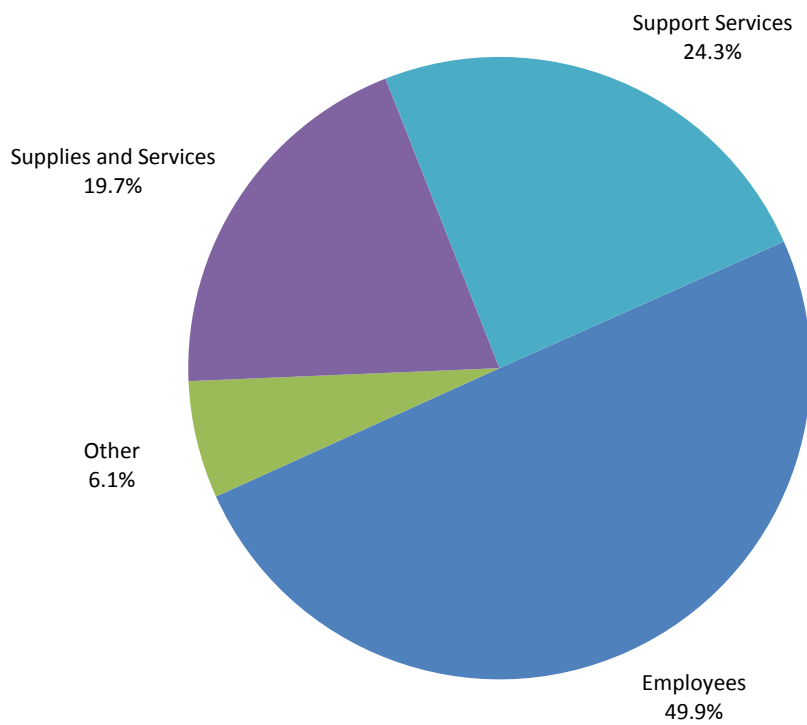
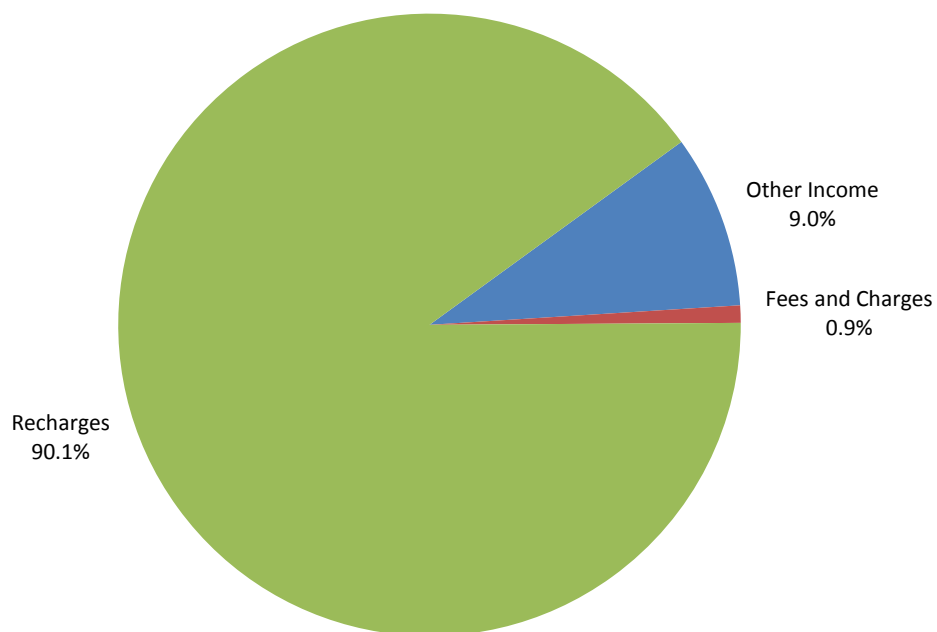


### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)

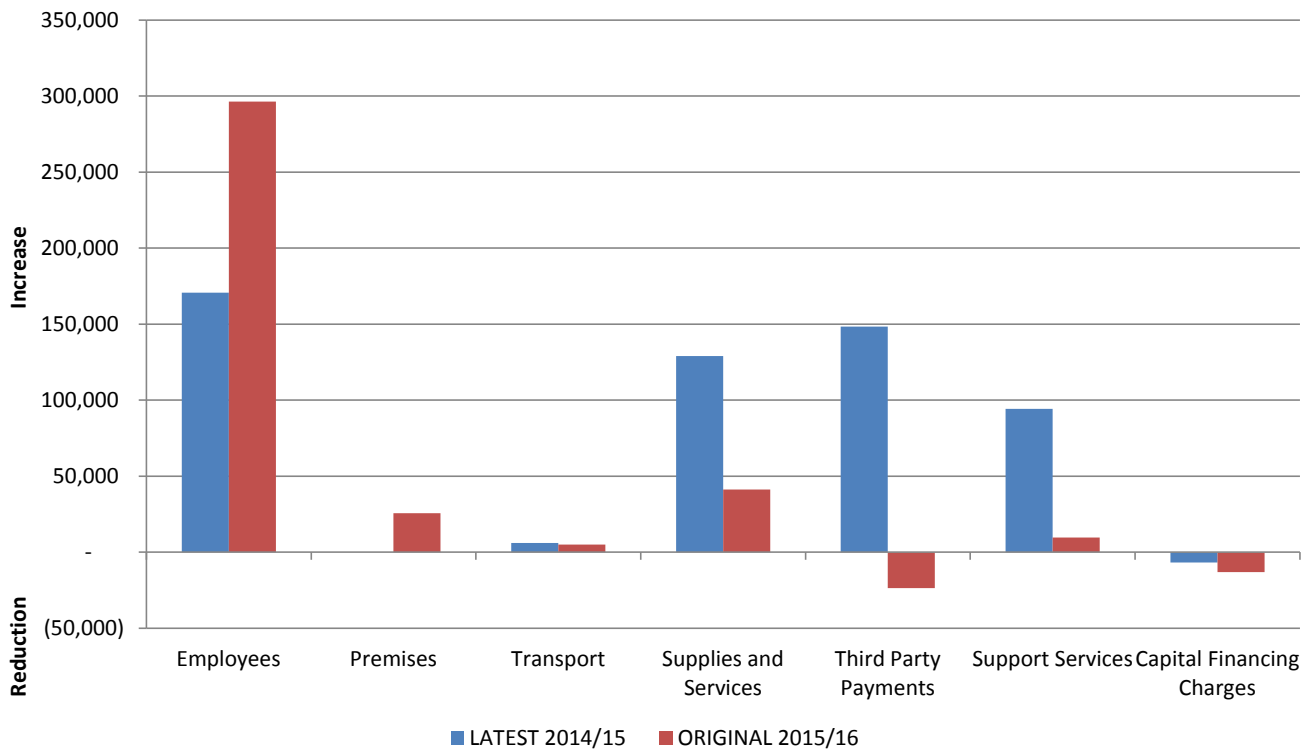


	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>STRATEGIC LEADERSHIP PORTFOLIO:</u></b>				
S2000 CHIEF EXECUTIVE'S OFFICE	(1,342)	15,300	(53,400)	(51,600)
S2010 DEPUTY CHIEF EXECUTIVES & SENIOR MANAGEMENT SUF	143,317	135,700	301,700	124,400
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	13,085	13,700	3,600	5,500
S2060 HUMAN RESOURCES	7,100	98,600	99,400	42,400
S2080 MEMBER TRAINING	2,264	5,600	5,600	5,600
S2100 ORGANISATIONAL DEVELOPMENT	8,651	(160,600)	(126,200)	(120,100)
S2121 CONSULTATION	-	17,500	5,000	-
S2200 COMMITTEE SERVICES	-	38,100	73,300	63,000
S2220 DEMOCRATIC REPRESENTATION	766,643	753,900	822,300	775,800
S2240 ELECTIONS	62,984	48,000	72,300	181,000
S2260 ELECTORAL REGISTRATION	193,322	222,400	256,800	278,300
S2280 CHAIR OF THE COUNCIL	64,290	56,100	56,700	54,700
S2340 MEDIA ROOM	-	2,000	12,900	18,800
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	52,839	60,700	58,900	56,400
S3215 ASSISTED TRAVEL (WCC)	55	-	-	-
S3350 DOCUMENT MANAGEMENT CENTRE	199	17,800	63,000	42,300
S3452 CUSTOMER CONTACT MANAGER	-	46,300	62,100	64,500
S3470 WEB SERVICES	-	7,300	4,700	4,700
S3500 ICT SERVICES	37,386	(60,900)	44,100	21,700
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	9,200	3,900	3,900
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,350,793</b>	<b>1,326,700</b>	<b>1,766,700</b>	<b>1,571,300</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,676,110	2,605,500	2,776,300	2,901,800
Premises	29,608	31,400	31,400	57,100
Transport	19,609	27,900	34,000	33,000
Supplies and Services	1,059,224	1,106,300	1,235,300	1,147,500
Third Party Payments	303,846	175,600	324,000	151,900
Support Services	1,467,900	1,402,800	1,497,000	1,412,500
Capital Financing Charges	121,546	128,400	121,600	115,200
<b>TOTAL EXPENDITURE</b>	<b>5,677,843</b>	<b>5,477,900</b>	<b>6,019,600</b>	<b>5,819,000</b>
<b><u>INCOME:</u></b>				
Government Grants	(7,131)	(60,000)	(60,000)	-
Other Grants and Contributions	(15,500)	(1,000)	-	-
Sales	(2,404)	(2,400)	(2,400)	(2,400)
Other Income	(323,629)	(272,000)	(285,100)	(379,600)
Fees and Charges	(47,693)	(31,000)	(31,000)	(39,000)
Recharges	(3,930,693)	(3,784,800)	(3,874,400)	(3,826,700)
<b>TOTAL INCOME</b>	<b>(4,327,050)</b>	<b>(4,151,200)</b>	<b>(4,252,900)</b>	<b>(4,247,700)</b>
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,350,793</b>	<b>1,326,700</b>	<b>1,766,700</b>	<b>1,571,300</b>

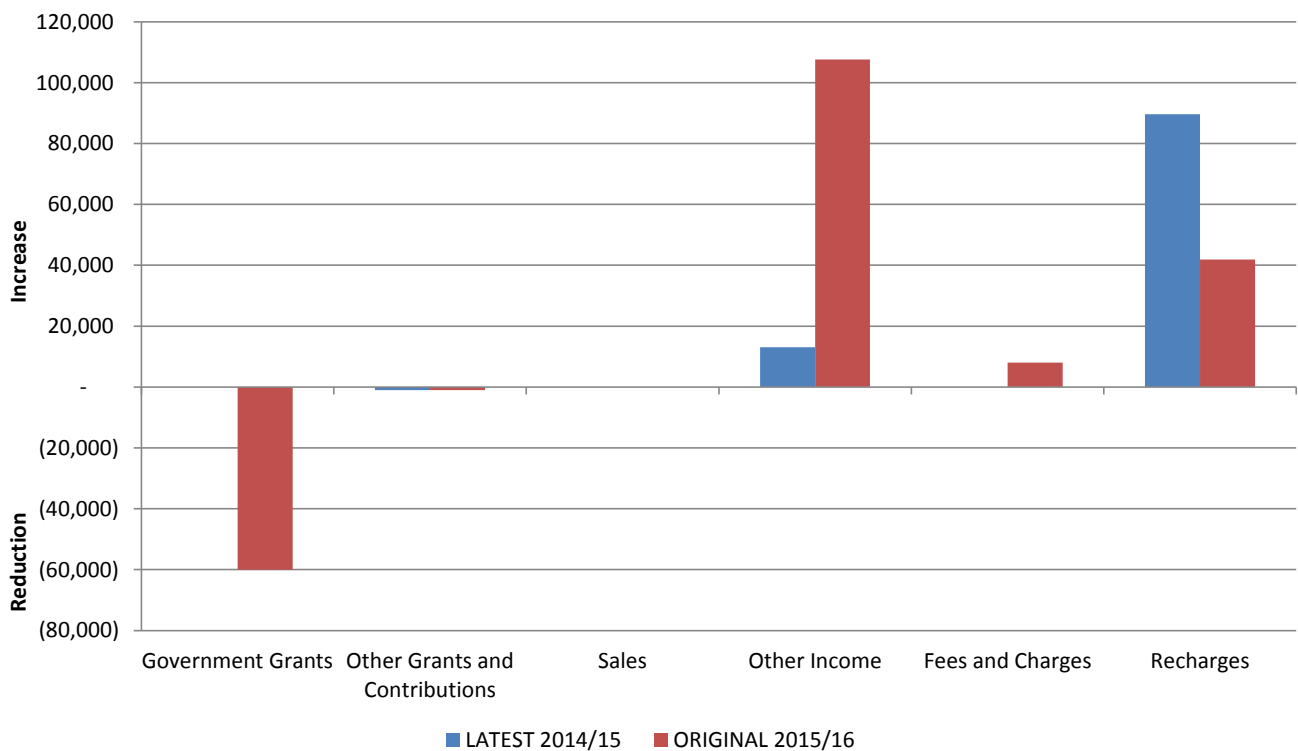


**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)

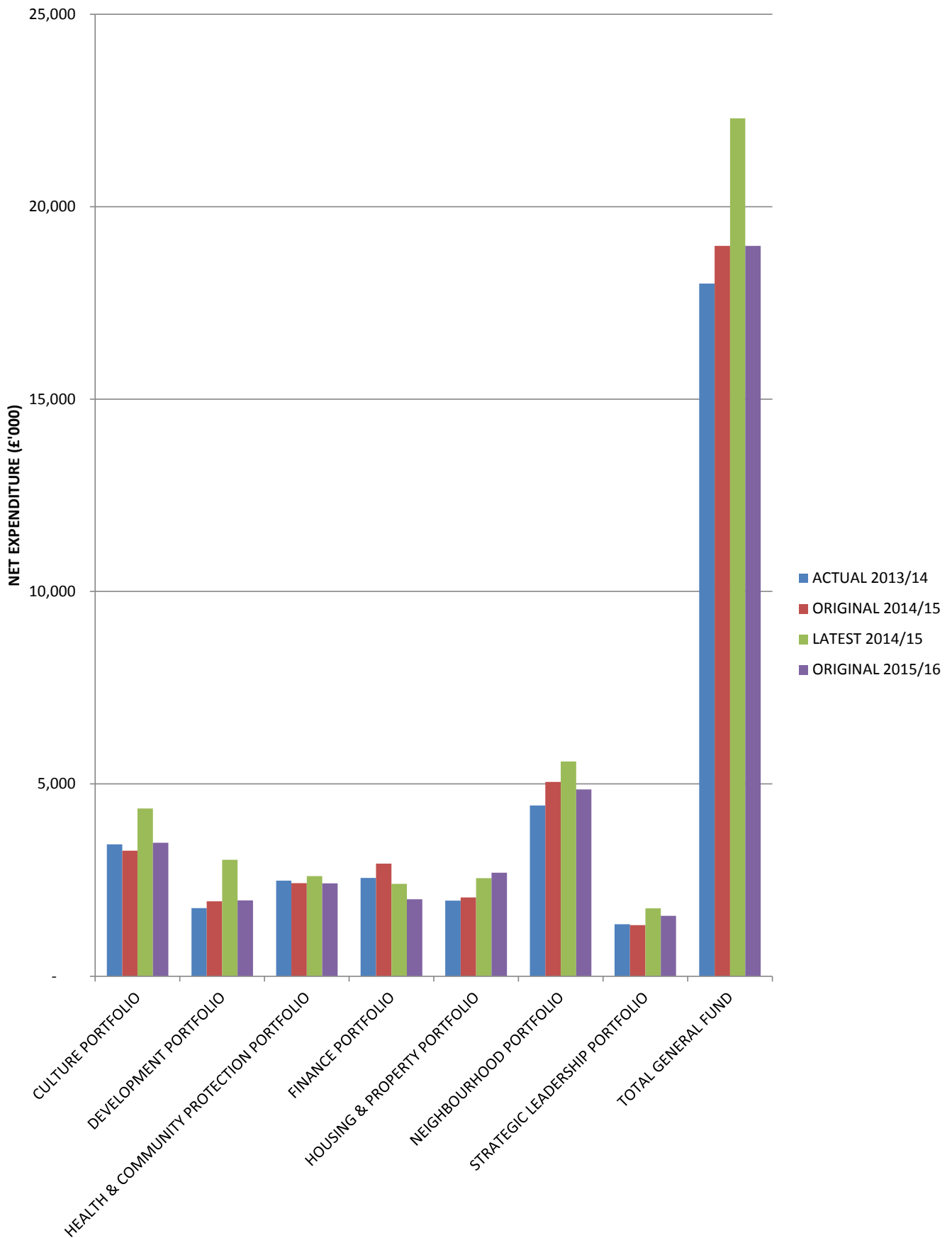


### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)

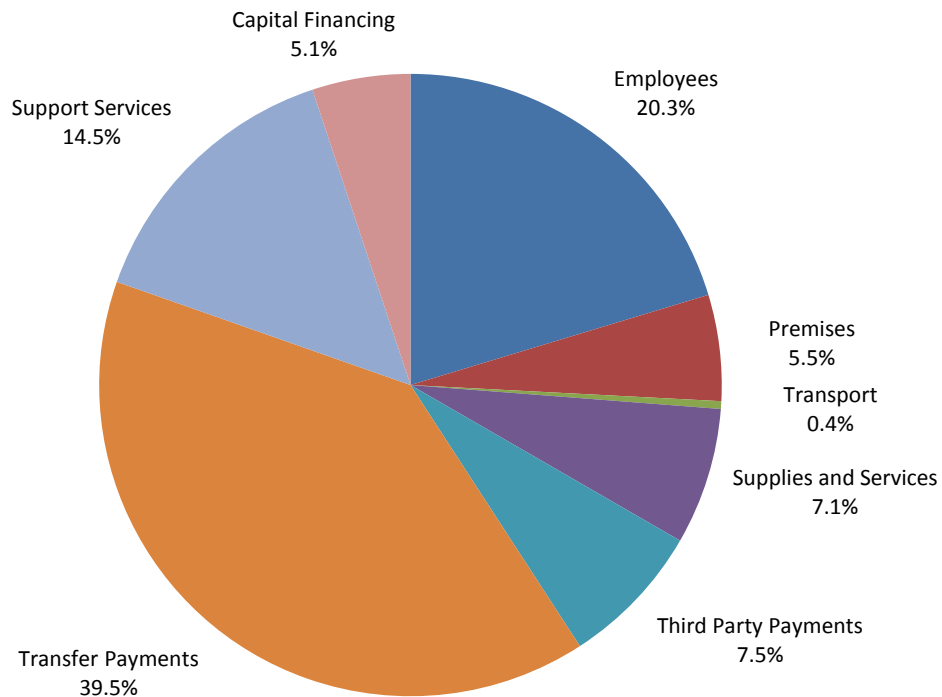
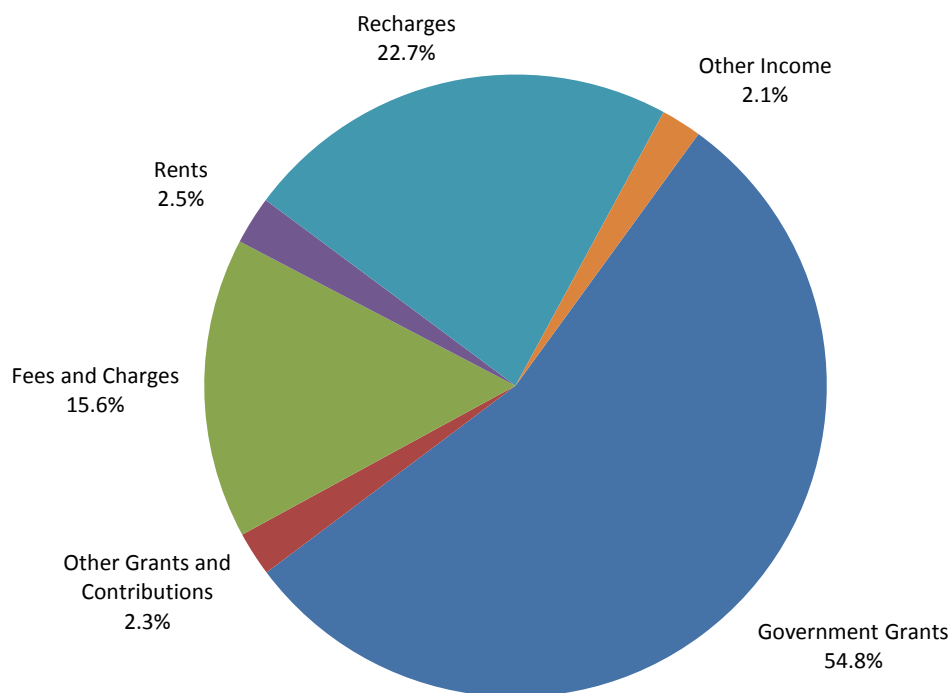


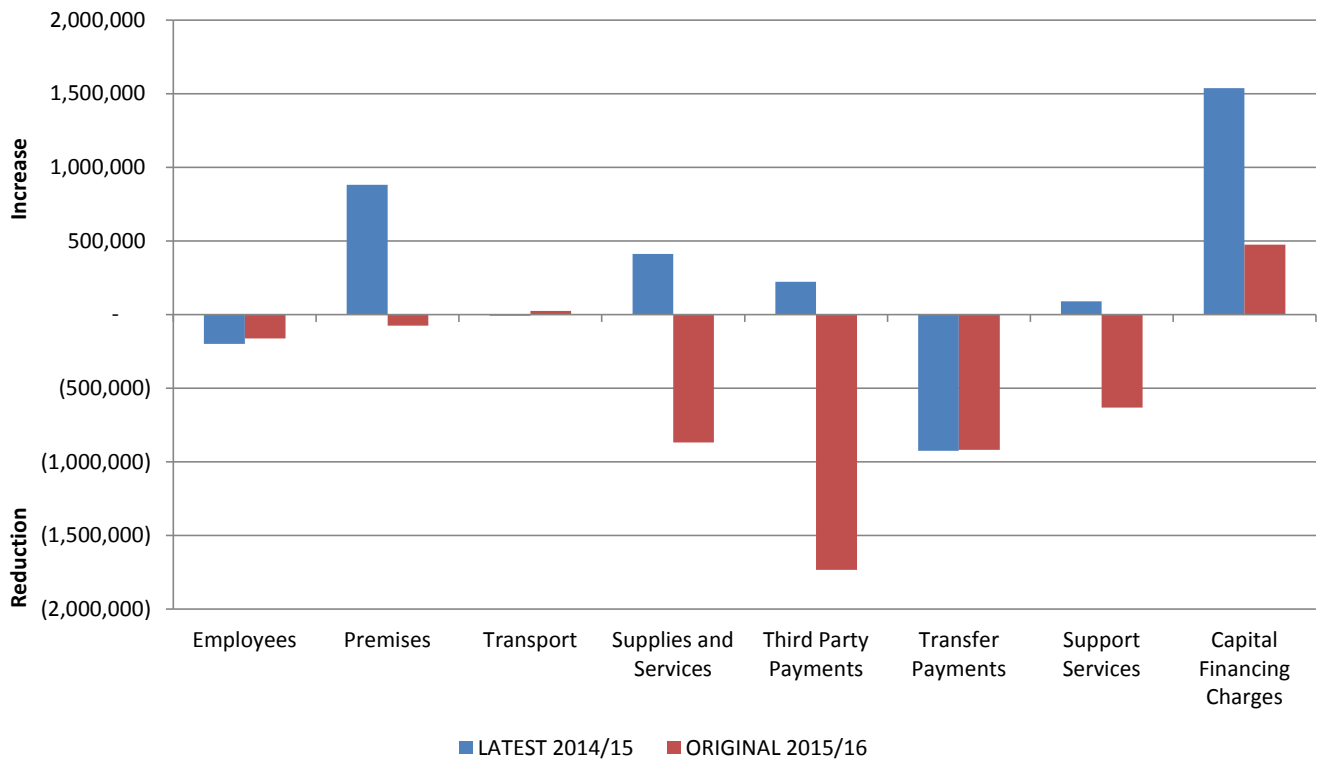
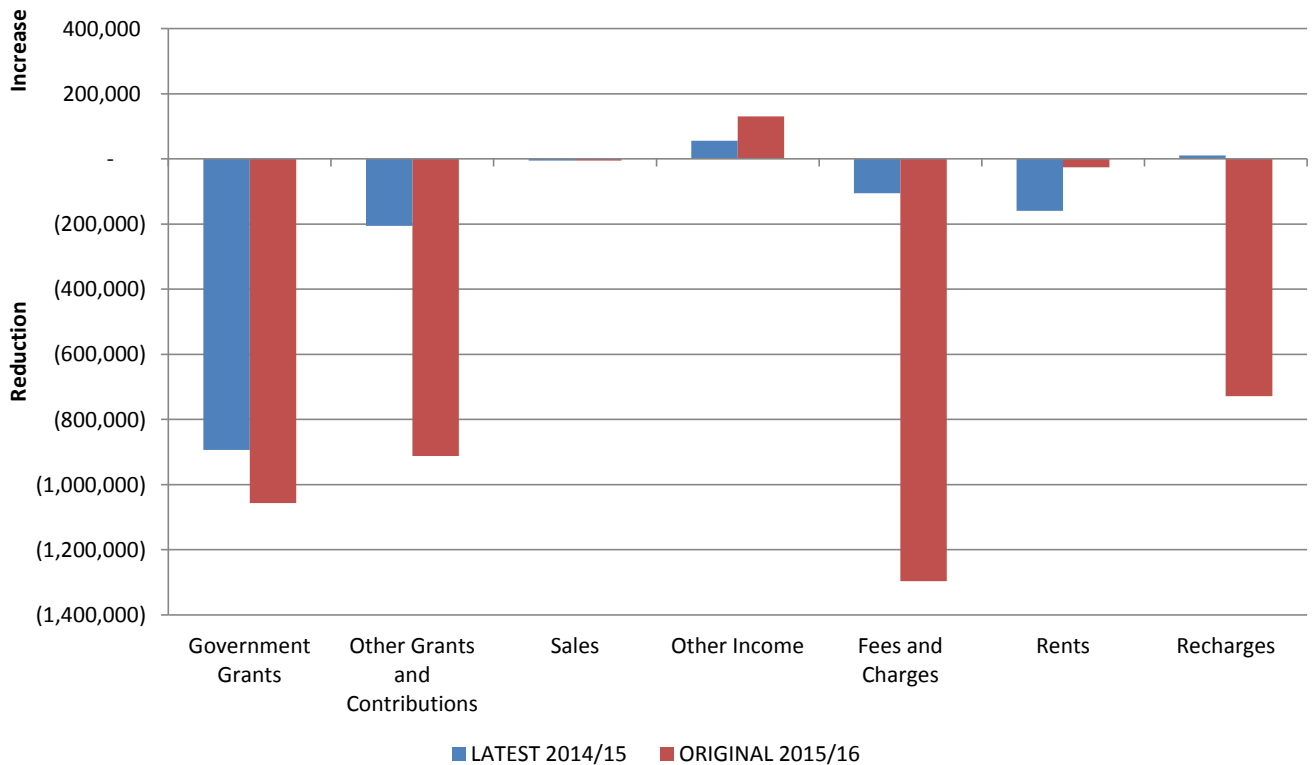
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
CULTURE PORTFOLIO	3,429,155	3,266,400	4,360,600	3,472,000
DEVELOPMENT PORTFOLIO	1,772,950	1,947,300	3,027,800	1,974,400
HEALTH & COMMUNITY PROTECTION PORTFOLIO	2,486,352	2,419,000	2,605,000	2,413,800
FINANCE PORTFOLIO	2,558,061	2,927,100	2,404,700	2,003,800
HOUSING & PROPERTY PORTFOLIO	1,966,227	2,047,100	2,548,400	2,689,700
NEIGHBOURHOOD PORTFOLIO	4,438,258	5,049,900	5,578,900	4,854,600
STRATEGIC LEADERSHIP PORTFOLIO	1,350,793	1,326,700	1,766,700	1,571,300
<b>TOTAL GENERAL FUND SERVICES</b>	<b>18,001,796</b>	<b>18,983,500</b>	<b>22,292,100</b>	<b>18,979,600</b>
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(3,601,579)	(3,446,700)	(4,984,700)	(3,921,500)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	39,457	32,500	34,944	34,970
Revenue Contributions to Capital	1,291,177	313,300	340,321	321,900
Contributions to / (from) Reserves	2,026,256	949,644	1,035,679	482,214
Net External Investment Interest Received	(249,114)	(180,500)	(233,807)	(363,068)
IAS19 Adjustments	(585,317)	(608,000)	(555,600)	(554,800)
Accumulated Absences Account	(23,845)	-	-	-
Contributions to / (from) General Fund Balance	(33,036)	-	-	-
<b>NET EXPENDITURE FOR DISTRICT PURPOSES</b>	<b>16,865,795</b>	<b>16,043,744</b>	<b>17,928,937</b>	<b>14,979,316</b>
Less: Revenue Support Grant	(4,551,683)	(3,513,949)	(3,514,848)	(2,513,357)
Less: Business Rates Income	(3,478,884)	(3,621,951)	(5,773,318)	(3,415,173)
Less: Small Business Rate Relief Grant	(524,984)	(50,000)	-	-
Less: General Grants:				
- Council Tax Freeze Grant	(78,864)	(79,000)	(79,092)	(78,414)
- Council Tax New Burdens	(62,720)	(79,600)	(79,625)	-
- New Homes Bonus	(1,009,334)	(1,221,800)	(1,221,767)	(1,600,000)
- Right to Challenge - Service Provision	(8,547)	(8,500)	(8,547)	-
- Right to Bid - Community Assets	(7,855)	(7,900)	(7,855)	-
- Capitalisation Provision Redistribution	(23,864)	-	-	-
- Council Tax Localising	(22,312)	-	-	-
- Local Services Support Grant - Homelessness	(2,588)	-	-	-
Collection Fund (Surplus) / Deficit	33,000	(142,000)	(142,000)	-
(Savings Required) / Surplus	-	-	217,159	-
<b>EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL</b>	<b>7,127,160</b>	<b>7,319,044</b>	<b>7,319,044</b>	<b>7,372,372</b>

## GENERAL FUND SERVICES



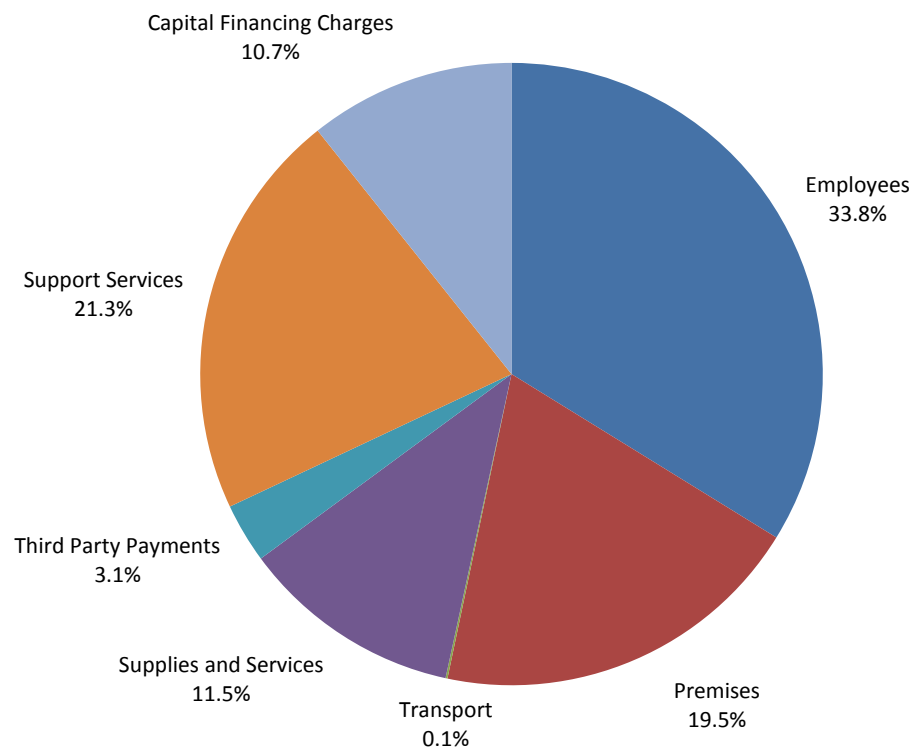
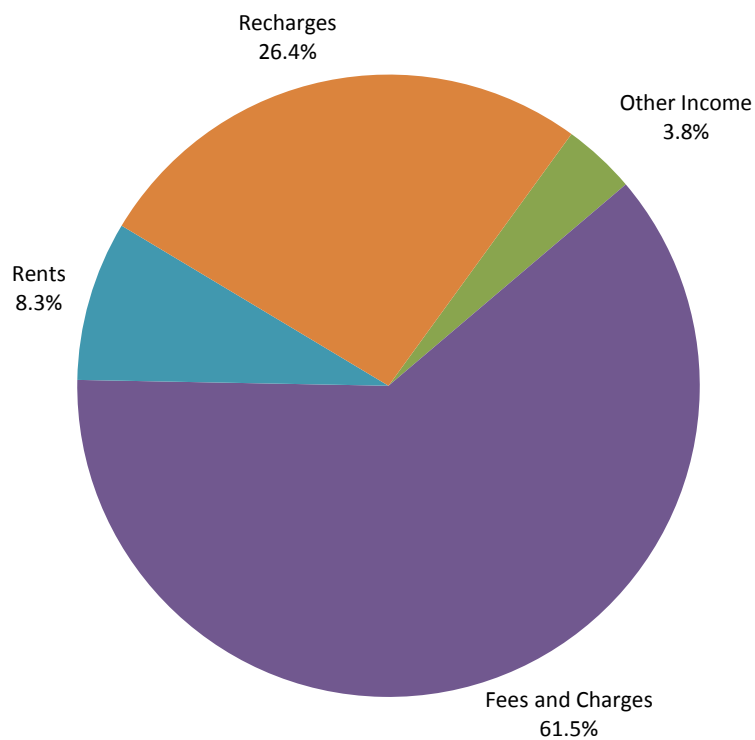
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>GENERAL FUND SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	15,658,702	15,675,900	15,476,800	15,512,600
Premises	4,008,863	4,346,000	5,227,500	4,269,800
Transport	235,366	282,600	274,200	305,800
Supplies and Services	6,603,835	6,317,300	6,728,100	5,449,000
Third Party Payments	8,368,904	7,439,700	7,660,800	5,705,100
Transfer Payments	30,705,339	31,143,400	30,216,700	30,223,700
Support Services	11,830,120	11,705,700	11,794,400	11,073,200
Capital Financing Charges	3,601,579	3,446,700	4,984,700	3,921,500
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURE</b>	<b>81,012,708</b>	<b>80,357,300</b>	<b>82,363,200</b>	<b>76,460,700</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b><u>INCOME:</u></b>				
Government Grants	(32,040,633)	(32,520,600)	(31,627,100)	(31,464,200)
Other Grants and Contributions	(3,034,416)	(2,254,800)	(2,049,300)	(1,342,900)
Sales	(176,181)	(176,100)	(171,100)	(171,100)
Other Income	(1,030,341)	(883,000)	(938,600)	(1,013,600)
Fees and Charges	(11,568,168)	(10,321,500)	(10,216,100)	(9,025,100)
Rents	(1,453,640)	(1,450,200)	(1,290,900)	(1,424,800)
Recharges	(13,707,533)	(13,767,600)	(13,778,000)	(13,039,400)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL INCOME</b>	<b>(63,010,912)</b>	<b>(61,373,800)</b>	<b>(60,071,100)</b>	<b>(57,481,100)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET GENERAL FUND EXPENDITURE</b>	<b>18,001,796</b>	<b>18,983,500</b>	<b>22,292,100</b>	<b>18,979,600</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

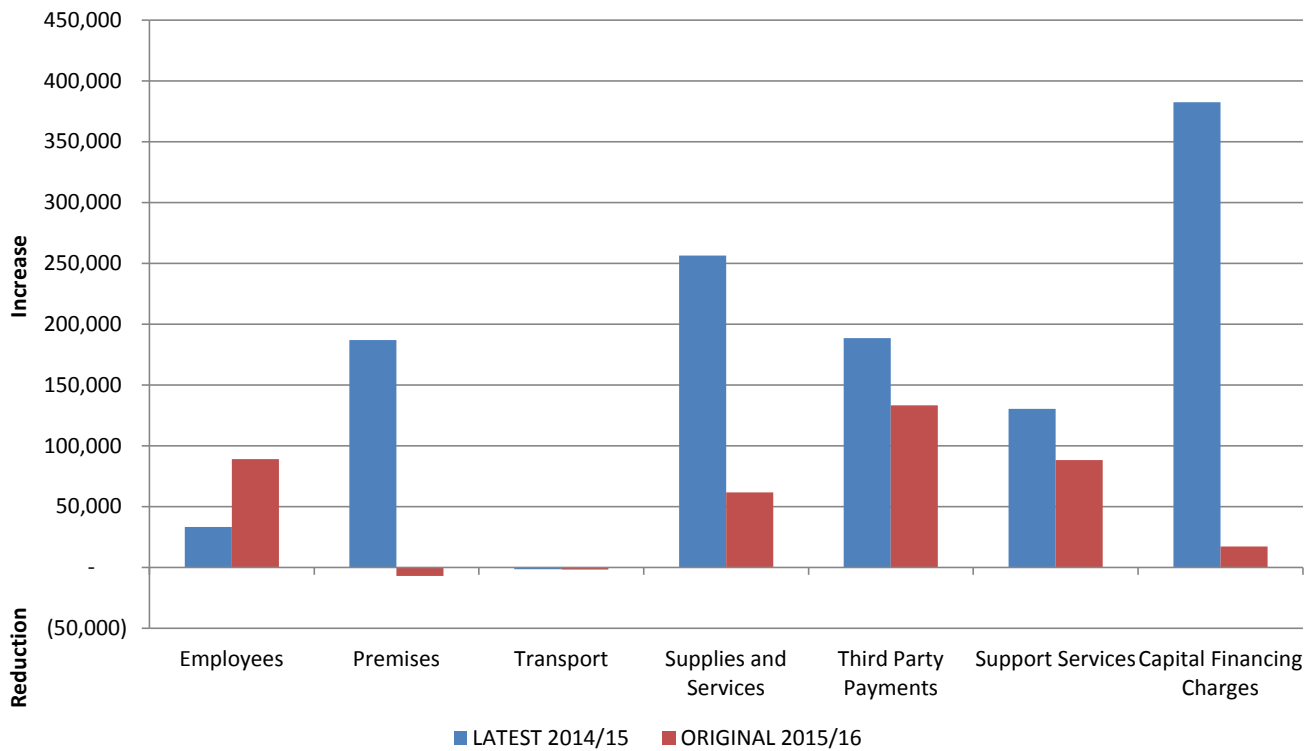
**EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)****INCOME: CHANGE FROM 2014/15 ORIGINAL (£)**

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>CULTURE PORTFOLIO:</u></b>				
S1275 GOLF COURSE	9,427	(7,700)	10,900	7,000
S1278 BOWLING FACILITIES	109,493	117,500	130,300	150,100
S1280 EDMONDSCOTE SPORTS TRACK	90,099	94,700	96,000	89,600
S1289 OPEN SPACES EVENTS	71,997	38,100	497,100	52,100
S1295 LILLINGTON COMM CENTRE	7,484	8,200	5,100	2,500
S1305 YOUTH SPORT DEVELOPMENT	183,054	174,500	174,500	131,000
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	1,141	(88,900)	11,000	27,900
S1330 TOWN HALL FACILITIES	-	38,500	44,900	39,600
S1335 ROYAL SPA CENTRE	735,605	655,700	746,800	693,000
S1356 CATERING CONTRACT	(16,304)	(56,600)	(37,400)	(72,800)
S1365 SPORTS FACILITIES ADMIN	-	(2,700)	142,300	146,400
S1370 ST. NICHOLAS PARK	411,442	386,500	427,800	389,800
S1375 ABBEY FIELDS	377,231	380,700	380,200	363,700
S1380 NEWBOLD COMYN	444,553	423,700	439,000	387,600
S1385 CASTLE FARM	139,052	148,500	135,100	124,800
S1390 MYTON SCHOOL DUAL USE	31,142	32,700	39,400	34,700
S1400 MEADOW COMMUNITY SPORTS CENTRE	56,363	65,400	59,400	55,500
S1405 ROYAL PUMP ROOMS	777,376	857,600	1,058,200	849,500
<b>TOTAL CULTURE PORTFOLIO</b>	<b>3,429,155</b>	<b>3,266,400</b>	<b>4,360,600</b>	<b>3,472,000</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,713,629	2,663,800	2,697,100	2,752,800
Premises	1,708,137	1,593,500	1,780,300	1,586,300
Transport	10,321	13,300	11,800	11,500
Supplies and Services	1,034,315	870,500	1,126,800	932,200
Third Party Payments	123,736	118,100	306,500	251,200
Support Services	1,725,216	1,646,300	1,776,500	1,734,500
Capital Financing Charges	818,277	854,900	1,237,200	872,000
<b>TOTAL EXPENDITURE</b>	<b>8,133,631</b>	<b>7,760,400</b>	<b>8,936,200</b>	<b>8,140,500</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(19,450)	-	(7,000)	(12,000)
Sales	(149,224)	(152,200)	(154,200)	(154,200)
Other Income	(27,097)	(15,500)	(13,500)	(13,500)
Fees and Charges	(2,800,416)	(2,727,800)	(2,787,800)	(2,872,000)
Rents	(360,155)	(375,900)	(317,100)	(385,300)
Recharges	(1,348,134)	(1,222,600)	(1,296,000)	(1,231,500)
<b>TOTAL INCOME</b>	<b>(4,704,476)</b>	<b>(4,494,000)</b>	<b>(4,575,600)</b>	<b>(4,668,500)</b>
<b>TOTAL CULTURE PORTFOLIO</b>	<b>3,429,155</b>	<b>3,266,400</b>	<b>4,360,600</b>	<b>3,472,000</b>

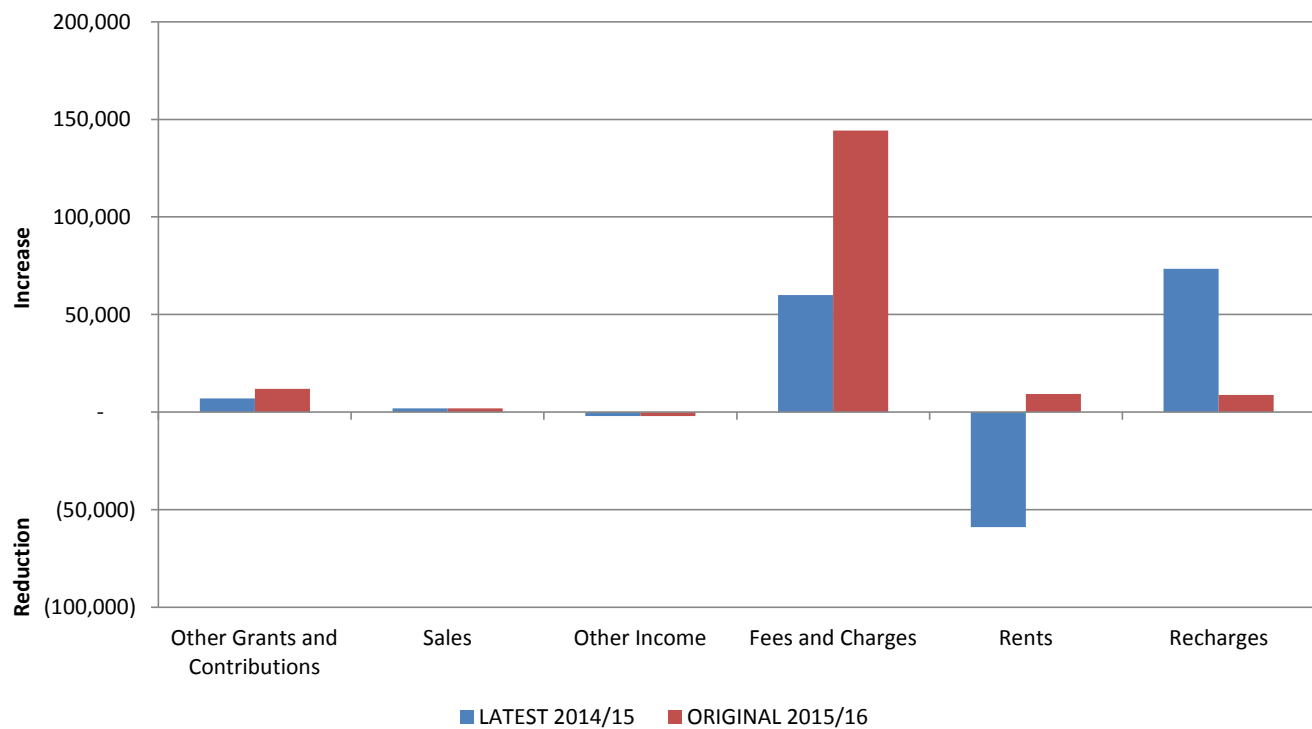


**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1275 GOLF COURSE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	8,892	8,400	8,400	8,400
Third Party Payments	209	800	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>9,101</b>	<b>9,200</b>	<b>8,400</b>	<b>8,400</b>
<b>DIRECT INCOME</b>				
Rents	(14,433)	(31,100)	(11,100)	(14,400)
<b>TOTAL DIRECT INCOME</b>	<b>(14,433)</b>	<b>(31,100)</b>	<b>(11,100)</b>	<b>(14,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(5,332)</b>	<b>(21,900)</b>	<b>(2,700)</b>	<b>(6,000)</b>
Support Services	14,227	13,700	13,100	12,500
Capital Charges	532	500	500	500
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>9,427</b>	<b>(7,700)</b>	<b>10,900</b>	<b>7,000</b>

Variations:Rents:

Revised Golf Course Lease - F&amp;A March 2014

20,000

16,700

## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1278 BOWLING FACILITIES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	10,796	16,900	26,900	17,500
Supplies and Services	24,409	38,000	47,000	55,500
Third Party Payments	72,268	50,400	56,900	51,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>107,473</b>	<b>105,300</b>	<b>130,800</b>	<b>124,600</b>
<b>DIRECT INCOME</b>				
Other Income	(15,452)	-	-	-
Fees and Charges	(13,690)	(14,500)	(24,500)	(23,700)
Rents	(12,500)	(15,100)	(15,100)	(15,100)
<b>TOTAL DIRECT INCOME</b>	<b>(41,642)</b>	<b>(29,600)</b>	<b>(39,600)</b>	<b>(38,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>65,831</b>	<b>75,700</b>	<b>91,200</b>	<b>85,800</b>
Support Services	17,248	15,400	15,500	15,700
Capital Charges	26,414	26,400	23,600	48,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>109,493</b>	<b>117,500</b>	<b>130,300</b>	<b>150,100</b>

Variations:Premises:

Car Parking improvements - vired from Contingency Budget	10,000	-
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Supplies and Services:

Additional Costs of Championships	9,000	9,000
Additional car parking costs	-	8,500

Fees and Charges:

Additional Car Parking income	(10,000)	(10,000)
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Capital Charges:

Revised depreciation charges	-	22,200
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1280 EDMONDSCOTE SPORTS TRACK</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	14,063	13,700	18,000	13,700
Supplies and Services	1,269	1,500	1,500	1,500
Third Party Payments	12,258	11,500	11,500	11,700
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>27,590</b>	<b>26,700</b>	<b>31,000</b>	<b>26,900</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>DIRECT INCOME</b>				
Fees and Charges	(14,750)	(12,400)	(12,400)	(15,000)
Rents	(236)	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT INCOME</b>	<b>(14,986)</b>	<b>(12,600)</b>	<b>(12,600)</b>	<b>(15,200)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>12,604</b>	<b>14,100</b>	<b>18,400</b>	<b>11,700</b>
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	18,745	21,900	18,900	19,200
Capital Charges	58,750	58,700	58,700	58,700
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>90,099</b>	<b>94,700</b>	<b>96,000</b>	<b>89,600</b>
	<hr/>	<hr/>	<hr/>	<hr/>

## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1289 OPEN SPACES EVENTS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	67,310	67,200	69,700	71,900
Premises	184,253	108,400	159,700	108,200
Transport	1,457	1,600	1,600	1,600
Supplies and Services	11,692	9,900	20,900	20,900
Third Party Payments	20,732	47,200	21,600	21,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>218,134</b>	<b>167,100</b>	<b>203,800</b>	<b>152,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(1,283)	-	(1,500)	(1,500)
Fees and Charges	(77,388)	(84,600)	(84,600)	(84,500)
Rents	(134,136)	(146,600)	(146,600)	(146,600)
<b>TOTAL DIRECT INCOME</b>	<b>(212,807)</b>	<b>(231,200)</b>	<b>(232,700)</b>	<b>(232,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>72,637</b>	<b>3,100</b>	<b>40,800</b>	<b>(8,400)</b>
Support Services	69,541	58,600	80,200	84,600
Capital Charges	-	-	400,000	-
Recharges	(70,181)	(23,600)	(23,900)	(24,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>71,997</b>	<b>38,100</b>	<b>497,100</b>	<b>52,100</b>

Variations:Premises:

Asset Review identified repairs and improvements	33,700	-
Earmarked Reserve carried forward from 2013/14: Marketing Function	21,800	-

Supplies and Services:

Events budgets transferred from Leamington Town Centre Management	9,500	9,500
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Third Party Payments:

Reduced Shared Legal Services costs	(24,400)	(24,400)
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Support Services:

Revised allocations	21,600	26,000
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Capital Charges:

West Midlands Reserve & Cadet Force - New Building contribution	400,000	-
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1295 LILLINGTON COMM CENTRE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	3,672	3,500	3,500	3,600
Premises	7,628	3,000	3,000	2,800
Supplies and Services	20	500	500	200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>11,320</b>	<b>7,000</b>	<b>7,000</b>	<b>6,600</b>
<b>DIRECT INCOME</b>				
Rents	(6,403)	(4,400)	(4,400)	(6,600)
<b>TOTAL DIRECT INCOME</b>	<b>(6,403)</b>	<b>(4,400)</b>	<b>(4,400)</b>	<b>(6,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>				
Support Services	1,123	4,200	1,100	1,100
Capital Charges	1,444	1,400	1,400	1,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>7,484</b>	<b>8,200</b>	<b>5,100</b>	<b>2,500</b>
<b><u>S1305 YOUTH SPORT DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	42,507	42,500	42,800	44,600
Transport	850	2,300	2,300	2,300
Supplies and Services	92,667	79,700	79,700	35,400
Third Party Payments	499	500	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>136,523</b>	<b>125,000</b>	<b>124,800</b>	<b>82,300</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(1,078)	(1,500)	(1,500)	(1,500)
<b>TOTAL DIRECT INCOME</b>	<b>(1,078)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>135,445</b>	<b>123,500</b>	<b>123,300</b>	<b>80,800</b>
Support Services	47,609	51,000	51,200	50,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>183,054</b>	<b>174,500</b>	<b>174,500</b>	<b>131,000</b>

Variations:Supplies and Services:

Arts and Sports Tender 2014/15 only

- (50,000)

## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	184,365	179,000	183,000	186,600
Premises	462	-	-	-
Transport	907	1,200	1,200	900
Supplies and Services	14,048	(67,300)	19,500	13,300
Third Party Payments	(100)	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>199,682</b>	<b>112,900</b>	<b>203,700</b>	<b>200,800</b>
<b>DIRECT INCOME</b>				
Other Income	(655)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(655)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>199,027</b>	<b>112,900</b>	<b>203,700</b>	<b>200,800</b>
Support Services	75,713	73,400	82,300	82,900
Recharges	(273,599)	(275,200)	(275,000)	(255,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,141</b>	<b>(88,900)</b>	<b>11,000</b>	<b>27,900</b>

Variations:Supplies and Services:

General Fit for the Future savings now identified in specific services	83,800	83,800
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Recharges:

Change in costs to be reallocated	-	19,400
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1330 TOWN HALL FACILITIES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	143,983	142,700	149,100	154,300
Premises	148,860	128,800	133,200	121,000
Transport	15	-	-	-
Supplies and Services	13,713	10,800	10,900	13,000
Third Party Payments	2,834	1,200	1,200	1,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>309,405</b>	<b>283,500</b>	<b>294,400</b>	<b>289,500</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(79,392)	(75,000)	(75,000)	(78,500)
Rents	(36,479)	(23,300)	(27,600)	(27,600)
<b>TOTAL DIRECT INCOME</b>	<b>(115,871)</b>	<b>(98,300)</b>	<b>(102,600)</b>	<b>(106,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>193,534</b>	<b>185,200</b>	<b>191,800</b>	<b>183,400</b>
Support Services	112,834	88,900	99,600	102,100
Capital Charges	56,504	66,800	55,900	56,500
Recharges	(362,872)	(302,400)	(302,400)	(302,400)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>38,500</b>	<b>44,900</b>	<b>39,600</b>

Variations:Support Services:

Revised allocations

10,700

13,200

Capital Charges:

Revised depreciation charges

(10,900)

(10,300)

## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1335 ROYAL SPA CENTRE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	378,962	380,700	399,300	403,500
Premises	194,878	169,500	222,800	167,700
Transport	208	1,900	400	400
Supplies and Services	653,942	561,300	567,100	564,200
Third Party Payments	4,259	1,700	4,200	4,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,232,249</b>	<b>1,115,100</b>	<b>1,193,800</b>	<b>1,140,000</b>
<b>DIRECT INCOME</b>				
Sales	(123,180)	(124,600)	(126,600)	(126,600)
Other Income	(2,753)	(5,700)	(3,700)	(3,700)
Fees and Charges	(665,720)	(631,900)	(631,900)	(631,800)
<b>TOTAL DIRECT INCOME</b>	<b>(791,653)</b>	<b>(762,200)</b>	<b>(762,200)</b>	<b>(762,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>440,596</b>	<b>352,900</b>	<b>431,600</b>	<b>377,900</b>
Support Services	186,096	181,000	193,500	193,400
Capital Charges	108,913	121,800	121,700	121,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>735,605</b>	<b>655,700</b>	<b>746,800</b>	<b>693,000</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	9,800	10,800
Employee termination costs	9,400	-
Effects of Pay Award	-	11,400

Premises:

Asset Review identified repairs and improvements	54,300	-
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Support Services:

Revised allocations	12,500	12,400
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1356 CATERING CONTRACT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	31,900	24,900	24,700	25,100
Supplies and Services	269	-	-	-
Third Party Payments	1,718	-	3,400	3,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>33,887</b>	<b>24,900</b>	<b>28,100</b>	<b>28,500</b>
<b>DIRECT INCOME</b>				
Rents	(50,191)	(81,700)	(65,500)	(101,300)
<b>TOTAL DIRECT INCOME</b>	<b>(50,191)</b>	<b>(81,700)</b>	<b>(65,500)</b>	<b>(101,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(16,304)</b>	<b>(56,800)</b>	<b>(37,400)</b>	<b>(72,800)</b>
Support Services	-	200	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(16,304)</b>	<b>(56,600)</b>	<b>(37,400)</b>	<b>(72,800)</b>

Variations:Rents:

Revised leases	16,200	(19,600)
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**S1365 SPORTS FACILITIES ADMIN**

<b>DIRECT EXPENDITURE</b>				
Employees	115,398	113,600	116,500	117,900
Premises	29,543	35,700	35,700	35,700
Transport	4,975	4,500	4,500	4,500
Supplies and Services	35,817	36,200	36,200	31,900
Third Party Payments	4,730	-	201,800	154,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>190,463</b>	<b>190,000</b>	<b>394,700</b>	<b>344,100</b>
Support Services	396,770	369,900	384,500	384,700
Capital Charges	23,207	26,100	23,200	32,200
Recharges	(610,440)	(588,700)	(660,100)	(614,600)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(2,700)</b>	<b>142,300</b>	<b>146,400</b>

Variations:Third Party Payments:

Sports and Leisure Management / Consultancy	22,000	-
Sports and Leisure Provision in the District Options Appraisal	25,700	-
Sports and Leisure Provision in the District	150,000	150,000

Support Services:

Revised Allocations	14,600	14,800
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Recharges:

Change in costs to be reallocated	(71,400)	(25,900)
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1370 ST. NICHOLAS PARK</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	393,952	403,900	399,800	405,600
Premises	267,232	246,400	258,800	255,200
Supplies and Services	21,997	24,500	29,800	26,900
Third Party Payments	-	1,400	1,400	1,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>683,181</b>	<b>676,200</b>	<b>689,800</b>	<b>689,100</b>
<b>DIRECT INCOME</b>				
Sales	(4,704)	(7,100)	(7,100)	(7,100)
Other Income	(5,180)	(5,800)	(5,800)	(5,800)
Fees and Charges	(556,618)	(569,000)	(559,000)	(583,500)
<b>TOTAL DIRECT INCOME</b>	<b>(566,502)</b>	<b>(581,900)</b>	<b>(571,900)</b>	<b>(596,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>116,679</b>	<b>94,300</b>	<b>117,900</b>	<b>92,700</b>
Support Services	155,691	153,100	170,800	158,000
Capital Charges	139,072	139,100	139,100	139,100
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>411,442</b>	<b>386,500</b>	<b>427,800</b>	<b>389,800</b>

Variations:Premises:

Asset Review identified repairs and improvements	11,500	-
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Fees and Charges:

Pyramids budget correction - should have been Castle Farm	15,000	15,000
Fees and Charges increases	-	(29,500)

Support Services:

Revised Allocations	17,700	4,900
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1375 ABBEY FIELDS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	276,489	279,300	283,000	288,300
Premises	179,714	155,900	156,700	157,800
Supplies and Services	15,798	19,400	20,800	19,500
Third Party Payments	-	300	300	300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>472,001</b>	<b>454,900</b>	<b>460,800</b>	<b>465,900</b>
<b>DIRECT INCOME</b>				
Sales	(3,993)	(6,200)	(6,200)	(6,200)
Other Income	(2,632)	(2,900)	(2,900)	(2,900)
Fees and Charges	(262,491)	(232,000)	(252,000)	(266,400)
<b>TOTAL DIRECT INCOME</b>	<b>(269,116)</b>	<b>(241,100)</b>	<b>(261,100)</b>	<b>(275,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>202,885</b>	<b>213,800</b>	<b>199,700</b>	<b>190,400</b>
Support Services	91,775	84,300	98,000	90,700
Capital Charges	82,571	82,600	82,500	82,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>377,231</b>	<b>380,700</b>	<b>380,200</b>	<b>363,700</b>

Variations:Fees and Charges:

Increased Swimming Fee income	(20,000)	(20,000)
Fees and Charges increases	-	(14,400)

Support Services:

Revised Allocations	13,700	6,400
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1380 NEWBOLD COMYN</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	546,865	528,800	517,600	526,600
Premises	339,015	342,200	343,100	338,100
Supplies and Services	38,355	41,500	46,500	43,500
Third Party Payments	-	1,300	1,300	1,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>924,235</b>	<b>913,800</b>	<b>908,500</b>	<b>909,500</b>
<b>DIRECT INCOME</b>				
Sales	(12,097)	(12,300)	(12,300)	(12,300)
Other Income	(1,248)	(1,600)	(1,600)	(1,600)
Fees and Charges	(859,103)	(862,000)	(872,000)	(903,700)
<b>TOTAL DIRECT INCOME</b>	<b>(872,448)</b>	<b>(875,900)</b>	<b>(885,900)</b>	<b>(917,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>51,787</b>	<b>37,900</b>	<b>22,600</b>	<b>(8,100)</b>
Support Services	222,070	215,100	245,700	225,000
Capital Charges	170,696	170,700	170,700	170,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>444,553</b>	<b>423,700</b>	<b>439,000</b>	<b>387,600</b>

Variations:Fees and Charges:

Increased Swimming Fee income	(10,000)	(10,000)
Fees and Charges increases	-	(31,700)

Support Services:

Revised Allocations	30,600	9,900
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1385 CASTLE FARM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	148,222	133,300	127,400	129,700
Premises	63,173	66,400	67,200	63,100
Supplies and Services	5,981	7,000	7,600	7,400
Third Party Payments	4,329	400	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>221,705</b>	<b>207,100</b>	<b>202,600</b>	<b>200,600</b>
<b>DIRECT INCOME</b>				
Sales	-	(100)	(100)	(100)
Other Income	(2,015)	(1,900)	(1,900)	(1,900)
Fees and Charges	(183,665)	(162,000)	(182,000)	(187,700)
<b>TOTAL DIRECT INCOME</b>	<b>(185,680)</b>	<b>(164,000)</b>	<b>(184,000)</b>	<b>(189,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>36,025</b>	<b>43,100</b>	<b>18,600</b>	<b>10,900</b>
Support Services	52,834	44,600	56,600	53,900
Capital Charges	50,193	60,800	59,900	60,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>139,052</b>	<b>148,500</b>	<b>135,100</b>	<b>124,800</b>

Variations:Fees and Charges:

Pyramids budget correction - originally shown as St. Nicholas Park	(15,000)	(15,000)
Fees and Charges increases	-	(10,700)

Support Services:

Revised Allocations	12,000	9,300
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1390 MYTON SCHOOL DUAL USE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	37,405	41,600	43,400	44,300
Premises	10,975	12,300	12,300	12,300
Supplies and Services	3,380	4,100	4,100	1,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>51,760</b>	<b>58,000</b>	<b>59,800</b>	<b>58,500</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(60,336)	(68,500)	(68,500)	(70,000)
<b>TOTAL DIRECT INCOME</b>	<b>(60,336)</b>	<b>(68,500)</b>	<b>(68,500)</b>	<b>(70,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(8,576)</b>	<b>(10,500)</b>	<b>(8,700)</b>	<b>(11,500)</b>
Support Services	39,718	43,200	48,100	46,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>31,142</b>	<b>32,700</b>	<b>39,400</b>	<b>34,700</b>

**S1400 MEADOW COMMUNITY SPORTS CENTRE**

<b>DIRECT EXPENDITURE</b>				
Employees	59,240	58,500	59,900	61,000
Premises	15,381	15,300	15,300	14,800
Supplies and Services	3,002	4,700	4,700	3,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>77,623</b>	<b>78,500</b>	<b>79,900</b>	<b>79,300</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(60,086)	(52,500)	(62,500)	(63,800)
<b>TOTAL DIRECT INCOME</b>	<b>(60,086)</b>	<b>(52,500)</b>	<b>(62,500)</b>	<b>(63,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>17,537</b>	<b>26,000</b>	<b>17,400</b>	<b>15,500</b>
Support Services	38,826	39,400	42,000	40,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>56,363</b>	<b>65,400</b>	<b>59,400</b>	<b>55,500</b>

Variations:Fees and Charges:

Increased Sports Hall lettings	(10,000)	(10,000)
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## CULTURE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1405 ROYAL PUMP ROOMS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	315,259	289,200	302,100	314,900
Premises	201,372	245,700	294,500	244,900
Transport	1,909	1,800	1,800	1,800
Supplies and Services	97,956	98,700	230,000	93,600
Third Party Payments	-	1,400	2,500	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>616,496</b>	<b>636,800</b>	<b>830,900</b>	<b>655,200</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(18,167)	-	(5,500)	(10,500)
Sales	(5,250)	(1,900)	(1,900)	(1,900)
Other Income	(2,056)	(1,100)	(1,100)	(1,100)
Rents	(95,224)	(63,800)	(36,900)	(63,800)
<b>TOTAL DIRECT INCOME</b>	<b>(120,697)</b>	<b>(66,800)</b>	<b>(45,400)</b>	<b>(77,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>495,799</b>	<b>570,000</b>	<b>785,500</b>	<b>577,900</b>
Support Services	184,396	188,400	175,400	174,300
Capital Charges	99,981	100,000	100,000	100,000
Recharges	(2,800)	(800)	(2,700)	(2,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>777,376</b>	<b>857,600</b>	<b>1,058,200</b>	<b>849,500</b>

Variations:Employees:

Exhibitions staffing	5,300	11,500
IAS19 Pensions Adjustments - revised charges	6,500	7,500

Premises:

Asset Review identified repairs and improvements	51,600	-
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Supplies and Services:

Exhibitions funded from past contributions	62,800	-
Arts Development rolling programme funded from past contributions	57,800	-

Other Grants and Contributions:

Additional Funding	(5,500)	(10,500)
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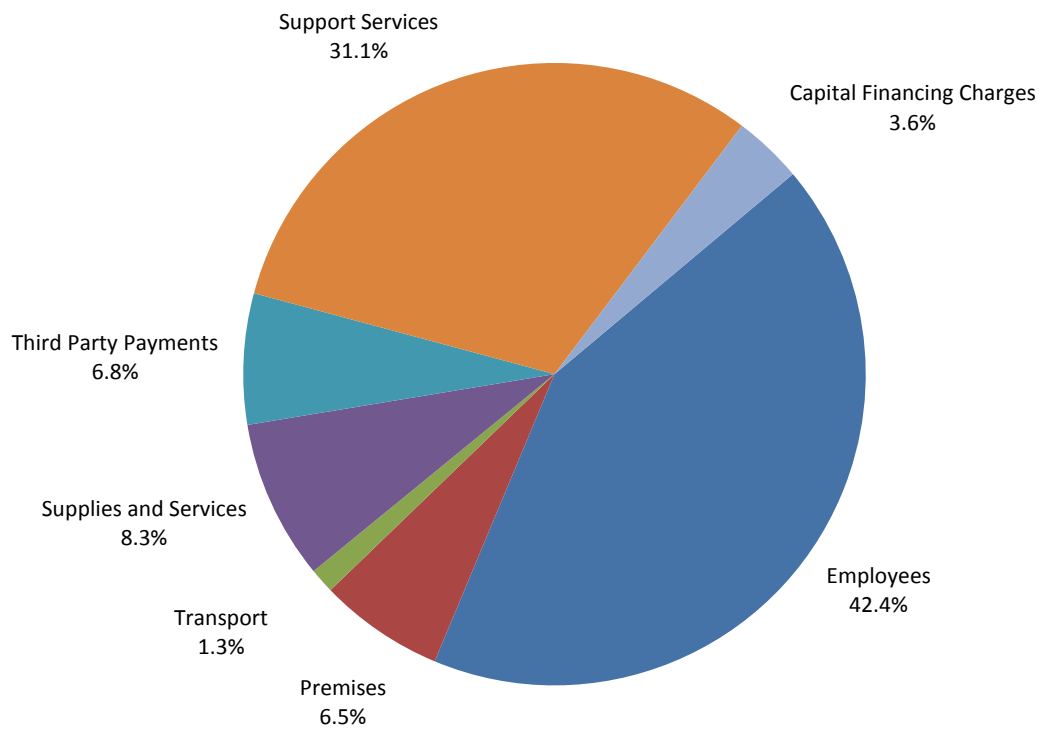
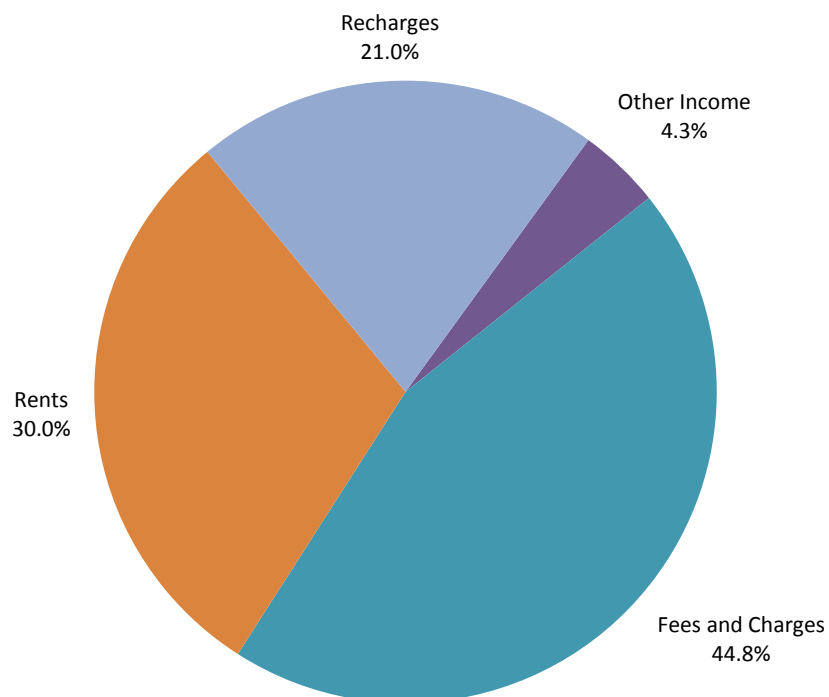
Rents:

Refund of overbilled service charges in 2013/14	26,900	-
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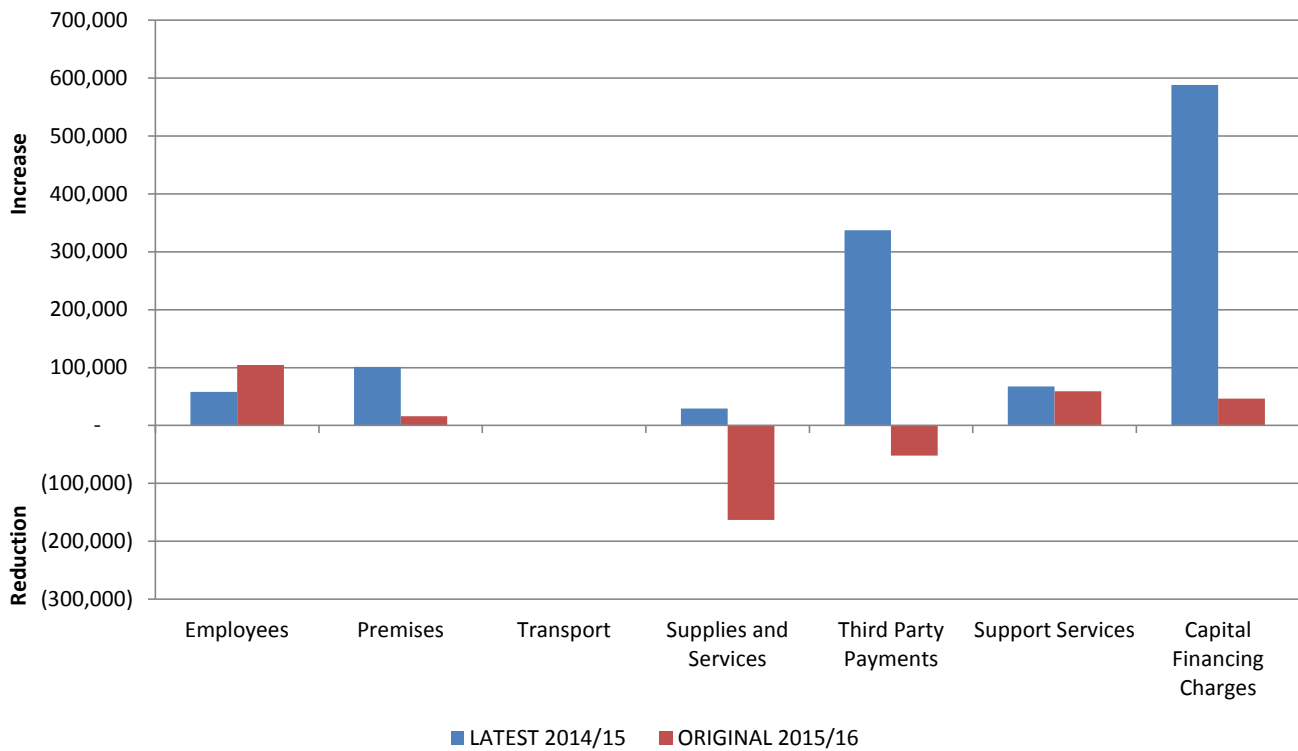
Support Services:

Revised Allocations	(13,000)	(14,100)
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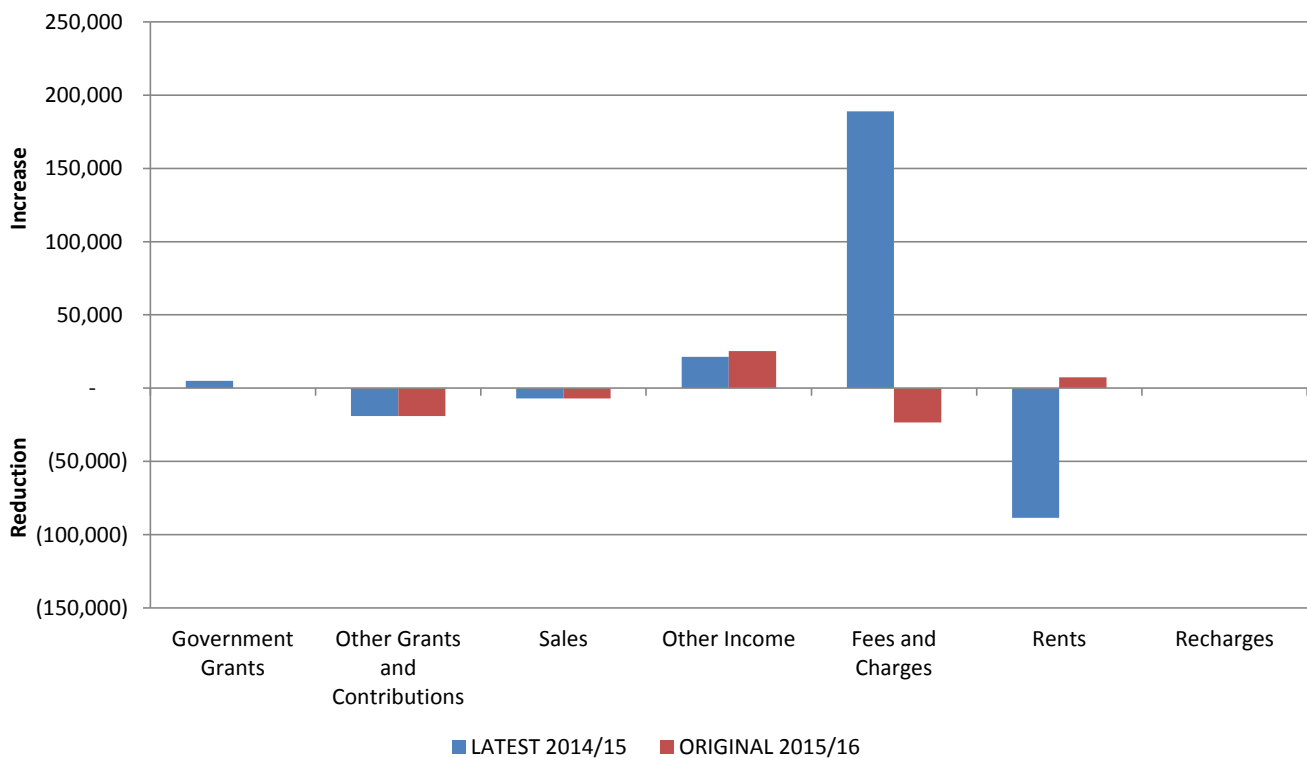
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>DEVELOPMENT PORTFOLIO:</u></b>				
S1025 TCM - LEAMINGTON	73,173	62,000	52,500	53,100
S1030 TCM - KENILWORTH	64,425	52,300	48,400	49,300
S1035 CHRISTMAS ILLUMINATIONS	71,118	41,800	41,800	41,800
S1040 TCM - WARWICK	75,927	33,700	66,500	47,200
S1240 MARKETS	(22,882)	(18,300)	(18,300)	(19,300)
S1650 ESTATE MANAGEMENT	(252,107)	(303,100)	(66,200)	(172,000)
S3170 KENILWORTH PUBLIC SERVICE CENTRE	100,706	113,200	96,900	85,600
S3550 TOURISM	219,962	230,300	212,300	222,900
S3600 ECONOMIC DEVELOPMENT	128,544	76,000	671,200	141,700
S3650 ECONOMIC REGENERATION	121,088	238,400	209,500	129,500
S3660 ENTERPRISE DEVELOPMENT	62,613	31,700	40,200	25,900
S4510 DEVELOPMENT SERVICES MGT	-	(25,800)	(11,300)	(19,600)
S4540 DEVELOPMENT CONTROL	354,041	758,800	815,800	812,600
S4570 POLICY, PROJECTS & CONSERVATION	736,668	556,700	797,500	480,100
S4600 BUILDING CONTROL	162,760	130,300	137,100	146,500
S4840 LOCAL LAND CHARGES	(123,086)	(30,700)	(66,100)	(50,900)
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>1,772,950</b>	<b>1,947,300</b>	<b>3,027,800</b>	<b>1,974,400</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,882,997	1,981,400	2,039,400	2,085,700
Premises	264,632	305,700	406,800	321,500
Transport	49,872	61,800	61,700	61,600
Supplies and Services	532,996	568,400	597,700	405,500
Third Party Payments	715,976	384,200	721,600	332,200
Support Services	1,486,223	1,471,600	1,538,800	1,530,600
Capital Financing Charges	175,813	131,000	719,300	177,200
<b>TOTAL EXPENDITURE</b>	<b>5,108,509</b>	<b>4,904,100</b>	<b>6,085,300</b>	<b>4,914,300</b>
<b><u>INCOME:</u></b>				
Government Grants	(1,160)	-	(5,000)	-
Other Grants and Contributions	(50,040)	(38,300)	(19,200)	(19,200)
Sales	(25,118)	(21,500)	(14,500)	(14,500)
Other Income	(88,323)	(67,000)	(88,300)	(92,400)
Fees and Charges	(1,798,948)	(1,339,900)	(1,528,800)	(1,316,400)
Rents	(813,368)	(876,100)	(787,700)	(883,400)
Recharges	(558,602)	(614,000)	(614,000)	(614,000)
<b>TOTAL INCOME</b>	<b>(3,335,559)</b>	<b>(2,956,800)</b>	<b>(3,057,500)</b>	<b>(2,939,900)</b>
<b>TOTAL DEVELOPMENT PORTFOLIO</b>	<b>1,772,950</b>	<b>1,947,300</b>	<b>3,027,800</b>	<b>1,974,400</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1025 TCM - LEAMINGTON</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	37,707	36,100	36,300	36,900
Transport	884	600	600	600
Supplies and Services	24,709	22,500	11,400	11,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>63,300</b>	<b>59,200</b>	<b>48,300</b>	<b>48,800</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(7,890)	(7,200)	(7,900)	(7,900)
Other Income	(5,201)	(8,500)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(13,091)</b>	<b>(15,700)</b>	<b>(7,900)</b>	<b>(7,900)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>50,209</b>	<b>43,500</b>	<b>40,400</b>	<b>40,900</b>
Support Services	35,264	34,400	28,000	28,100
Recharges	(12,300)	(15,900)	(15,900)	(15,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>73,173</b>	<b>62,000</b>	<b>52,500</b>	<b>53,100</b>

Variations:Supplies and Services:

Events budgets transferred to Culture

(9,500)

(9,500)

**S1030 TCM - KENILWORTH**

<b>DIRECT EXPENDITURE</b>				
Employees	41,907	40,200	36,200	37,000
Transport	360	600	600	600
Supplies and Services	31,901	12,800	10,000	10,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>74,168</b>	<b>53,600</b>	<b>46,800</b>	<b>47,600</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(5,000)	(5,000)	(5,000)	(5,000)
Other Income	(18,245)	(6,000)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(23,245)</b>	<b>(11,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>50,923</b>	<b>42,600</b>	<b>41,800</b>	<b>42,600</b>
Support Services	33,302	27,500	24,400	24,500
Recharges	(19,800)	(17,800)	(17,800)	(17,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>64,425</b>	<b>52,300</b>	<b>48,400</b>	<b>49,300</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1035 CHRISTMAS ILLUMINATIONS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	8,266	-	-	-
Supplies and Services	81,076	66,400	66,400	66,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>89,342</b>	<b>66,400</b>	<b>66,400</b>	<b>66,400</b>
<b>DIRECT INCOME</b>				
Other Income	(32,800)	(36,400)	(36,400)	(36,400)
<b>TOTAL DIRECT INCOME</b>	<b>(32,800)</b>	<b>(36,400)</b>	<b>(36,400)</b>	<b>(36,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>56,542</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
Support Services	14,576	11,800	11,800	11,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>71,118</b>	<b>41,800</b>	<b>41,800</b>	<b>41,800</b>

**S1040 TCM - WARWICK**

<b>DIRECT EXPENDITURE</b>				
Employees	33,109	35,400	36,400	38,200
Transport	517	1,200	600	600
Supplies and Services	36,260	8,300	31,200	10,000
Third Party Payments	230	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>70,116</b>	<b>44,900</b>	<b>68,200</b>	<b>48,800</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(10,675)	(10,100)	(6,300)	(6,300)
Other Income	(2,270)	(7,800)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(12,945)</b>	<b>(17,900)</b>	<b>(6,300)</b>	<b>(6,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>57,171</b>	<b>27,000</b>	<b>61,900</b>	<b>42,500</b>
Support Services	27,456	30,000	27,900	28,000
Recharges	(8,700)	(23,300)	(23,300)	(23,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>75,927</b>	<b>33,700</b>	<b>66,500</b>	<b>47,200</b>

Variations:Supplies and Services:

Earmarked Reserve carried forward from 2013/14 - Warwick 1100 years celebrations

20,200

-

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1240 MARKETS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	4,704	4,700	4,700	4,700
Supplies and Services	1,481	1,500	1,500	1,500
Third Party Payments	536	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>6,721</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>
<b>DIRECT INCOME</b>				
Rents	(38,930)	(36,000)	(36,000)	(37,000)
<b>TOTAL DIRECT INCOME</b>	<b>(38,930)</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>(37,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(32,209)</b>	<b>(29,800)</b>	<b>(29,800)</b>	<b>(30,800)</b>
Support Services	9,327	11,500	11,500	11,500
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(22,882)</b>	<b>(18,300)</b>	<b>(18,300)</b>	<b>(19,300)</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1650 ESTATE MANAGEMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	78,438	124,700	206,000	134,300
Supplies and Services	7,153	5,300	5,200	5,300
Third Party Payments	83,181	52,000	87,100	87,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>168,772</b>	<b>182,000</b>	<b>298,300</b>	<b>226,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(14,475)	-	-	-
Other Income	(7,985)	(11,600)	(11,600)	(11,600)
Rents	(547,100)	(590,000)	(523,600)	(598,700)
<b>TOTAL DIRECT INCOME</b>	<b>(569,560)</b>	<b>(601,600)</b>	<b>(535,200)</b>	<b>(610,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(400,788)</b>	<b>(419,600)</b>	<b>(236,900)</b>	<b>(383,600)</b>
Support Services	144,018	111,800	166,000	156,900
Capital Charges	4,663	4,700	4,700	54,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(252,107)</b>	<b>(303,100)</b>	<b>(66,200)</b>	<b>(172,000)</b>

Variations:Premises:

Asset Review identified repairs and improvements

73,800

-

Third Party Payments:

Increased Shared Legal Service charges

34,900

34,900

Rents:

Vacancies

53,400

-

New tenancies

-

(16,300)

Property sold

15,500

15,500

Support Services:

Revised Allocations

54,200

45,100

Capital Charges:

2nd Warwick Sea Scouts Headquarters Grant

-

50,000



## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3170 KENILWORTH PUBLIC SERVICE CENTRE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	81,518	78,600	84,300	79,200
Transport	11	-	-	-
Supplies and Services	1,394	8,000	1,500	1,500
Third Party Payments	5,385	4,400	9,200	9,200
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>88,308</b>	<b>91,000</b>	<b>95,000</b>	<b>89,900</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>DIRECT INCOME</b>				
Other Income	(75)	-	-	-
Rents	(34,768)	(41,400)	(39,300)	(45,000)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT INCOME</b>	<b>(34,843)</b>	<b>(41,400)</b>	<b>(39,300)</b>	<b>(45,000)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>53,465</b>	<b>49,600</b>	<b>55,700</b>	<b>44,900</b>
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	30,574	46,900	24,500	24,000
Capital Charges	16,667	16,700	16,700	16,700
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>100,706</b>	<b>113,200</b>	<b>96,900</b>	<b>85,600</b>
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Rents:

Additional rentals	(8,200)	(10,400)
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Support Services:

Revised Allocations	(22,400)	(22,900)
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3550 TOURISM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	41,890	36,200	33,400	33,600
Premises	16,374	15,800	15,700	15,900
Supplies and Services	143,414	157,600	137,600	147,600
Third Party Payments	6,365	-	500	500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>208,043</b>	<b>209,600</b>	<b>187,200</b>	<b>197,600</b>
<b>DIRECT INCOME</b>				
Sales	(24,102)	(20,000)	(13,000)	(13,000)
Other Income	(537)	(100)	(100)	(100)
<b>TOTAL DIRECT INCOME</b>	<b>(24,639)</b>	<b>(20,100)</b>	<b>(13,100)</b>	<b>(13,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>183,404</b>	<b>189,500</b>	<b>174,100</b>	<b>184,500</b>
Support Services	36,558	40,800	38,200	38,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>219,962</b>	<b>230,300</b>	<b>212,300</b>	<b>222,900</b>

Variations:Supplies and Services:

Re-phasing of Tourism Destination Organisation budgets

(10,000)

-

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3600 ECONOMIC DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	154,485	136,000	140,500	143,300
Transport	3,219	3,600	3,600	3,600
Supplies and Services	13,866	44,100	36,800	19,100
Third Party Payments	16,629	2,100	6,000	50,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>188,199</b>	<b>185,800</b>	<b>186,900</b>	<b>216,000</b>
Support Services	67,245	61,400	96,500	96,900
Capital Charges	-	-	559,000	-
Recharges	(126,900)	(171,200)	(171,200)	(171,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>128,544</b>	<b>76,000</b>	<b>671,200</b>	<b>141,700</b>

Variations:Supplies and Services:

LEP Contribution - one-off 2014/15	-	(15,000)
Publicity and Promotions - discretionary savings	-	(10,000)

Third Party Payments:

Prosperity Agenda	6,000	50,000
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Support Services:

Revised Allocations	35,100	35,500
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Capital Charges:

Fen End Development - City Deal Grant	559,000	-
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**S3650 ECONOMIC REGENERATION**

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	42,976	106,000	82,400	2,500
<b>TOTAL EXPENDITURE</b>	<b>42,976</b>	<b>106,000</b>	<b>82,400</b>	<b>2,500</b>
Support Services	78,112	132,400	127,100	127,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>121,088</b>	<b>238,400</b>	<b>209,500</b>	<b>129,500</b>

Variations:Supplies and Services:

Portas Pilot funded work 2014/15 only	(23,600)	(96,000)
Reduced contribution towards Hill Close Gardens	-	(7,500)

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3660 ENTERPRISE DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	39,904	43,700	45,400	46,700
Premises	75,332	81,900	96,100	87,400
Transport	783	2,500	2,500	2,500
Supplies and Services	14,790	19,900	19,400	19,500
Third Party Payments	34,738	31,500	2,700	2,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>165,547</b>	<b>179,500</b>	<b>166,100</b>	<b>158,800</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(12,000)	(16,000)	-	-
Other Income	-	-	(700)	-
Fees and Charges	(21,881)	(16,400)	(18,700)	(16,600)
Rents	(192,072)	(208,200)	(188,300)	(202,200)
<b>TOTAL DIRECT INCOME</b>	<b>(225,953)</b>	<b>(240,600)</b>	<b>(207,700)</b>	<b>(218,800)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(60,406)</b>	<b>(61,100)</b>	<b>(41,600)</b>	<b>(60,000)</b>
Support Services	66,505	35,300	28,100	32,200
Capital Charges	56,514	57,500	53,700	53,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>62,613</b>	<b>31,700</b>	<b>40,200</b>	<b>25,900</b>

Variations:Premises:

Asset Review identified repairs and improvements	9,700	-
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Third Party Payments:

Reduced Shared Legal Service charges	(12,800)	(12,800)
Job Club costs now being met directly by Brunswick Healthy Living Centre	(16,000)	(16,000)

Other Grants and Contributions:

External contribution for Job Club now paid directly to Brunswick Healthy Living Centre	16,000	16,000
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Rents:

Reduced lettings	16,200	-
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**S4510 DEVELOPMENT SERVICES MGT**

<b>DIRECT EXPENDITURE</b>				
Employees	42,976	77,300	78,800	80,700
Transport	100	200	700	700
Supplies and Services	16,097	14,300	20,100	13,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>59,173</b>	<b>91,800</b>	<b>99,600</b>	<b>94,900</b>
Support Services	95,371	105,600	112,200	108,700
Capital Charges	847	800	900	800
Recharges	(155,391)	(224,000)	(224,000)	(224,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(25,800)</b>	<b>(11,300)</b>	<b>(19,600)</b>

## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4540 DEVELOPMENT CONTROL</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	809,407	888,600	918,200	916,400
Transport	20,717	24,700	24,700	24,700
Supplies and Services	59,206	59,800	59,800	60,000
Third Party Payments	280,055	107,300	314,900	108,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,169,385</b>	<b>1,080,400</b>	<b>1,317,600</b>	<b>1,109,900</b>
<b>DIRECT INCOME</b>				
Sales	(1,222)	(1,800)	(1,800)	(1,800)
Other Income	-	-	-	-
Fees and Charges	(1,125,633)	(724,200)	(930,800)	(730,500)
<b>TOTAL DIRECT INCOME</b>	<b>(1,126,855)</b>	<b>(726,000)</b>	<b>(932,600)</b>	<b>(732,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>42,530</b>	<b>354,400</b>	<b>385,000</b>	<b>377,600</b>
Support Services	441,911	463,300	489,700	493,900
Recharges	(130,400)	(58,900)	(58,900)	(58,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>354,041</b>	<b>758,800</b>	<b>815,800</b>	<b>812,600</b>

Variations:Employees:

Staff vacancies	(12,200)	-
Compensation Payment	21,600	-
IAS19 Pensions Adjustments - revised charges	22,500	22,300

Third Party Payments:

Create provision for subsidence compensation from trees with preservation orders	117,300	-
Increased consultants fees - increased workloads	68,400	-
Increased legal fees - increased workloads	14,600	-

Fees and Charges:

Increased planning applications	(206,600)	-
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Support Services:

Revised Allocations	26,400	30,600
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4570 POLICY, PROJECTS &amp; CONSERVATION</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	314,567	277,100	317,100	318,500
Transport	1,311	1,600	1,600	1,500
Supplies and Services	32,768	6,100	79,100	2,800
Third Party Payments	233,535	149,100	251,700	36,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>582,181</b>	<b>433,900</b>	<b>649,500</b>	<b>359,300</b>
<b>DIRECT INCOME</b>				
Government Grants	-	-	(5,000)	-
Other Income	(3,736)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(3,736)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>578,445</b>	<b>433,900</b>	<b>644,500</b>	<b>359,300</b>
Support Services	145,301	155,700	152,900	153,700
Capital Charges	97,122	51,300	84,300	51,300
Recharges	(84,200)	(84,200)	(84,200)	(84,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>736,668</b>	<b>556,700</b>	<b>797,500</b>	<b>480,100</b>

Variations:Employees:

Major sites monitoring officer post funded from Reserves	23,600	28,500
IAS19 Pensions Adjustments - revised charges	10,000	12,100

Supplies and Services:

Contribution towards Whitnash Community Hub (from Contingency Budget)	10,000	-
Earmarked Reserves carried forward from 2013/14:		
Parish and Whitnash Neighbourhood Plans	42,800	-
Climate Control	16,900	-

Third Party Payments:

HS2 appeal legal costs	15,000	-
HS2 consultants fees	62,200	-
Increased Shared Legal Services charges	22,300	22,300
Consultants fees - Local Plan work concluded	-	(134,900)

Capital Charges:

Conservation grants - slippage from 2013/14	33,000	-
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4600 BUILDING CONTROL</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	346,988	376,100	379,400	398,600
Transport	21,970	26,600	26,600	26,600
Supplies and Services	17,480	22,000	22,000	21,400
Third Party Payments	5,292	5,000	5,700	5,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>391,730</b>	<b>429,700</b>	<b>433,700</b>	<b>452,300</b>
<b>DIRECT INCOME</b>				
Government Grants	(1,160)	-	-	-
Other Income	(17,668)	-	(42,900)	(47,700)
Fees and Charges	(396,915)	(445,500)	(405,500)	(405,500)
<b>TOTAL DIRECT INCOME</b>	<b>(415,743)</b>	<b>(445,500)</b>	<b>(448,400)</b>	<b>(453,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(24,013)</b>	<b>(15,800)</b>	<b>(14,700)</b>	<b>(900)</b>
Support Services	207,684	164,800	170,500	166,100
Recharges	(20,911)	(18,700)	(18,700)	(18,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>162,760</b>	<b>130,300</b>	<b>137,100</b>	<b>146,500</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	8,400	8,900
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Other Income:

Shared service staff costs recharged to other authorities	(42,900)	(47,700)
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Fees and Charges:

Reduced applications	40,000	40,000
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## DEVELOPMENT PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4840 LOCAL LAND CHARGES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	20,057	34,700	17,700	35,800
Transport	-	200	200	200
Supplies and Services	8,425	13,800	13,300	13,100
Third Party Payments	50,030	32,800	43,800	31,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>78,512</b>	<b>81,500</b>	<b>75,000</b>	<b>80,800</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(254,617)	(150,600)	(170,600)	(160,600)
<b>TOTAL DIRECT INCOME</b>	<b>(254,617)</b>	<b>(150,600)</b>	<b>(170,600)</b>	<b>(160,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(176,105)</b>	<b>(69,100)</b>	<b>(95,600)</b>	<b>(79,800)</b>
Support Services	53,019	38,400	29,500	28,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(123,086)</b>	<b>(30,700)</b>	<b>(66,100)</b>	<b>(50,900)</b>

Variations:Employees:

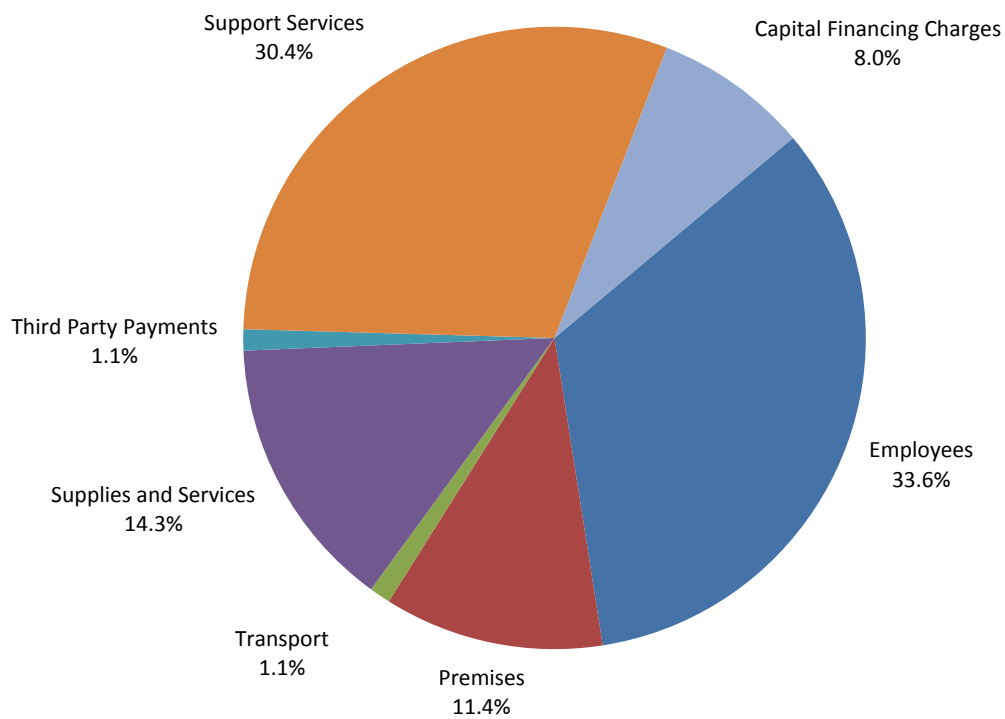
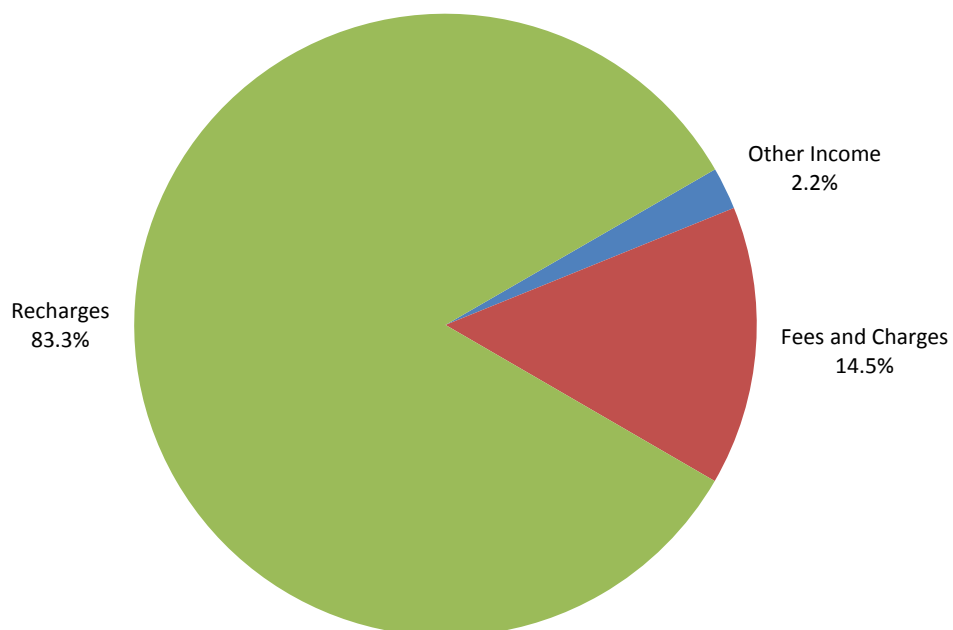
Staff vacancies	(17,200)	-
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Fees and Charges:

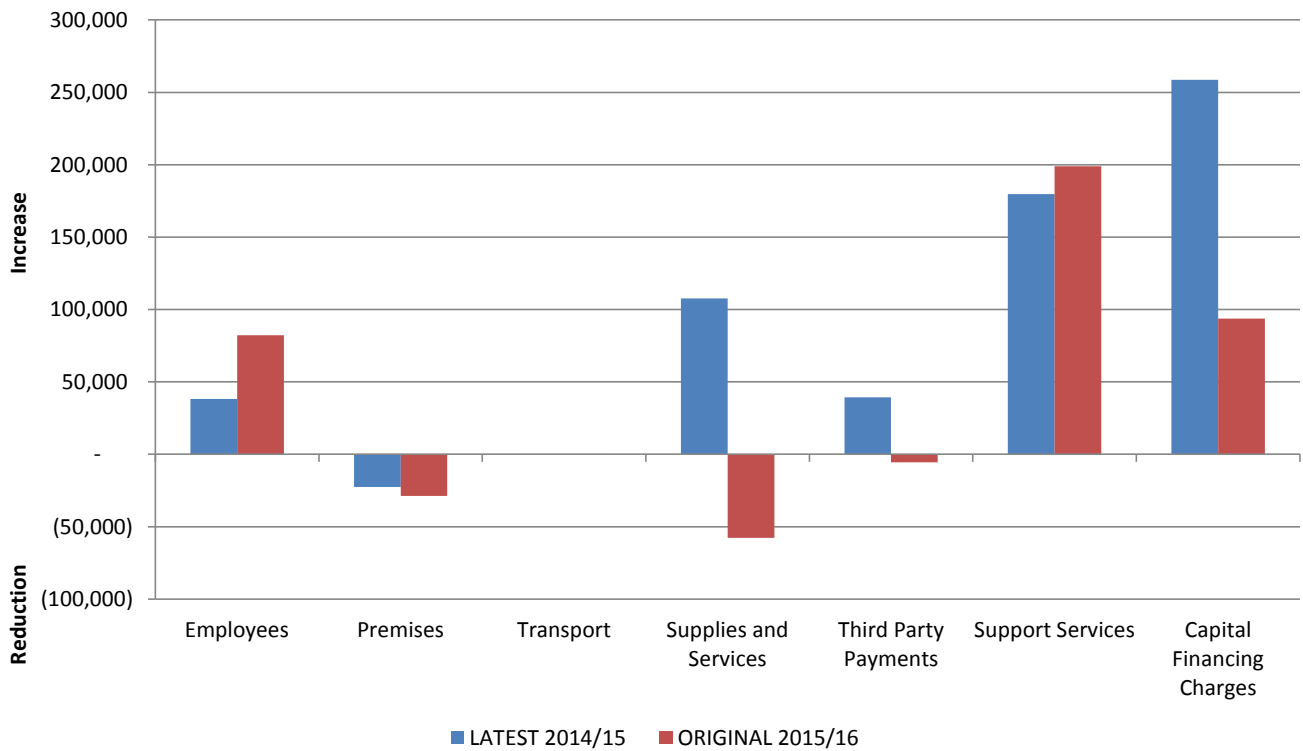
Increased applications	(10,000)	(10,000)
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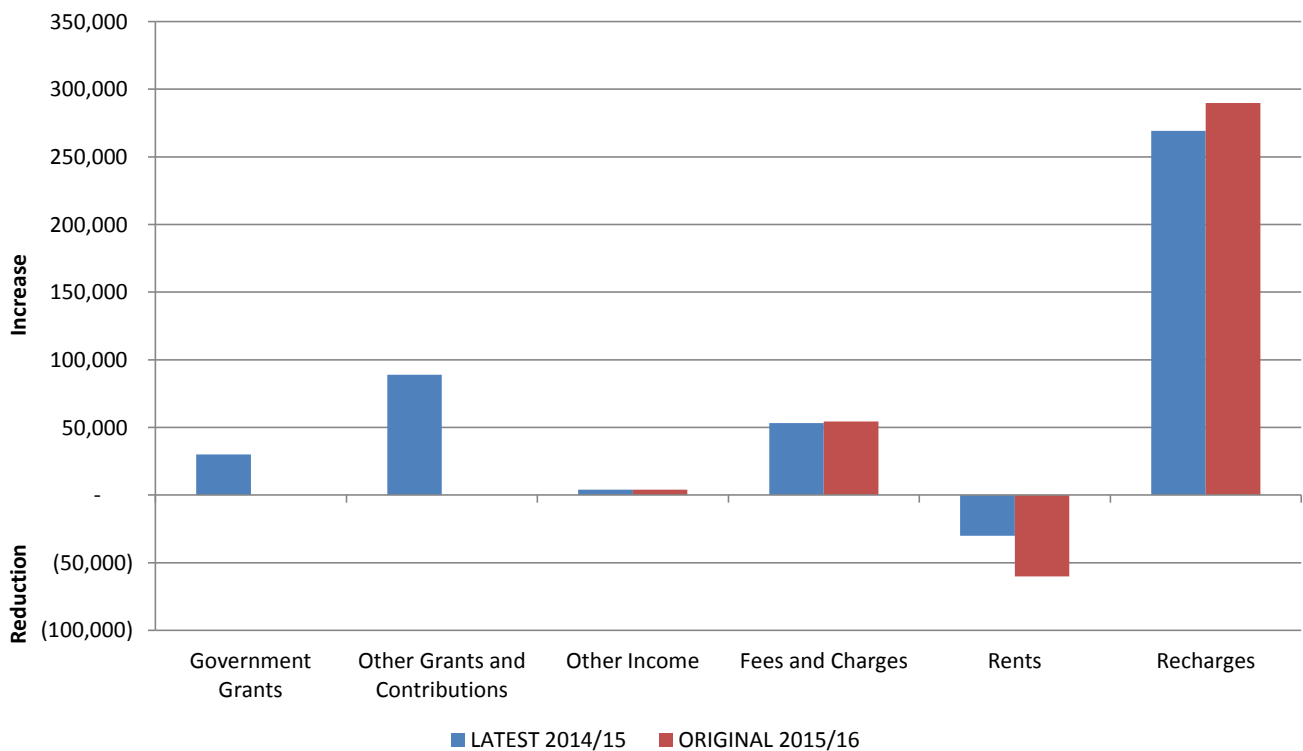
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO:</u></b>				
S1001 COMMUNITY DEVELOPMENT	507,277	521,500	779,700	592,000
S1045 CCTV	180,813	160,700	155,700	163,800
S1640 GRANTS TO VOLUNTARY BODIES	27,611	29,500	29,400	29,400
S2102 COMMUNITY FORUMS	36,437	44,800	71,300	35,000
S2110 COMMUNITY PARTNERSHIP	149,560	157,600	186,900	162,300
S2141 CIVIL CONTINGENCIES	99,461	110,500	98,600	103,700
S2300 OFFICE ACCOMMODATION	-	(3,200)	(37,500)	(16,500)
S2360 LICENSING & REGISTRATION	14,774	7,500	7,300	27,800
S4210 EH ENVIRONMENTAL HEALTH CORE	30,088	(289,400)	41,600	13,300
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	587,968	583,700	377,900	393,000
S4300 ENVIRONMENTAL PROTECTION	634,104	639,500	640,600	638,800
S4350 COMMUNITY SAFETY	130,384	328,000	131,800	125,800
S4720 COMMUNITY PROTECTION MANAGEMENT	-	-	-	-
S4790 TRANSPORT PLANS	831	4,100	-	-
S4810 ALLEVIATION OF FLOODING	87,044	124,200	121,700	145,400
<b>TOTAL HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,486,352</b>	<b>2,419,000</b>	<b>2,605,000</b>	<b>2,413,800</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,789,573	1,630,000	1,668,200	1,712,200
Premises	614,769	606,700	584,200	578,000
Transport	51,675	56,500	56,600	56,700
Supplies and Services	909,177	786,000	893,600	728,300
Third Party Payments	75,724	62,200	101,600	56,600
Support Services	1,330,939	1,350,500	1,530,300	1,549,400
Capital Financing Charges	245,905	315,000	573,700	408,600
<b>TOTAL EXPENDITURE</b>	<b>5,017,762</b>	<b>4,806,900</b>	<b>5,408,200</b>	<b>5,089,800</b>
<b><u>INCOME:</u></b>				
Government Grants	(15,178)	(3,000)	(33,000)	(3,000)
Other Grants and Contributions	(205,011)	(39,000)	(128,000)	(39,000)
Other Income	(62,200)	(13,200)	(17,200)	(17,200)
Fees and Charges	(387,116)	(334,700)	(387,800)	(389,000)
Rents	(60,110)	(60,100)	(30,000)	-
Recharges	(1,801,795)	(1,937,900)	(2,207,200)	(2,227,800)
<b>TOTAL INCOME</b>	<b>(2,531,410)</b>	<b>(2,387,900)</b>	<b>(2,803,200)</b>	<b>(2,676,000)</b>
<b>TOTAL HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO</b>	<b>2,486,352</b>	<b>2,419,000</b>	<b>2,605,000</b>	<b>2,413,800</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1001 COMMUNITY DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	380,042	332,800	336,400	333,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>380,042</b>	<b>332,800</b>	<b>336,400</b>	<b>333,700</b>
<b>DIRECT INCOME</b>				
Other Income	(104)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(104)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>379,938</b>	<b>332,800</b>	<b>336,400</b>	<b>333,700</b>
Support Services	44,227	38,700	34,500	34,500
Capital Charges	83,112	150,000	408,800	223,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>507,277</b>	<b>521,500</b>	<b>779,700</b>	<b>592,000</b>

Variations:Capital Charges:

Rural Initiative Grants - slippage from 2013/14	186,400	-
Broadband Up - WDC contribution vired from Head of Corporate and Community Servs.	104,900	104,900
Broadband UK capital programme variations	(32,500)	(31,100)

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1045 CCTV</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	219,126	212,800	218,400	223,500
Premises	7,572	7,000	7,000	7,000
Transport	1,938	1,400	1,400	1,400
Supplies and Services	143,274	141,900	141,800	141,800
Third Party Payments	89	-	300	300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>371,999</b>	<b>363,100</b>	<b>368,900</b>	<b>374,000</b>
<b>DIRECT INCOME</b>				
Other Income	(8,330)	(4,000)	(8,000)	(8,000)
<b>TOTAL DIRECT INCOME</b>	<b>(8,330)</b>	<b>(4,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>363,669</b>	<b>359,100</b>	<b>360,900</b>	<b>366,000</b>
Support Services	67,592	68,400	55,600	58,600
Capital Charges	38,152	42,200	40,100	40,100
Recharges	(288,600)	(309,000)	(300,900)	(300,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>180,813</b>	<b>160,700</b>	<b>155,700</b>	<b>163,800</b>

Variations:

Support Services:

Revised Allocations

(12,800)

(9,800)

**S1640 GRANTS TO VOLUNTARY BODIES**

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	9,160	11,200	11,200	11,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>9,160</b>	<b>11,200</b>	<b>11,200</b>	<b>11,200</b>
Support Services	18,451	18,300	18,200	18,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>27,611</b>	<b>29,500</b>	<b>29,400</b>	<b>29,400</b>

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2102 COMMUNITY FORUMS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	111,437	44,800	146,300	35,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>111,437</b>	<b>44,800</b>	<b>146,300</b>	<b>35,000</b>
<b>DIRECT INCOME</b>				
Contributions from other local authorities	(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>36,437</b>	<b>44,800</b>	<b>71,300</b>	<b>35,000</b>

Variations:Supplies and Services:

Grants funded from additional WCC contributions	75,000	-
Earmarked reserves carried forward from 2013/14	25,800	-
World War 1 commemorations 2014/15 only	-	(10,500)

Contributions from other local authorities:

Additional funding from Warwickshire County Council	(75,000)	-
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**S2110 COMMUNITY PARTNERSHIP**

<b>DIRECT EXPENDITURE</b>				
Employees	134,672	145,700	149,800	145,400
Premises	1,644	1,700	1,700	1,700
Transport	1,289	1,400	1,400	1,400
Supplies and Services	5,907	8,300	8,300	3,100
Third Party Payments	733	400	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>144,245</b>	<b>157,500</b>	<b>161,600</b>	<b>152,000</b>
<b>DIRECT INCOME</b>				
Contributions from other local authorities	(26,471)	(25,000)	(25,000)	(25,000)
Fees and Charges	93	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(26,378)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>117,867</b>	<b>132,500</b>	<b>136,600</b>	<b>127,000</b>
Support Services	76,693	70,100	95,300	80,300
Recharges	(45,000)	(45,000)	(45,000)	(45,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>149,560</b>	<b>157,600</b>	<b>186,900</b>	<b>162,300</b>

Variations:Support Services:

Revised Allocations	25,200	10,200
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2141 CIVIL CONTINGENCIES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	9,820	16,700	16,700	16,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>9,820</b>	<b>16,700</b>	<b>16,700</b>	<b>16,700</b>
Support Services	89,641	93,800	81,900	87,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>99,461</b>	<b>110,500</b>	<b>98,600</b>	<b>103,700</b>

Variations:Support Services:

Revised Allocations

(11,900)

(6,800)

**S2300 OFFICE ACCOMMODATION**

<b>DIRECT EXPENDITURE</b>				
Premises	575,940	572,000	549,500	543,300
Supplies and Services	39,015	68,200	28,200	28,200
Third Party Payments	5,064	4,600	4,800	4,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>620,019</b>	<b>644,800</b>	<b>582,500</b>	<b>576,300</b>
<b>DIRECT INCOME</b>				
Rents	(60,110)	(60,100)	(15,000)	-
Dilapidations	-	-	(15,000)	-
<b>TOTAL DIRECT INCOME</b>	<b>(60,110)</b>	<b>(60,100)</b>	<b>(30,000)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>559,909</b>	<b>584,700</b>	<b>552,500</b>	<b>576,300</b>
Support Services	46,401	63,900	61,800	59,000
Capital Charges	106,061	106,100	106,100	106,100
Recharges	(712,371)	(757,900)	(757,900)	(757,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(3,200)</b>	<b>(37,500)</b>	<b>(16,500)</b>

Variations:Premises:

Business Rates revaluations

(36,300)

(28,600)

Asset Review identified repairs and improvements

15,000

-

Supplies and Services:

Over provision of contract services budget vired to Contingencies cleaning budget

(40,000)

(40,000)

Rents:

Lettings ceased

45,100

60,100

Dilapidations:

Contribution from outgoing tenant

(15,000)

-

## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2360 LICENSING &amp; REGISTRATION</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	114,552	88,500	106,000	109,300
Premises	-	300	300	300
Transport	1,264	1,200	1,200	1,200
Supplies and Services	18,062	14,100	14,100	14,200
Third Party Payments	29,816	6,200	17,300	17,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>163,694</b>	<b>110,300</b>	<b>138,900</b>	<b>142,300</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(349,861)	(304,400)	(356,500)	(356,500)
<b>TOTAL DIRECT INCOME</b>	<b>(349,861)</b>	<b>(304,400)</b>	<b>(356,500)</b>	<b>(356,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(186,167)</b>	<b>(194,100)</b>	<b>(217,600)</b>	<b>(214,200)</b>
Support Services	200,941	201,600	241,100	245,300
Recharges	-	-	(16,200)	(3,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>14,774</b>	<b>7,500</b>	<b>7,300</b>	<b>27,800</b>

Variations:Employees:

Health / Community Protection restructure effects	16,100	19,200
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Third Party Payments:

Increased Shared Legal Service charges	11,000	11,000
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Fees and Charges:

Increased income from taxi licences	(35,900)	(35,900)
Increased income from premises licences	(18,800)	(18,800)

Support Services:

Revised Allocations	39,500	43,700
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Recharges:

Costs recharged	(16,200)	(3,300)
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4210 EH ENVIRONMENTAL HEALTH CORE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	165,202	122,600	120,100	120,700
Premises	1,032	-	-	-
Transport	2,413	5,000	5,000	5,000
Supplies and Services	35,202	46,100	59,200	45,900
Third Party Payments	-	4,300	52,000	7,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>203,849</b>	<b>178,000</b>	<b>236,300</b>	<b>178,600</b>
<b>DIRECT INCOME</b>				
Government Grants	-	-	(30,000)	-
Other Grants and Contributions	(1,000)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(1,000)</b>	<b>-</b>	<b>(30,000)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>202,849</b>	<b>178,000</b>	<b>206,300</b>	<b>178,600</b>
Support Services	94,414	186,600	150,400	159,200
Capital Charges	733	700	700	700
Recharges	(267,908)	(654,700)	(315,800)	(325,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>30,088</b>	<b>(289,400)</b>	<b>41,600</b>	<b>13,300</b>

Variations:Supplies and Services:

Contribution towards cycle route improvements (from Contingency Budget)	13,000	-
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Third Party Payments:

Contribution to Heat Mapping Distribution Unit (from Contingency Budget)	15,000	-
Heat Mapping Distribution Unit funded from Government Grant	30,000	-

Government Grants:

Heat Mapping Distribution Unit match funding from Government Grant	(30,000)	-
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Support Services:

Revised Allocations	(36,200)	(27,400)
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Recharges:

Changes in costs to be reallocated	338,900	329,500
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	425,061	388,300	383,900	401,000
Transport	15,639	17,300	17,300	17,300
Supplies and Services	5,202	4,900	4,500	4,400
Third Party Payments	3,864	26,800	8,000	8,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>449,766</b>	<b>437,300</b>	<b>413,700</b>	<b>430,700</b>
<b>DIRECT INCOME</b>				
Fees and Charges	(9,237)	(8,000)	(9,000)	(9,500)
<b>TOTAL DIRECT INCOME</b>	<b>(9,237)</b>	<b>(8,000)</b>	<b>(9,000)</b>	<b>(9,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>440,529</b>	<b>429,300</b>	<b>404,700</b>	<b>421,200</b>
Support Services	158,539	165,500	74,700	75,900
Recharges	(11,100)	(11,100)	(101,500)	(104,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>587,968</b>	<b>583,700</b>	<b>377,900</b>	<b>393,000</b>

Variations:Employees:

Staff vacancies	(13,000)	-
IAS19 Pensions Adjustments - revised charges	9,300	10,500

Third Party Payments:

Reduced Shared Legal Services charges	(18,800)	(18,800)
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Support Services:

Revised Allocations	(90,800)	(89,600)
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Recharges:

Changes in costs to be reallocated	(90,400)	(93,000)
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4300 ENVIRONMENTAL PROTECTION</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	408,453	409,200	422,800	435,800
Premises	5	1,500	1,500	1,500
Transport	21,972	25,600	25,700	25,800
Supplies and Services	66,824	41,500	53,500	43,700
Third Party Payments	21,583	19,900	14,200	14,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>518,837</b>	<b>497,700</b>	<b>517,700</b>	<b>521,000</b>
<b>DIRECT INCOME</b>				
Government Grants	(1,495)	(3,000)	(3,000)	(3,000)
Other Grants and Contributions	(9,750)	-	-	-
Other Income	(9,493)	-	-	-
Fees and Charges	(36,495)	(28,100)	(14,800)	(15,500)
<b>TOTAL DIRECT INCOME</b>	<b>(57,233)</b>	<b>(31,100)</b>	<b>(17,800)</b>	<b>(18,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>461,604</b>	<b>466,600</b>	<b>499,900</b>	<b>502,500</b>
Support Services	228,613	230,900	428,700	434,100
Capital Charges	3,987	2,100	4,100	4,300
Recharges	(60,100)	(60,100)	(292,100)	(302,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>634,104</b>	<b>639,500</b>	<b>640,600</b>	<b>638,800</b>

Variations:Employees:

Temporary Sustainability post	33,100	36,600
Staffing Restructure	(25,700)	(18,300)
IAS19 Pensions Adjustments - revised charges	7,000	8,000

Supplies and Services:

Electric Car Share Scheme - vired from Contingency Budget	9,900	-
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Fees and Charges:

Service transferred to Community Safety	10,400	10,400
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Support Services:

Revised Allocations	197,800	203,200
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Recharges:

Changes in costs to be reallocated	(232,000)	(242,000)
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4350 COMMUNITY SAFETY</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	103,749	262,900	267,200	276,500
Transport	3,908	4,600	4,600	4,600
Supplies and Services	77,604	50,300	59,400	50,400
Third Party Payments	262	-	4,100	4,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>185,523</b>	<b>317,800</b>	<b>335,300</b>	<b>335,600</b>
<b>DIRECT INCOME</b>				
Contributions from other local authorities	(6,000)	-	-	-
Other Grants and Contributions	(10,823)	-	-	-
Other Income	(35,889)	(3,400)	(3,400)	(3,400)
Fees and Charges	-	-	(13,300)	(13,300)
<b>TOTAL DIRECT INCOME</b>	<b>(52,712)</b>	<b>(3,400)</b>	<b>(16,700)</b>	<b>(16,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>132,811</b>	<b>314,400</b>	<b>318,600</b>	<b>318,900</b>
Support Services	122,681	113,200	190,500	195,700
Capital Charges	496	500	500	500
Recharges	(125,604)	(100,100)	(377,800)	(389,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>130,384</b>	<b>328,000</b>	<b>131,800</b>	<b>125,800</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	15,500	16,200
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Supplies and Services:

Earmarked Reserve items carried forward from 2013/14	9,000	-
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Fees and Charges:

Service transferred from Environmental Protection	(10,400)	(10,400)
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Support Services:

Revised Allocations	77,300	82,500
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Recharges:

Changes in costs to be reallocated	(277,700)	(289,200)
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**S4720 COMMUNITY PROTECTION MANAGEMENT****DIRECT EXPENDITURE**

Employees	218,758	-	-	-
Transport	3,252	-	-	-
Supplies and Services	3,797	-	-	-

**TOTAL DIRECT EXPENDITURE**

225,807	-	-	-
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Support Services	65,305	-	-	-
Recharges	(291,112)	-	-	-

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

-	-	-	-
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## HEALTH &amp; COMMUNITY PROTECTION PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4790 TRANSPORT PLANS</u></b>				
<b>INDIRECT EXPENDITURE</b>				
Support Services	831	4,100	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>831</b>	<b>4,100</b>	<b>-</b>	<b>-</b>
<b><u>S4810 ALLEVIATION OF FLOODING</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	28,576	24,200	24,200	24,200
Supplies and Services	3,831	5,200	14,000	-
Third Party Payments	14,313	-	500	500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>46,720</b>	<b>29,400</b>	<b>38,700</b>	<b>24,700</b>
<b>DIRECT INCOME</b>				
Government Grants	(13,683)	-	-	-
Other Grants and Contributions	(75,967)	(14,000)	(28,000)	(14,000)
<b>TOTAL DIRECT INCOME</b>	<b>(89,650)</b>	<b>(14,000)</b>	<b>(28,000)</b>	<b>(14,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(42,930)</b>	<b>15,400</b>	<b>10,700</b>	<b>10,700</b>
Support Services	116,610	95,400	97,600	101,600
Capital Charges	13,364	13,400	13,400	33,100
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>87,044</b>	<b>124,200</b>	<b>121,700</b>	<b>145,400</b>

Variations:Supplies and Services:

Contributions to householders towards flood alleviation costs	14,000	-
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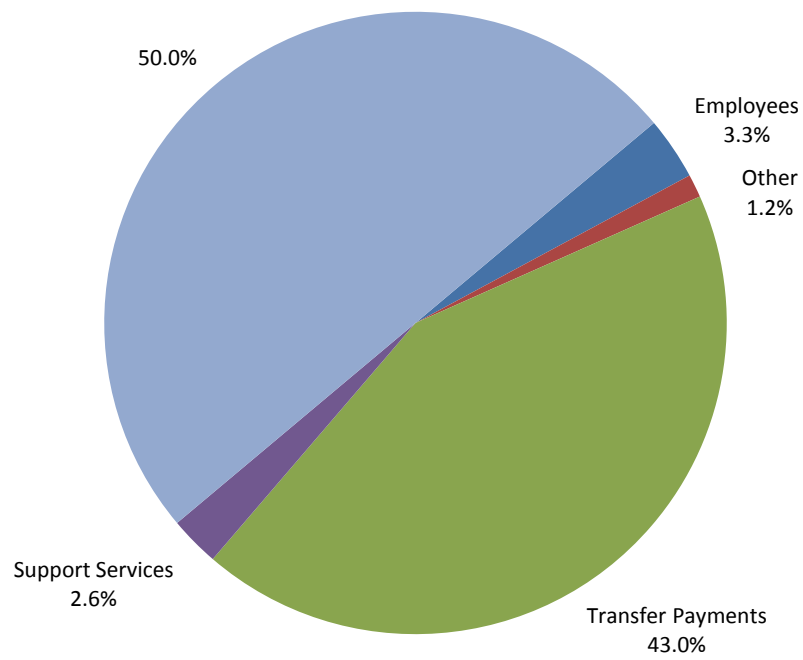
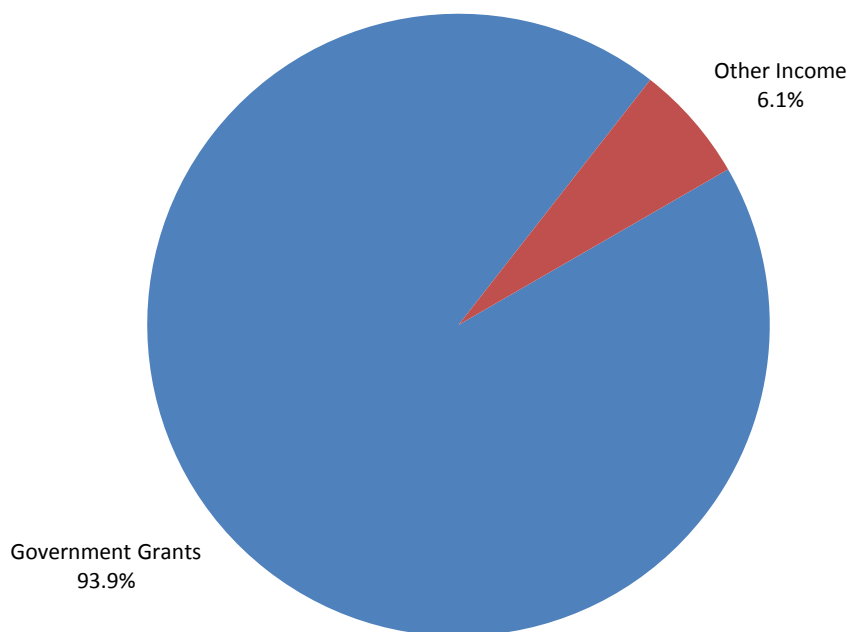
Other Grants and Contributions:

External funding for contributions to householders towards flood alleviation costs	(14,000)	-
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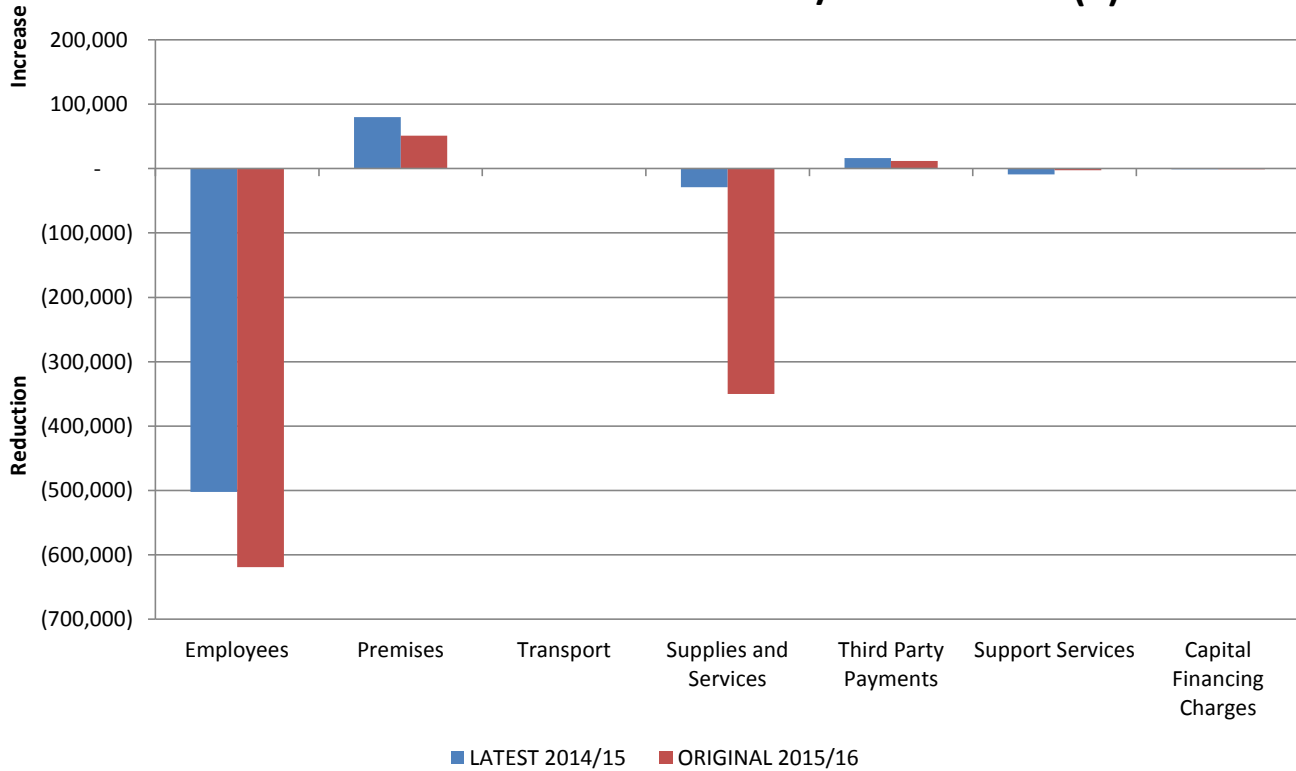
Capital Charges:

Depreciation charges in respect of Cubbington Flood Alleviation Scheme	-	19,700
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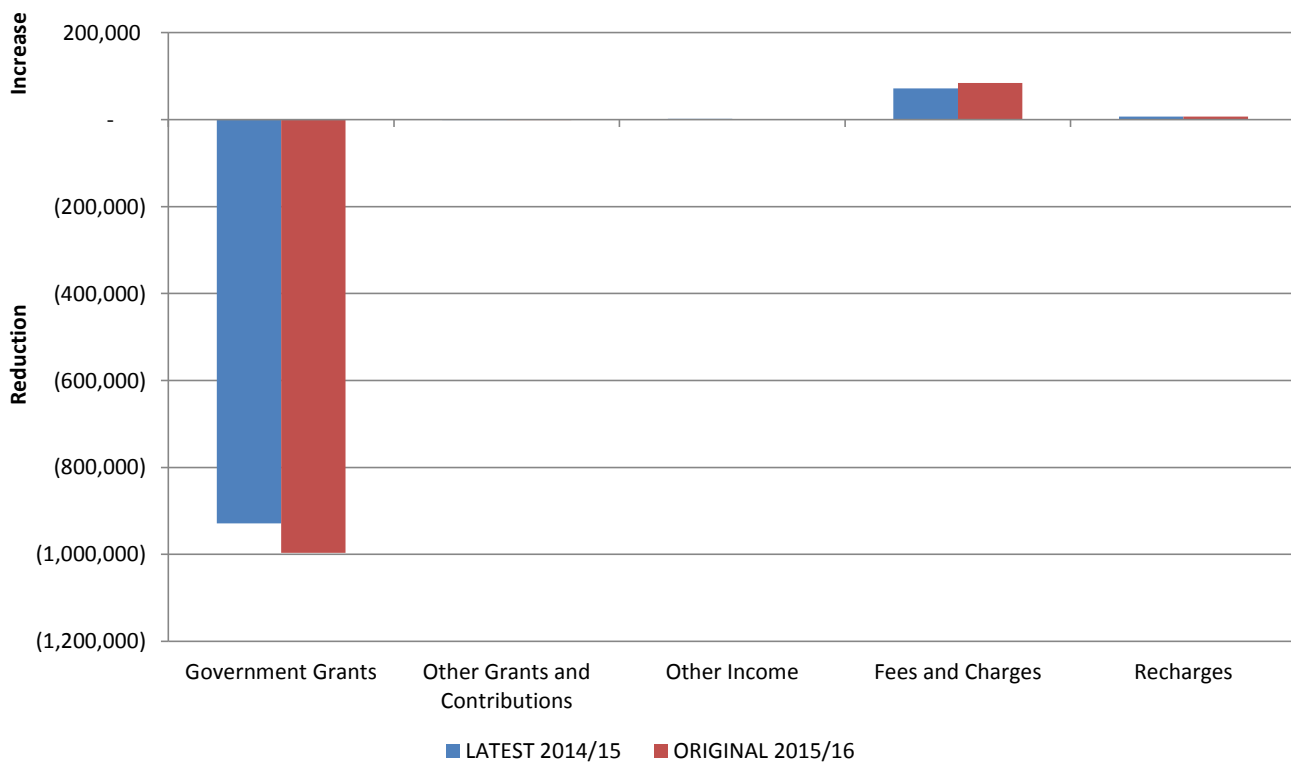
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>FINANCE PORTFOLIO:</u></b>				
S1410 FINANCE MANAGEMENT	-	(700)	1,900	3,800
S1415 NNDR DIS RATE RELIEF	11,368	16,100	16,100	16,100
S1417 PROCUREMENT	-	(21,200)	(20,100)	(17,300)
S1418 FINANCIAL SERVICES TEAM	-	113,200	134,300	149,200
S1425 ACCOUNTANCY	7,563	(37,800)	(1,300)	(26,700)
S1440 NON-DISTRIBUTED COSTS	495,702	736,800	170,800	157,300
S1460 TREASURY MANAGEMENT	24,832	29,000	31,100	31,100
S1461 CONTINGENCIES	-	-	74,200	(3,000)
S1465 CORPORATE MANAGEMENT	603,641	741,000	421,800	400,700
S1468 CONCURRENT SERVICES	171,039	163,200	166,000	159,100
S1578 AUDIT AND RISK	-	(26,200)	(18,200)	(12,900)
S3050 REVENUES	595,018	551,600	564,300	548,000
S3250 BENEFITS	597,816	613,000	732,100	549,500
S3661 CUP - UNITED REFORM CHURCH	51,082	49,100	131,700	48,900
<b>TOTAL FINANCE PORTFOLIO</b>	<b>2,558,061</b>	<b>2,927,100</b>	<b>2,404,700</b>	<b>2,003,800</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,633,701	2,905,600	2,403,000	2,286,200
Premises	2,326	-	79,900	51,000
Transport	16,864	18,200	18,600	18,600
Supplies and Services	647,794	939,200	910,100	588,800
Third Party Payments	145,532	121,600	138,100	133,300
Transfer Payments	30,705,339	31,143,400	30,216,700	30,223,700
Support Services	1,982,934	1,814,400	1,805,400	1,812,000
Capital Financing Charges	65,693	60,700	59,700	59,700
<b>TOTAL EXPENDITURE</b>	<b>36,200,183</b>	<b>37,003,100</b>	<b>35,631,500</b>	<b>35,173,300</b>
<b><u>INCOME:</u></b>				
Government Grants	(31,713,447)	(32,158,600)	(31,230,100)	(31,162,200)
Other Grants and Contributions	(76,061)	(76,400)	(75,100)	(75,100)
Other Income	(25,828)	(11,200)	(12,600)	(11,200)
Fees and Charges	(346,541)	(387,000)	(459,000)	(471,000)
Recharges	(1,480,245)	(1,442,800)	(1,450,000)	(1,450,000)
<b>TOTAL INCOME</b>	<b>(33,642,122)</b>	<b>(34,076,000)</b>	<b>(33,226,800)</b>	<b>(33,169,500)</b>
<b>TOTAL FINANCE PORTFOLIO</b>	<b>2,558,061</b>	<b>2,927,100</b>	<b>2,404,700</b>	<b>2,003,800</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)





## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1410 FINANCE MANAGEMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	100,191	97,500	100,700	102,700
Transport	198	300	300	300
Supplies and Services	6,316	7,400	7,400	7,200
Third Party Payments	58	1,400	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>106,763</b>	<b>106,600</b>	<b>108,400</b>	<b>110,200</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>106,743</b>	<b>106,600</b>	<b>108,400</b>	<b>110,200</b>
Support Services	51,777	54,600	55,400	55,500
Recharges	(158,520)	(161,900)	(161,900)	(161,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(700)</b>	<b>1,900</b>	<b>3,800</b>
<b><u>S1415 NNDR DIS RATE RELIEF</u></b>				
<b>INDIRECT EXPENDITURE</b>				
Support Services	11,368	16,100	16,100	16,100
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>11,368</b>	<b>16,100</b>	<b>16,100</b>	<b>16,100</b>
<b><u>S1417 PROCUREMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	78,062	83,200	85,700	88,400
Transport	219	400	800	800
Supplies and Services	2,200	3,300	3,100	3,100
Third Party Payments	791	2,000	600	600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>81,272</b>	<b>88,900</b>	<b>90,200</b>	<b>92,900</b>
Support Services	14,137	14,200	14,000	14,100
Recharges	(95,409)	(124,300)	(124,300)	(124,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(21,200)</b>	<b>(20,100)</b>	<b>(17,300)</b>

## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1418 FINANCIAL SERVICES TEAM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	145,814	162,000	156,500	171,400
Transport	58	100	100	100
Supplies and Services	14,685	7,600	7,600	7,000
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>160,557</b>	<b>169,700</b>	<b>164,200</b>	<b>178,500</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(8,500)	(8,500)	(8,500)	(8,500)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT INCOME</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>152,057</b>	<b>161,200</b>	<b>155,700</b>	<b>170,000</b>
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	83,371	77,900	104,500	105,100
Recharges	(235,428)	(125,900)	(125,900)	(125,900)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>113,200</b>	<b>134,300</b>	<b>149,200</b>
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Support Services:

Revised Allocations

26,600

27,200

## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1425 ACCOUNTANCY</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	484,349	443,600	469,200	448,600
Transport	914	1,000	1,000	1,000
Supplies and Services	52,032	60,200	60,200	52,400
Third Party Payments	1,500	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>538,795</b>	<b>504,800</b>	<b>530,400</b>	<b>502,000</b>
<b>DIRECT INCOME</b>				
Other Income	(11)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(11)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>538,784</b>	<b>504,800</b>	<b>530,400</b>	<b>502,000</b>
Support Services	100,823	108,200	119,100	122,100
Recharges	(632,044)	(650,800)	(650,800)	(650,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>7,563</b>	<b>(37,800)</b>	<b>(1,300)</b>	<b>(26,700)</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges  
Temporary staff

11,400 12,100  
15,400 -

Support Services:

Revised Allocations

10,900 13,900

**S1440 NON-DISTRIBUTED COSTS**

<b>DIRECT EXPENDITURE</b>				
Employees	499,292	544,600	179,600	166,100
Supplies and Services	-	200,000	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>499,292</b>	<b>744,600</b>	<b>179,600</b>	<b>166,100</b>
Capital Charges	20,380	15,400	14,400	14,400
Recharges	(23,970)	(23,200)	(23,200)	(23,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>495,702</b>	<b>736,800</b>	<b>170,800</b>	<b>157,300</b>

Variations:Employees:

Increased lump sum element of pension charges  
IAS19 Pensions Adjustments - revised charges  
Early Retirement Lump Sum payments to pension fund

- 16,600  
(378,500) (395,100)  
13,500 -

Supplies and Services:

Contingency Budget allocated to services  
Contingency Budget 2014/15 only  
Contingency Budget balance transferred to new cost centre S1461

(153,800) -  
- (200,000)  
(46,200) -

## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1460 TREASURY MANAGEMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	33,451	31,500	31,500	31,500
Third Party Payments	-	-	2,100	2,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>33,451</b>	<b>31,500</b>	<b>33,600</b>	<b>33,600</b>
<b>DIRECT INCOME</b>				
Other Income	(6,064)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(6,064)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>27,387</b>	<b>31,500</b>	<b>33,600</b>	<b>33,600</b>
Recharges	(2,555)	(2,500)	(2,500)	(2,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>24,832</b>	<b>29,000</b>	<b>31,100</b>	<b>31,100</b>
<b><u>S1461 CONTINGENCIES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	-	-	-	(30,000)
Premises	-	-	40,000	51,000
Supplies and Services	-	-	96,200	50,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>136,200</b>	<b>71,000</b>
<b>DIRECT INCOME</b>				
Fees and Charges Contingency	-	-	(62,000)	(74,000)
<b>TOTAL DIRECT INCOME</b>	<b>-</b>	<b>-</b>	<b>(62,000)</b>	<b>(74,000)</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>74,200</b>	<b>(3,000)</b>

Variations:Employees:

Salary Vacancy Contingency	-	(30,000)
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Premises:

Provision for increased costs of new office cleaning contract	40,000	51,000
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Supplies and Services:

Contingency Budget balance transferred from Non-Distributed Costs (S1440)	46,200	-
Inflation allowance transferred from Corporate Management	50,000	50,000

Fees and Charges:

Income contingency for seasonal over-recovery of income	(62,000)	(74,000)
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## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1465 CORPORATE MANAGEMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	-	225,200	80,000	60,000
Supplies and Services	82,387	198,400	74,300	74,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>82,387</b>	<b>423,600</b>	<b>154,300</b>	<b>134,300</b>
Support Services	532,154	328,300	285,600	284,500
Recharges	(10,900)	(10,900)	(18,100)	(18,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>603,641</b>	<b>741,000</b>	<b>421,800</b>	<b>400,700</b>

Variations:Employees:

General Allowance for Pay Award now in individual services	(145,200)	(145,200)
Employee Initiatives 2014/15 only	-	(50,000)
Full year effect of New Living Wage	-	30,000

Supplies and Services:

Reduction in inflation allowance	(75,000)	(75,000)
Inflation allowance transferred to Contingencies budget	(50,000)	(50,000)

Support Services:

Revised Allocations	(42,700)	(43,800)
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## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1468 CONCURRENT SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	110,809	102,700	105,500	100,000
Third Party Payments	56,000	54,600	54,600	53,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>166,809</b>	<b>157,300</b>	<b>160,100</b>	<b>153,200</b>
Support Services	4,230	5,900	5,900	5,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>171,039</b>	<b>163,200</b>	<b>166,000</b>	<b>159,100</b>
<b><u>S1578 AUDIT AND RISK</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	231,179	223,700	216,300	215,900
Transport	1,317	1,400	1,400	1,400
Supplies and Services	14,624	15,000	28,700	33,600
Third Party Payments	7,000	-	6,400	5,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>254,120</b>	<b>240,100</b>	<b>252,800</b>	<b>255,900</b>
<b>DIRECT INCOME</b>				
Other Income	(14,771)	(11,200)	(12,600)	(11,200)
<b>TOTAL DIRECT INCOME</b>	<b>(14,771)</b>	<b>(11,200)</b>	<b>(12,600)</b>	<b>(11,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>239,349</b>	<b>228,900</b>	<b>240,200</b>	<b>244,700</b>
Support Services	63,570	69,100	65,800	66,600
Recharges	(302,919)	(324,200)	(324,200)	(324,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(26,200)</b>	<b>(18,200)</b>	<b>(12,900)</b>

Variations:Supplies and Services:

Audit Services bought in

13,700

18,300

## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3050 REVENUES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	508,756	507,800	545,200	533,000
Transport	1,492	2,700	2,700	2,700
Supplies and Services	104,929	86,200	86,200	81,200
Third Party Payments	20,428	28,400	27,800	25,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>635,605</b>	<b>625,100</b>	<b>661,900</b>	<b>642,700</b>
<b>DIRECT INCOME</b>				
Government Grants	(212,678)	(214,500)	(214,500)	(214,500)
Contributions from other local authorities	(67,561)	(67,900)	(66,600)	(66,600)
Fees and Charges	(346,721)	(380,000)	(390,000)	(390,000)
<b>TOTAL DIRECT INCOME</b>	<b>(626,960)</b>	<b>(662,400)</b>	<b>(671,100)</b>	<b>(671,100)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>8,645</b>	<b>(37,300)</b>	<b>(9,200)</b>	<b>(28,400)</b>
Support Services	586,373	588,900	573,500	576,400
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>595,018</b>	<b>551,600</b>	<b>564,300</b>	<b>548,000</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	10,700	11,400
Temporary staff - introduction of Council Tax Penalty Charge	14,000	-
Pay award / increments etc.	-	13,200

Fees and Charges:

New Council Tax Penalty Charge	(10,000)	(10,000)
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Support Services:

Revised Allocations	(15,400)	(12,500)
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## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3250 BENEFITS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	586,058	618,000	569,800	530,100
Transport	12,666	12,300	12,300	12,300
Supplies and Services	226,361	226,900	365,700	148,500
Third Party Payments	59,755	35,000	46,600	46,600
Transfer Payments	30,705,339	31,143,400	30,216,700	30,223,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>31,590,179</b>	<b>32,035,600</b>	<b>31,211,100</b>	<b>30,961,200</b>
<b>DIRECT INCOME</b>				
Government Grants	(31,500,769)	(31,944,100)	(31,015,600)	(30,947,700)
Fees and Charges	(4,782)	(7,000)	(7,000)	(7,000)
<b>TOTAL DIRECT INCOME</b>	<b>(31,505,551)</b>	<b>(31,951,100)</b>	<b>(31,022,600)</b>	<b>(30,954,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>84,628</b>	<b>84,500</b>	<b>188,500</b>	<b>6,500</b>
Support Services	531,688	547,600	562,700	562,100
Recharges	(18,500)	(19,100)	(19,100)	(19,100)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>597,816</b>	<b>613,000</b>	<b>732,100</b>	<b>549,500</b>

Variations:Employees:

Fraud Investigations transferring to Government Agency	-	(63,300)
End of temporary arrangements	-	(38,900)
Vacancies and other staff changes	(63,100)	-
IAS19 Pensions Adjustments - revised charges	15,600	13,100

Supplies and services:

Earmarked Reserve carried forward from 2013/14 Council Tax Support Scheme IT costs	138,800	-
Benefits software changes - 2014/15 only	-	(79,600)

Third Party Payments:

Increased Shared Legal Services charges	11,600	11,600
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Transfer Payments:

Reduced Benefits payments	(926,700)	(919,700)
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Government Grants:

Reduced Subsidy grant	928,500	928,500
Reduced Administration Grant	-	67,900

Support Services:

Revised Allocations	15,100	14,500
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## FINANCE PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3661 CUP - UNITED REFORM CHURCH</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	2,326	-	39,900	-
Supplies and Services	-	-	43,700	-
Third Party Payments	-	200	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>2,326</b>	<b>200</b>	<b>83,600</b>	<b>-</b>
Support Services	3,443	3,600	2,800	3,600
Capital Charges	45,313	45,300	45,300	45,300
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>51,082</b>	<b>49,100</b>	<b>131,700</b>	<b>48,900</b>
	<hr/>	<hr/>	<hr/>	<hr/>

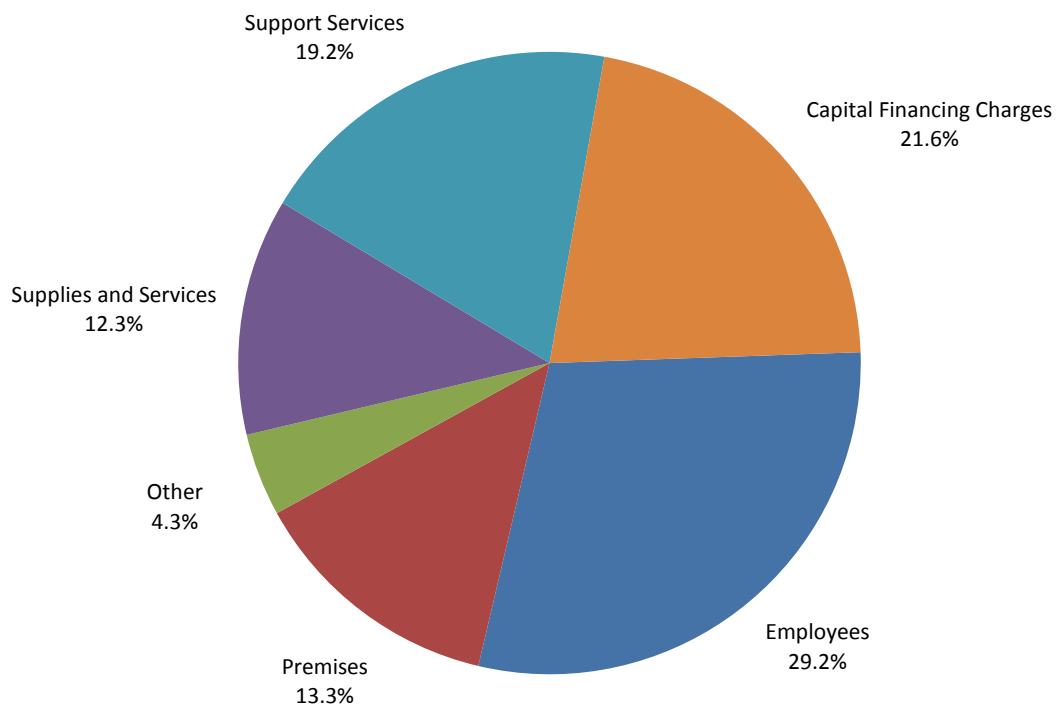
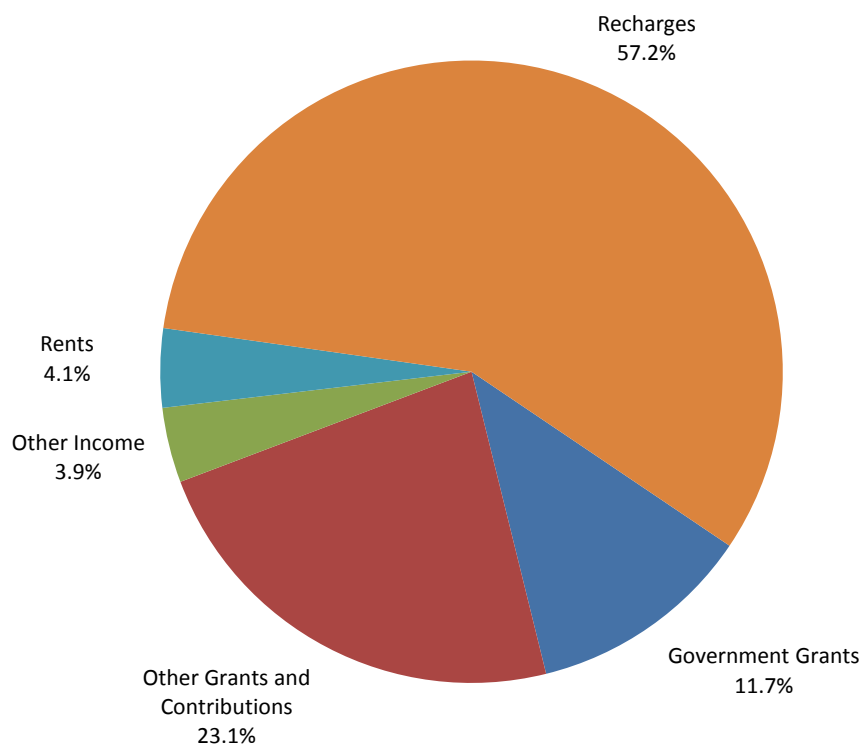
Variations:Premises:

Asset Review identified repairs and improvements	39,900	-
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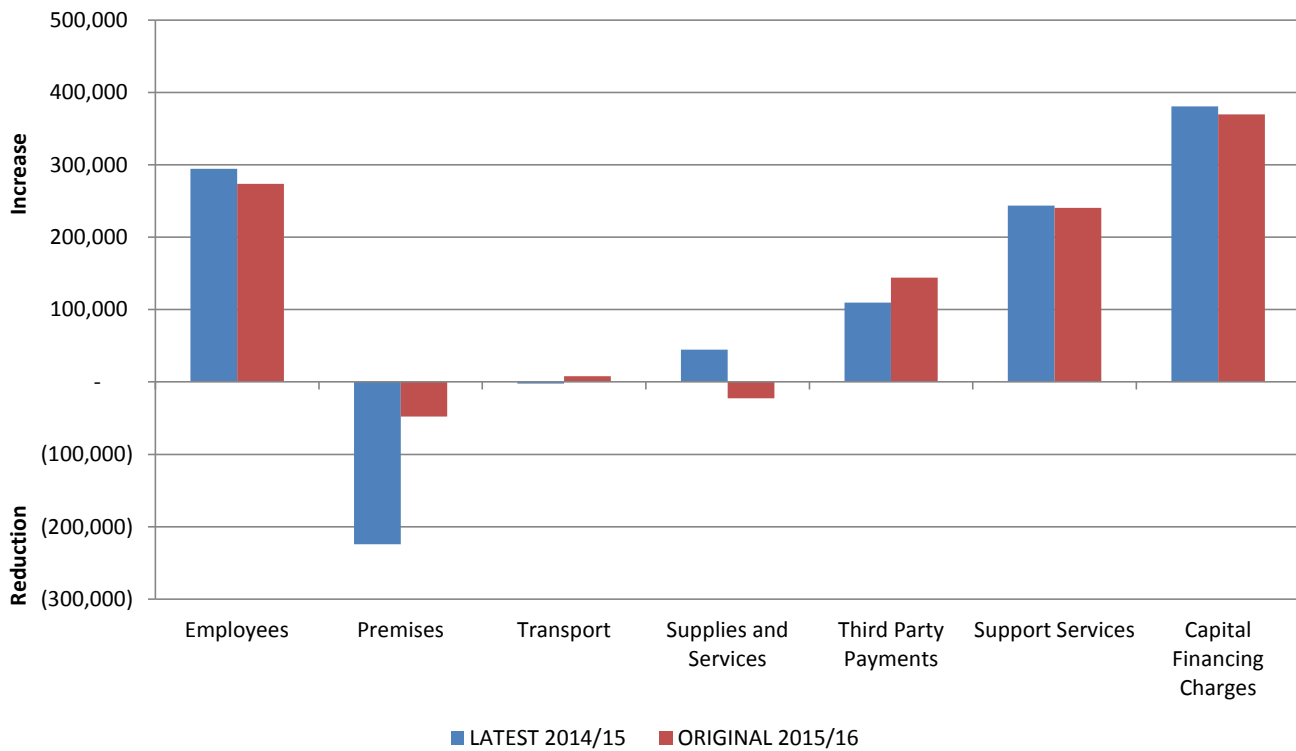
Supplies and Services:

Earmarked Reserve carried forward from 2013/14	43,700	-
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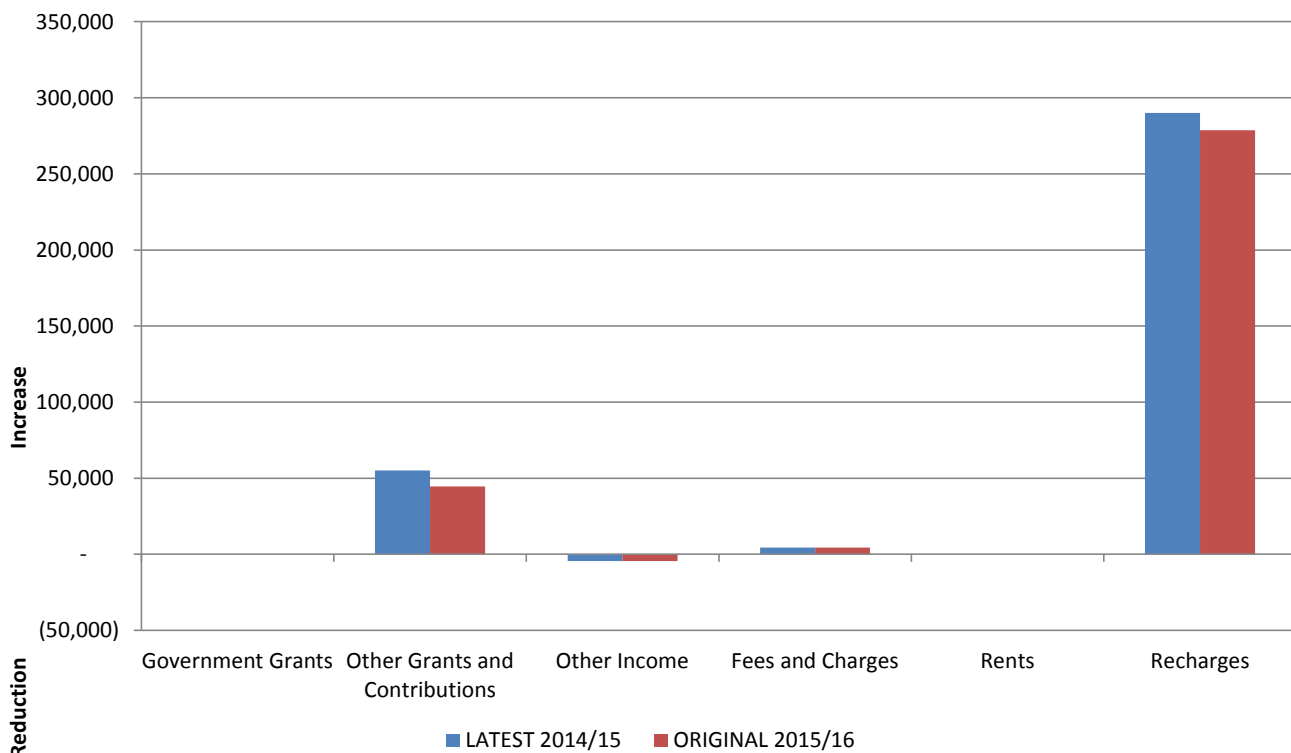
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>HOUSING &amp; PROPERTY PORTFOLIO:</u></b>				
S1050 PUBLIC CONVENIENCES	171,568	195,400	210,000	184,800
S1590 HOMELESSNESS/HOUSING ADVICE	544,204	482,700	546,500	515,200
S1605 HOUSING STRATEGY	654,448	141,400	764,100	734,000
S1610 OTHER HOUSING PROPERTY	19,754	(1,200)	500	400
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	380,676	602,200	672,900	606,600
S1645 PROPERTY SERVICES	-	(29,000)	(14,500)	48,100
S1660 WARWICK PLANT MAINTENANCE	-	2,300	9,200	10,200
S4780 WDC HIGHWAYS	157,677	194,900	163,000	158,600
SW000 CORPORATE R+M UNALLOCATED	-	420,500	158,800	393,900
SW100 CORPORATE R+M HOLDING CODE	-	-	-	-
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>1,966,227</b>	<b>2,047,100</b>	<b>2,548,400</b>	<b>2,689,700</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	1,384,204	1,258,500	1,552,900	1,532,100
Premises	394,013	747,300	523,100	699,600
Transport	39,702	45,500	43,100	53,500
Supplies and Services	762,671	668,700	713,400	646,300
Third Party Payments	28,421	26,400	136,200	170,400
Support Services	704,519	767,400	1,010,800	1,007,900
Capital Financing Charges	982,253	761,100	1,141,900	1,130,900
<b>TOTAL EXPENDITURE</b>	<b>4,295,783</b>	<b>4,274,900</b>	<b>5,121,400</b>	<b>5,240,700</b>
<b><u>INCOME:</u></b>				
Government Grants	(303,717)	(299,000)	(299,000)	(299,000)
Other Grants and Contributions	(635,209)	(544,000)	(599,100)	(588,600)
Other Income	(20,566)	(6,700)	(2,300)	(2,300)
Fees and Charges	(15,039)	(93,100)	(97,500)	(97,500)
Rents	(152,596)	(104,800)	(104,800)	(104,800)
Recharges	(1,202,429)	(1,180,200)	(1,470,300)	(1,458,800)
<b>TOTAL INCOME</b>	<b>(2,329,556)</b>	<b>(2,227,800)</b>	<b>(2,573,000)</b>	<b>(2,551,000)</b>
<b>TOTAL HOUSING &amp; PROPERTY PORTFOLIO</b>	<b>1,966,227</b>	<b>2,047,100</b>	<b>2,548,400</b>	<b>2,689,700</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1050 PUBLIC CONVENIENCES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	133,104	139,800	162,200	140,300
Supplies and Services	4	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>133,108</b>	<b>139,800</b>	<b>162,200</b>	<b>140,300</b>
<b>DIRECT INCOME</b>				
Other Income	(10)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(10)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>133,098</b>	<b>139,800</b>	<b>162,200</b>	<b>140,300</b>
Support Services	11,247	28,400	20,600	17,300
Capital Charges	27,223	27,200	27,200	27,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>171,568</b>	<b>195,400</b>	<b>210,000</b>	<b>184,800</b>

Variations:Premises:

Asset Review identified repairs and improvements

35,400

-

Support Services:

Revised Allocations

(7,800)

(11,100)

## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1590 HOMELESSNESS/HOUSING ADVICE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	257,914	218,100	379,700	357,200
Premises	111,195	101,700	102,200	102,300
Transport	224	1,500	1,700	2,800
Supplies and Services	194,491	111,600	111,000	108,800
Third Party Payments	-	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>563,824</b>	<b>432,900</b>	<b>594,600</b>	<b>571,100</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(44,743)	(47,200)	(43,800)	(44,800)
Other Income	2	-	-	-
Rents	(121,062)	(78,900)	(78,900)	(78,900)
<b>TOTAL DIRECT INCOME</b>	<b>(165,803)</b>	<b>(126,100)</b>	<b>(122,700)</b>	<b>(123,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>398,021</b>	<b>306,800</b>	<b>471,900</b>	<b>447,400</b>
Support Services	164,076	175,900	445,400	414,800
Recharges	(17,893)	-	(370,800)	(347,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>544,204</b>	<b>482,700</b>	<b>546,500</b>	<b>515,200</b>

Variations:Employees:

Housing Restructure	151,100	126,700
IAS19 Pensions Adjustments - revised charges	10,000	10,400

Support Services:

Revised Allocations	269,500	238,900
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Recharges:

Changes in costs to be reallocated	(370,800)	(347,000)
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1605 HOUSING STRATEGY</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	53,123	95,200	46,400	47,100
Transport	447	1,300	1,300	1,300
Supplies and Services	28,332	23,800	61,800	2,700
Third Party Payments	19,200	16,200	120,900	155,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>101,102</b>	<b>136,500</b>	<b>230,400</b>	<b>206,200</b>
Support Services	67,755	57,000	95,600	100,500
Capital Charges	509,100	11,700	458,100	447,000
Recharges	(23,509)	(63,800)	(20,000)	(19,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>654,448</b>	<b>141,400</b>	<b>764,100</b>	<b>734,000</b>

Variations:Employees:

Housing Restructure	(49,600)	(50,100)
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Supplies and Services:

New Homes Bonus contribution 2014/15 only	-	(59,000)
General Fit For the Future savings now allocated to direct services	38,000	38,000

Third Party Payments:

Council Housing Company study	50,000	-
Lillington Development Study	50,000	-
Private Sector Stock Condition Survey		75,000
Housing Market Assessment		60,000

Support Services:

Revised Allocations	38,600	43,500
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Capital Charges:

Housing Association Grants - revised programme	446,400	435,300
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Recharges:

Changes in costs to be reallocated	43,800	44,100
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1610 OTHER HOUSING PROPERTY</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	10,898	800	100	100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>10,898</b>	<b>800</b>	<b>100</b>	<b>100</b>
<b>DIRECT INCOME</b>				
Other Income	(100)	-	-	-
Rents	(42,577)	(35,600)	(35,600)	(35,600)
<b>TOTAL DIRECT INCOME</b>	<b>(42,677)</b>	<b>(35,600)</b>	<b>(35,600)</b>	<b>(35,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(31,779)</b>	<b>(34,800)</b>	<b>(35,500)</b>	<b>(35,500)</b>
Support Services	24,320	6,400	8,400	8,300
Capital Charges	27,213	27,200	27,600	27,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>19,754</b>	<b>(1,200)</b>	<b>500</b>	<b>400</b>
<b><u>S1615 CONTRIBUTIONS TO HRA</u></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><u>S1625 SUPPORTING PEOPLE TO HRA</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	464,504	463,700	463,700	463,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>464,504</b>	<b>463,700</b>	<b>463,700</b>	<b>463,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(464,504)	(463,700)	(463,700)	(463,700)
<b>TOTAL DIRECT INCOME</b>	<b>(464,504)</b>	<b>(463,700)</b>	<b>(463,700)</b>	<b>(463,700)</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1630 PRIVATE SECTOR HOUSING</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	297,079	207,700	380,000	285,600
Transport	7,650	8,300	8,300	9,600
Supplies and Services	26,582	18,400	24,300	18,800
Third Party Payments	4,155	5,700	11,400	11,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>335,466</b>	<b>240,100</b>	<b>424,000</b>	<b>325,400</b>
<b>DIRECT INCOME</b>				
Government Grants	(303,717)	(299,000)	(299,000)	(299,000)
Other Grants and Contributions	(125,962)	(33,100)	(91,600)	(80,100)
Other Income	(20,458)	(6,700)	(2,300)	(2,300)
Fees and Charges	(3,980)	(83,400)	(87,800)	(87,800)
<b>TOTAL DIRECT INCOME</b>	<b>(454,117)</b>	<b>(422,200)</b>	<b>(480,700)</b>	<b>(469,200)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(118,651)</b>	<b>(182,100)</b>	<b>(56,700)</b>	<b>(143,800)</b>
Support Services	228,071	257,800	240,100	254,900
Capital Charges	405,691	682,000	610,200	610,200
Recharges	(134,435)	(155,500)	(120,700)	(114,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>380,676</b>	<b>602,200</b>	<b>672,900</b>	<b>606,600</b>

Variations:Employees:

Housing Restructure	68,300	53,000
Redundancy payments	56,300	-
HAT Project post extended	39,200	16,900

Other Grants and Contributions:

Contributions towards HAT Project	(26,800)	(11,200)
HMO Contributions from licences	(31,700)	(35,800)

Support Services:

Revised Allocations	(17,700)	(2,900)
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Capital Charges:

Environmental Health Improvement Grants - revised programme	(71,800)	(71,800)
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Recharges:

Changes in costs to be reallocated	34,800	40,800
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## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1645 PROPERTY SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	531,208	501,100	497,700	589,100
Premises	-	-	-	(21,500)
Transport	15,537	19,300	16,800	24,600
Supplies and Services	9,091	11,900	13,300	13,000
Third Party Payments	5,066	4,500	3,900	3,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>560,902</b>	<b>536,800</b>	<b>531,700</b>	<b>609,100</b>
<b>DIRECT INCOME</b>				
Other Income	(16)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(16)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>560,886</b>	<b>536,800</b>	<b>531,700</b>	<b>609,100</b>
Support Services	187,548	219,300	178,200	189,800
Recharges	(748,434)	(785,100)	(724,400)	(750,800)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(29,000)</b>	<b>(14,500)</b>	<b>48,100</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	11,100	11,800
Pay award, increments, etc.	-	17,800
Property Services restructure	-	49,800

Premises:

Fuels Discretionary savings to be identified	-	(21,500)
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Support Services:

Revised Allocations	(41,100)	(29,500)
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Recharges:

Changes in costs to be reallocated	60,700	34,300
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**S1660 WARWICK PLANT MAINTENANCE**

<b>DIRECT EXPENDITURE</b>				
Employees	105,679	105,500	110,200	111,100
Transport	9,355	8,800	8,800	8,900
Supplies and Services	626	500	500	500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>115,660</b>	<b>114,800</b>	<b>119,500</b>	<b>120,500</b>
Support Services	101	100	2,300	2,300
Recharges	(115,761)	(112,600)	(112,600)	(112,600)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>2,300</b>	<b>9,200</b>	<b>10,200</b>

## HOUSING &amp; PROPERTY PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4780 WDC HIGHWAYS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	139,201	130,900	138,900	142,000
Premises	76,499	84,500	89,800	84,500
Transport	6,489	6,300	6,200	6,300
Supplies and Services	1,141	900	900	900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>223,330</b>	<b>222,600</b>	<b>235,800</b>	<b>233,700</b>
Support Services	21,401	22,500	20,200	20,000
Capital Charges	13,026	13,000	18,800	18,900
Recharges	(100,080)	(63,200)	(111,800)	(114,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>157,677</b>	<b>194,900</b>	<b>163,000</b>	<b>158,600</b>

Variations:Recharges:

Changes in costs to be reallocated	(48,600)	(50,800)
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**SW000 CORPORATE R+M UNALLOCATED**

<b>DIRECT EXPENDITURE</b>				
Premises	-	420,500	158,800	393,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>420,500</b>	<b>158,800</b>	<b>393,900</b>

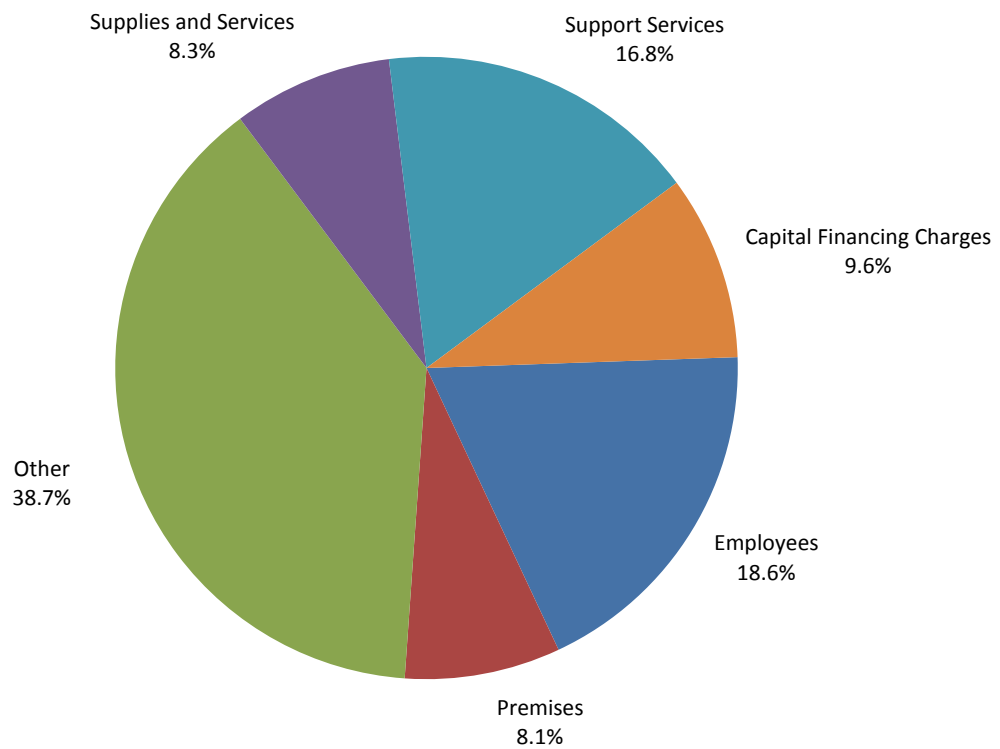
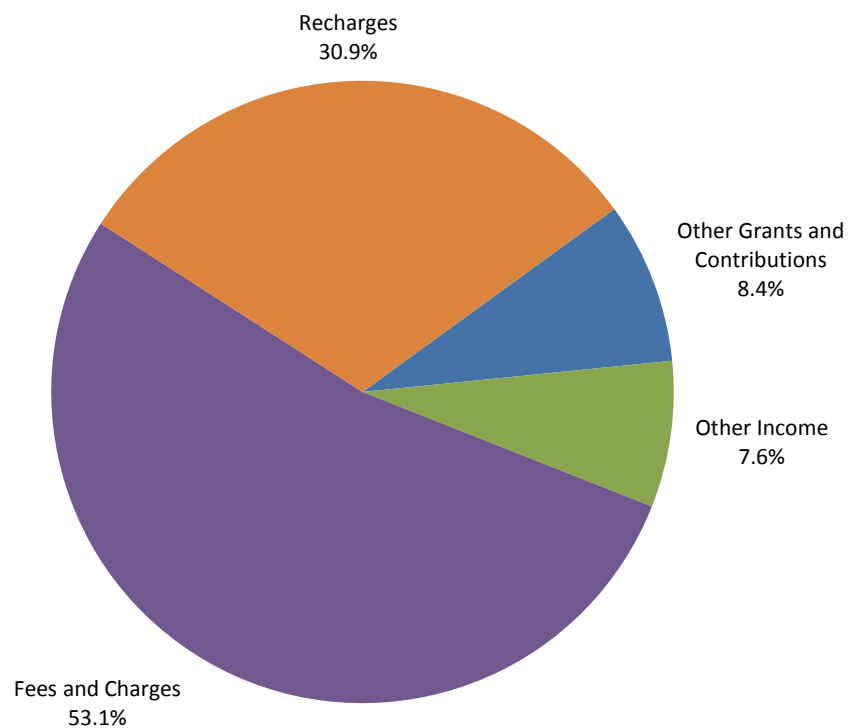
Variations:Premises:

General provision allocated out to direct services	(261,700)	-
General allowance for discretion savings yet to be identified	-	(26,600)

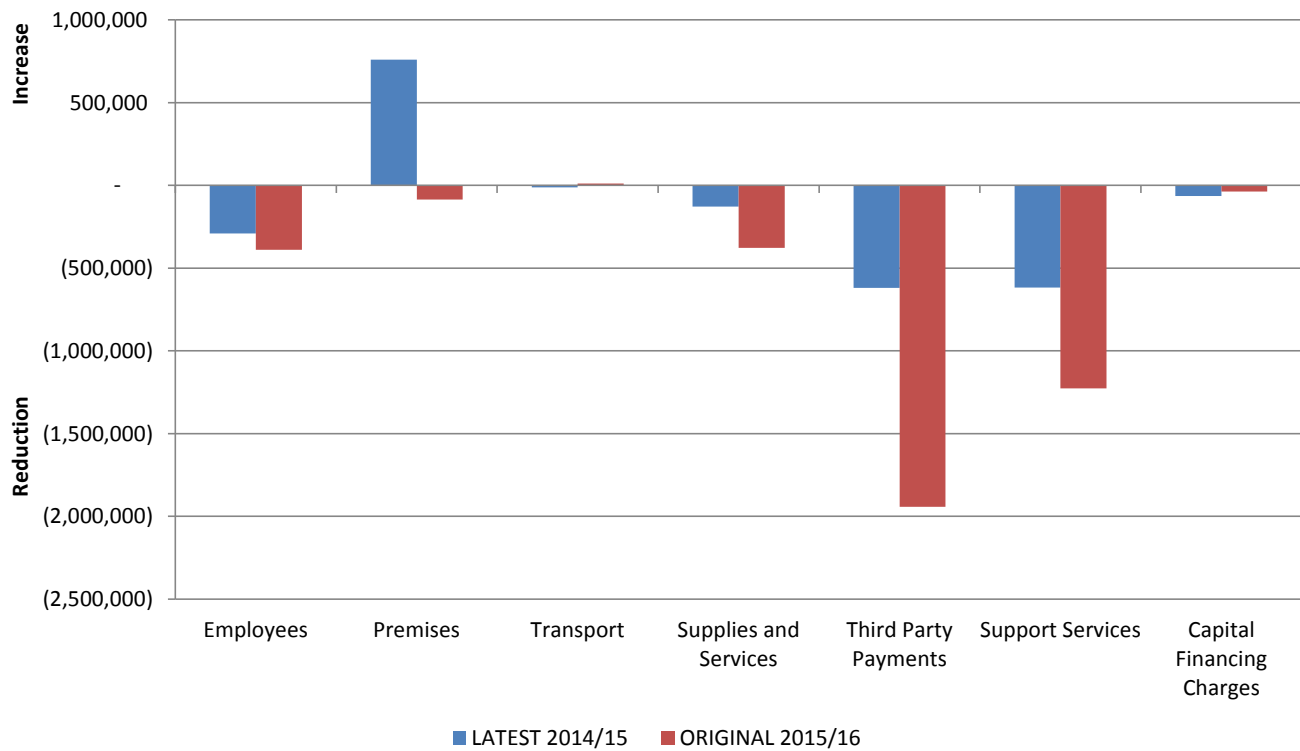
**SW100 CORPORATE R+M HOLDING CODE**

<b>DIRECT EXPENDITURE</b>				
Premises	62,317	-	10,000	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>62,317</b>	<b>-</b>	<b>10,000</b>	<b>-</b>
Recharges	(62,317)	-	(10,000)	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

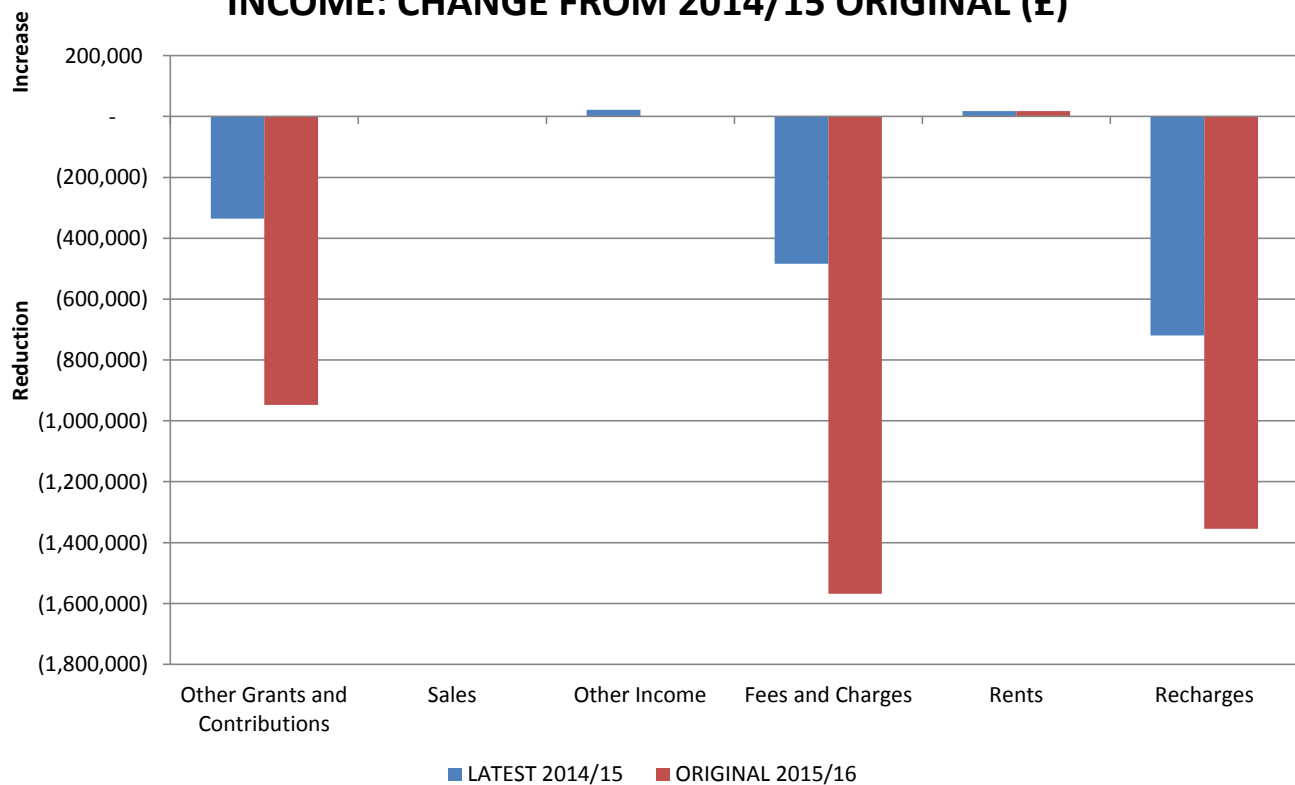
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>NEIGHBOURHOOD PORTFOLIO:</u></b>				
S1020 NEIGHBOURHOOD SERVICES	-	2,500	6,500	10,500
S1105 CAR PARKS	(776,450)	(589,000)	(492,700)	(328,500)
S1107 DECRIM OF PARKING - WCC	-	212,900	-	-
S1108 DECRIM OF PARKING - SHARED	-	(40,400)	(200)	-
S1250 WCC HIGHWAYS	1,335	76,900	20,600	21,900
S1258 GREEN SPACES CONTRACT MGT	1,425,648	1,282,200	1,361,300	1,374,300
S1270 GREEN SPACE DEVELOPMENT	617,508	569,700	1,031,200	727,900
S1320 BEREAVEMENT SERVICES	(483,902)	(199,200)	94,100	(280,000)
S3100 ONE STOP SHOPS	-	17,000	15,600	18,600
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	8,800	(8,100)	(4,800)
S3400 PAYMENT CHANNELS	-	73,500	21,200	(9,100)
S3450 CUSTOMER SERVICE CENTRE	-	(29,900)	(21,800)	(67,700)
S3460 COMMUNITY & CORPORATE SERVICES	-	61,300	(20,800)	-
S4060 STREET CLEANSING	1,280,086	1,347,000	1,303,600	1,106,700
S4090 WASTE MANAGEMENT	-	(53,900)	(2,200)	(200)
S4130 WASTE COLLECTION	2,357,950	2,301,700	2,270,300	2,284,700
S4180 ABANDONED VEHICLES	16,083	8,800	300	300
<b>TOTAL NEIGHBOURHOOD PORTFOLIO</b>	<b>4,438,258</b>	<b>5,049,900</b>	<b>5,578,900</b>	<b>4,854,600</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,578,488	2,631,100	2,339,900	2,241,800
Premises	995,378	1,061,400	1,821,800	976,300
Transport	47,323	59,400	48,400	70,900
Supplies and Services	1,657,658	1,378,200	1,251,200	1,000,400
Third Party Payments	6,975,669	6,551,600	5,932,800	4,609,500
Support Services	3,132,389	3,252,700	2,635,600	2,026,300
Capital Financing Charges	1,192,092	1,195,600	1,131,300	1,157,900
<b>TOTAL EXPENDITURE</b>	<b>16,578,997</b>	<b>16,130,000</b>	<b>15,161,000</b>	<b>12,083,100</b>
<b><u>INCOME:</u></b>				
Other Grants and Contributions	(2,033,145)	(1,556,100)	(1,220,900)	(609,000)
Sales	565	-	-	-
Other Income	(482,698)	(497,400)	(519,600)	(497,400)
Fees and Charges	(6,172,415)	(5,408,000)	(4,924,200)	(3,840,200)
Rents	(67,411)	(33,300)	(51,300)	(51,300)
Recharges	(3,385,635)	(3,585,300)	(2,866,100)	(2,230,600)
<b>TOTAL INCOME</b>	<b>(12,140,739)</b>	<b>(11,080,100)</b>	<b>(9,582,100)</b>	<b>(7,228,500)</b>
<b>TOTAL NEIGHBOURHOOD PORTFOLIO</b>	<b>4,438,258</b>	<b>5,049,900</b>	<b>5,578,900</b>	<b>4,854,600</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1020 NEIGHBOURHOOD SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	103,540	76,400	73,600	77,400
Transport	-	100	100	100
Supplies and Services	452	1,000	1,000	1,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>103,992</b>	<b>77,500</b>	<b>74,700</b>	<b>78,500</b>
Support Services	27,396	32,800	39,600	39,700
Recharges	(131,388)	(107,800)	(107,800)	(107,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>2,500</b>	<b>6,500</b>	<b>10,500</b>

## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1105 CAR PARKS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	102,270	99,600	180,400	483,000
Premises	510,981	518,800	521,000	460,200
Transport	1,239	1,300	1,300	31,300
Supplies and Services	139,428	148,900	162,600	165,700
Third Party Payments	253,666	204,500	204,500	137,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,007,584</b>	<b>973,100</b>	<b>1,069,800</b>	<b>1,277,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(36,634)	-	-	-
Other Income	(41,104)	(63,900)	(63,900)	(63,900)
Fees and Charges	(2,729,849)	(2,494,100)	(2,551,100)	(2,606,100)
Rents	(12,388)	(9,400)	(9,400)	(9,400)
<b>TOTAL DIRECT INCOME</b>	<b>(2,819,975)</b>	<b>(2,567,400)</b>	<b>(2,624,400)</b>	<b>(2,679,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(1,812,391)</b>	<b>(1,594,300)</b>	<b>(1,554,600)</b>	<b>(1,401,900)</b>
Support Services	567,960	556,500	523,600	466,400
Capital Charges	603,657	607,500	607,000	607,000
Recharges	(135,676)	(158,700)	(68,700)	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(776,450)</b>	<b>(589,000)</b>	<b>(492,700)</b>	<b>(328,500)</b>

Variations:Employees:

Effects of loss of On Street Parking and introduction of new Ranger service	50,800	347,300
IAS19 Pensions Adjustments - revised charges	31,200	31,000

Premises:

Reserve funded improvements 2014/15 only	-	(67,800)
Increase Business Rates	5,100	11,400

Transport:

Vehicles for new Ranger service	-	30,000
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Supplies and Services:

Effects of loss of On Street Parking service	20,800	23,800
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Third Party Payments:

Reduction in cost of cleansing service - to be done by new Ranger service	-	(70,000)
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Fees and Charges:

Increased income	(57,000)	(112,000)
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Support Services:

Revised Allocations	58,500	114,800
Effects of loss of On Street Parking service	(91,400)	(204,900)

Recharges:

Effects of loss of On Street Parking service	90,000	158,700
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## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1107 DECRIM OF PARKING - WCC</u></b>				
<b>DIRECT EXPENDITURE</b>				
Transport	13,503	15,800	7,400	-
Supplies and Services	79,922	160,300	63,800	-
Third Party Payments	2,004,039	1,742,900	1,123,800	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>2,097,464</b>	<b>1,919,000</b>	<b>1,195,000</b>	<b>-</b>
<b>DIRECT INCOME</b>				
Agency Reimbursement	(918,265)	(943,200)	(496,000)	-
Fees and Charges	(2,001,517)	(1,741,300)	(1,123,700)	-
<b>TOTAL DIRECT INCOME</b>	<b>(2,919,782)</b>	<b>(2,684,500)</b>	<b>(1,619,700)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>				
Support Services	822,318	978,400	424,700	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>212,900</b>	<b>-</b>	<b>-</b>

Variations:

Service terminated with effect from 1 November 2014

**S1108 DECRIM OF PARKING - SHARED**

<b>DIRECT EXPENDITURE</b>				
Employees	668,200	778,100	351,100	-
Transport	101	2,500	-	-
Supplies and Services	81,202	90,100	52,000	-
Third Party Payments	-	100	200	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>749,503</b>	<b>870,800</b>	<b>403,300</b>	<b>-</b>
Support Services	119,665	113,300	66,000	-
Recharges	(869,168)	(1,024,500)	(469,500)	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(40,400)</b>	<b>(200)</b>	<b>-</b>

Variations:

Service terminated with effect from 1 November 2014

## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1250 WCC HIGHWAYS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Third Party Payments	99,505	105,000	105,000	106,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>99,505</b>	<b>105,000</b>	<b>105,000</b>	<b>106,400</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>(12,795)</b>	<b>(7,300)</b>	<b>(7,300)</b>	<b>(5,900)</b>
Support Services	14,130	84,200	27,900	27,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,335</b>	<b>76,900</b>	<b>20,600</b>	<b>21,900</b>

Variations:Support Services:

Revised Allocations

(56,300)

(56,400)

## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1258 GREEN SPACES CONTRACT MGT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	39,422	24,000	37,500	38,100
Supplies and Services	54,628	53,500	53,500	53,500
Third Party Payments	1,232,516	1,140,200	1,140,200	1,152,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,326,566</b>	<b>1,217,700</b>	<b>1,231,200</b>	<b>1,243,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(15,184)	(10,500)	(10,500)	(10,500)
Sales	-	-	-	-
Other Income	(25,891)	(25,100)	(25,100)	(25,100)
Rents	(33,000)	-	(18,000)	(18,000)
<b>TOTAL DIRECT INCOME</b>	<b>(74,075)</b>	<b>(35,600)</b>	<b>(53,600)</b>	<b>(53,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,252,491</b>	<b>1,182,100</b>	<b>1,177,600</b>	<b>1,190,100</b>
Support Services	173,157	100,100	183,700	184,200
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,425,648</b>	<b>1,282,200</b>	<b>1,361,300</b>	<b>1,374,300</b>

Variations:Premises:

Business Rates - see Rents below

13,800

14,400

Third Party Payments:

Contract inflation

-

11,900

Rents:

Increased service charges

(18,000)

(18,000)

Support Services:

Revised Allocations

83,600

84,100

## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1270 GREEN SPACE DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Premises	184,395	191,600	563,000	150,700
Supplies and Services	82,559	75,800	75,800	45,000
Third Party Payments	42,593	29,000	29,000	29,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>309,547</b>	<b>296,400</b>	<b>667,800</b>	<b>224,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(183,722)	(2,600)	(118,500)	(2,600)
Sales	(435)	-	-	-
Other Income	(1,402)	(13,400)	(13,400)	(13,400)
Fees and Charges	-	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(185,559)</b>	<b>(16,000)</b>	<b>(131,900)</b>	<b>(16,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>123,988</b>	<b>280,400</b>	<b>535,900</b>	<b>208,700</b>
Support Services	328,523	178,100	328,600	325,500
Capital Charges	164,997	165,700	166,700	193,700
Recharges	-	(54,500)	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>617,508</b>	<b>569,700</b>	<b>1,031,200</b>	<b>727,900</b>

Variations:Premises:

Asset Review identified repairs and improvements	370,000	-
Corporate Repairs and Maintenance programme changes	10,000	-
Earmarked Reserve carried forward from 2013/14 - St. Michael's Lands	(7,300)	(40,000)

Supplies and Services:

Parks Ranger Service now done by Car Parks Ranger Service	-	(30,800)
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Other Grants and Contributions:

Planning Gain contributions received	(115,900)	-
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Support Services:

Revised Allocations	150,500	147,400
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Recharges:

Changes in costs to be reallocated	54,500	54,500
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## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S1320 BEREAVEMENT SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	187,694	190,200	195,900	200,300
Premises	245,971	312,700	686,000	313,000
Transport	5,837	6,300	6,300	6,300
Supplies and Services	85,475	91,900	130,600	96,300
Third Party Payments	145,115	119,600	119,700	121,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>670,092</b>	<b>720,700</b>	<b>1,138,500</b>	<b>737,300</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(118)	(2,900)	(25,100)	(2,900)
Other Income	(284)	(100)	(100)	(100)
Fees and Charges	(1,395,566)	(1,129,900)	(1,206,700)	(1,191,400)
Rents	(22,023)	(23,900)	(23,900)	(23,900)
<b>TOTAL DIRECT INCOME</b>	<b>(1,417,991)</b>	<b>(1,156,800)</b>	<b>(1,255,800)</b>	<b>(1,218,300)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(747,899)</b>	<b>(436,100)</b>	<b>(117,300)</b>	<b>(481,000)</b>
Support Services	151,175	124,100	98,600	88,700
Capital Charges	112,822	112,800	112,800	112,300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(483,902)</b>	<b>(199,200)</b>	<b>94,100</b>	<b>(280,000)</b>

Variations:Premises:

Asset Review identified repairs and improvements	374,500	-
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Supplies and Services:

Earmarked reserve carried forward from 2013/14 - equipment, etc.	15,400	-
Generator	20,000	-

Other Grants and Contributions:

Contribution in respect of Mercury Abatement Scheme	(22,200)	-
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Fees and Charges:

Revised effects of lost income during capital works	(76,800)	(30,900)
Revised charges	-	(30,600)

Support Services:

Revised Allocations	(25,500)	(35,400)
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## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3100 ONE STOP SHOPS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	188,781	202,400	206,400	212,300
Transport	782	700	700	700
Supplies and Services	4,291	2,300	2,300	2,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>193,854</b>	<b>205,400</b>	<b>209,400</b>	<b>215,700</b>
<b>DIRECT INCOME</b>				
Other Income	(502)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(502)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>193,352</b>	<b>205,400</b>	<b>209,400</b>	<b>215,700</b>
Support Services	13,209	13,000	23,200	19,900
Recharges	(206,561)	(201,400)	(217,000)	(217,000)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>17,000</b>	<b>15,600</b>	<b>18,600</b>

Variations:Employees:

Pay award, increments, etc.

- 10,600

Support Services:

Revised Allocations

10,200 6,900

Recharges:

Changes in costs to be reallocated

(15,600) (15,600)

**S3200 RECEPTION FACILITIES & LEAMINGTON OSS**

<b>DIRECT EXPENDITURE</b>				
Employees	176,542	183,200	189,600	199,600
Transport	22	300	300	300
Supplies and Services	707	1,500	1,700	1,700
<b>TOTAL DIRECT EXPENDITURE</b>	<b>177,271</b>	<b>185,000</b>	<b>191,600</b>	<b>201,600</b>
Support Services	84,747	83,500	70,000	63,300
Recharges	(262,018)	(259,700)	(269,700)	(269,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>8,800</b>	<b>(8,100)</b>	<b>(4,800)</b>

Variations:Support Services:

Revised Allocations

(13,500) (20,200)

Recharges:

Changes in costs to be reallocated

(10,000) (10,000)

## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3400 PAYMENT CHANNELS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	25,971	96,500	51,500	21,500
Third Party Payments	77,289	78,900	79,200	79,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>103,260</b>	<b>175,400</b>	<b>130,700</b>	<b>100,700</b>
Support Services	14,173	15,900	6,900	6,600
Recharges	(117,433)	(117,800)	(116,400)	(116,400)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>73,500</b>	<b>21,200</b>	<b>(9,100)</b>

Variations:Supplies and Services:

Payment Card Industry Data Security Standards (PCI DSS) less than expected	(45,000)	(75,000)
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**S3450 CUSTOMER SERVICE CENTRE**

<b>DIRECT EXPENDITURE</b>				
Employees	558,372	553,800	559,100	525,700
Transport	1,499	1,700	1,700	1,700
Supplies and Services	846,976	517,000	517,000	510,500
Third Party Payments	36,396	32,000	31,800	31,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,443,243</b>	<b>1,104,500</b>	<b>1,109,600</b>	<b>1,069,700</b>
<b>DIRECT INCOME</b>				
Contributions from other local authorities	(741,431)	(459,500)	(455,600)	(455,600)
<b>TOTAL DIRECT INCOME</b>	<b>(741,431)</b>	<b>(459,500)</b>	<b>(455,600)</b>	<b>(455,600)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>701,812</b>	<b>645,000</b>	<b>654,000</b>	<b>614,100</b>
Support Services	106,609	102,100	94,700	88,700
Capital Charges	22,902	-	-	-
Recharges	(831,323)	(777,000)	(770,500)	(770,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(29,900)</b>	<b>(21,800)</b>	<b>(67,700)</b>

Variations:Employees:

Pay award etc.	-	10,300
IAS19 Pensions Adjustments - revised charges	9,000	10,800
Staffing reduction following loss of Decriminalisation of Parking Enforcement Contract	-	(50,000)

Support Services:

Revised Allocations	(7,400)	(13,400)
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## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3460 COMMUNITY &amp; CORPORATE SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	73,197	27,900	52,600	-
Transport	116	200	200	-
Supplies and Services	195	300	300	-
Third Party Payments	731	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>74,239</b>	<b>28,400</b>	<b>53,100</b>	<b>-</b>
Support Services	7,462	6,100	4,200	-
Capital Charges	23,108	104,900	-	-
Recharges	(104,809)	(78,100)	(78,100)	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>61,300</b>	<b>(20,800)</b>	<b>-</b>

Variations:

Effects of Restructure

**S4060 STREET CLEANSING**

<b>DIRECT EXPENDITURE</b>				
Premises	14,604	14,300	14,300	14,300
Supplies and Services	74,020	75,200	75,200	61,000
Third Party Payments	1,043,739	1,055,000	1,055,000	879,400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,132,363</b>	<b>1,144,500</b>	<b>1,144,500</b>	<b>954,700</b>
<b>DIRECT INCOME</b>				
Other Income	(76)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(76)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,132,287</b>	<b>1,144,500</b>	<b>1,144,500</b>	<b>954,700</b>
Support Services	147,799	202,500	159,100	152,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>1,280,086</b>	<b>1,347,000</b>	<b>1,303,600</b>	<b>1,106,700</b>

Variations:Supplies and Services:

Gate locking service now provided by Car Parks Ranger Service - (14,200)

Third Party Payments:

Reduced contract - work to be done by new Car Parks Ranger Service - (200,000)

Contract inflation - 14,400

Increase due to new properties - 10,000

Support Services:

Revised Allocations (43,400) (50,500)



## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4090 WASTE MANAGEMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	519,892	519,500	531,200	543,500
Premises	5	-	-	-
Transport	23,392	29,600	29,600	29,600
Supplies and Services	50,713	60,000	60,000	37,600
Third Party Payments	222	2,900	2,900	2,900
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>594,224</b>	<b>612,000</b>	<b>623,700</b>	<b>613,600</b>
Support Services	133,035	139,900	142,500	135,500
Recharges	(727,259)	(805,800)	(768,400)	(749,300)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>(53,900)</b>	<b>(2,200)</b>	<b>(200)</b>
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	12,300	12,900
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Supplies and Services:

Publicity printing - budget reduction	-	(22,700)
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Recharges:

Changes in costs to be reallocated	37,400	56,500
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## NEIGHBOURHOOD PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4130 WASTE COLLECTION</u></b>				
<b>DIRECT EXPENDITURE</b>				
Transport	832	900	800	900
Supplies and Services	131,119	3,900	3,900	3,900
Third Party Payments	2,039,858	2,041,500	2,041,500	2,070,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>2,171,809</b>	<b>2,046,300</b>	<b>2,046,200</b>	<b>2,074,800</b>
<b>DIRECT INCOME</b>				
Other Income	(38)	-	-	-
Fees and Charges	(45,483)	(42,700)	(42,700)	(42,700)
Recycling Credit Income	(438,892)	(420,000)	(420,000)	(420,000)
Sale of Recycled Material	1,000	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(483,413)</b>	<b>(462,700)</b>	<b>(462,700)</b>	<b>(462,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,688,396</b>	<b>1,583,600</b>	<b>1,583,500</b>	<b>1,612,100</b>
Support Services	404,948	513,400	442,000	427,700
Capital Charges	264,606	204,700	244,800	244,900
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>2,357,950</b>	<b>2,301,700</b>	<b>2,270,300</b>	<b>2,284,700</b>

Variations:Third Party Payments:

Contract inflation	-	28,500
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Support Services:

Revised Allocations	(71,400)	(85,700)
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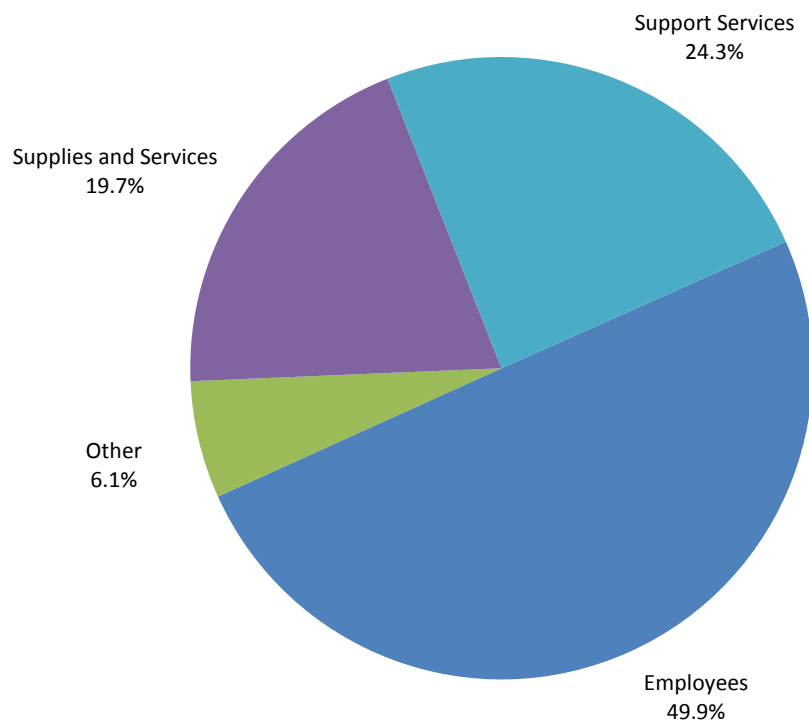
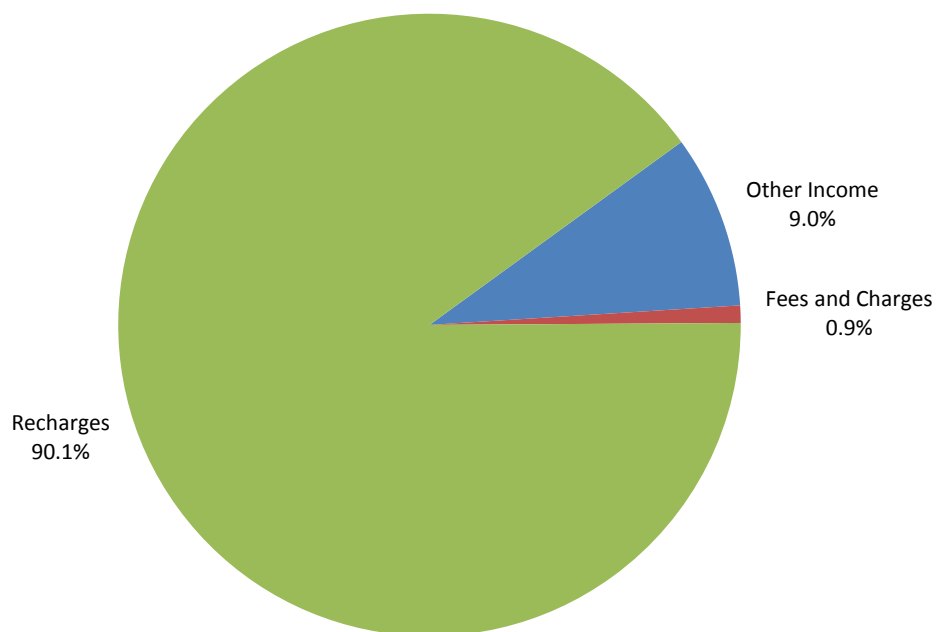
Capital Charges:

Depreciation charges - effects of capital programme changes	40,100	40,200
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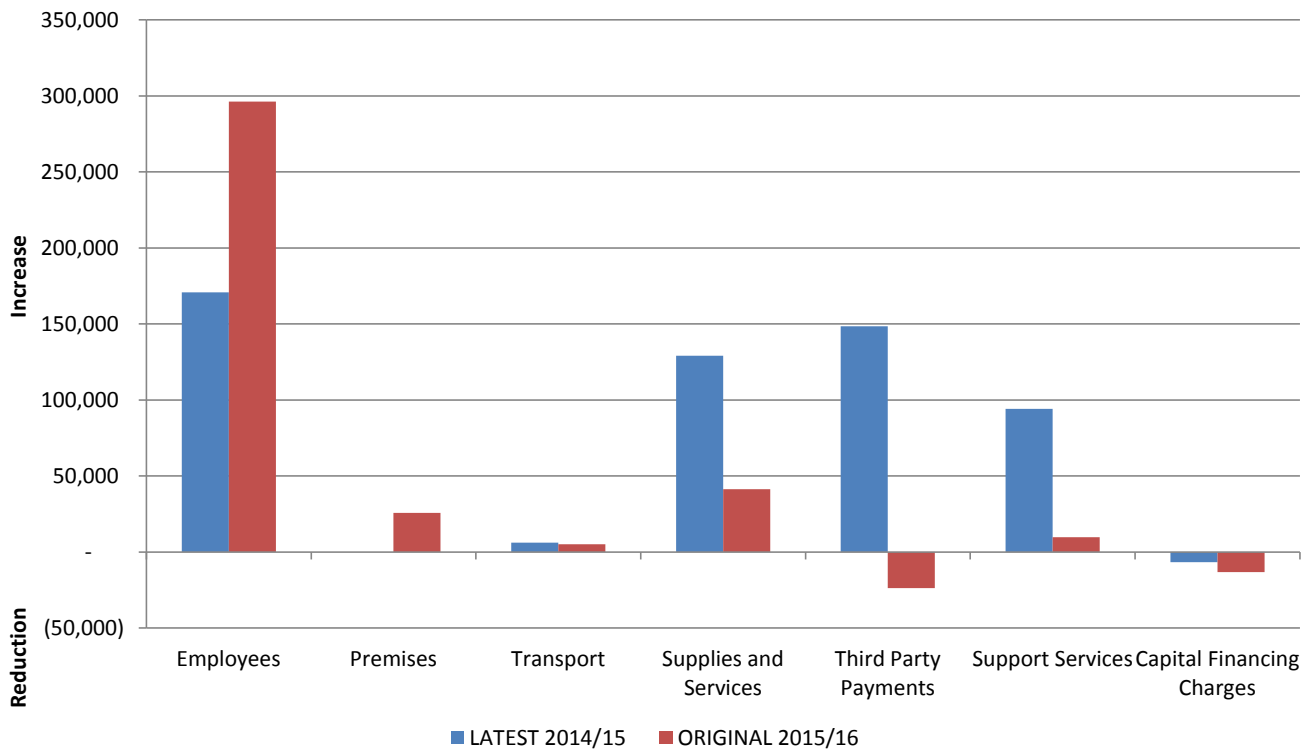
**S4180 ABANDONED VEHICLES**

<b>INDIRECT EXPENDITURE</b>				
Support Services	16,083	8,800	300	300
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>16,083</b>	<b>8,800</b>	<b>300</b>	<b>300</b>

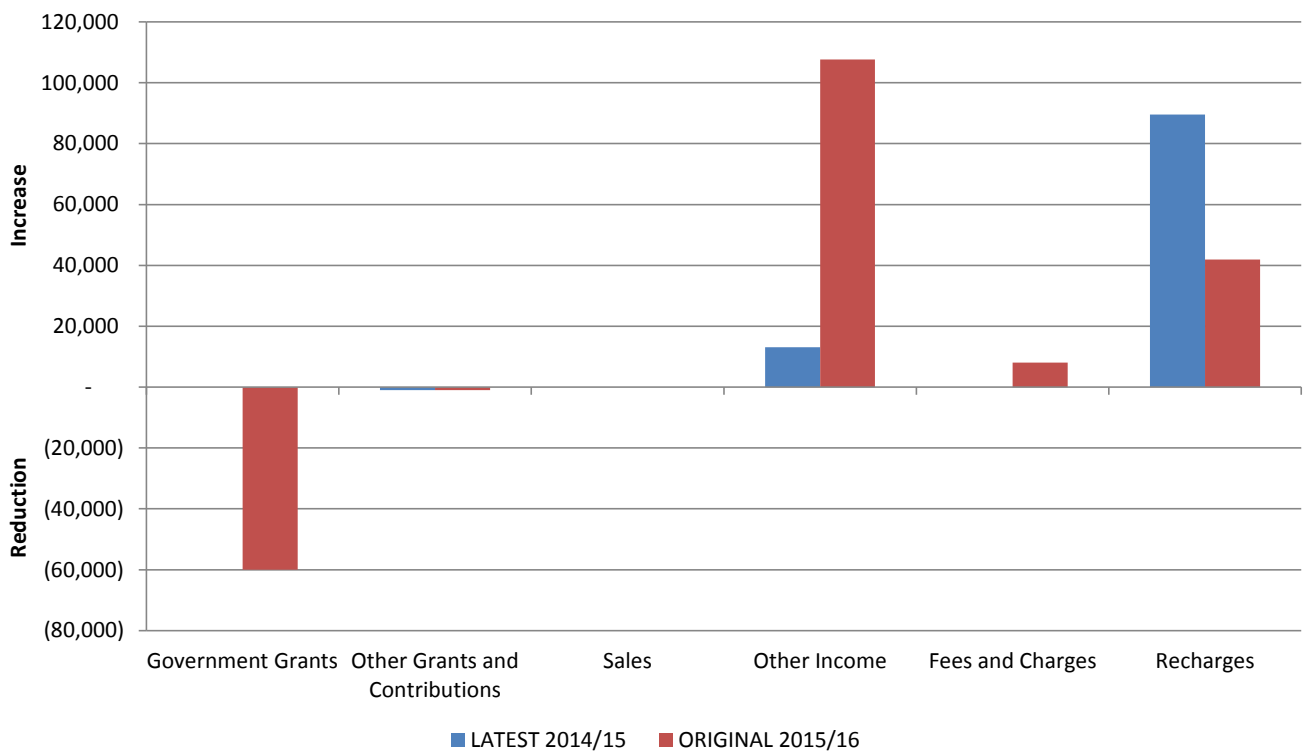
	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>STRATEGIC LEADERSHIP PORTFOLIO:</u></b>				
S2000 CHIEF EXECUTIVE'S OFFICE	(1,342)	15,300	(53,400)	(51,600)
S2010 DEPUTY CHIEF EXECUTIVES & SENIOR MANAGEMENT SUF	143,317	135,700	301,700	124,400
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	13,085	13,700	3,600	5,500
S2060 HUMAN RESOURCES	7,100	98,600	99,400	42,400
S2080 MEMBER TRAINING	2,264	5,600	5,600	5,600
S2100 ORGANISATIONAL DEVELOPMENT	8,651	(160,600)	(126,200)	(120,100)
S2121 CONSULTATION	-	17,500	5,000	-
S2200 COMMITTEE SERVICES	-	38,100	73,300	63,000
S2220 DEMOCRATIC REPRESENTATION	766,643	753,900	822,300	775,800
S2240 ELECTIONS	62,984	48,000	72,300	181,000
S2260 ELECTORAL REGISTRATION	193,322	222,400	256,800	278,300
S2280 CHAIR OF THE COUNCIL	64,290	56,100	56,700	54,700
S2340 MEDIA ROOM	-	2,000	12,900	18,800
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	52,839	60,700	58,900	56,400
S3215 ASSISTED TRAVEL (WCC)	55	-	-	-
S3350 DOCUMENT MANAGEMENT CENTRE	199	17,800	63,000	42,300
S3452 CUSTOMER CONTACT MANAGER	-	46,300	62,100	64,500
S3470 WEB SERVICES	-	7,300	4,700	4,700
S3500 ICT SERVICES	37,386	(60,900)	44,100	21,700
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	9,200	3,900	3,900
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,350,793</b>	<b>1,326,700</b>	<b>1,766,700</b>	<b>1,571,300</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>				
<b><u>EXPENDITURE:</u></b>				
Employees	2,676,110	2,605,500	2,776,300	2,901,800
Premises	29,608	31,400	31,400	57,100
Transport	19,609	27,900	34,000	33,000
Supplies and Services	1,059,224	1,106,300	1,235,300	1,147,500
Third Party Payments	303,846	175,600	324,000	151,900
Support Services	1,467,900	1,402,800	1,497,000	1,412,500
Capital Financing Charges	121,546	128,400	121,600	115,200
<b>TOTAL EXPENDITURE</b>	<b>5,677,843</b>	<b>5,477,900</b>	<b>6,019,600</b>	<b>5,819,000</b>
<b><u>INCOME:</u></b>				
Government Grants	(7,131)	(60,000)	(60,000)	-
Other Grants and Contributions	(15,500)	(1,000)	-	-
Sales	(2,404)	(2,400)	(2,400)	(2,400)
Other Income	(323,629)	(272,000)	(285,100)	(379,600)
Fees and Charges	(47,693)	(31,000)	(31,000)	(39,000)
Recharges	(3,930,693)	(3,784,800)	(3,874,400)	(3,826,700)
<b>TOTAL INCOME</b>	<b>(4,327,050)</b>	<b>(4,151,200)</b>	<b>(4,252,900)</b>	<b>(4,247,700)</b>
<b>TOTAL STRATEGIC LEADERSHIP PORTFOLIO</b>	<b>1,350,793</b>	<b>1,326,700</b>	<b>1,766,700</b>	<b>1,571,300</b>

**EXPENDITURE - 2015/16 BUDGETS****INCOME - 2015/16 BUDGETS**

### EXPENDITURE: CHANGE FROM 2014/15 ORIGINAL (£)



### INCOME: CHANGE FROM 2014/15 ORIGINAL (£)



## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2000 CHIEF EXECUTIVE'S OFFICE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	408,900	393,700	406,300	414,800
Transport	3,064	2,200	2,200	2,200
Supplies and Services	12,086	10,900	12,800	5,500
Third Party Payments	35,679	30,200	22,100	22,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>459,729</b>	<b>437,000</b>	<b>443,400</b>	<b>444,600</b>
<b>DIRECT INCOME</b>				
Other Income	(1,343)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(1,343)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>458,386</b>	<b>437,000</b>	<b>443,400</b>	<b>444,600</b>
Support Services	106,284	168,600	109,900	110,500
Recharges	(566,012)	(590,300)	(606,700)	(606,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>(1,342)</b>	<b>15,300</b>	<b>(53,400)</b>	<b>(51,600)</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	10,200	10,800
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Support Services:

Revised Allocations	(58,700)	(58,100)
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Recharges:

Changes in costs to be reallocated	(16,400)	(16,400)
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2010 DEPUTY CHIEF EXECUTIVES &amp; SENIOR MANAGEMENT SUPPORT TEAM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	107,986	106,300	110,900	113,200
Premises	3,501	2,900	2,900	3,000
Transport	566	700	700	200
Supplies and Services	882	25,800	25,800	1,800
Third Party Payments	30,468	-	155,700	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>143,403</b>	<b>135,700</b>	<b>296,000</b>	<b>118,600</b>
<b>DIRECT INCOME</b>				
Government Grants	-	-	-	-
Other Income	(683)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(683)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>142,720</b>	<b>135,700</b>	<b>296,000</b>	<b>118,600</b>
Support Services	597	-	5,700	5,800
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>143,317</b>	<b>135,700</b>	<b>301,700</b>	<b>124,400</b>

Variations:Supplies and Services:

City Deal 2014/15 only	-	(24,000)
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Third Party Payments:

Riverside House relocation - Consultants Fees	100,000	-
Earmarked reserves carried forward from 2013/14	50,300	-

**S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE**

<b>DIRECT EXPENDITURE</b>				
Supplies and Services	8,529	2,900	2,900	2,900
Third Party Payments	4,435	10,800	700	2,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>12,964</b>	<b>13,700</b>	<b>3,600</b>	<b>5,500</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(500)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>12,464</b>	<b>13,700</b>	<b>3,600</b>	<b>5,500</b>
Support Services	621	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>13,085</b>	<b>13,700</b>	<b>3,600</b>	<b>5,500</b>

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2060 HUMAN RESOURCES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	353,416	325,200	418,900	374,500
Premises	-	-	-	-
Transport	1,261	1,700	1,700	1,300
Supplies and Services	45,406	49,900	51,300	49,100
Third Party Payments	29,244	14,500	28,400	27,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>429,327</b>	<b>391,300</b>	<b>500,300</b>	<b>452,800</b>
<b>DIRECT INCOME</b>				
Other Income	(12,356)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(12,356)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>416,971</b>	<b>391,300</b>	<b>500,300</b>	<b>452,800</b>
Support Services	106,275	105,400	118,700	108,500
Recharges	(516,146)	(398,100)	(519,600)	(518,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>7,100</b>	<b>98,600</b>	<b>99,400</b>	<b>42,400</b>

Variations:Employees:

Temporary staff - Payroll development from Contingency Budget	53,100	-
HR Restructure	13,500	31,400
IAS19 Pensions Adjustments - revised charges	12,800	10,400

Third Party Payments:

Funding of Unison secretary transferred from Health	10,000	40,000
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Support Services:

Revised Allocations	13,300	3,100
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Recharges:

Changes in costs to be reallocated	800	(56,200)
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**S2080 MEMBER TRAINING**

<b>DIRECT EXPENDITURE</b>				
Employees	1,581	4,600	4,600	4,600
Supplies and Services	68	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,649</b>	<b>4,600</b>	<b>4,600</b>	<b>4,600</b>
Support Services	615	1,000	1,000	1,000
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>2,264</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>



## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2100 ORGANISATIONAL DEVELOPMENT</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	107,017	80,200	83,100	111,400
Transport	180	1,200	1,200	900
Supplies and Services	228	1,400	3,500	1,200
Third Party Payments	-	-	8,000	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>107,425</b>	<b>82,800</b>	<b>95,800</b>	<b>113,500</b>
<b>DIRECT INCOME</b>				
Other Income	(6,900)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(6,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>100,525</b>	<b>82,800</b>	<b>95,800</b>	<b>113,500</b>
Support Services	70,304	60,300	81,700	70,100
Recharges	(162,178)	(303,700)	(303,700)	(303,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>8,651</b>	<b>(160,600)</b>	<b>(126,200)</b>	<b>(120,100)</b>

Variations:Employees:

End of staff secondment to Housing	-	25,500
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Support Services:

Revised Allocations	21,400	9,800
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**S2121 CONSULTATION****DIRECT EXPENDITURE**

Third Party Payments	-	17,500	5,000	-
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**NET (INCOME) / EXPENDITURE TO SUMMARY**

<b>-</b>	<b>17,500</b>	<b>5,000</b>	<b>-</b>
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Variations:Third Party Payments:

Service discontinued	(17,500)	(17,500)
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2200 COMMITTEE SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	168,912	161,900	176,300	170,600
Transport	469	500	500	500
Supplies and Services	20,112	25,900	25,900	24,100
Third Party Payments	29,747	24,400	38,000	38,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>219,240</b>	<b>212,700</b>	<b>240,700</b>	<b>233,200</b>
Support Services	73,291	73,700	80,900	78,100
Recharges	(292,531)	(248,300)	(248,300)	(248,300)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>38,100</b>	<b>73,300</b>	<b>63,000</b>

Variations:Third Party Payments:

Increased Shared Legal Services charges	13,600	13,600
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**S2220 DEMOCRATIC REPRESENTATION**

<b>DIRECT EXPENDITURE</b>				
Employees	22,327	17,600	19,800	20,800
Transport	4,845	8,900	8,900	8,900
Supplies and Services	323,348	318,300	366,000	318,300
Third Party Payments	9,825	22,800	20,600	18,200
<b>TOTAL DIRECT EXPENDITURE</b>	<b>360,345</b>	<b>367,600</b>	<b>415,300</b>	<b>366,200</b>
<b>DIRECT INCOME</b>				
Other Income	(300)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(300)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>360,045</b>	<b>367,600</b>	<b>415,300</b>	<b>366,200</b>
Support Services	480,098	459,800	480,200	481,600
Capital Charges	-	-	300	1,500
Recharges	(73,500)	(73,500)	(73,500)	(73,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>766,643</b>	<b>753,900</b>	<b>822,300</b>	<b>775,800</b>

Variations:Supplies and Services:

Refurbishment of Town Hall Audio Video equipment	32,700	-
Hire / Rental of Audio Video equipment	15,000	-

Support Services:

Revised Allocations	20,400	21,800
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2240 ELECTIONS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	112,368	113,600	114,800	219,800
Premises	25,507	24,900	24,900	50,500
Transport	849	2,000	8,200	8,900
Supplies and Services	75,492	75,100	68,900	153,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>214,216</b>	<b>215,600</b>	<b>216,800</b>	<b>433,100</b>
<b>DIRECT INCOME</b>				
Sales	(249)	-	-	-
Other Income	(214,170)	(207,100)	(207,100)	(314,700)
<b>TOTAL DIRECT INCOME</b>	<b>(214,419)</b>	<b>(207,100)</b>	<b>(207,100)</b>	<b>(314,700)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>(203)</b>	<b>8,500</b>	<b>9,700</b>	<b>118,400</b>
Support Services	63,187	39,500	62,600	62,600
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>62,984</b>	<b>48,000</b>	<b>72,300</b>	<b>181,000</b>

Variations:Employees:

Elections in 2015	-	213,900
European Elections 2014	-	(107,000)

Premises:

Elections in 2015	-	50,500
European Elections 2014	-	(24,900)

Supplies and Services:

Elections in 2015	-	146,200
European Elections 2014	-	(72,000)

Other Income:

Elections in 2015	-	(314,200)
European Elections 2014	-	206,600

Support Services:

Revised Allocations	23,100	23,100
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2260 ELECTORAL REGISTRATION</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	96,748	88,200	90,500	92,600
Premises	-	3,000	3,000	3,000
Transport	969	500	500	500
Supplies and Services	71,062	127,000	171,700	118,500
Third Party Payments	-	1,700	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>168,779</b>	<b>220,400</b>	<b>265,700</b>	<b>214,600</b>
<b>DIRECT INCOME</b>				
Government Grants	-	(60,000)	(60,000)	-
Sales	(2,155)	(2,400)	(2,400)	(2,400)
Other Income	(18,301)	-	(13,100)	-
<b>TOTAL DIRECT INCOME</b>	<b>(20,456)</b>	<b>(62,400)</b>	<b>(75,500)</b>	<b>(2,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>148,323</b>	<b>158,000</b>	<b>190,200</b>	<b>212,200</b>
Support Services	102,499	64,400	124,100	81,800
Recharges	(57,500)	-	(57,500)	(15,700)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>193,322</b>	<b>222,400</b>	<b>256,800</b>	<b>278,300</b>

Variations:Supplies and Services:

Additional costs Individual Electoral Registration costs	22,900	-
Earmarked Reserve carried forward from 2013/14	20,800	-

Government Grants:

Contribution towards Individual Electoral Registration set-up costs 2014/15 only	-	60,000
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Support Services:

Revised Allocations	59,700	17,400
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Recharges:

Changes in costs to be reallocated	(57,500)	(15,700)
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## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S2280 CHAIR OF THE COUNCIL</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	27,061	24,500	24,800	25,300
Premises	600	600	600	600
Transport	1,933	4,200	4,100	3,800
Supplies and Services	22,438	21,000	20,000	20,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>52,032</b>	<b>50,300</b>	<b>49,500</b>	<b>49,700</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	-	(1,000)	-	-
<b>TOTAL DIRECT INCOME</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>52,032</b>	<b>49,300</b>	<b>49,500</b>	<b>49,700</b>
Support Services	10,041	7,200	7,600	7,600
Capital Charges	2,217	2,200	2,200	-
Recharges	-	(2,600)	(2,600)	(2,600)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>64,290</b>	<b>56,100</b>	<b>56,700</b>	<b>54,700</b>
<b><u>S2340 MEDIA ROOM</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	195,202	180,000	189,200	194,700
Transport	247	900	900	900
Supplies and Services	90,460	77,500	77,500	75,200
Third Party Payments	120	1,100	400	400
<b>TOTAL DIRECT EXPENDITURE</b>	<b>286,029</b>	<b>259,500</b>	<b>268,000</b>	<b>271,200</b>
<b>DIRECT INCOME</b>				
Other Grants and Contributions	(15,000)	-	-	-
Other Income	(58,888)	(63,400)	(63,400)	(63,400)
Fees and Charges	(18,417)	(4,000)	(4,000)	(4,000)
<b>TOTAL DIRECT INCOME</b>	<b>(92,305)</b>	<b>(67,400)</b>	<b>(67,400)</b>	<b>(67,400)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>193,724</b>	<b>192,100</b>	<b>200,600</b>	<b>203,800</b>
Support Services	96,647	83,900	84,200	86,000
Capital Charges	29,360	30,300	30,300	31,200
Recharges	(319,731)	(304,300)	(302,200)	(302,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>2,000</b>	<b>12,900</b>	<b>18,800</b>

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3210 ASSIST TRAVEL-TRANSPORT TOKENS</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	326	-	-	200
Third Party Payments	38,000	42,800	42,800	40,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>38,326</b>	<b>42,800</b>	<b>42,800</b>	<b>40,200</b>
<b>DIRECT INCOME</b>				
Other Income	(5,660)	(1,500)	(1,500)	(1,500)
<b>TOTAL DIRECT INCOME</b>	<b>(5,660)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>32,666</b>	<b>41,300</b>	<b>41,300</b>	<b>38,700</b>
Support Services	20,173	19,400	17,600	17,700
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>52,839</b>	<b>60,700</b>	<b>58,900</b>	<b>56,400</b>
<b><u>S3215 ASSISTED TRAVEL (WCC)</u></b>				
<b>DIRECT EXPENDITURE</b>				
Third Party Payments	1,550	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,550</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DIRECT INCOME</b>				
Other Income	(1,495)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(1,495)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3350 DOCUMENT MANAGEMENT CENTRE</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	172,349	185,400	193,000	194,400
Transport	77	500	500	400
Supplies and Services	11,507	6,500	30,400	10,400
Third Party Payments	-	100	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>183,933</b>	<b>192,500</b>	<b>223,900</b>	<b>205,200</b>
<b>DIRECT INCOME</b>				
Other Income	(2,089)	-	-	-
<b>TOTAL DIRECT INCOME</b>	<b>(2,089)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>				
Support Services	95,544	84,500	72,700	65,600
Capital Charges	7,699	4,400	7,700	2,000
Recharges	(284,888)	(263,600)	(241,300)	(230,500)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>199</b>	<b>17,800</b>	<b>63,000</b>	<b>42,300</b>

Variations:Supplies and Services:

Scanning / Archiving work

20,000

-

Support Services:

Revised Allocations

(11,800)

(18,900)

Recharges:

Changes in costs to be reallocated

22,300

33,100

**S3452 CUSTOMER CONTACT MANAGER**

<b>DIRECT EXPENDITURE</b>				
Employees	48,406	46,100	49,800	49,900
Transport	234	100	100	100
Supplies and Services	207	100	9,100	11,900
<b>TOTAL DIRECT EXPENDITURE</b>	<b>48,847</b>	<b>46,300</b>	<b>59,000</b>	<b>61,900</b>
Support Services	-	-	3,100	2,600
Recharges	(48,847)	-	-	-
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>46,300</b>	<b>62,100</b>	<b>64,500</b>

Variations:Supplies and Services:

Staff engagement activities

9,000

9,000

## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S3470 WEB SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	44,965	43,000	44,300	45,200
Supplies and Services	16,575	23,300	23,300	23,300
Third Party Payments	107,758	1,000	1,000	1,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>169,298</b>	<b>67,300</b>	<b>68,600</b>	<b>69,500</b>
Support Services	31,863	20,900	17,000	16,100
Recharges	(201,161)	(80,900)	(80,900)	(80,900)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>7,300</b>	<b>4,700</b>	<b>4,700</b>
<b><u>S3500 ICT SERVICES</u></b>				
<b>DIRECT EXPENDITURE</b>				
Employees	808,872	835,200	850,000	870,000
Transport	4,815	4,400	4,400	4,300
Supplies and Services	360,348	340,800	346,300	331,300
Third Party Payments	17,028	-	-	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>1,191,063</b>	<b>1,180,400</b>	<b>1,200,700</b>	<b>1,205,600</b>
<b>DIRECT INCOME</b>				
Government Grants	(7,131)	-	-	-
Other Income	(1,500)	-	-	-
Fees and Charges	(29,218)	(27,000)	(27,000)	(35,000)
<b>TOTAL DIRECT INCOME</b>	<b>(37,849)</b>	<b>(27,000)</b>	<b>(27,000)</b>	<b>(35,000)</b>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>1,153,214</b>	<b>1,153,400</b>	<b>1,173,700</b>	<b>1,170,600</b>
Support Services	197,953	203,200	216,900	203,800
Capital Charges	82,270	91,500	81,100	80,500
Recharges	(1,396,051)	(1,509,000)	(1,427,600)	(1,433,200)
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>37,386</b>	<b>(60,900)</b>	<b>44,100</b>	<b>21,700</b>

Variations:Employees:

IAS19 Pensions Adjustments - revised charges	18,400	20,200
Pay award, increments etc.	-	14,600

Capital Charges:

Depreciation charges - revised capital programme	(10,400)	-
Intangible asset charges - schemes completed	-	(12,900)

Recharges:

Changes in costs to be reallocated	81,400	75,800
------------------------------------	--------	--------



## STRATEGIC LEADERSHIP PORTFOLIO

	ACTUAL 2013/14 £	ORIGINAL BUDGET 2014/15 £	LATEST BUDGET 2014/15 £	BUDGET 2015/16 £
<b><u>S4871 LEGAL SERVICES (SHARED SERVICE WCC)</u></b>				
<b>DIRECT EXPENDITURE</b>				
Supplies and Services	250	-	-	-
Third Party Payments	(8)	8,700	1,300	1,300
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>242</b>	<b>8,700</b>	<b>1,300</b>	<b>1,300</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>DIRECT INCOME</b>				
Other Income	(2)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DIRECT INCOME</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET DIRECT (INCOME) / EXPENDITURE</b>	<b>240</b>	<b>8,700</b>	<b>1,300</b>	<b>1,300</b>
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	11,908	11,000	13,100	13,100
Recharges	(12,148)	(10,500)	(10,500)	(10,500)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET (INCOME) / EXPENDITURE TO SUMMARY</b>	<b>-</b>	<b>9,200</b>	<b>3,900</b>	<b>3,900</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2014/15 BUDGETS**

		<b>Latest Budget 2014/15 £'000</b>	<b>Original Budget 2015/16 £'000</b>
<b>NOTIONAL CAPITAL FINANCING CHARGES</b>	<b>BASE BUDGET</b>	<b>(3,447)</b>	<b>(3,447)</b>
(Line 2 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(4,985)</b>	<b>(3,921)</b>
	<b>CHANGE</b>	<b>(1,538)</b>	<b>(474)</b>
Depreciation :			
Effect of revaluations, impairments, re-lives, transfers & current and past capital programmes		(18)	(105)
Revenue Expenditure Financed From Capital Under Statute ( REFCUS ):			
Effect of current and past capital programmes		(1,520)	(382)
Intangible Assets:			
Effect of current and past capital programmes		-	13
<b>COST OF LOAN REPAYMENTS, etc.</b>	<b>BASE BUDGET</b>	<b>33</b>	<b>33</b>
(Line 3 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>35</b>	<b>35</b>
	<b>CHANGE</b>	<b>2</b>	<b>2</b>
Finance Lease Interest on Dog Wardens Van		2	2
<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>340</b>	<b>322</b>
	<b>CHANGE</b>	<b>27</b>	<b>9</b>
Additional General Fund revenue contributions to capital outlay		27	9
<b>CONTRIBUTIONS TO / (FROM) RESERVES</b>	<b>BASE BUDGET</b>	<b>950</b>	<b>950</b>
(Line 5 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>1,036</b>	<b>482</b>
	<b>CHANGE</b>	<b>86</b>	<b>(468)</b>
General Fund expenditure met from 2013/14 Earmarked Reserves		(429)	-
2013/14 Earmarked Reserves falling out		-	37
Contributions to/from Reserves generally re service expenditure		(1,578)	(1,053)
Transfer to/(from) Business Rate Volatility Reserve		2,093	(602)
Unallocated balance of 2015/16 New Homes Bonus		-	1,150
<b>NET EXTERNAL INVESTMENT INTEREST RECEIVED</b>	<b>BASE BUDGET</b>	<b>(181)</b>	<b>(181)</b>
(Line 6 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(234)</b>	<b>(363)</b>
	<b>CHANGE</b>	<b>(53)</b>	<b>(182)</b>
Changes in interest rates		(31)	(5)
Changes due to variations in levels and periods of investments		(51)	(198)
change in interest on balances paid to H.R.A. due to variations in balances & interest rates		29	35
Interest credit re additional deferred capital receipts		0	(14)
<b>IAS 19 ADJUSTMENTS (PENSIONS)</b>	<b>BASE BUDGET</b>	<b>(608)</b>	<b>(608)</b>
(Line 7 re Table in Paragraph 14.1)	<b>LATEST BUDGET</b>	<b>(556)</b>	<b>(555)</b>
	<b>CHANGE</b>	<b>52</b>	<b>53</b>
Net IAS19 changes for retirement benefits		771	804
Employer contributions to pension fund		(587)	(618)
Pension Interest and Rate of Return on Assets		(132)	(133)

CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2014/15 BUDGETS

		Latest Budget 2014/15 £'000	Original Budget 2015/16 £'000
CONTRIBUTIONS TO / (FROM) GENERAL FUND BALANCE (Line 8 re Table in Paragraph 14.1)	BASE BUDGET	-	-
	LATEST BUDGET	-	-
	CHANGE	-	-

## **GLOSSARY OF TERMS**

This section explains some uncommon terms used in this document.

### **Accruals**

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

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

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

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

### **Agency**

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

### **Amortisation**

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

### **Asset**

An item which has positive value to the organisation.

### **Band D Equivalent**

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

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

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

### **Budget**

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

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

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

### **Business Rate Retention Scheme**

From 1 April 2013 Councils will be able to keep a proportion of the business rates revenue as well as growth on the revenue that is generated in their area. It will

## **GLOSSARY OF TERMS**

provide a direct link between business rates growth and the amount of money councils have to spend on local people and local services.

### **Capital expenditure**

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

### **Capital charges**

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

### **CIPFA**

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

### **Collection Fund Account**

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

### **Corporate and democratic core**

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

### **Council Tax**

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

### **Council Tax Base**

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

### **Current Assets**

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

### **Depreciation**

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

### **Earmarked Reserves**

Money set aside for a specific purpose.

### **General Fund Expenditure**

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

## **GLOSSARY OF TERMS**

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

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

### **IAS19 Adjustments**

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

### **IFRS**

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

### **Intangible Assets**

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

### **Major Repairs Reserve Account**

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

### **Non-Current Assets**

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

### **Precept**

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

### **Provisions**

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

### **Prudential Code**

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

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

### **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

**GLOSSARY OF TERMS**

of repairs and insurance. The rateable value is determined by the Inland Revenue's Valuation Office Agency.

**Reserves**

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

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


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

**Revenue Expenditure**

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

**Support Services**

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

 <b>Executive 3 December 2014</b>		<b>Agenda Item No.</b>  <b>4</b>
<b>Title</b>	Housing Revenue Account (HRA) budgets latest 2014/15 and base 2015/16	
<b>For further information about this report please contact</b>	Mark Smith <a href="mailto:mark.smith@warwickdc.gov.uk">mark.smith@warwickdc.gov.uk</a> 01926 456803	
<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 11 December 2013 – ‘The new HRA Business Plan 2013–2062’  Executive 30 July 2014 – Budget Review to 30 June 2014;  Executive 1 October 2014 – Fees and Charges 2015/16;  Executive 5 November 2014 – Budget Monitoring to 30 September 2014	

<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 590
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17-Nov-2014	
Head of Service	17-Nov-2014	Mike Snow
CMT	17-Nov-2014	
Section 151 Officer	17-Nov-2014	
Monitoring Officer	17-Nov-2014	
Finance	n/a	Finance Report
Portfolio Holder(s)	13-Nov-2014	Councillor Vincett
Consultation Undertaken		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		



## **1. Summary**

- 1.1 This report presents the Housing Revenue Account (HRA) 2014/15 latest and 2015/16 base budgets.  
It does not commit to any rent increase; a rent setting report will be presented to the Executive in February 2015 who will then recommend 2015/16 Housing Rents to Council.
- 1.2 Appendix A summarises the adjustments from 2014/15 base budgets to the 2014/15 latest budgets and 2015/16 base budgets.
- 1.3 Appendix B provides additional details of the budget changes for Supervision and Management, which form a major item included in Appendix A.
- 1.4 Appendix C presents the detailed HRA revenue budgets and key budget changes.

## **2. Recommendations**

- 2.1 To recommend to Council:
  - (a) the latest revenue budget for Housing Revenue Account Services in respect of 2014/15 as outlined in Appendix C;
  - (b) the base revenue budget for Housing Revenue Account Services in respect of 2015/16 as outlined in Appendix C.
  - (c) the changes in the Housing Revenue Account related Housing Investment Programme Capital budgets as outlined in Section 11.

## **3. Reasons for the Recommendations**

- 3.1 To determine the base budget requirements that will be used in the setting of Council Housing Rents for 2015/16 in February of next year. This report presents the proposed Base Budget for 2015/16. These figures reflect the costs of maintaining the current level of service, and any unavoidable changes in expenditure (for example, where the Council is contractually or statutorily committed to incur additional expenditure). The report also considers the current year's budget, and includes details of proposed updates to the 2014/15 Budget.
- 3.2 In advance of February, opportunities for Service Developments, efficiency requirements and the levels of rent can be determined in light of this base position.
- 3.3 Any recent changes that need to be resolved so have not been included in the budgets at this stage will be fed into the February report. In February the Council will be in a position to agree the 2015/16 Budget and Council Housing Rents for the year.
- 3.4 To agree the latest 2014/15 budgetary position. Many changes have been identified since the original Budgets were set 12 months ago, including the Service Redesign of the Sustaining Tenancies and Housing Strategy & Development teams. Managers consider their budgets monthly and many

changes have already been reported to Members as part of the Quarterly Budget Review Reports in July and November of this year. Further amendments have also been identified during the rigorous review to determine next year's base position.

- 3.5 To update the Capital Housing Investment Programme (HIP) to fund items that cannot be accommodated within current budgets. A full 5 year HIP programme will be presented in February 2015.

#### **4. Policy Framework**

##### **4.1 Policy Framework**

The Housing Revenue Account (HRA) latest budget 2014/15 and base budget 2015/16 report forms part of the Budgetary Framework which is the resource strategy for implementing 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 Review to 30<sup>th</sup> September 2014' report in November 2014.

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

A key element of Fit for the Future is ensuring that the Council achieves the required savings to enable it to set a balanced General Fund Budget whilst maintaining service provision. The Housing Revenue Account is subject to the same regime to ensure efficiency within the service and value for money for tenants.

##### **4.3 HRA Business Plan**

Under 'Self Financing' the HRA has taken on significant debt, £136.2m, but has gained greater capacity to provide new homes and invest in the service. The HRA Business Plan projects income and expenditure over 50 years to demonstrate the ability to repay the debt and provide new homes. The base budget for 2015/16 is calculated from the projections contained in the latest HRA Business Plan.

##### **4.4 Rent Policy**

The 'base' housing rent increase for 2015/16 is based upon the revised Central Government rent policy that was introduced for 2015/16 onwards.

This increases social rent by September CPI + 1%; 2.2% for 2015/16.

When this new rent policy was proposed last year Central Government effectively ended their support for 'Rent Restructuring' a year before rents were due to converge with Target Social Rent (barring delays due to caps, limits and councils voluntarily not implementing the full expected rent increase each year).

Following government rent policy is not compulsory; however the initial proposal stressed that Government expect Councils to follow their guidance and they retained control of the benefit limit rent above which a Council would have to fund part of Housing Benefit; therefore it was implied that this could be

used to make it difficult to continue to apply rent restructuring or otherwise move current tenants towards Target Social Rent.

However the 2014/15 limit rent was effectively set at Target Social Rent; this therefore allows councils to continue to move current tenants towards Target Social Rent without a financial penalty unless Government changes the way they set the limit rent in future.

Options for 2015/16 Council Housing Rents will be set out in the February report to Executive and Council. At this point no decisions have been made, this Base Budget report merely presents a base rent budget in line with the current Business Plan expectation of following Government rent guidance.

As recommended in the latest government rent guidance, and approved by Council in June 2014, void homes are moved to Target Social Rent when re-let.

## **5. Budgetary Framework**

- 5.1 Members are reminded that the 2015/16 Council Housing Rents will be set in February after budgets are finalised.
- 5.2 For the setting of base 2015/16 revenue budgets, no inflation has been added other than where contracted or unavoidable. This is consistent with the approach for General Fund Services.
- 5.3 The HRA balance is maintained at a working balance of £1.4m, increased by inflation each year to preserve the real value. Any additional resources generated in year are transferred to the HRA Capital Investment Reserve, to allow future investment in the service, including the provision new homes.

## **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:
  - Rental income, including bad debts and void rent loss;
  - Supporting People Grant, pending Warwickshire County Council Review
  - Fees and charges;
  - Investment interest.
- 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;
  - Changes in Government legislation.
- 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 Housing Business Plan – 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, Budget Review reports are issued to the Executive and Senior Management Team.
- Financial Planning with the Housing Business Plan, bringing together all known/projected issues that will impact on HRA finances in the medium and long 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 and developments in housing).
- Scrutiny by Members of the Council's finances, including Budget Reports, and the financial implications of all proposals brought to them for consideration.
- The HRA Capital Investment Reserve stands at approximately £20m, and whilst this is intended for capital investment, such as providing new homes, it is available to fund any unexpected HRA costs.
- In addition to Reserves, the HRA Balance stands at £1.4m. 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 and replenish any monies that are drawn down.
- The HRA follows the same Risk Management process as all Service Areas across the Council, including the on-going review and maintenance of risk registers.
- The specific causes of reductions to income or increased expenditure should continue to be managed by the Service Area as part of managing risks within the Service Risk Register. The Housing & Property Service Area Risk Registers are brought to Finance and Audit Scrutiny Committee every two years.

## **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 The report is broken down into the following sections and appendices:

Section 9      2015/16 Base Budgets

Section 10	2014/15 Latest Budgets
Section 11	Capital
Section 12	Conclusion
Appendix A	Analysis of HRA Budget Movements
Appendix B	Analysis of HRA Supervision & Management Budget Movements
Appendix C	HRA Revenue Budgets, also listing key budget variations
Appendix D	Glossary of Terms

8.2 The proposed 2015/16 Base Budgets and 2014/15 Latest Budgets are shown below. More detail is given in Appendix C.

	<b>Original Budget 2014/15 £</b>	<b>Latest Budget 2014/15 £</b>	<b>Base Budget 2015/16 £</b>
Supervision & Mgt: General (App'x C6)	2,522,700	2,578,500	2,453,100
Supervision & Mgt: Special (App'x C8-C11)	2,256,900	2,252,200	2,232,600
<b>Supervision &amp; Management subtotal</b>	<b>4,779,600</b>	<b>4,830,700</b>	<b>4,685,700</b>
Premises	5,224,100	5,563,800	6,063,400
Supplies and Services	350,300	435,500	455,900
Capital Charges	2,837,900	2,964,700	3,011,100
<b>Total Expenditure</b>	<b>13,191,900</b>	<b>13,794,700</b>	<b>14,216,100</b>
Housing Rents	(25,162,100)	(25,200,900)	(25,725,000)
Other Income	(1,708,300)	(1,711,200)	(1,711,200)
<b>Total Income</b>	<b>(26,870,400)</b>	<b>(26,912,100)</b>	<b>(27,436,200)</b>
<b>Net Income From Services</b>	<b>(13,678,500)</b>	<b>(13,117,400)</b>	<b>(13,220,100)</b>
Other Operational Expenditure/Income	4,116,000	4,498,600	4,493,100
<b>Net Operational Income</b>	<b>(9,562,500)</b>	<b>(8,618,800)</b>	<b>(8,727,000)</b>
Below the Line adjustments	3,048,400	3,343,400	3,336,400
<b>Contribution to HRA Capital Investment Reserve</b>	<b>6,474,600</b>	<b>5,245,500</b>	<b>5,345,900</b>
<b>Taken To HRA Balances</b>	<b>(39,500)</b>	<b>(29,900)</b>	<b>(44,700)</b>

8.3 Section 9 of this report considers in more detail the 2015/16 Base Budgets, Section 10 covers the 2014/15 Latest Budgets.

8.4 The Housing Revenue Account, (HRA), is a statutory account which itemises all of the income, expenditure and capital charges relevant to the Council's landlord function as a provider of social housing.

8.5 Current Base Budgets for this account show a surplus of £44,700 for 2015/16. This is simply the amount added to HRA balances to maintain the real value of this working capital after allowing for estimated general inflation.

In addition £5.3m is transferred to the HRA Capital Investment Reserve, to fund future capital investment.

- 8.6 Appendix A highlights the main changes to the 2 years proposed budgets. The budgets and explanations for variations are shown in sections 'C4' and 'C5' of Appendix C.
- 8.7 'Supervision and Management' - totalling £4.7m for 2015/16, as shown in the table above - is an integral part of the HRA. 'Supervision and Management' budgets are shown in Appendix C, sections 'C6' to 'C11'. Appendix B shows a summary of the key budgetary changes.
- 8.8 'Supervision and Management - General' includes central services applicable to all tenants, such as rent collection, tenancy management and tenant participation.
- 8.9 'Supervision and Management - Special' consists of the provision of services to specific groups of tenants, such as Warwick Response and Housing Support services, together with caretaking and communal lighting in blocks of flats.

## 9. 2015/16 Base Budget

- 9.1 In determining the 2015/16 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 2014/15 Original Budgets.

Removal of any one-off and temporary items  
 Addition of inflation (contractual services only)  
 Addition of previously agreed Growth items  
 Addition of unavoidable Growth items  
 Inclusion of any identified savings

- 9.2 The table below summarises how the 2015/16 HRA base budget has been calculated. Appendix A provides a summary of major changes; Appendix C provides a more detailed analysis of net expenditure for the service.

	<b>£</b>
<b>Original Approved Net HRA Surplus 2014/15</b>	<b>(39,500)</b>
<b>Adjustments:</b>	
Inflation	500
Committed Growth	886,300
Increased Income	(620,300)
Cost Neutral Transfers within HRA	242,100
Changes in Supervision & Management (see para 9.3 below)	(93,900)
Remove IAS 19 Adjustments within Supervision & Management	(4,300)
Increase in contribution to Major Repairs Reserve	713,100
Change in contribution to HRA Capital Investment Reserve	(1,128,700)
<b>Base Net HRA Surplus 2015/16</b>	<b>(44,700)</b>

### 9.2.1 Inflation

No inflation has been applied to budgets, apart from those where the Council is legally contracted to do so.

### 9.2.2 Rents

It should be noted that the base rent budget in this report is a baseline calculated from the rental assumptions presented in the HRA Business Plan.

The actual rents to be charged in 2015/16 and the Council's rent policy will be decided by Council in February 2015, and budgets will be updated to reflect those decisions.

For base 2015/16 budgets, the Estimates presented here allow for housing rents being increased by an average of 2.2% in line with the September CPI inflation figure of 1.2% plus 1%, as per updated Central Government rent guidance. This base approach is in line with the HRA Business Plan.

Paragraph 4.4 of this report gives further explanation of rent policy.

Rent budgets include the projected effect of void homes being moved to target social rent when re-let, as approved in June 2014.

### 9.2.3 Transfer to Bad Debt Provision

Due to the planned implementation of universal credit and uncertainty surrounding the likely effect, the budgeted Transfer to the Bad Debt Provision has been increased by £105,600 in 2015/16.

### 9.2.4 Staffing / Fit for the Future

Staffing costs are based upon the latest structure of the service, taking into account all temporary arrangements whilst awaiting the completion of the service redesign. This includes the new structure approved and implemented for the Sustaining Tenancies and Housing Strategy & Development teams (Employment Committee June 2014, Executive September 2014), and the initial projections for the proposed service redesign of the Asset Management Team to be presented to Employment Committee in January 2015.

The changes between the original 2014/15 base budget and the Service Redesign base budget (excluding all temporary posts) are shown below. This apportions the impact between funds based on the latest assessment of workload:

	Prior to Redesign £	Current Projection £	Change £
HRA	2,293,300	2,250,800	-42,500
General Fund	780,600	814,100	+33,500
Other Funding	21,800	65,400	+43,600
Total	<b>3,095,700</b>	<b>3,130,300</b>	<b>+34,600</b>

It should be noted that the increase in General Fund costs is driven by changes to workload, due to the current priority of corporate work such as planned corporate maintenance. In addition this reflects the initial position; as the new structure becomes business as usual it is anticipated that support to the HRA will be strengthened. Therefore there is potential that in the long term the cost to the General Fund will reduce.

However the remaining £38,000 General Fund Fit for the Future savings target is unlikely to be achieved, therefore this target has been removed from 2014/15 and 2015/16 budgets.

#### 9.2.5 Growth / Income Reductions

Unavoidable and previously committed growth has been included in the Base Budget.

#### 9.2.6 Repairs

There are a number of changes in repair & maintenance budgets, as summarised in Appendix C12.

**Painting & Decoration:** It is requested that the 2015/16 budget be increased by £506,500 to enable the cyclical programme to be completed in 2015/16. This will allow two years off before the programme recommences, during which only small budgets to allow for reactive work will be required.

**Gas/Heating Maintenance & Repair:** There is a £37,300 per year saving on revenue repairs, but this is related to the increased Capital cost of replacing boilers covered in paragraph 11.3.

#### 9.2.7 HRA Capital Investment Reserve

Any HRA surplus above that required to maintain the appropriate HRA working balance is transferred into the HRA Capital Investment Reserve to be used on future HRA capital projects.

#### 9.2.8 Revenue Contribution to Capital Outturn (RCCO)

The RCCO necessary to fund Capital Works is calculated taking into account all Housing Improvement Programme (HIP) changes approved by members to date, and specifically funds items that should not be funded from the Major Repairs Reserve.

An updated HIP will be presented in February 2015.

#### 9.3 The table below summarises how the 2015/16 Supervision and Management base budget has been calculated, (this is included as part of the HRA budget detailed in the Table above). Appendix 'B' provides a summary of major changes, Appendix 'C' provides a more detailed analysis of net expenditure for the service.

	<b>£</b>
<b>Original Net Supervision &amp; Management Budget 2014/15</b>	<b>4,779,600</b>
<b>Adjustments:</b>	
Inflation	6,400
Committed Growth	198,600



Staffing	(91,400)
Savings	(6,000)
Income	28,100
Cost Neutral Transfers within HRA	(242,100)
Changes in Support Service Recharges	8,200
IAS19 Adjustments	4,300

<b>Base Net Supervision &amp; Management Budget 2015/16</b>	<b>4,685,700</b>
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<b>Overall decrease in expenditure (within HRA)</b>	<b>(93,900)</b>
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- 9.4 Appendix C provides details of service expenditure and income. Explanations are provided where significant variations have been identified. Summary information is provided graphically in sections 'C2' & 'C3'.

## 10. Latest Budgets 2014/15

- 10.1 A review of the 2014/15 budget has also been carried out in order to establish the latest budget for the current year. This then informs the base position for 2015/16 as described in Paragraph 9.1 above. Appendix A provides a summary of major changes; Appendix C provides a more detailed analysis of net expenditure for the service.

- 10.2 The table below summarises how the latest 2014/15 HRA budget has been calculated:

	£
<b>Original Approved Net HRA Surplus 2014/15</b>	<b>(39,500)</b>
<b>Adjustments:</b>	
Committed Growth	332,800
Increased Income	(90,700)
Cost Neutral Transfers within HRA	202,500
Changes in Supervision & Management (see para <b>10.3</b> below)	51,100
Remove IAS 19 Adjustments within Supervision & Management	(4,000)
Increased Contribution to HRA Early Retirement Reserve	309,000
Contribution from HRA Early Retirement Reserve	(252,200)
Increase in contribution to Major Repairs Reserve	690,200
Change in contribution to HRA Capital Investment Reserve	(1,229,100)
<b>Latest Net HRA Surplus 2014/15</b>	<b>(29,900)</b>

### 10.3 Early Retirement Reserve

In July 2014 Executive agreed to contribute £200,000 to replenish the HRA Early Retirement Reserve. In September 2014 Executive agreed to contribute an additional £109,000 and approved the use of the HRA Early Retirement Reserve to fund the HRA element of redundancy and early retirement costs due to the Sustaining Tenancies and Strategy & Development elements of the Housing & Property Services Staffing Review. The 2014/15 budget includes the projected cost, £252,000, broadly in line with the figures reported to September 2014 Executive.

- 10.4 The table below summarises how the latest 2014/15 Supervision and Management budget has been calculated, (this is included as part of the HRA budget detailed in the Table above). Appendix B provides a summary of major changes; Appendix C provides a more detailed analysis of net expenditure for the service.

	<b>£</b>
<b>Original Net Supervision &amp; Management Budget 2014/15</b>	<b>4,779,600</b>
<b>Adjustments:</b>	
Committed Growth	159,600
Direct HRA Redundancy Costs	244,700
Other Staffing Changes	(131,500)
Savings	(8,000)
Income	(49,100)
Cost Neutral Transfers within HRA	(202,500)
Indirect HRA Redundancy Costs Recharged to HRA	7,500
Changes in Support Service Recharges	26,400
IAS19 Adjustments	4,000
<b>Latest Net Supervision &amp; Management Budget 2014/15</b>	<b>4,830,700</b>
<b>Overall increase in expenditure (within HRA)</b>	<b>51,100</b>

## **11. Capital**

- 11.1 The following items are budget changes required for HRA related capital programmes within the Housing Investment Programme (HIP). These items are funded from the Major Repairs Reserve, so have no direct impact on the revenue budgets considered elsewhere in this report, other than the transfer of Fire Prevention costs to revenue budgets.
- 11.2 **HRA Aids and Adaptations**  
Increased demand for adaption works from elderly and disabled tenants. Officers forecast that demand will remain the same in 2015/16, but a strategic and policy review will be carried out to manage demand and the qualifying criteria as the impact of new Health Care legislation is introduced from April 2015.  
2014/15: £148,100 increase  
2015/16: £273,600 increase
- 11.3 **Central Heating Replacement**  
Increased costs due to the condition and age of heating systems. As this is a reactive programme, replacing boilers when they are impossible or uneconomical to repair, there is no scope to defer replacements.  
2014/15: £281,400 increase  
2015/16 onwards: £160,000 increase  
There is a small saving on revenue maintenance & repair costs, £37,300 per year, as shown in Appendix C12.
- 11.4 **Fire Prevention Works**  
As reported in the November 2014 Budget Review report, remaining Fire Prevention work is likely to be revenue in nature. The associated 2014/15 Budget changes were approved in the November 2014 Budget Review report.

From 2015/16 this £150,000 budget is to be removed from the HIP and instead added to revenue Cyclical & Major Repairs & Maintenance, as shown in Appendix C12.

## **12. Conclusion**

- 12.1 The proposed 2014/15 Latest Budget allows a contribution of £5.2m into the HRA Capital Investment Reserve, whilst retaining a working balance of £1.4m on the HRA.
- 12.2 The proposed 2015/16 Base Budget allows a contribution of £5.3m into the HRA Capital Investment Reserve, whilst retaining a working balance of £1.4m on the HRA.
- 12.3 Housing Rents for 2015/16 will be decided by Council in February 2015.

**Analysis of Budget Movements - HRA**  
**2014/15 Original Budget to 2014/15 Latest, and to 2015/16 Base**

See **Appendix C4 & C5** for budgets and further detail of variations

+ve change: Adverse (Growth / Reduced Income)  
 (-ve) change: Favourable (Savings / Increased Income)

	Changes from 2014/15 Original to <b>2014/15 Latest Budget</b> £	Changes from 2014/15 Original to <b>2015/16 Base Budget</b> £
<b>Initial Approved Net HRA Surplus 2014/15</b>	<b>(39,500)</b>	<b>(39,500)</b>
<b>Adjustments:</b>		
<b>Inflation:</b>	<b>0</b>	<b>500</b>
<b>Committed Growth:</b>		
Council Tax & NNDR	1,300	1,400
Increased Bad Debt Provision for planned introduction of Universal Credit	0	105,600
Increased Insurance Provision required	85,200	0
Revenue Contribution to Capital Outlay (RCCO): Current capital programme	110,400	184,000
Revenue Repairs - See <b>Appendix C12</b>	135,900	595,300
<b>Total Committed Growth / Income Reductions</b>	<b>332,800</b>	<b>886,300</b>
<b>Increased Income:</b>		
Dwellings Rents - sales, voids & base 2015/16 rent increase	(38,800)	(562,900)
Interest receivable updated for latest projected balances & rates	(49,000)	(54,500)
Other small changes	(2,900)	(2,900)
<b>Total Increased Income</b>	<b>(90,700)</b>	<b>(620,300)</b>
<b>Supervision &amp; Management:</b>		
Cost Neutral change between Housing Repairs Supervision and other S & Mgt	202,500	242,100
Other Changes in Supervision & Management (see <b>Appendix B</b> for detail)	51,100	(93,900)
<b>Net Increase in Supervision &amp; Management including Repairs Supervision</b>	<b>253,600</b>	<b>148,200</b>
<b>Remove IAS 19 Adjustments within Supervision &amp; Management</b>	<b>(4,000)</b>	<b>(4,300)</b>
<b>Contribution to/(from) Early Retirement Reserve</b>		
Contribution to replenish Early Retirement Reserve	309,000	0
Contribution from Early Retirement Reserve for costs of Service Redesign	(252,200)	0
<b>Net Increase in Contribution to Early Retirement Reserve</b>	<b>56,800</b>	<b>0</b>
<b>Contribution to Major Repairs Reserve</b>		
Increase in contribution to Major Repairs Reserve, including Depreciation	258,600	281,500
Non-dwelling depreciation retained in Major Repairs Reserve	431,600	431,600
<b>Increase in contribution to Major Repairs Reserve</b>	<b>690,200</b>	<b>713,100</b>
<b>Change in Contribution to HRA Capital Investment Reserve</b>	<b>(1,229,100)</b>	<b>(1,128,700)</b>
<b>Updated Net HRA Surplus</b>	<b>(29,900)</b>	<b>(44,700)</b>
<b>Reduction/(Increase) in HRA Surplus (total of changes above)</b>	<b>9,600</b>	<b>(5,200)</b>

**Summary of Changes in HRA Surplus & HRA Capital Investment Reserve Contribution**

Reduction/(Increase) in HRA Surplus	9,600	(5,200)
Reduction in Contribution to HRA Capital Investment Reserve	1,229,100	1,128,700
<b>Net Decrease in HRA resources</b>	<b>1,238,700</b>	<b>1,123,500</b>
Less: Net Increase in Contribution to Early Retirement Reserve	(56,800)	0
Less: Increase in contribution to Major Repairs Reserve	(690,200)	(713,100)
<b>Net Decrease Excluding Increased Contributions to other HRA reserves</b>	<b>491,700</b>	<b>410,400</b>

**Analysis of Budget Movements - HRA Supervision & Management  
2014/15 Original Budget to 2014/15 Latest, and to 2015/16 Base**

See **Appendix C6 to C11** for budgets and further detail of variations

+ve change: Adverse (Growth / Reduced Income)  
 (-ve) change: Favourable (Savings / Increased Income)

	Changes from 2014/15 Original to <b>2014/15 Latest Budget £</b>	Changes from 2014/15 Original to <b>2015/16 Base Budget £</b>
<b>Approved Budget (Supervision &amp; Management Costs) 2014/15</b>	<b>4,779,600</b>	<b>4,779,600</b>
<b>Adjustments:</b>		
<b>Inflation</b>	<b>0</b>	<b>6,400</b>
<b>Committed Growth:</b>		
Revenue Costs related to Redevelopment of Fetherston Court site	4,400	0
Cost of additional Right to Buy valuations	5,700	0
Increase in Court Fees	39,800	39,800
Increase in Legal Costs	42,100	36,500
Building Insurance costs	42,000	47,300
Approved Revenue Slippage: Tenant Panel	7,500	0
Projected increase in cost on re-tendering cleaning contract mid 2015/16	0	69,000
Minor adjustments	18,100	6,000
<b>Total Committed Growth</b>	<b>159,600</b>	<b>198,600</b>
<b>Staffing:</b>		
Budgeted National Pay Award	20,700	41,300
Introduction of Living Wage	2,700	5,500
Increase in Pension Contribution rate	0	10,400
Temporary Sickness cover, funded by savings elsewhere in HRA	8,000	0
Phase 2 service redesign: Direct HRA payroll costs changes	(158,900)	(72,700)
Phase 2 service redesign: Direct Direct HRA redundancy costs	244,700	0
Expected Transfer of Telecare service - Staffing	0	(70,600)
Minor adjustments	(4,000)	(5,300)
<b>Total Staffing</b>	<b>113,200</b>	<b>(91,400)</b>
<b>Savings:</b>		
Equipment savings	(8,000)	0
Non-Staffing savings from service redesign	0	(6,000)
<b>Total Savings</b>	<b>(8,000)</b>	<b>(6,000)</b>
<b>Income:</b>		
Increase in Court Fees - Recovery of expenditure	(39,800)	(39,800)
Expected Transfer of Telecare service - Loss of Income	0	73,000
Minor adjustments	(9,300)	(5,100)
<b>Total Income</b>	<b>(49,100)</b>	<b>28,100</b>
<b>Support Services/Recharges:</b>		
Cost Neutral change between Housing Repairs Supervision and other Sup. & Mgt	(202,500)	(242,100)
Phase 2 service redesign: Recharge for additional HRA element of redundancy costs	7,500	0
Revised allocations within Housing & Property Services due to Service Redesign	82,300	54,600
Changes in Other Support Service Recharges	(55,900)	(46,400)
<b>IAS19 Adjustments (reversed within HRA)</b>	<b>4,000</b>	<b>4,300</b>
<b>Updated Supervision &amp; Management Budgets</b>	<b>4,830,700</b>	<b>4,685,700</b>
<b>Net Increase / (Decrease) In Supervision &amp; Management Budget</b>	<b>51,100</b>	<b>(93,900)</b>

Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
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## Housing Revenue Account (HRA) Subjective Analysis:

Internal Support Service Recharges within the HRA netted off to show only real recharges in and out of the HRA

### Expenditure

Employees	2,373,515	2,288,300	2,405,400	2,203,600
Premises	5,619,062	5,426,200	5,579,600	6,111,600
Transport	99,936	102,300	102,300	100,400
Supplies and Services	577,271	794,200	931,100	925,100
Third Party Payments	776,311	638,700	721,400	722,600
Support Services	1,567,747	1,687,200	1,796,500	1,813,300
Capital Financing Charges	(13,852,645)	2,837,900	2,964,700	3,011,100

### Total Expenditure

<b>(2,838,803)</b>	<b>13,774,800</b>	<b>14,501,000</b>	<b>14,887,700</b>
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### Income

Other Grants and Contributions	(513,276)	(499,700)	(501,700)	(501,600)
Other Income	(141,788)	(83,800)	(84,000)	(83,700)
Fees and Charges	(859,466)	(817,200)	(865,900)	(789,100)
Rents	(25,255,923)	(25,968,100)	(26,006,900)	(26,531,000)
Recharges	(101,649)	(84,500)	(159,900)	(202,400)

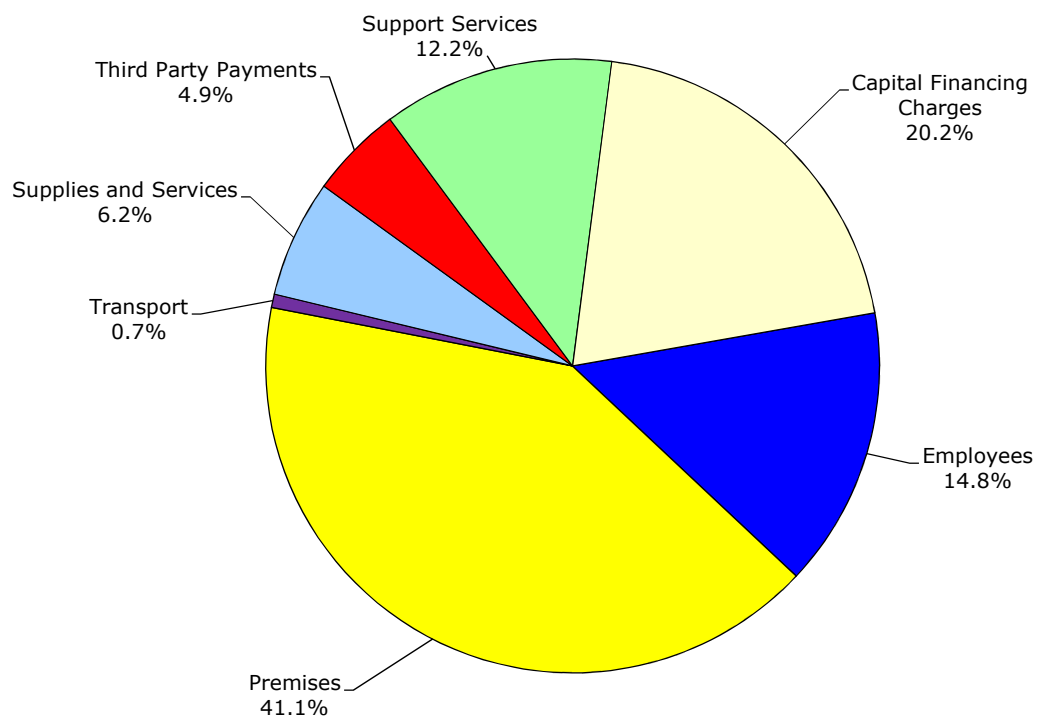
### Total Income

<b>(26,872,102)</b>	<b>(27,453,300)</b>	<b>(27,618,400)</b>	<b>(28,107,800)</b>
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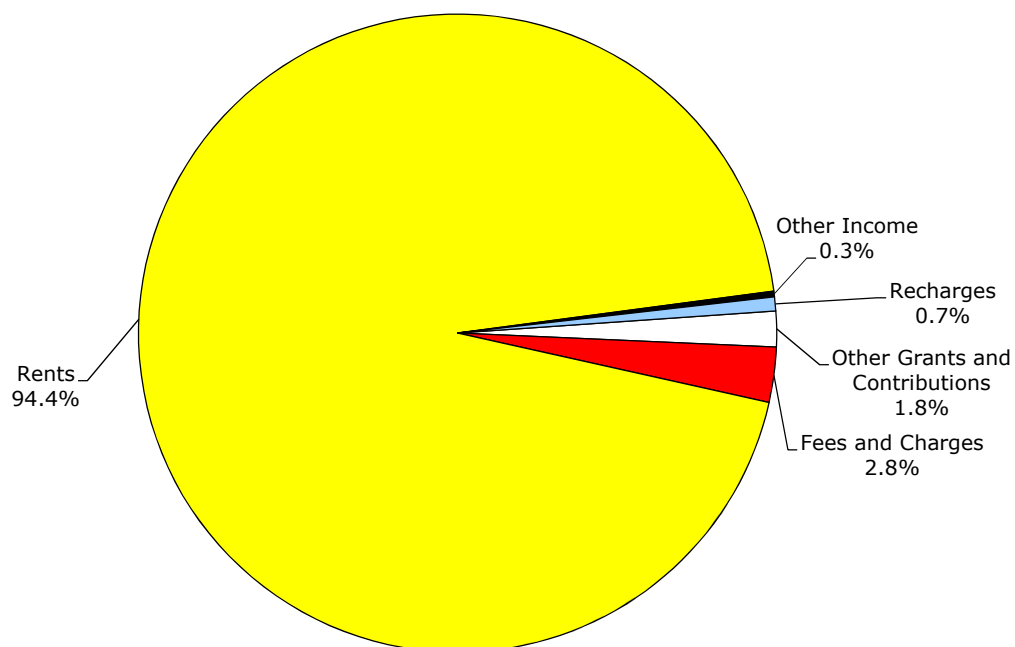
### Net Income

<b>(29,710,905)</b>	<b>(13,678,500)</b>	<b>(13,117,400)</b>	<b>(13,220,100)</b>
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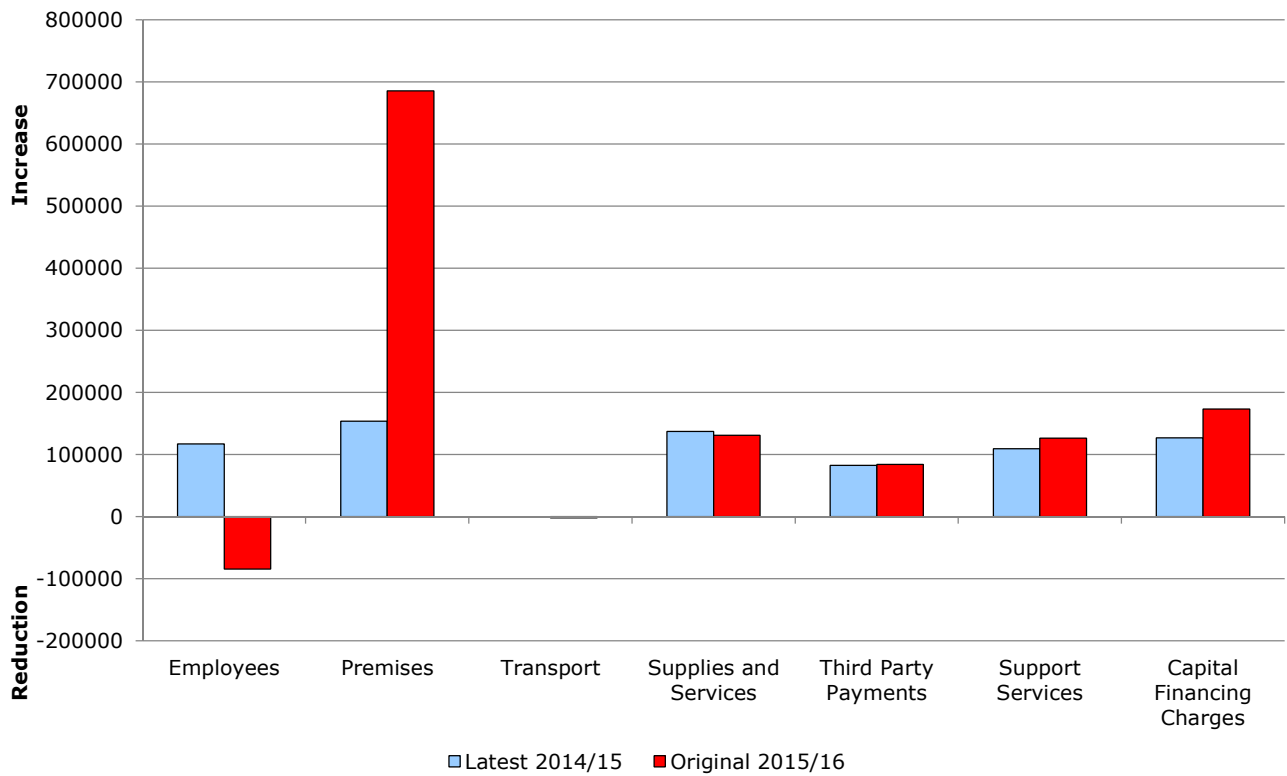
### Expenditure - 2015/16 Budgets



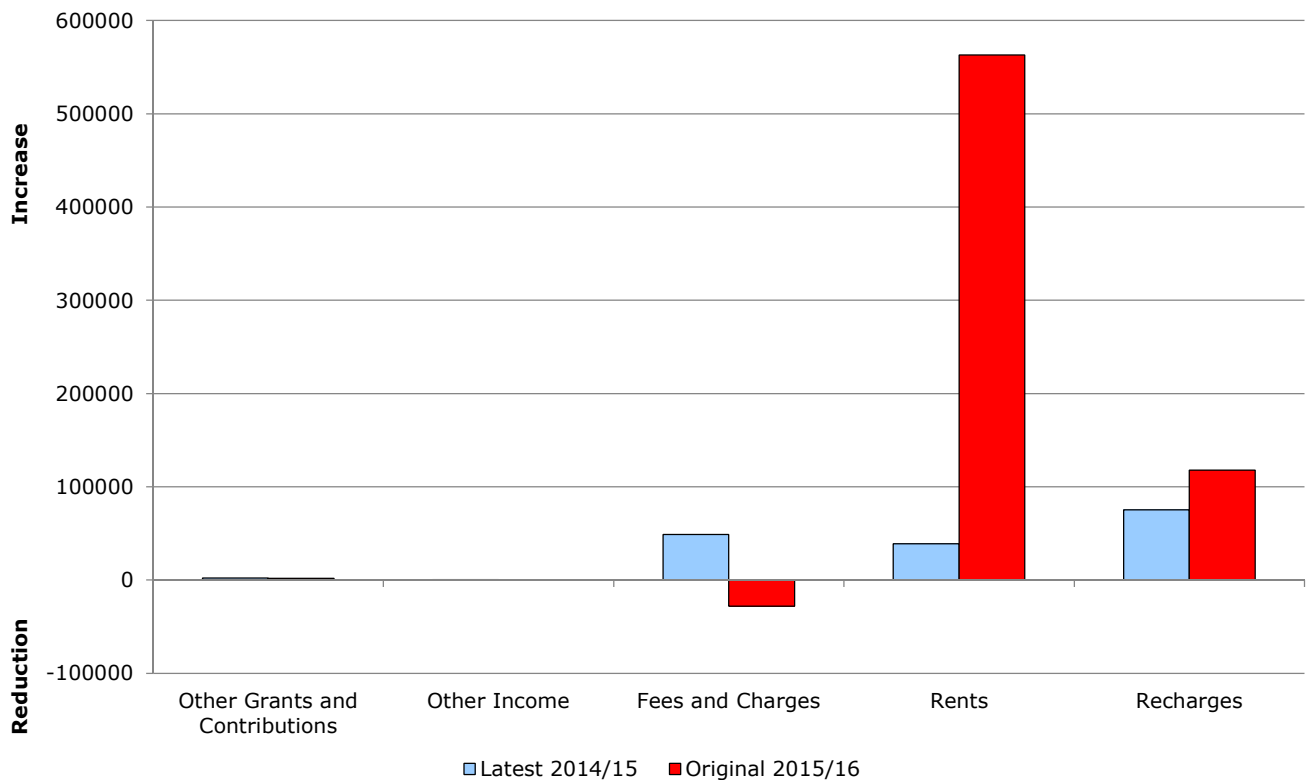
### Income - 2015/16 Budgets



### Expenditure: Change From 2014/15 Original (£)



### Income: Change From 2014/15 Original (£)





**S7000 Housing Revenue Account (HRA)****Expenditure**

	<b>Actual 2013/14 £</b>	<b>Original Budget 2014/15 £</b>	<b>Latest Budget 2014/15 £</b>	<b>Base Budget 2015/16 £</b>
Revenue Repairs and Maintenance (see C12)	4,965,095	4,732,000	4,867,900	5,327,300
Housing Repairs Supervision	561,794	440,200	642,700	682,300
Electricity	255	300	300	300
NNDR	1,744	-	1,300	1,400
Council Tax	18,229	19,000	19,000	19,500
Water Charges-Metered	33,973	32,600	32,600	32,600

**Premises**

	<b>5,581,090</b>	<b>5,224,100</b>	<b>5,563,800</b>	<b>6,063,400</b>
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Debt Recovery Agency Costs	2,229	3,900	3,900	3,900
Contribution to Insurance Provision	48,698	15,000	100,200	15,000
Bad Debts Provision	99,064	331,400	331,400	437,000

**Supplies and Services**

	<b>149,991</b>	<b>350,300</b>	<b>435,500</b>	<b>455,900</b>
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Supervision & Management - General (see C6)	2,487,970	2,522,700	2,578,500	2,453,100
Supervision & Management - Special (see C8 to C11)	2,106,309	2,256,900	2,252,200	2,232,600

**Support Services**

	<b>4,594,279</b>	<b>4,779,600</b>	<b>4,830,700</b>	<b>4,685,700</b>
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Revaluation of Fixed Assets	(16,499,554)	-	-	-
REFCUS	55,627	100,000	100,000	100,000
Depreciation on Council Dwellings	2,159,720	2,306,300	2,443,700	2,489,700
Depreciation on Other HRA Properties	403,712	403,800	396,800	396,800
Depreciation on Equipment	27,850	27,800	24,200	24,600

**Capital Charges**

	<b>(13,852,645)</b>	<b>2,837,900</b>	<b>2,964,700</b>	<b>3,011,100</b>
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**Total Expenditure**

	<b>(3,527,285)</b>	<b>13,191,900</b>	<b>13,794,700</b>	<b>14,216,100</b>
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**Income**

Other Income	(1,657)	-	-	-
Other Licences	(4,023)	(4,100)	(4,100)	(4,100)
Heating Charges	(103,099)	(102,900)	(102,900)	(102,900)
Service Charges	(152,845)	(131,200)	(131,200)	(131,200)
Service Charges Supporting People	(132,278)	(133,300)	(134,300)	(134,300)
Water Charges	(31,391)	(31,100)	(31,100)	(31,100)
Rents - Housing	(24,473,818)	(25,162,100)	(25,200,900)	(25,725,000)
Rents - Garages	(475,006)	(486,000)	(486,000)	(486,000)
Rents - Other	(307,099)	(320,000)	(320,000)	(320,000)
General Fund Share of Open Spaces	(37,900)	(37,900)	(37,900)	(37,900)
Other Grants and Contributions	(464,504)	(461,800)	(463,700)	(463,700)

**Total Income**

	<b>(26,183,620)</b>	<b>(26,870,400)</b>	<b>(26,912,100)</b>	<b>(27,436,200)</b>
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**Net Income From HRA Services**

	<b>(29,710,905)</b>	<b>(13,678,500)</b>	<b>(13,117,400)</b>	<b>(13,220,100)</b>
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Debt Charges - Premiums & Discounts	11,374	-	-	-
Interest Payable	4,765,564	4,765,600	4,765,600	4,765,600
Interest Receivable - Balances	(131,700)	(117,900)	(167,000)	(172,500)
Interest Receivable - Advances (RTB)	(78)	(100)	-	-
Reverse REFUS	(55,627)	(100,000)	(100,000)	(100,000)
Reverse Depreciation Other HRA Property & Equip.	-	(431,600)	-	-

**Net Operational Income**

	<b>(25,121,372)</b>	<b>(9,562,500)</b>	<b>(8,618,800)</b>	<b>(8,727,000)</b>
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	Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
<b>S7000 Housing Revenue Account (HRA) Continued</b>				
<b>Net Operational Income</b>	<b>(25,121,372)</b>	<b>(9,562,500)</b>	<b>(8,618,800)</b>	<b>(8,727,000)</b>
<b>Appropriations:</b>				
Appropriation: Adjust Depreciation to MRA	3,348,175	3,020,700	3,152,500	3,129,000
Revenue Contribution to Capital Outlay (RCCO)	153,813	100,000	210,400	284,000
Reverse Revaluation of Fixed Assets	16,499,554	-	-	-
Employee Benefits Accruals	13,128	-	-	-
Net IAS19 Charges for Retirement Benefits	(390,808)	(494,800)	(477,700)	(491,400)
Employers Contris payable to Pension Fd	201,225	229,900	201,500	214,100
Pensions Interest+Rate of Return Assets	134,900	184,600	191,900	192,700
Contribution to HRA Early Retirement Reserve	80,000	8,000	317,000	8,000
Contribution from HRA Early Retirement Reserve	(107,998)	-	(252,200)	-
Contribution to HRA Capital Investment Reserve	5,148,397	6,474,600	5,245,500	5,345,900
<b>Taken To HRA Balance</b>	<b>(40,986)</b>	<b>(39,500)</b>	<b>(29,900)</b>	<b>(44,700)</b>
HRA Balance Brought Forward	(1,282,500)	(1,323,500)	(1,323,500)	(1,353,400)
<b>HRA Balance Carried Forward</b>	<b>(1,323,486)</b>	<b>(1,363,000)</b>	<b>(1,353,400)</b>	<b>(1,398,100)</b>

<b>Budget Changes:</b> Adverse +ve / Favourable (-ve)			
<b>Premises:</b>			
Revenue Repairs and Maintenance (see C12)		135,900	595,300
Housing Repairs Supervision (recharge from Supervision & Mangement)			
Proposed Asset Management service redesign:	Projected long term saving	0	(21,700)
	Temporary Posts	0	36,000
Revised allocation between Repairs Supervision and Supervision & Management		202,500	227,800
<b>Supplies and Services:</b>			
Increased Insurance Provision required		85,200	0
Increased Bad Debt Provision to allow for expected introduction of Universal Credit		0	105,600
<b>Supervision &amp; Management:</b>			
Changes in Supervision & Management - General (see C6)		55,800	(69,600)
Changes in Supervision & Management - General (see C8 to C11)		(4,700)	(24,300)
<b>Capital Charges:</b>			
Change in Depreciation		126,800	173,200
<b>Income:</b>			
Housing Rents updated for sales, acquisitions, voids and base business plan increase		(38,800)	(562,900)
2015/16 Rents will be decided in February 2015			
<b>Interest and Servicing of Debt:</b>			
Interest receivable updated for latest projected balances & rates		(49,000)	(54,500)
<b>Capital Financing:</b>			
Change in adjustment from Housing Depreciation to Major Repairs Allowance		131,800	108,300
Revenue Contribution to Capital Outlay (RCCO): Current capital programme		110,400	184,000
<b>Reversal of items not included in Net Operational Expenditure:</b>			
Accounting change: non-dwelling depreciation now retained in Major Repairs Reserve		431,600	431,600
<b>Contributions to/from Reserves:</b>			
Net Contribution to HRA Early Retirement Reserve required due to Service Redesign		56,800	0
Reduced contribution to HRA Capital Investment Reserve possible, due to the effect of all other variations		(1,229,100)	(1,128,700)

	Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
<b>S7010 Housing Supervision &amp; Management - General</b>				
<b>Direct Expenditure</b>				
Employees	3,429	55,500	85,400	31,500
Premises	131,907	113,000	157,000	160,600
Supplies and Services	167,009	145,900	83,900	86,300
Third Party Payments	302,341	248,900	234,300	238,500
<b>Total Direct Expenditure</b>	<b>604,686</b>	<b>563,300</b>	<b>560,600</b>	<b>516,900</b>
<b>Direct Income</b>				
Other Grants and Contributions	(5,078)	-	-	-
Other Income	(203,537)	(156,100)	(117,400)	(117,400)
Fees and Charges	(61,617)	(33,000)	(33,000)	(33,000)
<b>Total Direct Income</b>	<b>(270,232)</b>	<b>(189,100)</b>	<b>(150,400)</b>	<b>(150,400)</b>
<b>Net Direct (Income) / Expenditure</b>	<b>334,454</b>	<b>374,200</b>	<b>410,200</b>	<b>366,500</b>
Support Services	2,726,464	2,588,700	2,811,000	2,768,900
Recharges	(572,948)	(440,200)	(642,700)	(682,300)
<b>Net Expenditure To HRA</b>	<b>2,487,970</b>	<b>2,522,700</b>	<b>2,578,500</b>	<b>2,453,100</b>

<b>Budget Changes:</b> Adverse +ve / Favourable (-ve)			
<b>Employees:</b>			
Post moved in Service Redesign		27,500	31,500
Accounting change IAS19 pension adjustments		(55,500)	(57,900)
Early Retirement costs of Service Redesign		57,900	0
<b>Premises:</b>			
Increase in Building Insurance costs		42,700	47,600
<b>Supplies and Services:</b>			
Transfer of costs to S7200 Housing Services per Service Redesign		(71,900)	(71,900)
Increase in Building Insurance costs		6,200	8,700
<b>Third Party Payments:</b>			
Increase in Legal Fees		17,400	14,400
Valuation costs of increase in Right-to-Buy applications		5,700	0
Transfer of costs to S7200 Housing Services per Service Redesign		(36,000)	(23,000)
<b>Income</b>			
Transfer of income to S7200 Housing Services per Service Redesign		38,700	38,700
<b>Support Services:</b>			
HRA cost of extending Housing Assessment Team pilot for a second year		10,700	7,800
Revised allocations within Housing & Property Services due to Service Redesign		212,900	215,800
Other changes in Support Service allocations		(1,300)	(43,400)
<b>Recharges:</b>			
Increase in Housing Repairs Supervision recharge		(202,500)	(242,100)

**S7200 Housing Services**

	<b>Actual 2013/14 £</b>	<b>Original Budget 2014/15 £</b>	<b>Latest Budget 2014/15 £</b>	<b>Base Budget 2015/16 £</b>
<b>Direct Expenditure</b>				
Employees	1,370,505	1,173,700	1,170,500	1,170,400
Premises	-	300	-	-
Transport	39,128	40,000	37,700	39,600
Supplies and Services	82,734	112,800	219,200	189,300
Third Party Payments	130,904	61,000	146,000	144,000
<b>Total Direct Expenditure</b>	<b>1,623,271</b>	<b>1,387,800</b>	<b>1,573,400</b>	<b>1,543,300</b>
<b>Direct Income</b>				
Other Grants and Contributions	-	-	-	-
Other Income	(397)	(300)	(86,500)	(86,600)
<b>Total Direct Income</b>	<b>(397)</b>	<b>(300)</b>	<b>(86,500)</b>	<b>(86,600)</b>
<b>Net Direct (Income) / Expenditure</b>	<b>1,622,874</b>	<b>1,387,500</b>	<b>1,486,900</b>	<b>1,456,700</b>
Support Services	486,066	544,400	612,600	621,500
Recharges	(2,108,940)	(1,931,900)	(2,099,500)	(2,078,200)
<b>Net Expenditure To HRA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Employees:**

Projected Pay Award and 2015/16 Pension Contribution increase	10,500	26,600
Redundancy costs due to Service Redesign	58,500	0
Salary changes including Service Redesign	(114,000)	(57,000)
Temporary Sickness Cover, funded by savings elsewhere in HRA	8,000	0
IAS 19 Pension adjustments	25,200	27,200

**Supplies and Services:**

Approved Earmarked Reserve - Tenant Panel	7,500	0
Transfer of costs from S7010 Housing S&M General per Service Redesign	93,300	80,300

**Third Party Payments:**

Increase in Court Fees	39,800	39,800
Increase in Legal Costs	23,000	23,000
Transfer of costs from S7010 Housing S&M General per Service Redesign	20,200	20,200

**Income**

Increase in Court Fees - Recovery of expenditure	(39,800)	(39,800)
Transfer of income from S7010 Housing S&M General per Service Redesign	(45,400)	(45,400)

**Support Services:**

<i>Revised allocations within Housing &amp; Property Services due to Service Redesign</i>	95,800	104,200
<i>Other changes in Support Service allocations</i>	(27,600)	(27,100)

**Recharges:**

<i>Recharges</i>	(167,600)	(146,300)
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	Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
<b>S7015 Housing Supervision &amp; Management - Special</b>				
S7410 Warwick Response	536,888	601,500	606,000	653,200
S7440 Housing Support	504,001	526,100	554,400	422,300
S7450 Central Heating	163,292	178,000	173,900	170,200
S7460 Community Centres	7,403	11,200	11,300	11,200
S7620 Housing Open Spaces	395,827	399,600	380,600	386,200
S7630 Housing Communal Areas	337,795	380,400	379,100	447,400
S7635 Estate Supervision	161,103	160,100	146,900	142,100
<b>Net Expenditure To HRA</b>	<b>2,106,309</b>	<b>2,256,900</b>	<b>2,252,200</b>	<b>2,232,600</b>
<b>S7410 Warwick Response</b>				
<b>Direct Expenditure</b>				
Employees	549,774	582,400	613,100	590,300
Premises	6,409	6,900	6,800	6,900
Transport	47,503	49,700	50,100	45,700
Supplies and Services	84,553	109,800	99,400	106,000
Third Party Payments	662	100	300	300
<b>Total Direct Expenditure</b>	<b>688,901</b>	<b>748,900</b>	<b>769,700</b>	<b>749,200</b>
<b>Direct Income</b>				
Other Grants and Contributions	(5,794)	-	(100)	-
Other Income	(11)	(800)	(400)	(200)
Fees and Charges	(283,968)	(303,000)	(304,900)	(227,900)
<b>Total Direct Income</b>	<b>(289,773)</b>	<b>(303,800)</b>	<b>(305,400)</b>	<b>(228,100)</b>
<b>Net Direct (Income) / Expenditure</b>	<b>399,128</b>	<b>445,100</b>	<b>464,300</b>	<b>521,100</b>
Support Services	137,760	156,400	141,700	132,100
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>536,888</b>	<b>601,500</b>	<b>606,000</b>	<b>653,200</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Employees:**

Projected Pay Award and 2015/16 Pension Contribution increase	5,600	13,600
Redundancy costs due to Service Redesign	25,200	0
Salary changes including Service Redesign	(15,000)	(20,800)
IAS 19 Pension adjustments	13,900	14,700

**Supplies and Services:**

Saving on equipment costs	(8,000)	0
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**Support Services:**

Revised allocations within Housing & Property Services due to Service Redesign	(24,000)	(34,200)
Other changes in Support Service allocations	9,300	9,900

**S7440 Housing Support**

	<b>Actual 2013/14 £</b>	<b>Original Budget 2014/15 £</b>	<b>Latest Budget 2014/15 £</b>	<b>Base Budget 2015/16 £</b>
<b>Direct Expenditure</b>				
Employees	316,535	349,400	392,400	277,600
Premises	15,882	15,700	11,200	9,000
Transport	12,994	12,000	13,900	14,500
Supplies and Services	73,930	67,200	72,500	67,000
Third Party Payments	1,944	500	-	-
<b>Total Direct Expenditure</b>	<b>421,285</b>	<b>444,800</b>	<b>490,000</b>	<b>368,100</b>
<b>Direct Income</b>				
Other Income	-	(200)	(200)	(200)
Other Hire Charges	(3,023)	(2,800)	(2,800)	(2,800)
<b>Total Direct Income</b>	<b>(3,023)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>Net Direct (Income) / Expenditure</b>	<b>418,262</b>	<b>441,800</b>	<b>487,000</b>	<b>365,100</b>
Support Services	85,739	84,300	69,600	59,400
Recharges	-	-	(2,200)	(2,200)
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>504,001</b>	<b>526,100</b>	<b>554,400</b>	<b>422,300</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Employees:**

Adoption of Living Wage, Projected Pay Award and 2015/16 Pension Contrib. increase	6,000	13,900
Redundancy costs due to Service Redesign	103,100	0
Salary changes including Service Redesign	(76,000)	(95,800)
IAS 19 Pension adjustments	10,000	10,500

**Premises:**

Rent Savings Service Redesign	(3,700)	(6,000)
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**Support Services:**

Revised allocations within Housing & Property Services due to Service Redesign	(5,800)	(16,600)
Other changes in Support Service allocations	(8,900)	(8,300)

**S7450 Central Heating**

<b>Direct Expenditure</b>				
Premises	153,106	171,000	168,900	167,800
Supplies and Services	2,157	1,900	1,900	1,900
<b>Total Direct Expenditure</b>	<b>155,263</b>	<b>172,900</b>	<b>170,800</b>	<b>169,700</b>
Support Services	8,029	5,100	3,100	500
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>163,292</b>	<b>178,000</b>	<b>173,900</b>	<b>170,200</b>

**S7460 Community Centres**

	Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
<b>Direct Expenditure</b>				
Premises	7,596	7,100	7,300	7,300
Supplies and Services	-	4,200	4,200	4,200
<b>Total Direct Expenditure</b>	<b>7,596</b>	<b>11,300</b>	<b>11,500</b>	<b>11,500</b>
<b>Direct Income</b>				
Other Income	(720)	(700)	(700)	(700)
<b>Total Direct Income</b>	<b>(720)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>
<b>Net Direct (Income) / Expenditure</b>	<b>6,876</b>	<b>10,600</b>	<b>10,800</b>	<b>10,800</b>
Support Services	527	600	500	400
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>7,403</b>	<b>11,200</b>	<b>11,300</b>	<b>11,200</b>

**S7620 Housing Open Spaces**

<b>Direct Expenditure</b>				
Premises	22,428	50,200	30,200	30,200
Supplies and Services	130	-	3,000	3,000
Third Party Payments	291,036	269,000	286,000	290,000
<b>Total Direct Expenditure</b>	<b>313,594</b>	<b>319,200</b>	<b>319,200</b>	<b>323,200</b>
Support Services	82,233	80,400	61,400	63,000
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>395,827</b>	<b>399,600</b>	<b>380,600</b>	<b>386,200</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Premises:**

Reduction in devolved Grounds Maintenance to fund Tree Works (Third Party Payment) (17,000) (17,000)

**Third Party Payments:**

Tree works transferred from devolved Grounds Maintenance (above) 17,000 17,000

**Support Services:**

Revised allocations within Housing & Property Services due to Service Redesign (2,900) (1,300)  
Other changes in Support Service allocations (16,100) (16,100)

**S7630 Housing Communal Areas**

<b>Direct Expenditure</b>				
Premises	289,833	315,000	315,100	386,600
Supplies and Services	124	600	600	600
<b>Total Direct Expenditure</b>	<b>289,957</b>	<b>315,600</b>	<b>315,700</b>	<b>387,200</b>
Support Services	47,838	64,800	63,400	60,200
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>337,795</b>	<b>380,400</b>	<b>379,100</b>	<b>447,400</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Premises:**

Projected increase in cost on re-tendering cleaning contract mid 2015/16 69,000

**S7635 Estate Supervision**

	<b>Actual 2013/14 £</b>	<b>Original Budget 2014/15 £</b>	<b>Latest Budget 2014/15 £</b>	<b>Base Budget 2015/16 £</b>
<b>Direct Expenditure</b>				
Employees	133,272	127,300	144,000	133,800
Premises	10,507	16,000	16,000	16,100
Transport	311	600	600	600
Supplies and Services	5,698	6,300	6,300	6,300
Third Party Payments	-	-	5,000	-
<b>Total Direct Expenditure</b>	<b>149,788</b>	<b>150,200</b>	<b>171,900</b>	<b>156,800</b>
<b>Direct Income</b>				
Fees and Charges	(153)	-	-	-
<b>Total Direct Income</b>	<b>(153)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Direct (Income) / Expenditure</b>	<b>149,635</b>	<b>150,200</b>	<b>171,900</b>	<b>156,800</b>
Support Services	11,468	9,900	11,900	12,300
Recharges	-	-	(36,900)	(27,000)
<b>Net Expenditure to S&amp;M Special Summary</b>	<b>161,103</b>	<b>160,100</b>	<b>146,900</b>	<b>142,100</b>

**Budget Changes:** Adverse +ve / Favourable (-ve)**Employees:**

Projected Pay Award and 2015/16 Pension Contribution increase	1,300	3,100
Salary changes including temporary arrangements whilst preparing for Service Redesign	10,600	(1,400)
IAS 19 Pension adjustments	4,600	4,700

**Support Services:**

Changes in Support Service allocations	2,000	2,400
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**Recharges:**

Recharges for management of cleaning contract	(36,900)	(27,000)
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	Actual 2013/14 £	Original Budget 2014/15 £	Latest Budget 2014/15 £	Base Budget 2015/16 £
<b>Revenue Repairs And Maintenance</b>				
S7900 Cyclical & Major Repairs & Maintenance	1,960,563	2,729,000	2,863,800	3,323,200
S7950 Void & Responsive Repairs & Maintenance	3,004,532	2,003,000	2,004,100	2,004,100
<b>Net Expenditure To HRA</b>	<b>4,965,095</b>	<b>4,732,000</b>	<b>4,867,900</b>	<b>5,327,300</b>

**S7900 Cyclical & Major Repairs & Maintenance**

Painting & Decorations	501,490	473,500	526,300	980,000
Concrete Repairs	18,141	65,000	65,000	40,000
Communal Flooring / Carpets	-	-	18,300	-
Electrical Repairs & Maintenance	458,899	601,400	601,400	601,400
Gas/Heating Maintenance	581,008	631,400	594,100	594,100
Lift & Stairlift Maintenance	80,978	114,800	114,800	114,800
Door Entry & Security Maintenance	38,893	60,000	60,000	60,000
Shop Maintenance	3,659	10,700	10,700	10,700
Legionella Testing	4,093	34,600	34,600	34,600
Fire Prevention Work	-	-	101,000	150,000
HRA Paths and Surfacing	99,813	100,000	100,000	100,000
HRA Asbestos Works	173,589	637,600	637,600	637,600

<b>Net Expenditure To Repairs Summary</b>	<b>1,960,563</b>	<b>2,729,000</b>	<b>2,863,800</b>	<b>3,323,200</b>
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**Budget Changes:** Adverse +ve / Favourable (-ve)**Painting & Decorations**

Completion of Cyclical Programme in 2015/16, allowing 2 years off before next cycle	52,800	506,500
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**Concrete Repairs**

Reduced requirement	0	(25,000)
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**Communal Flooring / Carpets**

Worn carpets at sheltered scheme, replacement necessary to prevent trip hazard	18,300	0
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**Gas/Heating Repairs & Maintenance**

Projected per current costs and activity	(37,300)	(37,300)
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**Fire Prevention Work**

Transferred from Capital Programme, as ongoing work will be revenue in nature	150,000	150,000
2014/15 budget reduced to projected requirement	(49,000)	0

**S7950 Void & Responsive Repairs & Maintenance**

Void Repair Contract	1,073,971	867,000	867,000	867,000
Garages: Void Repairs	-	11,900	11,900	11,900
Out of Hours Contract	1,592	48,300	48,300	48,300
Day to Day Repairs Contract	1,849,403	1,034,100	1,035,200	1,035,200
Garages: Routine Repairs	79,566	41,700	41,700	41,700

<b>Net Expenditure To Repairs Summary</b>	<b>3,004,532</b>	<b>2,003,000</b>	<b>2,004,100</b>	<b>2,004,100</b>
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**GLOSSARY OF TERMS**

This section explains some uncommon terms used in this document.

**Accruals**

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

**Actuarial gain (loss)**

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

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

**Agency**

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

**Amortisation**

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

**Asset**

An item which has positive value to the organisation.

**Band D Equivalent**

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

**"Below the Line"**

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

**Budget**

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

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

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

**Business Rate Retention Scheme**

From 1 April 2013 Councils will be able to keep a proportion of the business rates revenue as well as growth on the revenue that is generated in their area. It will

**GLOSSARY OF TERMS**

provide a direct link between business rates growth and the amount of money councils have to spend on local people and local services.

**Capital expenditure**

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

**Capital charges**

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

**CIPFA**

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

**Collection Fund Account**

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

**Corporate and democratic core**

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

**Council Tax**

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

**Council Tax Base**

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

**Current Assets**

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

**Depreciation**

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

**Earmarked Reserves**

Money set aside for a specific purpose.

**General Fund Expenditure**

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

**GLOSSARY OF TERMS****Housing Revenue Account (HRA)**

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

**IAS19 Adjustments**

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

**IFRS**

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

**Intangible Assets**

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

**Major Repairs Reserve Account**

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

**Non-Current Assets**

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

**Precept**

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

**Provisions**

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

**Prudential Code**

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

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

**GLOSSARY OF TERMS****Rateable Value (RV)**

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

**Reserves**

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

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


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

**Revenue Expenditure**

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

**Support Services**

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

 <b>Executive 3<sup>rd</sup> December 2014</b>		<b>Agenda Item No.</b>  <b>5</b>
<b>Title:</b>	<b>Review of Affordable Rent Policy</b>	
<b>For further information about this report please contact</b>	Ken Bruno	
<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>	N/A	
<b>Background Papers</b>	Housing Strategy 2014-17	

<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 650)
<b>Equality Impact Assessment Undertaken</b>	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	31/10/14	Chris Elliott
Heads of Service	30/10/14	Andy Thompson
CMT	10/11/14	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	11/11/14	Mike Snow
Monitoring Officer	10/11/14	Andrew Jones
Finance	11/11/14	Mike Snow
Portfolio Holder(s)	31/10/14	Cllr Norman Vincett
Consultation & Community Engagement		
Partner housing associations have been consulted. Two responses have been received and these are set out in appendix one.		
Health & Well-being lead: No comments.		
Prosperity lead: No comments.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## **1. Summary**

- 1.1 Government policy since 2010 is to part-fund new affordable housing schemes from higher rents through the "Affordable Rent" tenure which allows rents to be set at up to 80% of open market rent, inclusive of service charges.
- 1.2 Due to concerns about the very high levels of private sector rents in the Warwick district the council has sought to keep rents at below the 80% maximum. It agreed, through the Housing Strategy, to seek Affordable Rents at the mid-point between social rent and 80% of market rents with a review of the policy by the end of 2014.
- 1.3 This report presents that review and appropriate recommendations.

## **2. Recommendations**

- 2.1 That where Affordable Rent housing is being provided through planning obligations officers continue to negotiate for the average level of Affordable Rent across the site to be set at the mid-point between social rent and 80% of market rent inclusive of service charges.
- 2.2 That where Affordable Rent housing is being provided with grant funding from the Homes & Communities Agency (HCA) the council accepts rent levels at 80% of market rent inclusive of service charges, unless the resulting rent level would be above the Local Housing Allowance for the relevant Broad Rental Market Area.
- 2.3 That HCA-funded sites be considered on a case-by-case basis as to whether the council should itself grant-fund a reduction in the Affordable Rents with a separate report made to Executive where such funding is proposed.

## **3. Reasons for the Recommendation**

- 3.1 The original reason for setting a policy for Affordable Rents at lower than the maximum was concern at the level of private sector rents in the district relative to local earnings at the lower end of the income scale. This situation remains the same. High market rents feed into high Affordable Rents and make it more difficult for people with low incomes to pay their rent without recourse to Housing Benefit. The council's Housing Strategy contains two objectives which, while not contradictory per se, are in tension due to the policy of funding new housing from higher rents. The council's policy on Affordable Rents seeks to balance these objectives by setting a level mid-way between the two extremes.
- 3.2 The HCA has indicated that where it is providing grant funding for housing schemes, it expects Affordable Rents to be set at 80% of market rent in all but exceptional circumstances. It does not consider a general concern about the level of rents locally to be sufficient reason but does acknowledge that Affordable Rents should not exceed Local Housing Allowance. The HCA would only accept rents at below 80% where the council itself provided the resources necessary to fund the rent reduction, either through its own grant-funding or by providing land at nil or reduced cost.
- 3.3 Were the council to continue to insist on Affordable Rents at less than 80% on grant-funded schemes the HCA could withdraw grant funding, potentially jeopardising the schemes.

## **4. Policy Framework**

### **4.1 Policy**

- 4.1.1 Early in 2014 the council adopted a new Housing Strategy for 2014-17. The Housing Strategy has three objectives, two of which are relevant to the issue of Affordable Rents: "Enabling and providing services that help people to sustain their homes"; and "Meeting the need for housing across the district". Affordable Rents at lower levels contribute to objective one while higher rents may contribute to objective two.
- 4.1.2 The policy on Affordable Rents aims to strike a balance between the two and the approach was set out in action point 2.1.8 of the strategy: "Restricting rents on Affordable Rent homes so that the average on any scheme is no more than the mid-point between average social rent and 80% of average market rent." There was also a commitment to monitor the policy and bring forward any recommendations for change in December 2014.
- 4.1.3 This report provides that review and is therefore consistent with the Housing Strategy. It recommends a continuation of the policy but with an exception for schemes where there is a danger that central government grant funding could be lost to the district contrary to objective two of the Housing Strategy.

### **4.2 Fit for the Future**

- 4.2.1 The Housing Strategy is framed within the wider context of the council's Fit for the Future programme and makes explicit links with the Sustainable Community Strategy (SCS).
- 4.2.2 Lower rent levels can contribute to overall prosperity, well-being and health by increasing people's disposable incomes which also adds to wider economic prospects and makes it easier for people with low incomes to reduce their need for benefits.
- 4.2.3 However the National Affordable Homes Programme uses higher rents as a key component in reducing the grant needed for new affordable housing schemes which address the housing theme of the SCS. This creates a tension between priority themes which we have sought to resolve by aiming for Affordable Rents mid-way between social rent and the maximum permissible Affordable Rent.
- 4.2.4 The position of the HCA now forces the issue on grant-funded schemes and requires the council to take a view on whether it is prepared to sacrifice grant-funded schemes entirely rather than accept Affordable Rents at the maximum level on those schemes.
- 4.2.5 As regards the three strands of Fit for the Future, the existing policy to limit the levels of Affordable Rent is a people-based measure that seeks to contribute to the prosperity and well-being of individuals and families on benefits and/or lower incomes.
- 4.2.6 The introduction of an exception for HCA-funded schemes is a finance-based measure to ensure that limited central government grant for affordable housing will continue to be available in the district.



4.2.7 It does however produce a counter-intuitive end-result in that, all other things being equal, grant-funded schemes will have higher Affordable Rents than nil-grant schemes.

4.3 **Impact Assessments** – Not applicable.

## 5. **Budgetary Framework**

5.1 There are no direct budget implications for the council arising from this report. However there are two indirect consequences.

5.2 The first consequence is that the council recently agreed to investigate opportunities for building council housing. One option for doing this is to register with the HCA and apply for grant funding. Clearly if the council decides that it will not accept the HCA position on Affordable Rents then no such grant will be available in the district and this option will not be available.

5.3 The second consequence is that, as indicated above, the HCA will accept lower rents if the council itself is willing to put in grant funding in order to reduce the rents. Accepting the HCA position could therefore at some stage mean that the council would be asked to provide capital grants in order to keep housing association rent levels down. It is recommended that these be considered on a case-by-case basis.

## 6. **Risks**

6.1 Having a policy of Affordable Rents at lower than 80% does not allow housing associations to maximise the rental income available to service borrowing and could therefore deter housing associations from taking up development opportunities in the district. This has not presented a problem so far and four of the five preferred partners have schemes on site in the district at present and in fact another housing association has recently asked if it can join the partnership. It should be borne in mind that this could also limit the capacity of the council to fund new house-building as the proposals to set up a Council Housing Company take shape. This will be kept under review and, if problems begin to arise, a further review of the policy will be brought to the Executive.

6.2 The other potential risk of having this policy is that developers will find that they are unable to sell the affordable housing element of a site at a profit. While we have received some adverse comments from developers about the policy there has not as yet been any suggestion that it is making schemes unviable. If such a case was made then a system is already in place for having viability appraisals independently assessed and if it were shown that the policy was making a scheme unviable then it would be necessary to adjust the policy on that particular site in order to comply with the National Planning Policy Framework. This would then be reported to Planning Committee. However if this situation began to occur regularly on several sites then a further review would be brought to Executive to consider adjusting the policy.

6.4 The risk of having an exception for HCA-funded sites is that developers could argue that this "two-tier" system is unfair and that Affordable Rent housing being built under planning obligations should also be permitted at the 80% level on the basis that they also provide "subsidy" in the form of profit foregone. The counter-argument to this is that failure to agree an exception for HCA-funded

schemes risks the affordable housing not being delivered at all and a similar safety-net applies to developer-provided housing through the viability route.

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

- 7.1 The option of having no Affordable Rented housing on new schemes in the district, or permitting Affordable Rent but only at social rent levels, has been considered. However for grant-funded schemes this would mean that the schemes would not be delivered. Furthermore on sites where affordable housing is being provided under planning obligations the Strategic Housing Market Assessment 2013 shows that 24% of new affordable housing need comes from households who can afford more than a social rent. Pursuing this option would therefore be contrary to the National Planning Policy Framework which requires the council to plan to meet objectively assessed needs.
- 7.2 The options of not having any restrictions on Affordable Rent and therefore allowing these to be set at 80% of open market rent in every case has been considered. However as indicated earlier the concerns that caused the council to introduce restrictions on Affordable Rents were that market rents (and by implication Affordable Rents) were very high in the area relative to lower incomes. These concerns remain valid and further information on this is provided in section 8 below. This option is therefore not recommended.
- 7.3 The option of setting Affordable Rent at a level other than the mid-point has been considered. However the thinking behind the mid-point policy is that the relevant Housing Strategy objectives are considered equally important by the council therefore the mid-point between social rent and the maximum permissible represents an appropriate compromise to balance these two priorities. This option is therefore not recommended.
- 7.4 As regards the exception for HCA-funded sites the option of not allowing an exception has been considered but, as indicated earlier, this would lose scarce government grant funding for the district as the HCA would cease to fund new affordable housing schemes. This option is therefore not recommended.

## **8. Background**

### **Policy**

- 8.1 In 2011 the coalition government introduced the new Affordable Homes Programme 2011-15 (AHP). A key new dimension of this was that, given the policy imperative of cutting the deficit, some of the funding for new affordable homes would come from permitting Registered Providers (housing associations) to charge higher rents. These were called Affordable Rents and the level could be set at up to 80% of the local market rent, inclusive of service charges.
- 8.2 In 2012 the council set a policy in the Warwickshire Tenancy Strategy that we would restrict Affordable Rents to no more than 60% of market rent but it became apparent that this would need to be reconsidered because in some cases the 60% figure was actually below social rents so that if applied rigorously this would defeat the objective of the AHP and potentially prevent new affordable housing from being built.
- 8.3 The policy was changed through the Housing Strategy by adopting the compromise position (the "mid-point" policy) that from 1<sup>st</sup> January 2014 we

would seek to limit Affordable Rents to the mid-point between social rent and the 80% maximum permissible.

8.4 Over the course of 2014 the application of the policy has resulted in average Affordable Rent levels on new schemes being calculated at between 70% and 75%.

8.5 In a further development the HCA prospectus for the next round of the AHP to cover the period for 2015 to 2018 stated:

"It is expected that homes for rent which are funded with capital grant funding from the 2015-2018 Affordable Homes Programme will be let at Affordable Rent. While bids which include Affordable Rent at less than 80% of local market rent will be considered, in very specific circumstances, such as where an Affordable Rent at 80% of local market rent would exceed the Local Housing Allowance, we will generally expect providers to charge rents of up to 80% of market rents to maximize financial capacity."

### **Rents and incomes**

8.6 In the second half of 2013 the council participated in commissioning a Strategic Housing Market Assessment (SHMA) across the Coventry and Warwickshire sub-region. This showed that:

- Entry level (i.e. the cheapest 25%) private sector rents in the district were the highest in the sub-region for every property size;
- Average earnings in the Warwick district were also the highest in the region. (However much of this is attributable to those paid more than £100,000 per annum, which accounts for over 10% of households, again the highest in the region, and clearly not the people for whom affordable housing is a need);
- The percentage of households unable to afford market housing without subsidy in Warwick was second highest after Coventry, clearly demonstrating that the higher rents at the bottom end of the market in the district are not compensated for by higher levels of income for those in housing need.

8.7 In the past year private rents have shown no sign of reducing while the national guideline rent increase for 2014/15 for social rents from the HCA was 3.7% and the council increased its rents by 3.7% in April 2014. Up to date income data is not available but there is no evidence to suggest that pay has been rising disproportionately in the district.

8.8 The following table summarises the current position for Warwick district in terms of private, social and affordable rents and the Local Housing Allowance (LHA). The latter is the maximum level of private sector rent that can be paid for people entitled to full Housing Benefit. All rents are quoted in £ per week.

<b>Property type</b>	<b>Housing Association Social rent 2013/14</b>	<b>Affordable Rent 2013/14</b>	<b>Median private rent 2013/14</b>	<b>80% of private rent</b>	<b>LHA</b>
1 bed	93.25	108.40	137	110	117.91
2 bed	105.84	121.69	173	138	148.87
3 bed	113.86	137.89	213	170	180.00
4 bed	131.44	None	298	238	237.02

- 8.9 The Affordable Rents quoted above are the average actual rents charged in 2013/14 by housing associations on Affordable Rented properties as recorded by the HCA. This includes not just new-build properties where the “mid-point” policy applies but also older properties that have been converted to Affordable Rents upon change of tenant, over which the council has no control.
- 8.10 Using the SHMA income-profile for the district and assuming that a household should spend no more than 25% of its income on rent, the following table shows the approximate percentage of households earning less than the amount required to afford each property type.

<b>Property type</b>	<b>80% of private rent</b>	<b>Income required to afford</b>	<b>Approximate percentage of households in WDC earning less than this</b>
1 bed	110	22,880	28
2 bed	138	28,704	39
3 bed	170	35,360	49
4 bed	238	49,504	65

- 8.11 It seems very unlikely that the situation in terms of rents and incomes ratios has improved significantly since the policy was introduced last year. It is clear that Affordable Rents based on 80% of median private sector rents would be unaffordable to a substantial proportion of the local populace without some form of subsidy. It therefore supports the conclusion that there is a continuing need to restrict Affordable Rents to below the 80% maximum.
- 8.12 As the strategic housing objectives remain the same, and of equal importance, the “mid-point” policy appears to still be the appropriate target for Affordable Rents.

### **Consultation responses**

- 8.13 All of the council’s preferred development partner housing associations were asked their views on the policy and two responded.
- 8.14 The full text of the responses is in appendix one but in summary both would prefer to have the flexibility to charge Affordable Rents at up to 80% on all schemes but will work with us in accordance with our policy if we do continue to restrict the rent levels. However both referred to the issue of grant-funded sites and the need to be allowed to charge 80% on such sites.
- 8.15 Some other procedural issues were raised which will be the subject of further discussion with the relevant provider.

## **Appendix One – Consultation responses**


### **Housing Association response 1**

1. We would prefer to have the flexibility to charge up to 80% of market rents as this is in line with our housing “offer”, which is predicated on a range of products designed to meet varying housing needs and circumstances.
2. However, if WDC is to continue with a policy of requiring less than 80% to be charged (which I now understand will apply only to non grant funded S106 schemes in the future) then this policy needs to be well publicised, clear and transparent. The problem we have had recently is that, whilst we have understood your general approach to rent setting due to the various meetings and discussions we have had, not all developers have been aware and this has created confusion and a lack of consistency in the approach to development opportunities in Warwick. Your policy, when agreed following consultation, therefore needs to be formally established and adequately publicised.
3. You will also need to make sure that your planning colleagues are up to speed and that S106 agreements being negotiated reflect the existing housing policies. I am aware that there are currently schemes for which the S106 agreement defines an affordable rent as anything up to 80% market rent to which you are applying a policy of 70% or thereabouts.
4. We will of course work within your policy framework as far as we are able to which, in this case (as I understand it), is that affordable rents should be set at a level that is the mid-point between the social rent and 80% of the market rent for any particular property. What we cannot agree to is that the primary data used for this calculation is established by a third party, in this case WDC. There are two reasons for this. The first is that it is an established principle accepted by the HCA that RPs set their own rents in accordance with the published guidance and subject to audit in the time honoured fashion. We generally use independent valuers, usually RICS qualified but not always, to establish both social rents and affordable rents and as far as I am aware we will continue to do this and apply the principle of your policy at any given time to the rents generated. The second reason for not being happy with your approach to date is that you are calculating a percentage of market rent using your data which if applied to our data will not necessarily give the “correct” outcome. We would therefore, if your proposed policy is confirmed, wish to apply principles to the rents generated using our own primary data.
5. As stated at the beginning, we would prefer not to have our ability to set rents limited by others but given that all providers would be on a level playing field, the policy would be limited to 106 schemes and the above comments are taken into account then we could work within this policy framework.

### **Housing Association response 2**

On the section 106 we would prefer to see an affordable rent across the board. This is to stop neighbours having different rents, where one is on a social rent and another is on an affordable. In our view it would make sense to have all the residents on the same rent agreed with you and across the board.

On our own schemes it will be very hard to argue with the HCA if they are not at 80%. No doubt this discussion will go on and I defer to your meetings and instructions from the HCA.

 <b>Executive 3 December 2014</b>		<b>Agenda Item No.</b> <b>6</b>
<b>Title</b>	Code of Procurement Practice	
<b>For further information about this report please contact</b>	<a href="mailto:Mike.snow@warwickdc.gov.uk">Mike.snow@warwickdc.gov.uk</a> Susan.simmonds @warwickdc.gov.uk	
<b>Wards of the District directly affected</b>		
<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 March 2013	
<b>Background Papers</b>		

<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
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17 <sup>th</sup> Nov 2014	Chris Elliott
Head of Service	17 <sup>th</sup> Nov 2014	Mike Snow
CMT	17 <sup>th</sup> Nov 2014	
Section 151 Officer	17 <sup>th</sup> Nov 2014	Mike Snow
Monitoring Officer	17 <sup>th</sup> Nov 2014	Andrew Jones
Finance	17 <sup>th</sup> Nov 2014	Susan Simmonds
Portfolio Holder(s)	17 <sup>th</sup> Nov 2014	Cllr Stephen Cross
Consultation & Community Engagement		
October 2014 Senior Management Team November 2014 Procurement Champions		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **SUMMARY**

- 1.1 This report presents proposed amendments to the Code of Procurement Practice.

## 2. **RECOMMENDATION**

- 2.1 That the Executive recommend that the Council adopt the updated Code of Procurement Practice as detailed in the attached Appendix 1.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The Council's Code of Procurement Practice was last formally reviewed and amended in March 2013, however with changes to Procurement Legislation and to the procurement processes, a full review of the Code was required.
- 3.2 The Code is being revised to reflect changes to the current Public Contract Regulations 2006, EU Procurement Regulations, the Public Services (Social Value) Act 2012 and the Local Government Transparency Code 2014 and to align the policy to the Code of Financial Practice.
- 3.3 The current Code is written with the expectation of a devolved approach to procurement across the Council. In view of some of the problems that have been encountered, changes to the Code are proposed that will ensure the Procurement team is involved in all procurement activity across the Council above £10k.

## 4. **POLICY FRAMEWORK**

### 4.1 **Code of Procurement Practice**

The Codes of Procurement Practice is a fundamental element of the Council's policy framework. Its purpose is to ensure that appropriate contracts are procured to meet the service requirements and are subsequently properly managed. The Code of Procurement Practice also supports the ability of the Council to demonstrate that it is achieving value for money from its expenditure and that its contracts and services are being managed in an open and transparent manner, in line with the Council's Core Values.

### 4.2 **Fit for the Future**

As part of the Council's policy framework, the Code of Procurement Practice underlines how the Council acts in securing and managing its procurement requirements to meet the aspirations as part of 'Fit for the Future'.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 The Code of Financial Practice sets out the Council's budget framework.
- 5.2 The Code of Procurement Practice complements the Code of Financial Practice in ensuring that financial best practice is applied to the procurement of goods, services or works. Compliance helps protect the Council by minimising procurement risks, whilst ensuring best value is obtained.

## **6. RISKS**

- 6.1 It is important that all procurement exercises across the Council comply with the relevant procurement regulations and directives and also the Council's Code of Procurement Practice. By following this approach the Council will reduce the risk of challenge. It should ensure that the Council obtains Value for Money by apply procurement 'best practice'.
- 6.2 Procurement exercises are managed in line with all Procurement legislation. By implementing the changes expenditure by the Council teams will be managed and controlled to ensure compliance.
- 6.3 Clear and robust contracts will ensure delivery of the required business needs in line with the obligations set out in the contract documentation. Failure to have in place clear contract arrangements increases the risk to manage the expectation of the service from the provider due to a
- Lack of clarity in the requirements
  - No price control
  - No clear ownership of tasks / obligations
  - No contract management performance targets

## **7. ALTERNATIVE OPTION(S) CONSIDERED**

- 6.1 The amended document sets out how the District Council's procurement arrangements should operate so as to comply with best practice and current legislation. The updated Code should therefore be accepted in its entirety.

## **8. BACKGROUND**

- 8.1 It was revealed during a recent investigation that there were a number of short-comings with the procurement practices adopted by the Council. The current code of procurement practice focused on devolved procurement and that if the procurement process is not managed in a timely and efficiently leads itself to a greater risk of challenge. These past practises identified a number of weaknesses in processes that needed to be redressed and therefore a review of the policy was required.
- 8.2 The new procurement team was fully established in August 2013 and have been operating a more 'hands on approach' to all procurement activity. The team work closely with end users to ensure delivery of all requested procurement activity to an agreed timetable and in line with all procurement legal obligations.
- 8.3 In October 2014 the new Local Transparency Code came into force. The revised code has placed greater emphasis on publishing procurement spend activity. It states the following:
- That local Authorities must advertise every invitation to tender or invitation to quote for contracts to provide goods and / or services with a value that exceeds £10,000.
  - That Local Authorities must also publish details of any contracts, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £10,000



- 8.4 To implement the above changes into Procurement activity the threshold levels needed to be revised. This will drive the need to encourage the use of the e-tendering portal to advertise procurement opportunities.
- 8.5 To ensure that opportunities include consideration for inclusion of the Social Value act into the procurement 'life cycle' process for service contracts.

# Warwick District Council Code of Procurement Practice

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INTRODUCTION .....	3
1. PURPOSE .....	4
2. STRUCTURE AND RESPONSIBILITY .....	5
3. ROLE OF THE PROCUREMENT TEAM .....	5
4. ORDERING GOODS AND SERVICES .....	6
5 DISPOSAL OF ASSETS .....	7
6 EXEMPTIONS TO CODE OF PROCUREMENT PRACTICE .....	8
7 PRE-PROCUREMENT PROCEDURE .....	10
8 ESTIMATING THE VALUE OF CONTRACT .....	11
9 CONTRACT TYPES .....	12
10 TENDERING PROCEDURES .....	13
11 CUSTODY, OPENING AND ACCEPTANCE OF TENDERS .....	14
12 FORM AND CONDITIONS OF CONTRACT .....	16
13 APPOINTMENT OF CONSULTANTS .....	18
14. POST PROCUREMENT PROCEDURE & CONTRACT MANAGEMENT .....	18
15 NON-COMPLIANCE WITH THE CODE .....	20

## **INTRODUCTION**

This code has been revised to reflect the current Public Contract Regulations 2006, EU Procurement Regulations, the Public Services (Social Value) Act 2012 and the Local Government Transparency Code 2014

The code aims to set out how Warwick District Council will procure goods, works and services in line with the above legislation.

Managers, Officers and Elected Members of the Council will be bound by this code when procuring works, goods and services on behalf of the Council.

The procedures within this code are set out in accordance with the current Public Contract Regulations 2006 and best practice. They are not designed to be a full set of instructions to the procurement process but outline the procedures that will be followed.

The code is designed to ensure transparency of the process and fairness in allowing all suitable suppliers the opportunity to bid for Council work. In following the code managers and officers will be supporting the Council's objectives and values.

This Code should be read in conjunction with the Financial Code of Practice and the Procurement Strategy.

Susan Simmonds BA, MCIPS – Procurement Manager WDC

## **1. PURPOSE**

1.1. The Local Government Act 1972 requires the Council to have standing orders with respect to the making of contracts. They are part of the Council's Constitution and are; in effect the instructions to Council Officers and Members when entering into contracts on behalf of the Council.

1.2. The purpose of this Code is:-

- To set clear rules for the procurement of works, goods and services for the Council
- To ensure a system of openness, integrity and accountability, in which the probity and transparency of the Council's procurement process will be beyond reproach
- To ensure that the Council achieves value for money when acquiring goods, works and services.

1.3 Accordingly this Code will be followed for ALL Procurement activity (with exception of internally recharged services) for:

- The supply of goods to the Council
- The supply of services to the Council; and
- The execution of works for the Council

Or any of the above for which the Council is responsible for payment but are not directly supplied to the Council.

1.4 The Council has a separate Procurement Strategy, which sets out how the Council intends to undertake and improve procurement activity, detailing specific actions.

1.5 All procurement activity over the value of £10,000 will be procured by the Procurement Team working closely with project owners. Procurement activity below this threshold lies with each team / project owner; however the Council has a Procurement team member available for advice and guidance if required, with overall responsibility for compliance with this code and the wider UK and EU legislation.

1.6 The Council is also subject to EU law with regard to procurement, which requires contract letting procedures to be open, fair and transparent. This Code provides a basis for true and fair competition in contracts, by providing clear and auditable procedures, which, if followed, will give confidence that the Council has a procurement regime that is fully accountable and compliant with EU law.

The Code makes provision for the Council to use its purchasing power to assist in delivering elements of the Corporate Strategy and values.

1.7 Wherever used in this document the term "Head of Service" shall be taken to have the same meaning as in the Code of Financial Practice. Heads of Service may delegate Procurement responsibility where appropriate, to senior officers within their control.

- 1.8 This Code should be viewed as an aid to good business practice and not as an obstacle to achieving best practice and value.

## 2. STRUCTURE AND RESPONSIBILITY

2.1 An outline of the responsibilities of Members and Officers is as follows:

- **Executive** – The Executive assume ultimate responsibility for Procurement across the Authority.
- **Finance and Audit Scrutiny Committee** – to promote value for money and good Procurement practice
- **Corporate Management Team** –CMT have responsibility for officer Procurement activity, specifically in accordance with paragraph 3.2.
- **Head of Finance** – Responsible for the procurement team, procurement activity and adherence to the Code.
- **Procurement Manager** – Provides expertise to ensure that all procurement activity undertaken by the Council are transparent, auditable and comply with all relevant local, national and European legislation thus ensuring the Council is exposed to minimal risk in this area and efficient use of resources.
- Senior Management Team - Heads of Service are responsible for Adherence to the Code of Practice within their Service Area ensuring that all Managers in their Area understand the Code, training needs are Identified and provided, maintenance of the Contracts Register ensuring the information held is correct in line with the agreed contract award and that procurement exercises are carried in line with the approved budget.
- Officer Level – All other tasks relating to procurement and the management of contracts are the responsibility of departments in accordance with the scheme of officer delegation.

## 3 ROLE OF THE PROCUREMENT TEAM

- 3.1 The Procurement Team will provide procurement advice and guidance on procurement activity below £10k. All activity above the threshold of £10k the team will manage the process ensuring all procurement activity is carried in line with conditions set with the Code of Procurement Practice and all current Procurement legislation.
- 3.2 Prior to entering into any contract arrangement the Procurement Team must be consulted early on in the process. This should be at the start of considerations, well before any commitment is made. The advantages of this are:-

3.2.1 To give advice on the recommended process to be followed so as to comply with the Code and the Procurement legislation

3.2.2 To establish whether there may be advantages of bringing selected contracts together, for example for economies of scale, or even where there is the requirement to bring contracts together into lots to ensure EU compliance.

3.2.3 To promote and assist with the evaluation and potential use of buying consortia or other available framework agreements, so as to avoid the cost and time of going through the full procurement process and ensure WDC complies with the rules set within the frameworks.

3.2.4 Explore opportunities for collaboration with other local authorities or public bodies to enable the Council to benefit from aggregation.

3.2.5 To give advice for consideration of any inclusions of the Social Value act into the Procurement exercise.

3.3 The guidance and instructions issued by the Procurement Manager or team member should be followed in all instances unless there is good reason why they are not believed to be appropriate. In these cases, it will be for CMT to agree that the Procurement Manager's / teams recommendations are not to be followed, taking into account all known factors and advice.

3.3 Where it is necessary to follow a full tender process, the Procurement Manager will allocate a resource to lead on the tendering for supplies and services.

3.4 For corporate supplies and services, it may be appropriate for the Procurement Manager to take the lead. However, in these instances, the Procurement Manager will need to work with relevant budget holders. The management and monitoring of the contract after tendering will then be the responsibility of a suitable budget manager.

3.5 Where contracts are not in place and the procurement of goods and services is occurring on an 'as required' basis the Procurement Manager or team member will assess if a framework needs to be put in place or another contract within the Council can satisfy the requirement.

#### 4. ORDERING GOODS AND SERVICES

4.1 Goods, works and services must be ordered from the contracted Council supplier, using an established framework (e.g. ESPO, PRO5, Crown Commercial Services) or through any other public sector framework available to the Council to utilise.

4.2 In the event that an established or other public sector framework is selected as a means of delivering goods or services the officer must follow the award procedures set by the framework and observe any set conditions (e.g. mini-competitions) and complete an access agreement linked to the framework.

- 4.3 Where a supplier cannot be identified, for example; a new requirement, then the Procurement Manager must be notified and an agreeable procurement process will be advised.
- 4.4 A purchase order must be raised as instructions to contractors and suppliers, quoting the relevant framework reference number, WDC Contract Reference number or when quotations are requested and accepted, the quotation date, reference included on the order set.
- 4.5 The total value of the order will include VAT, where applicable. The order raiser will need to establish if VAT applies and ensure the correct VAT category and amount is applied to the net value of the order. Queries in respect of VAT should be raised with the Council's VAT Accountant.
- 4.6 Should it be impractical to raise an order, for example in an emergency situation, then an order must be raised the next working day.
- 4.7 No commitment must be placed with a supplier without an official Purchase order or by utilising a Purchasing Card.
- 4.8 Heads of Service must agree the officers within their Service Areas that are permitted to authorise orders and their individual order limits.
- 4.9 Purchase Orders must specify clearly the amount and quality of goods or services to be supplied, the date for delivery, the price to be paid (showing any discounts off regular prices) and any quotation / framework / contract reference. If unsure of what references should be applied contact the Procurement Team.
- 4.10 The Order System will be used, to maintain a record of goods/services ordered, through which Service Areas can verify:
- The receipt of goods/services ordered;
  - The authorisation of payment (so as to prevent duplicate payments).
- 4.11 An annual order should be raised for utility supply arrangements to enable receipting of relevant invoices. Annual orders may be appropriate for other supplies where there is, for example, a fixed monthly charge.
- 4.12 Select lists are no longer held by the Council. Where necessary these will be replaced by framework agreements via ESPO, Crown Commercial Services or other councils. An access agreement will be signed by the Procurement Manager allowing access to the framework.
- 4.13 All gifts and hospitality must be managed in line with the requirements of the member and officer Codes of Conduct.

## **5 DISPOSAL OF ASSETS**

- 5.1 The approach to be taken in respect of the disposal of assets (excluding land and buildings) will depend upon the nature and estimated value of the asset.



- 5.1.1 In the first instance any asset deemed to be of no further use should be offered for re-use within the Council. This can be done via the internet or email to service area managers.
- 5.1.2 For assets worth £19,999 and below Managers should 'have regard' to the need for value for money and equity. Assets should not be sold without competition unless it is clearly sensible to do so. The reasoning must be recorded by the Head of Service. In cases where competition is appropriate, at least two written quotations should be received or the method of electronic auction may be used (e.g. EBay). For the secure disposal of ICT Assets refer to the Council's Information Security and Conduct Policy (ISCP)
- 5.1.3 For assets worth £20,000 and above the Executive approval should be sought detailing the asset and the proposed method of disposal. The method of disposal may be either by formal tender (as described in sections 9-13) or by auction (e.g. EBay or property/land auction)
- 5.2 In the event that electronic auction is selected then this must be through a Council account, under NO circumstances should personal accounts be used.
- 5.3 If a low value asset cannot be sold then consideration should be given as to its suitability to support local charities, voluntary groups and / or parish councils. In the event that this is deemed a suitable route to disposal the Head of Service is responsible for the disposal.
- 5.4 Disposal of land and buildings does not normally fall under the Public Contracts Regulations. However, if the disposal is linked to further outputs or developments then there may be a requirement to comply with the regulations. In considering the proposal to dispose of land or property it is necessary to follow the Code of Financial Practice.

## **6 EXEMPTIONS TO CODE OF PROCUREMENT PRACTICE**

- 6.1 An exemption to the Code of Procurement Practice is a permission to let a contract without complying with one or more of the procedures laid in this document. An exemption may be granted subject to conditions but cannot be granted where a breach of UK or EU legislation may be incurred.
- 6.2 An exemption may be sought when:
  - 6.2.1 It is not practicable or advisable by reason of emergency to seek competitive tenders;
  - 6.2.2 The Council has followed the procedures but the process has not resulted in a suitable supplier being engaged due to reasons beyond officers' normal control and defined responsibility resulting in an interim supplier being appointed to ensure continuity of service while the procurement process is reviewed.
  - 6.2.3 There are exemptional circumstances in which it would not be in the Council's best interests to follow the tender or quotation procedure.

- 6.2.4 In certain extreme circumstances Regulation 14 of the Public Contract Regulations 2006 – Use of negotiated procedures without prior publication of a contract, will apply. Advice should be sort from the Procurement Manager and / or Legal Services (if required) before applying this regulation.
- 6.2.5 Where a 'soft market test' has been carried to understand if there would be interest from the market to provide the service and where this exercise has resulted in only one provider, often this being the current provider, it would be deemed impractical to carry out any further procurement exercises.
- 6.2.6 Where due to particular circumstances there would be a need to extend current arrangements for a reasonable period i.e. to allow other contracts to be aligned, changes in legislation pending that may have an effect on defining the need.
- 6.2.7 When the current contracted supplier goes into liquidation and emergency measures need to be put in place to maintain services until a new tendering exercise has been completed.
- 6.3 In the event that a Head of Service decides that paragraphs 6.1 and 6.2 apply, in the first instance the agreement of the Procurement Manager must be sought. If the Procurement Manager is still in agreement with the decision then a report must be submitted in advance of the exemption coming into force explaining the circumstances and seeking approval on the course of action. In cases of urgency it may be necessary for the Chief Executive to apply the Emergency powers. For exemptions with a total contract value of up to £20k approval should be sort from S151 officer. For total contract values over £20k exemptions should be submitted to Executive for approval. It should be noted that 'lack of time' is not a reason for this application under current legislation or this Code of Practice.
- 6.4 Exemptions not requiring approval by Executive are:
- 6.4.1 Renewal of software licenses or other IT commodity items where the supply is restricted to either the original supplier or their selected re-sellers, and competition does not affect the price paid owing to way the market operates and/or the need for compatibility.
- 6.4.2 Where officers have followed the procedure for 3 quotes but are unable to obtain 3 quotes. This may be due to lack of market response or where there is only a single supplier in the market place. In this case the approval request should still be submitted to the Procurement Manager using the 3 Quote Form with supporting evidence such as copies of quotes to support the exemption.
- 6.4.3 Memberships, publications and subscriptions that are only available to purchase from a single organisation e.g. membership of a housing advisory organisation.

- 6.4.4 In a single source situation where we are restricted to using a particular supplier.
- 6.4.5 A situation where you need to go to the original equipment manufacturer (OEM)
- 6.4.6 Where using an alternative supplier will invalidate warranties.
- 6.4.7 Where it is agreed that an external provider uses our facilities to provide a service ie stage performance and as part of providing this service agree to pay the council a commission.
- 6.4.8 Where the total contract value is up to £20,000, the Head of Finance may agree the exemption in accordance with paragraph 6.3, with the exemption retrospectively reported to the Executive.
- 6.5 Grants, payments to parish councils or similar bodies (where the Council is body responsible for collection of funds via council tax), payments to BID's (Business Improvement Districts, where the Council is the body responsible for collection of funds via business rates), staff salaries and any statutory taxes are not covered by this code as they are not considered to be the procurement of goods, works or services.
- 6.6 Where another public body is procuring goods and services on behalf of the Council, and the Council is contributing to the cost of those goods and services, officers should ensure that appropriate procurement procedures are being followed and agree those with the Procurement Manager.

## **7 PRE-PROCUREMENT PROCEDURE**

- 7.1 Before commencing any new procurement activity above the threshold of £50k, the Head of Service has completed a Business case / Options Appraisal / Project Initiation Document (PID) to identify the business needs and fully assess any and all options for meeting those needs.
- 7.2 Before undertaking the procurement exercise the officer responsible for the activity shall:
  - 7.2.1 Consider all other means of satisfying the need (including recycling and reuse where appropriate);
  - 7.2.2 Consider whether there is an existing appropriate compliant pre-tendered contract available. This may be either a contract let by another public body or a framework agreement let by a purchasing consortium (e.g. Crown Commercial Services, PRO 5, ESPO). It may be necessary to examine a number of frameworks and contracts to find the best value solution;
  - 7.2.3 Consider joint working with one or more other local authorities. Sharing knowledge and resources while aggregating spends should be of benefit. The Procurement team can establish contact with other procurement officers at neighbouring councils to assist with this if this is felt to be a viable option.

- 7.2.4 Consider the criticality of the supply and/or service with regard to business continuity to ensure a smooth transition from the outgoing and incoming contractor;
- 7.2.5 Consider and define the need for a confidentiality document either at the initial outset of the tender phase and/or at the contract stage.
- 7.2.6 Consider any 'Conflicts of Interest' from parties involved in the procurement process, i.e. members' involvement with organisations outside the council.
- 7.2.7 Where appropriate, carry out Soft Market testing to ensure that the requirement can be met by the market.
- 7.2.8 Consideration to Social benefits that can be obtained through the lifetime of the service contract in line with the Public Service (Social Value) Act 2012.
- 7.2.9 Seek the advice and guidance from the Procurement Manager as appropriate.
- 7.2.10 Identify any stakeholders that need to be made aware of the renewal process
- 7.2.11 Consult with Finance or service accountant to determine the approved available budget, where the existing budget may be insufficient to cover current costs of such a contract. Any monies to be drawn from the Reserves must follow the due approval process prior to commencing the procurement process
- 7.2.12 Where it is agreed to carry out a new tendering exercise the Council should make best use of its purchasing power by aggregating purchases wherever possible. Consideration should be given to lots to encourage participation from SME's.

## **8 ESTIMATING THE VALUE OF CONTRACT**

- 8.1 The contract value should be estimated using the total cost of ownership (to include full costs of acquisition, use and disposal) for the term of the contract.
- 8.2 Ensuring the contract value is a true reflection of the business need as this will govern the type of contract and the correct procurement route.
- 8.3 Particular attention should be paid when considering the use of Consultants ensuring that the scope and the length of contract are clearly defined. A reasonable contingency should be applied to the project budget to cover additional unforeseen expenditure. When considering using Consultants it is important to monitor the contract closely to avoid escalation of costs through follow on work. See section 13.
- 8.4 The value of a contract to the Service Area should not be viewed in isolation as the regulations are concerned with the aggregated spend / value of a commodity to the Council as a whole.

8.4.1 Service areas need to be aware of other users of similar services within the Council so as to ensure efficiency by aggregation of requirements.

8.4.2 A service area acting in isolation could potentially cause the Council to be in breach of the Regulations. The Procurement Manager can advise of the likelihood of this prior to the commencement of the procurement process.

## 9 CONTRACT TYPES

9.1 The Procurement Procedure will be defined according to the estimated value. Contract values must not be split in order to change the contract process.

The estimated value including any extensions, will be for the term of the contract. This may be a fixed term for project type work.

TYPE	CONTRACT PRICE	PROCEDURE
1	<£9,999	Head of Service to obtain at least three quotations. Regard must be given for best value.
2	£10,000-£49,999	Formal quotation exercise to be advertised extensively via e-tendering portal using the 'quick quote' function and through advertising on Contracts Finder
3	£50,000-EU Threshold	Formal Tender opportunity for goods, works or services above £50,000 advertised extensively via the e-tendering portal and any other portals, specialist forums etc and through Contracts Finder, to ensure that as wide a market as possible has the opportunity to respond to the opportunity (as detailed in 10.7), to be sought in accordance with the tendering procedures.
4	>EU Threshold	Tendering in accordance with EU procurement directive. Threshold values can viewed at <a href="http://www.bipsolutions.com/html/thresholds.htm">http://www.bipsolutions.com/html/thresholds.htm</a>
5	Frameworks	Following the procedures set out in the framework without the need to go back to the market.

9.2 In the event that the minimum number of quotations or tenders cannot be obtained for reasons of insufficient suppliers within the market, the Head of Service in conjunction with the Procurement Manager will have the final decision in whether to proceed or to redesign the specification. See 6.2

9.3 Where the spend is agreed by the relevant Head of Service and Procurement Manager to be classed as low value / low spend, the Council's Purchasing Cards can be used in such circumstances. In such cases the instruction on the use of the Purchasing card must be adhered to.

## **10 TENDERING PROCEDURES**

10.1 Subject to any overriding statutory enactment this tender procedure applies in relation to any and all type 2, 3 and 4 contracts.

10.2 For type 2 contracts a formal quotation process needs to be followed.

10.2.1 The 'Quick Quote' process within the e-tendering portal to be used as a call for competition.

10.2.2 Advertise the requirement on Contracts Finder.

10.3 For type 3 contracts a formal tendering process to be followed.

10.3.1 A formal tendering project to be carried out using the e-tendering portal.

10.3.2 The requirements will be linked to Contracts Finder.

10.4 For type 4 contracts the relevant procedure (open, restricted, negotiated or competitive dialogue) needs to be identified prior to advertisement;

- Open Procedure – where only a limited number of potential suppliers are likely to respond.
- Restricted Procedure – where there are potentially many suppliers likely to respond and a pre-tender selection is required.
- Negotiated Procedure – for complex tenders where neither of the above is suitable.
- Competitive Dialogue – for highly complex tenders where none of the above are suitable or the solution cannot easily be identified.

10.4.1 Where it is agreed to follow a restricted procedure documents will include for a 2 stage tendering process - stage 1 the Pre – Qualification Questionnaire (PQQ) for the Public Sector and stage 2 the Invitation to Tender (ITT)

10.5 For type 2 contracts a clear specification and pricing schedule needs to be developed for publishing to the market. An evaluation criteria and scoring matrix needs to be available for consideration.

10.6 At the time of publishing the call for competition for type 3 and 4 contracts, clear background information, specifications and pricing schedules, as required by the Procurement Manager, including the evaluation criteria and scoring matrix, needs to be available for consideration. Service level agreement and key performance indicators should be included and used as a tool to manage the performance during the life of the contract. All KPI's should be SMART (specific, measurable, achievable, realistic and timely) and not onerous. ALL contract documentation needs to be prepared to be published as part of the process.

10.6 Where possible tenders will be let as framework agreements for use by other local authorities, where applicable.

- 10.7 All tender opportunities will be advertised via the CSW-JETS e-tendering portal by the Procurement Team. Advertisements will also be advertised through Contracts Finder and on our external web site, while those above EU thresholds will be sent to the OJEU. The advertised opportunity will have links to the documents for consideration and will include the date, time and the process for the return of the completed documents to the originator.

## **11 CUSTODY, OPENING AND ACCEPTANCE OF TENDERS**

### **11.1 Receipt of Quotations / Tenders**

- 11.1.1 Quotations / Tenders will be returned via the e-tendering portal and will not be available for opening until after the closing time / date where an opening ceremony via the system will take place. In exception circumstances due to technical reasons we reserve the option of accepting tenders via an alternative method to be agreed. No quotation / tender will be available to view until after this event. WDC operate an anonymous submission system and names of tenderers are not revealed until after the submission deadline.

### **11.2 Opening**

- 11.2.1 The e-tendering system records the time quotes / tenders are submitted.
- 11.2.2 Once the quote / tender has been opened it is only then that the name of the tenderer is revealed.

### **11.3 Late Quotations / Tenders**

- 11.3.1 Late quotations / tenders will not be accepted unless the Council is at fault in its ability to accept documents (e.g. loss of internet access, building closure). It is the responsibility of tenderers to allow sufficient time for their documents to reach the Council via the e-tendering portal.
- 11.3.2 Where information is missing from a quote / tender, officers may clarify the omission with the bidders. Acceptance of any missing information is at the discretion of the Procurement Manager, who will first decide if this breaches any regulations. If no breaches will occur and it is of benefit to the Council then late information can be considered.

### **11.4 Altered Quotes / Tenders**

- 11.4.1 If examination of an apparently successful quote / tender reveals any errors which affect the quote / tender figure, the tenderer is to be given details of the error and given the choice of either confirming the tender figure or withdrawing the tender except:
- 11.4.1.1 where the priced specification/schedule of works/schedule of rates/bills of quantities is submitted

with the quote / tender, errors in any of those documents may be corrected and tender sums amended accordingly; or

- 11.4.1.2 by approval of the Executive after considering a report by the appropriate Head of Service.

## 11.5 Evaluation of Quotes / Tenders

- 11.5.1 Evaluation must be carried out in an objective, fair and transparent manner using the criteria specified in the documentation (PQQ and/or ITT) with all scores and relevant comments recorded.
- 11.5.2 Evaluation must be carried on a 'most economically advantageous tender' (MEAT) basis, that is a mix of price and award criteria in order to identify the best value tender for the Council. In exceptional circumstances, and for goods only, may the lowest price selection criteria be used and this will be subject to the permission of the Procurement Manager.
- 11.5.3 All calculations, not / comments relating to the selection and the award process must be kept for the term of the contract. The individual score awarded must be given to the tenderer as part of the communications at the contract award stage (mandatory part of the UK Remedies Directive 2009).

## 11.6 Acceptance of Tenders

- 11.6.1 Following the evaluation process a Recommendation Report needs to be compiled bringing together the process followed, evaluation details, shortlisted suppliers, reasons for interviews if applicable and reasons for recommendation. This needs to be signed off by the Project lead, Procurement and Budget Holder before communicating outcome to the successful tenderer. In certain circumstances where funding is being provided from an external organisation eg Heritage Lottery Fund, Friends Groups, acceptance of the recommendation may need to be obtained.
- 11.6.2 The Head of Service concerned may then formally accept the most economically advantageous tender (MEAT), provided that:
  - 11.6.2.1 the amount of the MEAT tender can be met from within the revenue budget (including any available virement); or
  - 11.6.2.2 the amount of the MEAT tender, together with any other scheme costs (e.g. fees, capital, salaries, post-contract services etc.) can be met from within the capital programme provision for the scheme/groups of similar schemes and that Executive approval for the capital expenditure has previously been granted,
  - 11.6.2.3 Where a tender cannot be accepted by the Head of Service concerned because of the budget limitations of



paragraphs 10.6.1.1. and 10.6.1.2. above, a report should be submitted to the Executive outlining the position and the options. It will then be a matter for the Executive to decide whether to proceed on a reduced basis, how the shortfall will be funded in line with the Financial Code of Practice, or not to proceed with the scheme.

- 11.7 The intention to award a contract must be communicated in writing to all suppliers that have declared an interest in the process. This should be done as soon as possible once an agreement has been obtained. This should be by formal letter. For contract above £50k the communication needs to include details of;

11.7.1 Criteria for the award of the contract

11.7.2 The score achieved by the successful supplier and the tenderers score (broken down by each element used to evaluate the tender)

11.7.3 Any reasons for the decision including the characteristics and relative advantages of the successful supplier

11.7.4 The name of the successful supplier

11.7.5 The right to appeals or challenge and how this can be done

11.7.6 The date that the standstill period will end

For contracts of types 1-4 this level of information is not required. Although for transparency this may be advantageous.

- 11.8 Details of all contracts accepted and awarded will be recorded on the central Contact Register, maintained by the Procurement team. The register will be published on the Councils website quarterly. (Items of a highly confidential nature will not be published).
- 11.9 An annual report of all contracts awarded during the preceding twelve months will be made available to the Finance and Audit Scrutiny Committee. This will be supplemented by a six monthly interim update, for information only.
- 11.10 The successful tender and material associated with the tender process (emails, letters etc.) should be retained for a period of three years from the end/completion of the contract and be available for audit. Unsuccessful tenders should be retained for a period no less than 7 months from the award date in line with Councils retention policy.

## **12 FORM AND CONDITIONS OF CONTRACT**

- 12.1 The officer responsible for the contract shall at the start of the process ensure that the specification is clear and meets all the business needs of the requirement. Procurement will ensure that contracts awarded are sufficiently clear and robust to enable the Council to enforce their execution and fulfilment. Contracts can be bespoke, industry standard

(e.g. JCT) or made on Warwick District Council's standard terms and conditions of goods or services as appropriate.

12.2 Contracts will clearly state:

- Work to be carried out/goods to be supplied, together with a definite quality of provision;
- The price, any discounts and (where appropriate) a means of defining price adjustments for any subsequent amendment of requirements and the mechanism for inflationary increases;
- Time by when (or during which) the contract is to be carried out;

12.3 Contracts will also specify the Council's expectations of its contractors in relation to aspects of the Sustainable Community Strategy and Fit for the Future, e.g.

- Employment practices must reflect good practice in equality and diversity.
- Payment terms to subcontractors should mirror those that the Council agrees to the contract holder eg: number of days to pay third party suppliers in line with Government guidelines.
- Consolidation of invoices. The Council preference is for monthly billing but shorter frequencies may be acceptable depending on the supplier and the expenditure
- All Health and Safety requirements must be met.
- Business Continuity and emergency availability for key services and supplies.
- Environmentally sustainable working practices. The need, where appropriate, for equipment/systems to comply with EU requirements, and any other current legislation.
- Performance and complaints monitoring and reporting.

Procurement in consultation with Legal Services will determine if the contract requires the provision of a performance bond or parent company guarantee, or the provision for liquidated damages.

12.4 Contracts should provide powers for the Council to cancel the contract and recover any resulting losses from the contractor in the event that the contractor, its employees or agents (with or without its knowledge):-

12.4.1 improperly offers or gives anyone anything or benefit in order to influence the way in which any contract with the Council is given, completed or carried out; or,

12.4.2 Commits any offence under the Prevention of Corruption Acts 1889 to 1916, section 117(2) of the Local Government Act 1972 or any consolidating or amending legislation.

12.5 All contracts should be duly signed by both the Council and supplier before any services are commenced or goods ordered.

12.5.1 Legal advice may be sought before any contract can be put forward for signing.

12.5.2 Only those officers and managers identified as approved may sign and execute contracts on behalf of the Council. Type 1 Authorisation will be at the point of order approval. Contracts of type 2-4 may be signed by a Head of Service (or any officer above this level). For contracts of type 5 only officers that are members of CMT or the S151 Officer may sign. Where contracts are to be executed as a deed, under the scheme of delegation reference G(1), these can only be signed by the Chief Executive or the Deputy Chief Executives.

12.5.3 All signed contracts to be stored in the Central Document Store in line with the Council's Retention Policy

### **13 APPOINTMENT OF CONSULTANTS**

13.1 The appointment of a Consultant falls into two categories: a Consultancy service or the needs of a specialist Consultant, individual. Defining the specific requirement will ensure the correct contract is awarded.

13.2 A Consultancy service includes:

- A service from a company to provide specialist advice to deliver a particular project such as building consultants (architects, quantity surveyors, structural engineers etc.)

13.3 A specialist Consultant includes:

- Need to employ the skills and expertise of an individual such as employment specialist, training

13.4 A Consultant will be appointed after following the required procurement process.

13.5 The requirements from the Consultant need to be clear covering all business needs. Where there may be a need for any potential additional services above the original scope of works, these need to be allowed for in original tender / quotation document.

13.6 The choice of a consultant will be based on price and their ability to deliver to a particular brief as part of the selection / award criteria.

### **14. POST PROCUREMENT PROCEDURE & CONTRACT MANAGEMENT**

14.1 Contract management is the process which ensures that both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, to ensure the contract delivers the business and operational objectives requirements

14.2 Service level agreement and key performance indicators should be applied and used as a tool to manage the performance during the life of the contract. All KPI's should be SMART (specific, measurable, achievable, realistic and timely) and not onerous.

14.3 A clear contract management plan should be developed for managing the contract to ensure delivery of the required outputs from the contract using

the agreed measures. A clear escalation process needs to be understood and accepted for the management identified issues.

- 14.4 Regular meetings should be agreed in advance to allow the exchange of information between the supplier and the contract manager. It should be noted that this is a two-way process and that both parties should be looking to develop the contract for mutual benefit (taking care not to fundamentally change the specification of the contract that was awarded).
- 14.5 All contract management meetings should be formally recorded
- 14.6 There should be continuous assessment and management of the risks to service delivery and this should be detailed on the department Risk register.
- 14.7 The contract manager should regularly (annually and/or prior to any extension or renewal) check the Council is continuing to achieve VFM by regularly testing for example price benchmarking or market testing with support from the Procurement team.
- 14.8 Depending on the precise nature of the contract, administration and change management activities may focus on: Cost monitoring and forecasting, ordering, payment and budget monitoring procedures, Resource management, forward planning, management reporting systems, asset management.
- 14.9 Any cost variations should be reported to Finance as part of the monthly Budget Review Process. This must be in line with the Budget Management responsibilities within the Financial Code of Practice and Budget Protocol.
- 14.10 In the event of poor supplier performance, the contracts manager should make financial deductions where relevant (the contract should have provision for this). This should only be employed where other mechanisms for resolution of the performance have failed to achieve the required standard.
- 14.11 It is permissible to work with suppliers on a voluntary basis, after contract award, to improve their environmental and/or social performance. This is in addition to those requirements included in the contract. For example, putting in place measures to reduce energy use or recycle packaging.
- 14.12 A contract may only be extended in accordance with the provisions set out in the original advertisement. Extensions of contracts beyond the provisions set will be in contravention to this Code and the wider EU legislation.  
  
All amended contract information, such as price, once approved should be communicated to the Procurement team to enable the Contracts Register to be amended and updated.
- 14.13 All variations to contracts need to be stored with the original signed contract in the Deed Store.

## **15 NON-COMPLIANCE WITH THE CODE**

- 15.1 Any case of non-compliance with this Code of Practice, the EU Procurement Regulations (as incorporated into English Law) must be reported immediately to the Head of Finance. A report should also be submitted to the next available Executive. Non-compliance may be subject to action under the Council's Disciplinary Policy.

## **GLOSSARY**

<b>Best Value</b>	Best Value can be defined as obtaining the right quality goods or services at the right time in the right place at the best price.
<b>CBC</b>	Central Buying Consortium. A buying organisation set up by a group of Local Authorities to offer complaint goods and contracts for use by other Public Sector organisations.
<b>CMT</b>	The Council's Corporate Management Team (comprising the Chief Executive and the two Deputy Chief Executives)
<b>Competitive Dialogue Procedure</b>	For tenders subject to Public Contracts Regulations. A complex procedure where the method of delivery for the supply goods, works and/or services is unknown and needs to be resolved through negotiation with suitable suppliers. Legal justification is required.
<b>EBAY</b>	Electronic reverse auction website.
<b>ESPO</b>	Eastern Shires Purchasing Organisation. A buying organisation set up by a group of Local Authorities to offer complaint goods and contracts for use by other Public Sector organisations.
<b>EU</b>	European Union
<b>EU Thresholds</b>	The levels above which goods, works and services must be tendered in accordance with the Public contracts Regulations 2006. Levels are revised every 2 years and published.
<b>Framework</b>	A type of contract with 1 or 3+ suppliersthat has no specified amount of goods , services or works but sets out how these would be purchased should the need arise.
<b>CCS</b>	Crown Commercial Services. A buying organisation set up by Central Government to offer complaint goods and contracts for use by other Public Sector organisations.
<b>ITT</b>	Invitation to Tender. The main tender document sent to suppliers.
<b>MEAT</b>	Most Economically Advantageous Tender
<b>Negotiated Procedure</b>	For tenders subject to Public Contracts Regulations. A complex procedure which should only be used when no other procedure is suitable. This has largely been replaced by the Competitive Dialogue procedure.

<b>OJEU</b>	Official Journal of the European Union where all contracts over the EU Threshold will be published.
<b>Open Procedure</b>	For tenders subject to Public Contracts Regulations. A single stage procedure under which any supplier can tender to supply goods, works and/or services.
<b>Orders System</b>	The finance software which is used to generate purchase orders.
<b>PQQ</b>	Pre-qualification Questionnaire. The first stage of a 2 stage tender process whereby a large number of suppliers are reduced to a smaller number based on pre-determined criteria, before the issue of the main tender documentation.
<b>PRO 5</b>	Collaboration group of purchasing organisations consisting of ESPO, NEPO, CBC and YPO. The group purchases on behalf of the public sector under the PRO 5 structure in order to maximise the benefits of aggregation.
<b>Procurement</b>	The process of acquiring goods, works and services supplier.
<b>Public Contracts Regulations 2006</b>	The procedures under which all purchases for goods, works and services above a set value must be followed.
<b>Public Service (Social Value) 2012</b>	
<b>Restricted Procedure</b>	For tenders subject to Public Contracts Regulations. A two stage procedure under which any supplier can return a PQQ but only selected suppliers (from evaluation of the PQQ) are invited to tender to supply goods, works and/or services.
<b>TUPE</b>	Transfer of Undertakings of Persons Employed. The legal framework under which personnel provided for a specific contract have protection in their employment and can be transferred to a new service provider in the event the contract is awarded to a different supplier.
<b>UK Remedies Directive 2009</b>	An amendment to the Public contracts Regulations 2006 setting out how contractors can challenge the procurement process.

**VFM**

Value for money


**WDC**

Warwick District Council

**WMRIEP**

West Midlands Regional Improvement and Efficiency Partnership. An organisation set up to support the Public Sector in the West Midlands Region.



 <b>Executive – 3 December 2014</b>		Agenda Item No.  <h1>7</h1>
<b>Title</b>	Council HQ Relocation Project – Update Report	
<b>For further information about this report please contact</b>	Bill Hunt Deputy Chief Executive <a href="mailto:bill.hunt@warwickdc.gov.uk">bill.hunt@warwickdc.gov.uk</a> 01926 456014  Duncan Elliott Senior Project Coordinator <a href="mailto:duncan.elliott@warwickdc.gov.uk">duncan.elliott@warwickdc.gov.uk</a> 01926 456072	
<b>Wards of the District directly affected</b>	All wards.	
<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>	Council 25 June 2104 Minute number 16	
<b>Background Papers</b>	Council June 2104 Executive May 2104 – Council HQ Relocation Project – Update Report. Executive Mar 2014 – Relocation of the Council's HQ offices, Parts A and B and Addendums; Executive Dec 2012 – Proposed Regeneration LLP, Parts A and B; Executive May 2012 – Feasibility Study of Leamington Assets, Parts A and B; Executive Feb 2011 – Feasibility Study of various WDC assets in Leamington; Executive June 2010 – Customer Access in Leamington; Executive April 2010 – Accommodation Review.  EC Harris Asset Optimisation feasibility study report and background working papers, 2010/11  Accommodation Review background working papers 2010  One Stop Shop background working papers 2009	

<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

<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Deputy Chief Executive		Joint author
Head of Service		n/a
CMT	10/11/14	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	10/11/14	Mike Snow
Monitoring Officer	10/11/14	Andrew Jones
Finance	10/11/14	Mike Snow
Portfolio Holder(s)	17/11/14	Cllr. Mobbs, Cllr. Hammon
<b>Consultation &amp; Community Engagement</b>		
N/A		
<b>Final Decision?</b>		No
<b>Suggested next steps (if not final decision please set out below)</b>		
Further report to be brought to full Council to recommend final site option after detailed appraisal of selected shortlist sites.		

## 1 SUMMARY

- 1.1 On 25 June Council considered the Executive's conditional decision to relocate the Council's HQ offices to the land at the front of the Royal Spa Centre. Council resolved to defer this provisional relocation site decision, and instructed officers to undertake a further assessment of all potential site options for an office relocation using a wider remit. This report now sets out the further site appraisal work undertaken since June, and recommends a shortlist of sites for further more detailed consideration.

## 2 RECOMMENDATIONS

- 2.1 That Executive notes the long-list of relocation site options, as set out at **Appendix One**, the appraisal of those sites, as set out at **Appendix Two**, and agrees a short-list of sites for further detailed feasibility analysis, as set out at paragraph 3.6.
- 2.2 That Executive notes that, subject to approval of Recommendation 2.1, detailed feasibility work will be commissioned through the Warwick Limited Liability Partnership (LLP) for each of the short-listed sites and that a further report will be presented to Full Council, as soon as practicable after the May 2015 elections, for a final decision on a relocation site.
- 2.3 That Executive delegates authority to the Deputy Chief Executive (BH), Senior Project Coordinator (DE) and s151 Officer, in consultation with the Leader of the Council and the Development Portfolio Holder, to amend the short-list to include any new, suitable privately owned sites or properties should they become available prior to the completion of the assessment exercise for the shortlisted sites.

## 3 REASONS FOR THE RECOMMENDATIONS

- 3.1 The previous Executive reports considered potential relocation sites that met a set of criteria previously agreed by members:

• Sites located within or near to Leamington town centre.
• Council owned Freehold sites.
• That the relocation project should achieve £300,000 per annum revenue savings.
• That the overall scheme should be broadly capital cost neutral.
• That the relocation should stimulate new ways of working.
• That the relocation should stimulate regeneration in Old Town.

- 3.2 These criteria were revised by Full Council in June, with the first two criteria being widened as follows:

- All sites district-wide (rather than just in or near Leamington town centre) should now to be considered; and,
- Privately owned sites and options (not just Council owned sites) should now also to be considered.

- 3.3 This has resulted in the following categories of site options being scrutinised for this report:

Site locations:

The three main town centres in the district.  
Edge of town.  
Out of town.  
Rural

Property types:

Existing buildings.  
Development sites and plots.  
Buildings that would form part of major development schemes.  
Warwickshire County Council's property stock.

Ownership and Tenures types:

Freehold.  
Long leases (i.e. 99 + years)  
Short leases (i.e. 5-25 years)

- 3.4 To assess the availability and suitability of non-WDC owned sites discussions have taken place with the County Council's Property and Inward Investment teams, commercial agents, private landowners and developers known to officers to be keen to bring forward new developments. Officers have also checked the local property market for details of all potentially suitable buildings on the market for sale or leasing.
- 3.5 As a result officers have constructed a 'long-list' of potentially suitable sites, as set out at **Appendix One**. All members have also had the opportunity to comment on the long-list via the briefing held on 3 November and to add any sites that they are aware of through their local knowledge. The outcome of the assessment of the advantages and disadvantages of each of the 'long-list' sites is set out at **Appendix Two**.
- 3.6 This assessment has concluded that the majority of sites are unsuitable, as their disadvantages outweigh their advantages, but that the following sites should be listed as a 'shortlist' for further detailed assessment:
- Court Street car park and adjoining WDC owned land, Old Town, Leamington
  - Redevelopment options for the existing Riverside House site, Leamington
  - Land adjacent to the Royal Spa Centre, Leamington
  - Covent Garden surface car park, Leamington
- 3.7 All the shortlist sites are on WDC owned land. This is predominantly a consequence of demand for offices of the type we are seeking currently exceeding supply. For example, potential privately owned building options, highlighted by members, such as Brandon House and the former Wright Hassall offices in Waterloo Place (both in Leamington town centre) are not available. Officers are also aware of two or three other parties similarly searching for town centre office sites at present. At the time of writing only one privately owned existing building is available, Wedgnock House in Warwick and this only partially meets our criteria, being slightly too small and unattractive in terms of location, specification, and its ability to minimise our occupational costs.
- 3.8 Consequently, the only other private property options would be new 'design and build' options whereby a landowner/developer would develop a new HQ building for us. There are a few such possible options at present, all set out in Appendices One and Two. One caveat here is there is a reluctance on the part of some private landowners at present to develop out-of-town sites for offices,

as they hope (in their view) that such sites may be capable of gaining planning permission for residential development, which produces higher land values. In these cases land that upon first viewing appears suitably for our offices, is not currently being released to the market.

- 3.9 In any case the assessment recommends that out of town options are not considered for the shortlist. Whilst it is considered that the requisite annual savings could be achieved from an out of town building and, depending on the outcome of the commercial negotiations with the various site owners, a broadly capital cost neutral scheme is potentially feasible there are significant disadvantages. For example, some of the functions that could be suitably accommodated in town centre located HQ (e.g. One Stop Shop; CCTV control room) could not be accommodated out of town. Although revenue costs could potentially be minimised were these functions to be housed in existing WDC assets this would have a significant opportunity cost in addition to the operational dis-benefits of working across split sites.
- 3.10 The Council would also be seen to be leaving a town centre location and taking its staff and their economic spending power away from the district's primary retail centre. There is likely to be an adverse reputational impact from residents, retailers and representative bodies such as BID Leamington and the Chamber of Trade. The town centre would lose the lunchtime and after-work spending power of the c.340 Council employees. This could hinder delivery of the Prosperity agenda and the future ability to attract future retail investment. These sites have therefore been marked down accordingly.
- 3.11 Following previous comments from members discussions have been held with the County Council regarding potential relocation options involving their stock of assets. They have confirmed that the only suitably sized property they might be able to offer at a future date would be all or part of their Barracks Street offices (Note: This building has yet to be declared surplus and available by WCC). This building is far inferior to Riverside House, with no car parking provision or solution, and it crucially requires between £5-10m of investment to refurbish it to a modern, 'future-proof' standard. This option has accordingly been discounted.
- 3.12 Consideration has also been given to the criterion that relates to the ambition 'to stimulate regeneration in Old Town'. The Council is in the strong position here given its ownership of the Court Street car park site, the adjoining former Dovecote area and the Old Tyre Depot buildings. The LLP also owns the adjacent former Stoneleigh Arms pub site. The Council, therefore, has two options for stimulating regeneration in Old Town by either:
- Developing the new HQ offices on these sites, or
  - Developing these sites for new housing.
- Each of these options would deliver regeneration and, consequently, officers believe that the regeneration of this area could be achieved by the Council regardless of which HQ relocation option is chosen.
- 3.13 Officers are aware that the County Council is developing a series of Local Service Centres across the county, for supporting both children and adults in need or at risk. This covers all main social work needs and support but also include safeguarding needs of the locality. They are a local administration base and a hub for staff based in an area. In addition they host assessment meetings (assessment of need and capability) and case conferences with a wide range of public agencies.

- 3.14 The County Council are seeking such a facility for Leamington and Warwick. Their chosen priority order of locations is as follows: (i) South Leamington, (ii) North East Leamington; and (iii) Warwick. They require a building of a similar size and type to our new HQ. There would be obvious synergies and cost savings (i.e. shared reception and meeting rooms etc.) if the two buildings could be co-located on one site. Soundings were taken from the Member Reference Group (comprising of the 4 Group Leaders and the Development and Finance Portfolio Holders) as to the potential merits of co-location. These discussions concluded that whilst there might be potential operational and financial benefits to co-location this should not be a primary consideration when selecting shortlist sites.
- 3.15 A report elsewhere on the agenda also refers to the potential consideration of a future relocation of the Leamington Library from its current location within the Royal Pump Rooms. Whilst any such relocation would only ever be considered were a suitable, viable and accessible town centre site to be identified this also potentially opens up the potential of co-location at some of the shortlisted sites. An assessment of the potential of the shortlist sites to deliver either co-location option is set out at **Appendix Three**
- 3.16 The Warwick Limited Liability Partnership (LLP) was the subject of a report to the November Executive. The LLP was specifically created as a vehicle to advance and unlock complex development projects and identify innovative ways to create added value to ensure their delivery. Integral to its establishment was the core principle that any project that is to be delivered through the LLP vehicle has to be independently validated and demonstrated to better than any other potential delivery options open to the Council.
- 3.17 The LLP has previously undertaken, and funded, all the site option feasibility assessments for the relocation project to date at its own risk but, after Council's June decision not to proceed with a preferred site has been effectively 'stood down' with the work to produce and assess the 'long-list' be undertaken by officers.
- 3.18 Officers have full confidence that the LLP's credentials have been proven to date; and this has been endorsed by the November Executive's decision that the LLP be authorised to look at the Council's non-operational property assets to assess how it could drive out revenue savings and efficiencies. As the LLP has carried out the previous site feasibility appraisal work, including a range of financial feasibility and development modelling work, some of which relates to sites on the shortlist it is therefore proposed they are used for the detailed assessments that will form the next stage of the project.
- 3.19 The next stage will comprise of a detailed evaluation of each shortlist site and including:
- An evaluation of what facilities are to be included in the new HQ building and whether all sites can accommodate all options.
  - An analysis of any co-location proposals with any other organisation/service.
  - Comparisons between the short-listed site options, including financial feasibility modelling.
  - A re-assessment of the anticipated revenue savings for each option.
  - Scheme deliverability and risk assessments.
  - Conclusions as to which site option best meets the Council's criteria.
  - LLP proposals for taking the project forward to completion.
  - Provisional agreement of any necessary Heads of Terms (between the Council and the LLP) for a scheme and its delivery.

- A formal evaluation undertaken by the LLP Operations Board, to validate that its proposition is better than any other open to the Council.
- An updated programme timetable.
- Formal sign off by the LLP Members Board
- A formal proposal for the Council to provisionally lock itself into taking the project forward, and through to the next Design and Assessment stage (subject to further report back to Executive on a date to be agreed).

3.20 Bearing in mind the various site caveats, the revised estimated outline and provisional project programme for our new building is now:

<b>Date</b>	<b>Activity</b>
December 2014	Executive approves short-list of sites
January– June 2015	The LLP undertakes detailed financial, design and deliverability feasibility work. LLP recommends a specific site option. External validation completed.
July 2015	Report to Executive, recommending a single relocation site, and Heads of Terms (with the LLP) for its delivery.
September 2015	Completion of Development Agreements.
October 2015	Appointment of design team
March 2016	Planning application submitted
October 2016	Construction works commence
April 2018	Completion and opening of new HQ offices

- 3.21 The final proposal is designed to accommodate the possibility of a suitable privately owned property becoming available during the shortlist evaluation stage. If, following assessment against the agreed criteria, it is deemed to be a potentially suitable site is highly likely that the Council would need to act quickly in the current market.
- 3.22 For example, some members have made reference to the current Royal Mail sorting office in Leamington town centre just south of the river as a potential relocation site. At the time of writing this report the site is not currently available but we it to become so it would be a site that would be recommended for inclusion on the shortlist (and could potentially accommodate co-location with the Library and/or local service centre)
- 3.23 Other privately owned sites might also become available and, consequently, it is recommended that officers should be given delegated authority to be able to respond on a timely basis and undertake negotiations and evaluations as appropriate.

#### 4. **POLICY FRAMEWORK**

- 4.1 The Council's Fit for the Future programme designed to ensure that the Council meets the challenges of decreasing finances, increasing expectations and changing demand. The recommendations in this report are fully consistent with the Fit for the Future programme's principles. A more efficient new HQ building will enable service delivery to be reconfigured to the benefit of customers, facilitate behavioural change amongst the Council's workforce to the same end and deliver substantial financial savings.
- 4.2 The principle of using assets efficiently and seeking regeneration opportunities is also consistent with the Council's vision and Sustainable Community Strategy's general focus of furthering economic, social and environmental well-being for the district and the specific focus on the town centres of Leamington, Warwick and Kenilworth to underpin and develop economic activity.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 There are no particular budgetary implications arising from this report. The relocation project's budget was examined in detail in the reports presented to the May Executive and then on to the June Council.
- 5.2 The current operating costs (including business rates) for Riverside House are c. £535k per annum (based upon the latest Budgets being presented to Members elsewhere on this agenda). The new HQ office site has yet to be chosen, and the building (which will be site specific) yet to be designed and specified, making it difficult to precisely ascertain its future operating costs. However, it is possible to make robust estimates of its likely future operating costs using industry standard rates for new buildings of this type, and actual running costs of new buildings now being operated by other local authorities. Our current estimates are that the annual gross operating costs (including business rates) will be in the range £330k - £350k per annum.
- 5.3 There is then the issue of when these future revenue savings, now built into the Medium Term Financial Statement (MTFS) from 2017/18 onwards, are capable of being realised. Depending on which site is chosen, full year revenue savings are now likely to be realised from 2018/19 (the MTFS Has been updated to reflect this and is also on this Agenda as Part of the Budget Setting Report). However, an option to possibly tie the relocation into a larger development scheme, would delay the build and subsequent occupation until later, with the consequence that full year savings would not be realised until 2019/20 onwards.
- 5.4 The Budget Setting Report shows the profile of savings required by 2019/20. Whilst the level of overall savings will not change, assumed savings from the move will mean that further savings of some £400,000 in addition to those already in the profile would have to be achieved in 2017/18. . Therefore, this project delay will become increasingly problematic in financial planning terms.
- 5.5 A decision to approve a short-list of sites, rather than one specific site has inevitably disrupted the previously reported project timetable, and will result in a minimum 12-18 month delay, assuming that the best of the short-listed sites is subsequently proven to be viable. This places significant pressure on the MTFS.

## 6 **RISKS**

- 6.1 The risks around the proposed approach are negligible at this stage in the project. The recommended next-stage work would be undertaken by the LLP, at



its cost and risk. Only Council staff time is likely to be incurred. Any proposals arising from the work will be subject to a report to, and approval of, the WDC Executive; and still not seeking commitment to the project, but further detailed feasibility and delivery option work by the LLP.

- 6.2 An externally driven risk is, and will continue to be, the availability of any suitable private property. We would be competing in a fast moving property market for any privately owned property. Bearing in mind that it is now likely that the Council will not be selecting its final preferred relocation site, provisionally until next summer, and unconditionally until the end of next year, properties now available to us may have been sold. Conversely, there will almost certainly be new potentially suitable properties coming onto the market during this period. The Council will therefore be obliged to respond to the vagaries and dynamics of this market.
- 6.3 The risks associated with the relocation project were examined in detail in the report presented to the May Executive. A project Risk Register is set out at **Appendix Four**. This will be updated appropriately as the project develops, with any significant risks reflected in the corporate Significant Business Risk Register.

## **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 The Council could progress the next-stage feasibility work itself, if it was prepared to take all of the risk, and allocate all of the funding and resources required. This has been rejected as, having taken the decision to establish the LLP, and bearing in mind its excellent performance to date, to under-utilise its expertise and ability to take this project forward and provide 'added value' would constitute a missed opportunity.
- 7.2 Executive could change, or add to, the short-list of sites recommended by officers; or opt for a relocation option that would not achieve the projected savings. However, officers believe the recommended shortlist of sites best meet the Council's criteria, and potentially offer the most cost effective and value for money options worthy of further consideration.
- 7.3 At the May Executive, and June Council, meetings a full debate took place (in the private part of the agenda) on an innovative development model proposed by the LLP for the development of the Riverside House site. The conclusion then was that any scheme proposals should fully comply with all aspects of the Councils planning policy.
- 7.4 The next-stage site feasibility work will revisit any/all innovative options suggested by the LLP, which will be reported back to Executive in July next year. Members should be reassured that the LLP and officers will still be seeking the most cost effective and best-value solution for the Council.

# Appendix One

## Long-list of potential site options

<b>1. Leamington Spa town centre</b>
• Court Street car park (and adjacent land holdings -Old Tyre Depot, Dovecote area etc.)
• Bath Place car park
• Spencer Yard
• Pump Rooms
• Town Hall
• Bedford Street car park
• Spa Centre site
• Riverside House site
• Adelaide Road car park
• Chandos Street car park
• Covent Garden surface car park.
• Public Parks: Jephson Gardens; Pump Room Gardens; Victoria Park; Christchurch Gardens.
• WDC Multi-storey car parks: Covent Garden, and St Peter's
• Criminal Justice Centre
• Privately owned offices
• Private development sites
<b>2. Warwick town centre:</b>
• Linen Street multi-storey car park
• New Street car park
• Castle Lane car park
• West Gate car park
• Butts car park
• Priory Road car park
• West Rock car park
• St. Nicholas park car park
• St. Marys Area car park
• Privately owned offices
• Private develop sites
<b>3. Kenilworth town centre</b>
• Jubilee House site
• WDC Square West car park
• WDC Abbey End car park
• Privately owned offices
• Privately owned development sites
<b>4. Out of town sites</b>
• Tournament Fields, Warwick.
• Wedgnock House, Woodloes, Warwick.
• Olympus Two, Tachbrook Park.
• Opus 40 Business Park, Warwick

<ul style="list-style-type: none"> <li>• Warwick Technology Park</li> <li>• Depot site, Stratford Road, Warwick.</li> </ul>
<b>5. Rural sites</b>
<ul style="list-style-type: none"> <li>• Abbey Park</li> <li>• Stoneleigh Park</li> </ul>
<b>6. Warwickshire County Council property</b>
<ul style="list-style-type: none"> <li>• Saltisford, and Barracks Street offices.</li> </ul>

## Appendix Two

### New HQ Offices – Analysis of long-list site options considered:

**Assumptions:** 25,000 – 30,000 sq. ft. net internal floor area; 2-3 storey building (if new); offices to incorporate a new Council Chamber and member meeting rooms, allowing the governance functions to be withdrawn from the Town Hall; and suitable to deliver a minimum £300k revenue savings to the MTFs.

Site	Advantages	Disadvantages	Officer commentary
<b>1. Leamington Spa town centre</b>			
<b>Court Street car park</b> , and adjacent land holdings (Old Tyre Depot, Dovecote area etc.)	<ul style="list-style-type: none"> <li>Originally identified outline relocation site.</li> <li>WDC landholdings could potentially accommodate the required 'footprint' of the new HQ offices (and potentially a new Library).</li> <li>Could potentially 'kick-start' a regeneration of the wider area.</li> </ul>	<ul style="list-style-type: none"> <li>Some possible planning and design challenges in making new building 'fit' on site. E.g. impact of a new large office on adjacent buildings.</li> <li>No local parking solution for WDC staff; and therefore scheme's adverse impact on existing local shopper, business and resident car parking.</li> <li>Wider office led commercial regeneration now unlikely, due to lack of current market demand.</li> <li>Probably not a suitable location for relocated Library.</li> </ul>	<ul style="list-style-type: none"> <li><b>Recommended for short-list.</b></li> </ul> <p><u>Note:</u> Whilst this site is recommended to go forward to the next stage, Officers have strong reservations that a wider residential regeneration of the remainder of this area would be prejudiced. Without the Court St car park becoming residential the residential critical mass of the remainder would be reduced, and not have the housing led entrance from High St. This could be unattractive to housing investors.</p>
<b>Bath Place car park</b>	<ul style="list-style-type: none"> <li>Location would support the regeneration of this part of the Old Town area.</li> </ul>	<ul style="list-style-type: none"> <li>WDC landholding not of sufficient size to accommodate a new build HQ office building.</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Good footfall generator for this location.</li> </ul>	<ul style="list-style-type: none"> <li>• Underground flood alleviation infrastructure prevents comprehensive development of our site.</li> <li>• Site still not big enough even if joined with the County Council's adjacent former Bath Place school building.</li> <li>• Adjacent former Bath Place school building is not currently available as WCC have now formally agreed a disposal to another party.</li> <li>• Loss of 53 parking spaces, with adverse impact on both local businesses in this part of Old Town and the Council's Spencer Yard regeneration ambitions, plus loss of £13,300 per annum car park income.</li> <li>• Unlikely to be a viable site for a Leamington One Stop Shop, adding additional cost if a second operational site is maintained.</li> </ul>	
<b>Spencer Yard</b>	<ul style="list-style-type: none"> <li>• Could pump-prime and 'anchor' the regeneration of this area.</li> <li>• Closer to town centre than Court Street</li> </ul>	<ul style="list-style-type: none"> <li>• WDC landholdings not of sufficient size to accommodate a new build HQ office building.</li> <li>• Land assembly required with the key site occupied by the Loft Theatre.</li> <li>• Loft Theatre does not wish to relocate.</li> <li>• Land assembly and acquisition costs would adversely impact on scheme viability and timing</li> <li>• Non-new build option (use of existing buildings – URC, North Hall, West Wing, Old Dole Office) cost prohibitive due to</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted.</b></li> </ul> <p>Not a practical or economic option. An alternative proposition for this area is on Executive's agenda today.</p>

		<p>additional costs of converting buildings (URC also has listed status) and unlikely to realise the required revenue savings. Site has poor access from highway, and is landlocked by existing (principally private) property.</p> <ul style="list-style-type: none"> <li>• 'Backland' site has no visibility from Parade/Bath Street (without land assembly)</li> <li>• LLP have discounted this option as not being commercially deliverable.</li> </ul>	
<b>Pump Rooms</b>	<ul style="list-style-type: none"> <li>• Good attractive town centre location.</li> <li>• High profile building.</li> <li>• Good public transport access for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Building's design, internal layout and listed status would create substantial planning constraints in converting it into modern offices.</li> <li>• Any such conversion would be prohibitively expensive to undertake, and create operationally flawed and inefficient office spaces.</li> <li>• Running costs of any new offices likely to be more, rather than substantially less, than the existing Riverside House HQ offices. Therefore the targeted £300k p.a. savings would not be not deliverable here.</li> <li>• Building currently occupied by the County Council's Central Library, and a private sector café operator.</li> <li>• Council's Art Gallery and Museum also occupies part of the building.</li> <li>• No guaranteed deliverable alternative relocation options identifiable for all of</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Building completely unsuitable for modern and efficient office needs. An alternative proposition for this building is on Executive's agenda today.</p>

		<p>the above occupiers at the present time.</p> <ul style="list-style-type: none"> <li>• The substantial relocation costs (if they could be agreed) for the above occupiers would make any office scheme financially unviable.</li> <li>• Members have expressed concerns about maintaining public access throughout this building.</li> <li>• Limited options for creating disabled parking on site without encroaching onto the Pump Room Gardens.</li> </ul>	
<b>Town Hall</b>	<ul style="list-style-type: none"> <li>• Very good town centre location.</li> <li>• High profile building.</li> <li>• Perhaps the most natural location for WDC HQ offices.</li> <li>• Good 'anchor' and footfall generator for the lower Parade area.</li> <li>• Good public transport access for visitors.</li> <li>• Potential long term solution for future use of this high (maintenance) cost asset.</li> </ul>	<ul style="list-style-type: none"> <li>• Building too small. (It has c. 15,000 sq. ft. of usable space, rather than the 25,000 sq. ft. required).</li> <li>• Building's design, internal layout and listed status would create substantial planning constraints to converting it into modern offices.</li> <li>• Running costs of any new offices likely to be more, rather than substantially less, than the existing Riverside House HQ offices. Therefore the targeted £300k p.a. savings would not be not deliverable here.</li> <li>• Any such conversion would be prohibitively expensive to undertake, and create an operationally flawed and inefficient office spaces.</li> <li>• A number of the present tenants have security of tenure. Vacant possession for could not therefore be guaranteed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted.</b></li> </ul> <p>Building not large enough, and completely unsuitable for modern, cost effective, and efficient office needs. Could be a potential option for any relocated Library.</p>

<b>Bedford Street car park</b>	<ul style="list-style-type: none"> <li>• Good central location</li> <li>• Close to St. Peters car park</li> <li>• Good footfall generator for the lower Parade area.</li> </ul>	<ul style="list-style-type: none"> <li>• WDC landholdings not of sufficient size to accommodate a new build HQ office building. Site too long and thin to accommodate the scale of office building we require.</li> <li>• Any new development would therefore require additional site assembly (i.e. Broadribbs Cycles and Pure Health Club) with attendant land acquisition costs and adverse impact on financial viability of the scheme.</li> <li>• Adjacent Real Tennis club's rights of light would create significant planning constraints.</li> <li>• 'Backland' site, with poor public 'presence'</li> <li>• Could strategically frustrate a wider planned regeneration proposal for this, and the declining lower Parade area.</li> <li>• Any scheme would incur the loss of 49 car parking spaces in this location, with the adverse impact on the currently challenged lower Parade retail area,</li> <li>• Loss of £117,800 p.a. car parking income.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Site not large enough for a cost effective and, planning/design solution</p>
<b>Spa Centre site</b>	<ul style="list-style-type: none"> <li>• Good high profile location.</li> <li>• Near to other public services and facilities.</li> <li>• Site could accommodate new HQ offices; and potentially a new Library.</li> <li>• Synergy with the adjacent Spa</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of open space and amenity,</li> <li>• Potential adverse impact on Spa Centre from loss of drop-off and parking spaces (c.30 informal spaces) unless new provision created in adjacent Rosefield Street car park.</li> <li>• Design challenges to successfully</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recommended for short-list</b></li> </ul> <p>Substantial public objections to this site being developed, but this option still best meets the Council's criteria</p>



	<p>Centre, to further drive down operational costs, and boost the Spa Centre's profile, footfall and use (e.g. shared back office cost savings, shared meeting space, integrated box office/reception function etc.)</p> <ul style="list-style-type: none"> <li>• Design of new building could include an atrium link to Spa Centre providing for the synergies highlighted above but allowing future flexible use of both the new asset and the Spa Centre site to be considered independently at a future date if required.</li> <li>• Proposal is financially viable.</li> <li>• Proposal can be linked to separate proposals for additional investment in Spa Centre to create 'added value', if considered desirable.</li> <li>• Ability to accommodate staff and visitor car parking in existing town centre car parks.</li> <li>• Ability to create a 'landmark' building to enhance the 'gateway' into the town centre for visitors to Jephson Gardens</li> </ul>	<p>integrate a new building into a diverse local environment.</p> <ul style="list-style-type: none"> <li>• Substantial public objections and opposition in principle to date regarding this option.</li> <li>• Likely loss of up to 45 car parking spaces in Rosefield Street car park if required for visitor and/or priority staff parking.</li> <li>• Loss of up to £53,600 p.a. car parking income, depending on whether or not any public parking is retained at this site.</li> </ul>	
<b>Riverside House site:</b>			<ul style="list-style-type: none"> <li>• All options recommended for short-list</li> </ul>

<p><b><u>Option 1:</u></b> New build offices on Visitor (top) car park;</p> <p>Note: Also assumes demolition of existing offices and redevelopment of this and the remainder of the site for new housing</p> <hr/> <p><b><u>Option 2:</u></b> Refurbish existing offices</p> <p><u>Note:</u> Assumes Council occupies half of the building, and leases/sells off the remainder for conversion to offices or residential uses and redevelopment. Also, the development of the existing visitor car park for new</p>	<ul style="list-style-type: none"> <li>• New HQ offices would fit on site.</li> <li>• Building design could be made to blend in with the local environment.</li> <li>• WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Building sufficiently large to allow WDC to consolidate into a smaller area.</li> <li>• Remainder of building could be refurbished and probably let to commercial or public sector occupiers.</li> <li>• WDC staff could use the current spare capacity parking in Covent Garden</li> </ul>	<ul style="list-style-type: none"> <li>• Does not address current issue of lack of availability of public transport for visitors</li> <li>• Not an ideal location for a One Stop Shop. Creating a separate site for a One Stop Shop would increase revenue expenditure rather than create savings.</li> <li>• Proposal would reduce the numbers of housing units that could otherwise be accommodated on the whole is site; thereby reducing the capital receipt from such a disposal, required to fund the new offices .</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Does not address current issue of lack of availability of public transport for visitors</li> <li>• Not an ideal location for a One Stop Shop. Creating a separate site for a One Stop Shop would increase revenue expenditure rather than create savings.</li> <li>• Proposal would reduce the numbers of housing units that could otherwise be accommodated on the whole is site;</li> </ul>	<p>All are still realistic and deliverable options, albeit not as an attractive location as other options.</p>
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housing. All to finance the refurbishment costs.	multi-storey car park.	<p>thereby reducing the capital receipt from such a disposal, required to fund the new offices .</p> <ul style="list-style-type: none"> <li>Significant disruption to service provision while refurbishment undertaken with additional cost of double move within the building or temporary accommodation.</li> </ul>	
<p>-----</p> <p><b>Option 3:</b> Demolish existing offices and rebuild new HQ offices on part of site.</p> <p><u>Note:</u> Assumes redevelopment of remainder of site for new housing</p>	<p>-----</p> <ul style="list-style-type: none"> <li>Site of sufficient size to accommodate new offices</li> <li>Relatively few planning constraints for the office redevelopment as land use would remain the same.</li> <li>WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul>	<p>-----</p> <ul style="list-style-type: none"> <li>Does not address current issue of lack of availability of public transport for visitors</li> <li>Not an ideal location for a One Stop Shop. Creating a separate site for a One Stop Shop would increase revenue expenditure rather than create savings.</li> <li>Proposal would reduce the numbers of housing units that could otherwise be accommodated on the whole is site; thereby reducing the capital receipt from such a disposal, required to fund the new offices .</li> </ul>	
<b>Adelaide Road car park</b>	<ul style="list-style-type: none"> <li>Would free up the whole of the Riverside House site for residential development.</li> <li>Likely to stack-up financially.</li> <li>WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul>	<ul style="list-style-type: none"> <li>Very unlikely that the scale and mass of a new 2-3 storey HQ office building could be successfully accommodated on this site.</li> <li>Substantial design challenges and planning constraints: e.g. mature trees, impact on adjacent residential</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul> <p>New HQ building not practically developable on this site.</p>

		<p>properties and the riverside leisure/cultural and religious buildings.</p> <ul style="list-style-type: none"> <li>• Majority of site within flood plain requiring additional design and building costs to place the building on 'stilts' (assuming Environment Agency consent obtained)</li> <li>• Not much better than present HQ location for public access.</li> <li>• Does not address current issue of lack of availability of public transport for visitors</li> <li>• Not an ideal location for a One Stop Shop. Creating a separate site for a One Stop Shop would increase revenue expenditure rather than create savings.</li> <li>• Loss of 43 car park spaces with attendant impact on Clubland</li> <li>• Loss of £9,100 p.a. car parking income.</li> </ul>	
<p><b>Chandos Street car park</b></p> <p><b><u>Option 1:</u></b> Build on existing car park</p>	<ul style="list-style-type: none"> <li>• Good central location.</li> <li>• Site could accommodate new HQ offices; and potentially a new Library.</li> <li>• No known technical site constraints.</li> <li>• WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Local Plan commits allocation of the site for a principally retail led scheme</li> <li>• Policy commitment reflects Council's ambitions to maintain the vibrancy and vitality of the town centre and protect the retail area from further out of town developments.</li> <li>• Entire site already legally committed, via a formal Development Agreement,</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>This option would require the Council to break its current development agreement with Wilson Bowden, and would frustrate a major retail scheme on this site.</p>

		<p>for a new town centre retail led scheme with our development partners Wilson Bowden.</p> <ul style="list-style-type: none"> <li>• Site therefore not available solely for the office relocation although it would potentially be possible to incorporate the offices into the planned wider development scheme</li> <li>• Unlikely to stimulate regeneration (part of the original design brief)</li> <li>• Loss of 152 car parking spaces</li> <li>• Loss of £374,500 p.a. car parking income.</li> </ul>	
<p>-----</p> <p><b><u>Option 2:</u></b> Incorporate Offices into new retail-led development scheme</p>	<p>-----</p> <ul style="list-style-type: none"> <li>• As above plus:</li> <li>• Could be used to ‘anchor’ a retail led development scheme, compliant with Policy TC4</li> <li>• Would stimulate regeneration and redevelopment of this part of the town centre</li> <li>• Re-provision of town centre car parking as part of wider scheme.</li> <li>• WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul>	<p>-----</p> <ul style="list-style-type: none"> <li>• Occupation of new offices unlikely to be possible before late 2020 at the earliest (delaying the realisation of full year revenue savings for a minimum of 5 years from 16/17 to 20/21)</li> <li>• Council may have to compromise on freehold ownership for proposal to be viable.</li> <li>• Too many external commercial factors related to the complexity of this scheme (e.g. retailer take-up; external funding; market forces etc.) that are out of this Council’s control.</li> <li>• New HQ delivery would take far longer than other current site options.</li> <li>• Potential legal procurement issues if</li> </ul>	<p>-----</p> <ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Substantial risk to WDC of the developers not being able to guaranteeing the delivery of new offices by a specific date. Too many external commercial and legal factors that are out of this Council’s control.</p>

		the Council wishes to take space in this retail led joint venture development with current developer partner Wilson Bowden.	
<b>Covent Garden surface car park.</b>	<ul style="list-style-type: none"> <li>• Good central location.</li> <li>• Site could accommodate new HQ offices; and potentially a new Library.</li> <li>• No known technical site constraints at this stage.</li> <li>• Adjacent to Covent Garden multi-storey car park.</li> <li>• WDC staff could use the current spare capacity parking in Covent Garden multi-storey car park.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant timing issue in relation to the proposed Chandos Street redevelopment. Capacity at Covent Garden will be required during the development phase when the existing Chandos Street car parking provision lost but the new car parking associated with the retail led scheme is not yet available. Unavailability of spare capacity at Covent Garden would have an adverse impact on town centre businesses.</li> <li>• Delaying the scheme to counteract the above would have an adverse impact on the MTFS</li> <li>• Aside from the above a stand-alone development is unlikely to provide a stimulus for regeneration and would, in fact, frustrate a wider, strategically planned, future retail/commercial/leisure or other development plan for this north western sector of the town centre and pre-empt consideration of an Area Action Plan for the town centre as set out in the Submission Draft Local Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recommended for short-list</b></li> </ul> <p>This still a realistic option; albeit that the ability to build a new replacement multi storey car park (whilst the existing one was still in operation) would be lost. A view needs to be taken on the impact and timing of the Chandos Street retail led scheme</p>

		<ul style="list-style-type: none"> <li>• The adjacent Covent Garden multi-storey car park has a finite life and its replacement needs to be planned as, and integrated into, any new overall scheme in this location.</li> <li>• Loss of 80 short-stay car parking spaces.</li> <li>• Loss of c£130k p.a. car parking income.</li> </ul>	
Assumed scenario for re-provision of lost car parking capacity at the Spa Centre site	<ul style="list-style-type: none"> <li>• Good demand for long-stay spaces in this location.</li> </ul>	<ul style="list-style-type: none"> <li>• Site could potentially accommodate 80 car parking spaces. <u>Note:</u> This 'like for like' space new car park would however produce a lower income, due to its principally long-stay (rather than the existing short-stay) designation of c. £95,350 (i.e. a loss of c. £34,650 per annum from the existing Covent Garden income.</li> <li>• Additional capital cost of c£170k.</li> <li>• Site unsuitable for (replacement) short-stay parking. Therefore overall loss of c.80 'shoppers' car parking spaces in the town centre with attendant impact on town centre businesses.</li> <li>• Loss of open space and amenity</li> <li>• Design challenges for a new surface car park in this location.</li> </ul>	

<b>Public Parks:</b> <ul style="list-style-type: none"> <li>• Jephson Gardens.</li> <li>• Pump Room Gardens.</li> <li>• Victoria Park.</li> <li>• Christchurch Gardens.</li> </ul>		<ul style="list-style-type: none"> <li>• All of the public parks have been discounted from this options appraisal given the likely level of public opposition and practical planning and conservation constraints of building in these main formal park areas.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>None are likely to be realistic and publically accepted solutions.</p>
<b>Multi-storey car parks</b> <ul style="list-style-type: none"> <li>• Covent Garden</li> <li>• St Peter's</li> </ul>	<ul style="list-style-type: none"> <li>• Good central location.</li> <li>• New HQ offices could fit on these sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Both sites discounted from this options appraisal due fundamental adverse financial impacts (additional capital costs from demolition and significant revenue losses from car park income).</li> <li>• Also, adverse impact on the vitality of the town centre and the viability of town centre businesses due to the loss of car parking spaces and the attendant political and reputational impact on the Council.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Neither are practical, cost effective or deliverable solutions.</p>
<b>Criminal Justice Centre</b>	<ul style="list-style-type: none"> <li>• High profile accessible location.</li> <li>• Close proximity to other public services</li> </ul>	<ul style="list-style-type: none"> <li>• Courts have confirmed that no surplus accommodation is available for WDC</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Not available</p>
<b>Privately owned offices</b>		<ul style="list-style-type: none"> <li>• None available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>Private development sites</b>		<ul style="list-style-type: none"> <li>• None available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>2. Warwick town centre:</b>			
<b>Linen Street multi-storey car park</b>	<ul style="list-style-type: none"> <li>• Site probably big enough.</li> </ul>	<ul style="list-style-type: none"> <li>• Would have to be re-developed for a new HQ office.</li> <li>• No solution for funding and replacing</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>



		<p>lost parking, or WDC staff parking solution.</p> <ul style="list-style-type: none"> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	
<b>New Street car park</b>	<ul style="list-style-type: none"> <li>• Site might just be potentially large enough.</li> </ul>	<ul style="list-style-type: none"> <li>• Key town centre car park.</li> <li>• Major urban design and conservation Area issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>Castle Lane car park</b>		<ul style="list-style-type: none"> <li>• Site too small</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>West Gate car park</b>	<ul style="list-style-type: none"> <li>• Site might just be potentially large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Key town centre car park.</li> <li>• Major urban design and conservation Area issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>

		would have to remain in Leamington town centre; increasing operational and occupation costs.	
<b>Butts car park</b>		<ul style="list-style-type: none"> <li>• Site too small</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>Priory Road car park</b>	<ul style="list-style-type: none"> <li>• Site potentially large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Huge urban design and Conservation issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>West Rock car park</b>	<ul style="list-style-type: none"> <li>• Site large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Major urban design and conservation Area issues.</li> <li>• No replacement or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>St. Nicholas park car park</b>	<ul style="list-style-type: none"> <li>• Site large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Major urban design and conservation Area issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>

		<ul style="list-style-type: none"> <li>solution.</li> <li>Loss of car parking income</li> <li>One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	
<b>St. Marys Area car parks</b>	<ul style="list-style-type: none"> <li>Two of these car parks could potentially accommodate our new HQ building.</li> </ul>	<ul style="list-style-type: none"> <li>Warwick Racecourse have 24 day/year usage rights over these car parks. Therefore not possible to develop them.</li> <li>Major urban design and conservation Area issues.</li> <li>No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>Loss of car parking income</li> <li>One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul>
<b>Privately owned offices</b>		<ul style="list-style-type: none"> <li>None available</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul>
<b>Private development sites</b>		<ul style="list-style-type: none"> <li>None available</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul>
<b>3. Kenilworth town centre</b>			
<b>Jubilee House site</b>	<ul style="list-style-type: none"> <li>Attractive town centre location, near other public services and public transport.</li> <li>Site (if WCC land included) might be large enough.</li> </ul>	<ul style="list-style-type: none"> <li>Land supply too small to accommodate new HQ offices.</li> <li>Would require joint venture scheme with WCC, other public sector parties and tenants of buildings concerned.</li> <li>Complex deals and any scheme could</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b></li> </ul>

		<p>take time to fully resolve and deliver, with inherent risk of not materialising.</p> <ul style="list-style-type: none"> <li>• No solution for WDC staff car parking.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	
<b>WDC Square West car park</b>	•	<ul style="list-style-type: none"> <li>• Key town centre car park.</li> <li>• Major urban design and conservation Area issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>WDC Abbey End car park</b>	•	<ul style="list-style-type: none"> <li>• Key town centre car park.</li> <li>• Major urban design and conservation Area issues.</li> <li>• No solution for funding and replacing lost parking, or WDC staff parking solution.</li> <li>• Loss of car parking income</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>Privately owned offices</b>		<ul style="list-style-type: none"> <li>• None available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>
<b>Privately owned</b>		<ul style="list-style-type: none"> <li>• None available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>

development sites			
4. Out of town sites			
<b>Tournament Fields, Warwick. (Just off M40 J15)</b>	<ul style="list-style-type: none"> <li>• Modern, attractive and cost efficient offices.</li> <li>• Would achieve HQ building revenue saving targets.</li> <li>• Suitable design and build option available now.</li> <li>• Suitable on-site car parking.</li> <li>• Freehold or leasehold options on offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Out of town location.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Council would still have to retain several services in Leamington town centre. Council could also be perceived as abandoning the town centre</p>
<b>Wedgenock House, Woodloes.</b>	<ul style="list-style-type: none"> <li>• Available now.</li> <li>• Might just be large enough if we discount the Leamington town centre service options (e.g. One Stop Shop; CCTV control room; Council Chamber etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Lower specification than we are seeking.</li> <li>• Poor location (for public and staff).</li> <li>• Inefficient and unattractive compared to modern offices.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> <li>• Whilst available at time of writing, other parties interested. Very unlikely to still be available when WDC is able to commit to one building/site.</li> <li>• Poor specification and quality.</li> <li>• Unlikely to maximise WDC operational savings.</li> <li>• Really too small.</li> <li>• Some services would have to remain in Leamington town centre.</li> </ul>
<b>Olympus Two, Tachbrook park.</b>	<ul style="list-style-type: none"> <li>• Modern, attractive and cost efficient offices.</li> <li>• Would achieve HQ building revenue saving targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Out of town location.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted.</b></li> </ul> <p>Council would still have to retain several services in Leamington town centre. Council</p>

	<ul style="list-style-type: none"> <li>• Suitable design and build option available now.</li> <li>• Suitable on-site car parking.</li> <li>• Freehold or leasehold options on offer.</li> </ul>	<ul style="list-style-type: none"> <li>• occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> </ul>	could also be perceived as abandoning the town centre.
<b>Opus 40 Business Park, Warwick</b>	<ul style="list-style-type: none"> <li>• Modern, attractive and cost efficient offices.</li> <li>• Would achieve HQ building revenue saving targets.</li> <li>• Suitable design and build option available now.</li> <li>• Suitable on-site car parking.</li> <li>• Freehold or leasehold options on offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Out of town location.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> <li>• Owners almost likely to develop site for alternative residential use.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>This site is unlikely to be unavailable in reality; as it is provisionally earmarked for a residential planning use, and development.</p> <p>Also, Council would still have to retain several services in Leamington town centre. Council could also be perceived as abandoning the town centre</p>
<b>Warwick Technology park</b>	<ul style="list-style-type: none"> <li>• Although only 18,000 sq. ft. the building has the potential to be extended to our space needs.</li> <li>• Landlord will be gaining possession in July 2015 (improvement works then required).</li> </ul>	<ul style="list-style-type: none"> <li>• 1980's building; but could be refurbished by landlord to part-modern specification.</li> <li>• Unlikely to yield the same operational savings as a new bespoke building.</li> <li>• Out of town location.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted.</b></li> </ul> <p>Other 'new build' out-of town options would provide more cost efficient solutions.</p>

		centre.	
<b>WDC owned depot site, Stratford Road.</b> (Opposite Tournament Fields.)	<ul style="list-style-type: none"> <li>• Council owned site.</li> <li>• Site is big enough for a new and cost efficient HQ office.</li> <li>• Could accommodate on site staff car parking.</li> <li>• Would achieve HQ building revenue saving targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Out of town location.</li> <li>• Use of site could compromise the development of a coherent masterplan for the site that is currently out to consultation as a potential Local Plan employment allocation.</li> <li>• Could prevent use of the site for a Gypsy and Traveller allocation, essential for the Local Plan.</li> <li>• Would deprive WDC of a capital receipt were the site to be used for a future employment allocation.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> <li>• If we consider the <u>whole of the Local Plan employment site allocation</u>, we have to bear in mind that the site is not currently allocated as an employment site as it is still out to consultation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted.</b></li> </ul> <p>WDC has other emerging strategic ambitions and proposals for this site.</p>
<b>5. Rural sites</b>			
<b>Abbey Park, Kenilworth.</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Remote rural location for public and Council staff.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul>

		<ul style="list-style-type: none"> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> <li>• Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</li> </ul>	Council would still have to retain several services in Leamington town centre. Council could also be perceived as abandoning the town centre.
<b>Stoneleigh Park</b>	<ul style="list-style-type: none"> <li>• Various sites and design and build, opportunities at present.</li> <li>• Modern and cost efficient offices.</li> <li>• Attractive design.</li> <li>• On site staff car parking.</li> <li>• Good environment.</li> <li>• Would achieve HQ building revenue saving targets.</li> <li>• Short/Long leasehold options on offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Remote rural location for public and Council staff.</li> <li>• Really an agricultural based science park.</li> <li>• One Stop Shop and other services would have to remain in Leamington town centre; increasing operational and occupation costs.</li> <li>• Perception that the Council is abandoning the town centre.</li> </ul> <p>Loss of lunchtime/after-work spending power of c.300 WDC staff in the town centre.</p>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Council would still have to retain several services in Leamington town centre. Council could also be perceived as abandoning the town centre.</p>
<b>6. Warwickshire County Council property</b>			
<b>Saltisford offices</b>	<ul style="list-style-type: none"> <li>• Modern office accommodation.</li> <li>• Potential synergy and shared operational costs with WCC.</li> </ul>	<ul style="list-style-type: none"> <li>• WCC have confirmed that their Saltisford buildings are a key location for them, and that they are increasing their occupation there, and retain all their buildings for their own uses.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discounted</b></li> </ul> <p>Office accommodation not available.</p>



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<b>Barrack Street offices,</b>  <u>Note:</u> <b>WCC have confirmed that have no other property available that might be suitable for our new HQ offices.</b>	<ul style="list-style-type: none"> <li>Location next to Shire Hall, and possible synergy with WCC services.</li> </ul>	<ul style="list-style-type: none"> <li>WCC have confirmed that this building provides them with office capacity whilst they need it. Though in the next three years is possible that they may no longer require it. At present it is not surplus to their requirements. Whilst it is open plan it is in need of structural maintenance, and WCC would need to retain the 300 car parking spaces beneath, or need to secure an alternative.</li> </ul>	<ul style="list-style-type: none"> <li><b>Discounted</b> Accommodation not yet available, and prohibitively expensive in capital and revenue terms. A more expensive option than remaining in Riverside House.</li> </ul>

## Appendix Three

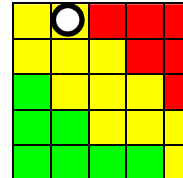
### Co-location potential of shortlist sites

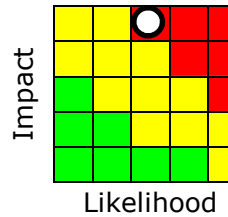
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Site	Suitability for a potential co-location with a relocated library	Suitability for a potential co-location with a WCC Local Service Centre
<b>1. Court Street site</b>	Yes– but unlikely to be a suitable Library location	No
<b>2. Riverside House site. (all options)</b>	Yes – but unlikely to be a suitable Library location	Yes
<b>3. Spa Centre site</b>	Yes	No
<b>4. Covent Garden surface Car Park</b>	Yes	Yes - but unlikely to be a suitable Local Service Centre location

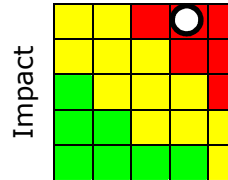
# Appendix 4

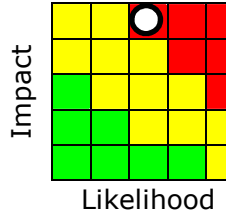
## Riverside House Relocation Project – Risk Register 12 November 2014

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
<b>STRATEGIC –</b>									
<b>S1</b>	<b>Council unilaterally pulls out of project.</b>	<ul style="list-style-type: none"> <li>Council's lack of commitment to seeing through this complex and challenging project.</li> <li>Change of political control at WDC; and possible withdrawal of support for the project.</li> </ul>	<ul style="list-style-type: none"> <li>Substantial cost and timing implications.</li> <li>Council would have to potentially fund any abortive Stage 2 design costs incurred by the LLP.</li> <li>Council would have to re-mobilise and plan for an alternative new project and/or find another way to save</li> </ul>	<ul style="list-style-type: none"> <li>Executive in principle approval originally obtained (Dec. 2012).</li> <li>Reports taken k to Executive on 26 March, 8 May, and Council on 25 June 2014.</li> <li>Project Governance processes.</li> <li>CMT consider project weekly.</li> <li>Senior members regularly briefed throughout.</li> <li>Cross-party Members Reference Group is being briefed</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>25 June Council asked officers to report back with a wider long-list of relocation options. This is programmed to be reported back to Executive on 3 December.</li> <li>Further dialogue being undertaken via the Members Reference Group and al-member briefings on 3 November</li> </ul>	Project Board	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
			£300k p.a. revenue savings	and consulted throughout the project's life. <ul style="list-style-type: none"> <li>Continue to seek ongoing commitment and Council's formal approvals for this project, and throughout project's life.</li> </ul>					
<b>FINANCIAL -</b>									
<b>F1</b>	<b>LLP/PSP fail to perform.</b>	<ul style="list-style-type: none"> <li>LLP/PSP pull out of project.</li> <li>LLP/PSP's proposals do not stand up to external validation, and/or do not pass the full project viability tests.</li> <li>LLP/PSP fail to deliver any elements of the design and delivery of their complex proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Delay in programme and opening of new offices.</li> <li>Reduction in programmed capital receipts from the two residential development sites.</li> <li>LLP project possibly aborted.</li> <li>WDC would lose significant time, and</li> </ul>	<ul style="list-style-type: none"> <li>Constant scrutiny of PSP/LLP's proposals and performance through monthly LLP working and board meetings,</li> <li>Scrutiny of LLP's project via evaluation processes.</li> <li>Ongoing private liaison with other PSP local authority partners.</li> <li>Legal agreements will further lock-in</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section.</li> <li>Note: LLP/PSP involvement in this project has been put on hold until 3 December Executive has approved a short-list of relocation sites for further feasibility</li> </ul>	Project Board	Ongoing	

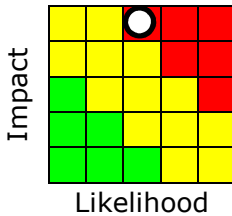
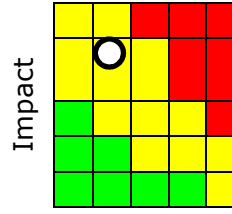
	<b>Risk Description</b>	<b>Possible Triggers</b>	<b>Possible Consequences</b>	<b>Risk Mitigation/Control</b>	<b>Officer</b>	<b>Further Action(s) (if appropriate)</b>	<b>Resource</b>	<b>Due Date</b>	<b>Residual Risk Rating</b>
			incur significant costs, in producing a new HQ via another delivery method.	<p>PSP as the project progresses.</p> <ul style="list-style-type: none"> <li>• Council will have copyright to all project designs. WDC could therefore continue itself, or procure new commercial developer partner,</li> <li>• Any resulting cost implications would have to be resourced.</li> </ul>		work.			

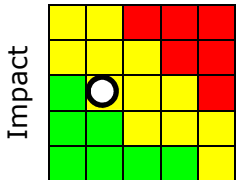
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F2	<b>Project delays.</b>	<ul style="list-style-type: none"> <li>Delay in the Council choosing a short-list of sites, and subsequently the specific relocation site.</li> <li>Council changing its mind as to what it wants or deferring decisions</li> <li>Delay in agreeing new offices' design and specification.</li> <li>Delays in resolving affordable housing solutions.</li> <li>Delays in procuring planning consents and development partners.</li> <li>Delays in signing-off full viability tests.</li> <li>Market changes.</li> </ul>	<ul style="list-style-type: none"> <li>New offices not delivered on time.</li> <li>Delay in delivering the planned £300k p.a. revenue savings,</li> <li>Possible need to review relationship with LLP and other partners.</li> <li>Reputational damage of Council on ability to deliver projects on time and within budget</li> </ul>	<ul style="list-style-type: none"> <li>Project governance processes.</li> <li>Initial Project Programme reviewed for deliverability at bi-weekly Project Team meetings; Project Board meetings and formal monthly LLP Board meetings.</li> <li>Not necessarily fatal, but would push back opening date of new offices, and the cash flow of the programmed £300k p.a. savings.</li> <li>Any financial impacts would have to be re-scheduled.</li> <li>Continual engagement of Members via Member Reference Group</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Report to 3 December Executive. This will report back the wider and more comprehensive long-list of sites requested on 25 June.</li> <li>The re-programming of the start-date for the £300k savings to be considered by SMT (BH leading)</li> </ul>	Project Manager	Dec 2014	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		<ul style="list-style-type: none"> <li>Adverse weather conditions.</li> <li>Any other programme slippage.</li> </ul>							
<b>F3</b>	<b>Project fails to stack-up financially</b>	<ul style="list-style-type: none"> <li>The LLP's proposed overall development package being uneconomic and/or undeliverable, and not providing new Council offices</li> </ul>	<ul style="list-style-type: none"> <li>New Council offices might not be deliverable on cost-neutral basis.</li> <li>Additional Council gap funding might be required.</li> </ul>	<ul style="list-style-type: none"> <li>Council's outline brief, agreed Heads of Terms. LLP e2 and e3 feasibility evaluations, and initial project Validation were completed for the Spa Centre</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Report back to 3 December Executive.</li> </ul>	Project Manager And Project Board	Dec 2014	


	<b>Risk Description</b>	<b>Possible Triggers</b>	<b>Possible Consequences</b>	<b>Risk Mitigation/Control</b>	<b>Officer</b>	<b>Further Action(s) (if appropriate)</b>	<b>Resource</b>	<b>Due Date</b>	<b>Residual Risk Rating</b>
		<p>on a 'cost neutral' basis.</p> <ul style="list-style-type: none"> <li>• Project fails viability tests</li> <li>• Cost escalations.</li> <li>• Failure to procure suitable developer partner offering the projected capital receipts.</li> </ul>	<ul style="list-style-type: none"> <li>• Capital cost could escalate with 'project creep'.</li> <li>• Delay in project programme as a consequence</li> </ul>	<p>site, but not approved by Council on 25 June.</p> <ul style="list-style-type: none"> <li>• All of this work will be re-commissioned again in due course once a relocation site has been agreed. Then a further full project viability test will be re-run before any commitment by WDC.</li> <li>• Project Board to monitor throughout</li> </ul>					



	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F4	<b>Failing to obtain planning permissions.</b>	<ul style="list-style-type: none"> <li>Project's affordable housing solutions fail to stack-up.</li> <li>Outline proposals not complying with planning policy.</li> <li>Possible successful planning objections.</li> <li>Planning Committee make a decision contrary to officers recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Not obtaining planning permission for the agreed relocation site(s)</li> <li>Cost and time delays.</li> <li>Reputational damage of Council to support its own projects</li> </ul>	<ul style="list-style-type: none"> <li>Outline massing exercises will be undertaken and initial pre-app meetings held for chosen site when known/agreed.</li> <li>Stage 2 work will then subsequently provide full designs and details, leading to submission of planning applications. Pro-active member, partner and public consultations will be programmed.</li> </ul>	Project Team	<ul style="list-style-type: none"> <li>Further pre-application discussions with WDC planners once short-list of sites, and then the chosen site are identified.</li> </ul>	Project Manager (with LLP design Team)	Ongoing	
F5	<b>Not achieving projected £300k p.a. new building operational savings.</b>	<ul style="list-style-type: none"> <li>Initial estimates prove to be wrong.</li> <li>Increased occupation cost incurred once WDC occupy the</li> </ul>	<ul style="list-style-type: none"> <li>Higher than anticipated occupation costs.</li> <li>Revenue savings not achieved</li> <li>WDC might need to invest</li> </ul>	<ul style="list-style-type: none"> <li>Initial robust estimates based on industry standards, and detailed decisions undertaken with other LA's</li> </ul>	Project Team	<ul style="list-style-type: none"> <li>Pro-active input into the emerging design of the new office building, to re-test the present running cost</li> </ul>	Project Manager	July 2015	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		building.	in additional building efficiency features to guarantee projected revenue saving or find other savings?	who have implemented similar projects. <ul style="list-style-type: none"> <li>Detailed scrutiny will continue as design details of the new building emerge as part of the Stage 2 work.</li> <li>Further full evaluation at the end of Stage 2.</li> </ul>		estimates. <ul style="list-style-type: none"> <li>Space Planner consultants now being commissioned to provide an initial 'visual brief/sizing review' to inform and validate the above</li> </ul>			
F6	<b>'Different Ways of Working' not implemented.</b>	<ul style="list-style-type: none"> <li>New working practices not agreed or implemented.</li> <li>Resistance to change by staff.</li> </ul>	<ul style="list-style-type: none"> <li>Additional on-site staff facilities required.</li> <li>Increased or changed building size and specification required.</li> <li>Cost increases/lack of full amount of savings achieved and consequent need to find</li> </ul>	<ul style="list-style-type: none"> <li>Project Team overseeing programme of DWOW now.</li> <li>Substantial liaison to date with other LA's who are ahead of us in this field re: implementation</li> <li>Pro-active staff involvement strategy.</li> </ul>	Project Team	<ul style="list-style-type: none"> <li>Pro-active ongoing consultations with: Service Heads, staff, Staff Voice and HR colleagues.</li> <li>Working with new office design team to ensure new building's layouts and specifications are suitable for our new working needs.</li> </ul>	Project Team	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
			other ways to save money			<ul style="list-style-type: none"> <li>Project Team/SMT now considering an initial phase of DWoW roll-out prior to the office move.</li> </ul>			

 <b>WARWICK DISTRICT COUNCIL</b>		<b>Executive 3 December 2014</b>	<b>Agenda Item No.</b> <b>8</b>
<b>Title</b>		Royal Pump Rooms and Spencer Yard – Proposed Cultural Quarter	
<b>For further information about this report please contact</b>		Duncan Elliott Senior Project Co-ordinator 01926 456072 <a href="mailto:Duncan.elliott@warwickdc.gov.uk">Duncan.elliott@warwickdc.gov.uk</a> Bill Hunt Deputy Chief Executive 01926 456014 <a href="mailto:bill.hunt@warwickdc.gov.uk">bill.hunt@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>		Leamington Milverton	
<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 12 February 2014, Minute 133. Council 22 January 2014, Minute number 87. Executive, 11 December 2013, Minute number 87.	
<b>Background Papers</b>		EC Harris study, internal asset reviews and costing held in Finance and Housing & Property Services, Assets Review, Executive, 11 December 2013; Assets Review Update Report, Executive, 12 February 2014. <i>A petition entitled 'Leave the Art Gallery &amp; Museum in the Pump Rooms, free for all to enjoy' dated 19 August 2014.</i>	
<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. No 648
<b>Equality and Sustainability Impact Assessment Undertaken</b>			n/a
<b>Officer/Councillor Approval</b>			
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>	
Deputy Chief Executive		Author	
Head of Service		n/a	
CMT	10/11/14	Chris Elliott, Bill Hunt, Andrew Jones	
Section 151 Officer	10/11/14	Mike Snow	
Monitoring Officer	10/11/14	Andrew Jones	
Finance	10/11/14	Mike Snow	
Portfolio Holder(s)	17/11/14	Cllr. Mobbs; Cllr. Hammon; Gallagher	
<b>Consultation &amp; Community Engagement</b>			

n/a	
<b>Final Decision?</b>	No
<b>Suggested next steps (if not final decision please set out below)</b>	
Report back to Executive February 2015.	

## 1. SUMMARY

- 1.1 On 22 February Executive instructed officers to market test the commercial potential for alternative usage(s) of the Royal Pump Rooms. This report now updates members on this work, sets out an exciting proposition to fundamentally transform the Royal Pump Rooms offer, increase public usage, create a new wider vibrant Cultural Quarter, and reduce the Council's financial liabilities.

## 2. RECOMMENDATIONS

- 2.1 That Executive notes the outcome of the exercise to market test the commercial potential for alternative usage(s) of the Royal Pump Rooms, as set out at **Appendix One**.
- 2.2 That Executive notes the public petition in respect of the Royal Pump Rooms, as set out at paragraphs 3.20 – 3.23.
- 2.3 That Executive agrees that the Royal Pump Rooms should be included in plans to create a wider Cultural and Creative Quarter to stimulate regeneration of a wider area within the northern part of the Old Town area, as shown at **Appendix Two**.
- 2.4 That Executive agrees that further work is undertaken to ensure that the use of the Royal Pump Rooms effectively supports the future development of the cultural and heritage potential of the Pump Room Gardens and the wider regeneration of the adjacent River Leam corridor and Spencer Yard areas.
- 2.5 That Executive agrees the principle, that as part of any future scheme to develop the Cultural and Creative Quarter, the Art Gallery and Museum should remain in the Royal Pump Rooms but that Leamington Library could potentially be relocated at future date, subject to agreement that the alternative use of the space better supported the regeneration aspirations and agreement of a suitable Leamington town centre relocation package with Warwickshire County Council.
- 2.6 That Executive instructs officers to develop a set of principles and parameters to underpin a Cultural and Creative Quarter regeneration scheme vision, a development brief and procurement process for its delivery, and report back to the February 2015 Executive.

## 3. REASONS FOR THE RECOMMENDATIONS.

- 3.1 The Royal Pump Rooms complex is perhaps the most well-known and recognised building in Leamington Spa and discussion of its future provokes strong reactions. It is owned by this Council and currently occupied by the Art Gallery and Museum; the County Council's central Library; the Visitor Information Centre and a café, operated under contract by the commercial operator Kudos who also manage the Assembly Rooms.
- 3.2 Whilst on first viewing the building appears sound, there is the need for a significant programme of works to keep the building in good repair, maintain the integrity of its structure and ensure its long-term future. The Asset Review report to Executive on 22 February 2014 detailed the validated estimated costs of these essential future repairs. At that point, it was anticipated that £660,000 would be required for the first 5 years of the programme, rising to £1.9 million

in the subsequent 5 years due to essential works required for the roof. The costs totalled just under £4 million for the full 30 year period. As a result officers were instructed to market test the commercial potential for alternative usage(s) of the Pump Rooms. Members are reminded that at the point in time, the Corporate Assets Reserve does not have resources to cover the initial first 5 years.

- 3.3 Officers have now completed these confidential investigations. These have been with the Warwick Limited Liability Partnership (LLP); specialist commercial agents; niche developers with track records of projects involving heritage assets; local property owners; specialist leisure operators; and local stakeholders. **Appendix One** summarises the outcome of this work and its conclusions.
- 3.4 Officers believe that the best way to ensure a positive future for this building is to bring together a coherent wider regeneration strategy for the north Old Town area, with an initial specific focus on the Royal Pump Rooms and Spencer Yard, based around uses involving the cultural and creative industry sectors. Such a cohesive plan would be more likely to stimulate investor confidence, unite emerging proposals, and create the environment for a critical mass for a new major attraction for the public, and create the environment for significant job creation in new micro-businesses.
- 3.5 There is major potential for the area shown in **Appendix Two** to undergo substantial change and regeneration. However, this would require the Council's intervention and leadership, with the area and properties under its control; namely Spencer Yard and the Royal Pump Rooms. Such a successful first phase should raise property values, public footfall and the profile and perception of the area stimulating investor confidence and further significant regeneration of the wider area.
- 3.6 Officers believe that the "principles and parameters" of the regeneration vision should include:
- The creation of a new Cultural & Creative Quarter vision.
  - Linking and encouraging the footfall and spending power from the 'top town' area down to this northern part of Old Town, and beyond. This could still potentially include a new footbridge linking the Royal Pump Rooms with Spencer Yard.
  - Unlocking the massive potential of the underused riverside area.
  - Bringing back a deliverable vision for the Spencer Yard area.
  - Opening up and improving the public realm, and uniting this disjointed area. This would include much improved linkages to Jephson Gardens and the Pump Rooms Gardens, and the north and south river banks.
  - Creating new squares and spaces and focal points.
  - Providing confidence to a range of investors that the Council has a clear investable vision for this area.
  - Defining the character and new purpose of the area.
  - Creating a partnership with the private sector to take this work forward, and better ensuring its delivery.
- 3.7 This transformed area could become an up-market, bright, vital and distinct 'branded' destination and attraction for the district. It could fuse together the existing rich historic architecture with a modern twist to create a cosmopolitan feel. This hub could provide workspaces for the following creative uses: artistic; educational; digital; computer gaming; performance; training and craft based

businesses, along with complementary catering businesses, cafés and restaurants. All of these could provide opportunities for the creation of new micro-businesses. The environment could be based around refurbished and new buildings, and active public spaces, with public art throughout, creating an interesting, vibrant and 'intelligent' attraction for all the family.

- 3.8 The Council currently owns the following buildings in the immediate area, providing an opportunity to use these to stimulate delivery of the proposed vision :
- The Royal Pump Rooms.
  - The North Hall, West Wing buildings, 'Old Dole Office', and the Spencer Yard open areas.
  - The United Reform Church (URC).
- 3.9 Other privately owned buildings in the vicinity are currently under-utilised and require investment, e.g. the Colonnade and the Loft Theatre. The management committee of the Loft Theatre currently have no plans to relocate but an improved theatre could become a major asset for the development of a wider cultural offer in his area.
- 3.10 The previous Cultural Quarter scheme for Spencer Yard stalled very publically in 2010 when Advantage West Midlands withdrew its c£5m of funding for the comprehensive scheme for this area, which included the relocation of the Loft Theatre to the URC and the redevelopment of their site for new restaurants, offices and work/living space housing units.
- 3.11 Whilst the North Hall and West Wing buildings were comprehensively refurbished, and now house a number of successful creative businesses, the remainder of the Spencer Yard area is undeveloped, with a very poor environment, and narrow and uninviting access points from the surrounding streets. The URC building remains vacant and in need of significant repair. Despite many private discussions with developers and potential occupiers it is clear that its conversion by the private sector for residential or commercial offices is unviable. Its future sustainable use would stand a far better chance of materialising if it was part of a clear overall vision and scheme for the area (as indeed was always envisaged as part of the previous scheme).
- 3.12 The private sector discussions referred to above clearly indicated that these parties would be far more likely to invest in the area if the Royal Pump Rooms were part of the equation. This is not simply to 'grab' this prime building, but because its profile could best showcase any new scheme, and provide the footfall and perception linkages to/from The Parade and 'Top Town' areas. Its inclusion would also enable the riverside and Pump Rooms Gardens area to be incorporated in the vision and offer the opportunity for a much bigger 'win'.
- 3.13 A common response is that the Art Gallery & Museum is a key part of the Royal Pump Rooms attraction, should stay, and that this offer should be better capitalised upon. This is accepted but, equally, it is considered that the Library, concourse and café areas have huge potential to be reconfigured and used for more attractive niche and bespoke uses. Consideration of such alternative uses for this part of the Royal Pump Rooms complex would allow the building to be used to complement the current planned investment in the Pump Room Gardens and the proposed creation of the Cultural and Creative Quarter.



- 3.14 The Library occupies a key space that could potentially transform the use of the building as it provides the external frontages to the Pump Room Garden and the riverside areas. These could potentially be reconfigured and the space opened up and the latter could also perhaps provide the opportunity for the creation of a new footbridge link to Spencer Yard. If the space could also be better merged with the concourse and café areas it could potentially provide sufficient space to accommodate a range of publically accessible uses, e.g. exhibition, educational, artistic, performance, cultural, festival uses and ancillary food outlets or creative workshops. Perhaps most importantly, it offers the height, sense of place and architecture that could be used as the main focus of any new scheme, although any changes to the fabric, to better display its historic architecture would need to recognise its Grade 2 listed status.
- 3.15 Such a proposition would require the relocation of the Library. Without including this space, the opportunity to transform the Royal Pump Rooms, and create a wider Cultural and Creative Quarter, would be fundamentally weakened and diluted. It is therefore proposed at this stage that Officers work with local and strategic stakeholders and, specifically the County Council who run the Library, to develop suitable and viable proposals for a potential relocation to a site elsewhere in Leamington town centre. Agreement of any relocation proposals would be a pre-condition of any proposal for alternative use of space within the Royal Pump Rooms.
- 3.16 Taking forward any Creative and Cultural Quarter vision requires leadership and intervention by the Council and the harnessing of the skills, flair, commercial acumen and resources of the private sector. Whilst, the Council has the ability to input its property assets into a regeneration vehicle the wider regeneration of this area would require additional properties to be included to create a workable and marketable scheme. This potentially includes those properties required to improve the current very poor and narrow routes into the land-locked Spencer Yard area. Such additional properties would enable the creation of more developable and usable 'footprints' and the possible extensions of key buildings.
- 3.17 Ideally we would seek a specialist 'niche' commercial developer partner with experience of successfully delivering similar cultural/creative schemes elsewhere. However, before we embark on any such route, we would need a clear overarching vision of what we are seeking to achieve and obtain the involvement and buy-in of the many key stakeholders.
- 3.18 It is, therefore, recommended that Executive supports the proposals for the creation of Cultural and Creative Quarter to stimulate regeneration of a wider area within the northern part of the Old Town area, as shown at **Appendix Two**. Executive is also asked to agree the principle of considering alternative uses within the Royal Pump Rooms that would better support the unlocking of the cultural and heritage potential of the Pump Room Gardens, the River Leam corridor and the adjacent Spencer Yard area and for these to be fully explored.
- 3.19 The next stage would then be for officers to hold discussions with local stakeholders (for example the Leamington Society, Friends of the Leamington Art Gallery, Leamington Town Council, Leamington BID, Friends of Pump Room Gardens etc.) and key strategic stakeholders (for example, the Arts Council, Crafts Council, Heritage Lottery Fund, cultural and creative agencies and organisations) and develop the set of principles and parameters discussed in sections 3.6 and 3.7. The aim would then be to work these up into a Regeneration Scheme Vision and, given that a private sector partner is likely to be required to deliver this, to also define an appropriate Development Brief and

procurement process. This work would be subject to a further report to Executive in February 2015.

- 3.20 An e-petition entitled '*Leave the Art Gallery & Museum in the Pump Rooms, free for all to enjoy*' was submitted to the Council in February 2014 and received 341 signatures before it closed in August 2014. The petition requested that '*free public access is retained to the Art Gallery, Museum and Library in the Pump Rooms and that they should remain in the Pump Rooms as part of Leamington's heritage*'. The full petition and published response, stating that members would have the opportunity to consider the petition as part of this report can be viewed at:  
<https://estates4.warwickdc.gov.uk/cmisp/Petitions/tabid/90/ID/30/Leave-the-Art-Gallery-Museum-in-the-Pump-Rooms-free-for-all-to-enjoy.aspx>
- 3.21 Clearly, the recommendations in this report do not deliver everything that the petition requests. However, they are completely aligned with the principle of 'free public access' being maintained to the Royal Pump Rooms building. This is entirely consistent with the principle that the Royal Pump Rooms complex is a vital component of Leamington's history and heritage and, by implication, should remain free for all residents and visitors to enjoy. Indeed, this principle underpinned the Council's historic decision to invest in the complex.
- 3.22 However, it should be recognised that the building's history is that of a working spa and treatment complex and that the decision to and move the Art Gallery, Museum and Library into the buildings was relatively recent. The recommendation is the Art Gallery & Museum should stay in the Royal Pump Rooms but that *in-principle* consideration should be given to investigation of options to relocate the Library. The purpose of doing so would be to open up the building to the public further and actually increase free public usage of the Royal Pump Rooms complex by providing a better overall offer.
- 3.23 This recommendation is further qualified inasmuch that any potential relocation proposal would need to deliver a new, high quality Library, elsewhere in the town centre. Any such proposal would need to be acceptable to the County Council and would be subject to a further report to Executive who would be in a position to make an informed decision as to whether the proposed alternative use of the space currently occupied by the Library would better contribute to the wider regeneration vision, the creation of a Cultural & Creative Quarter and the further investment in the Pump Room Gardens. Consequently, officers believe that whilst the proposals do not fully meet the stated outcomes sought by the petitioners they should give considerable comfort to all parties that the principles underpinning it are fully accepted.

#### 4. **POLICY FRAMEWORK**

- 4.1 The Council's Fit for the Future programme is designed to ensure that the Council meets the challenges of decreasing finances, increasing expectations and changing demand.
- 4.2 The recommendations in this report are fully consistent with the Fit for the Future programme's principles. More efficient use of the Council's assets in the Royal Pump Rooms and the Spencer Yard area would enable service delivery and the town centre offer, to be improved for the benefit of the public, and provide opportunities for new micro-businesses wishing to start-up and locate in this new Cultural and Creative Quarter. The proposals would also aim to

produce financial savings, and reduction of the Council's future financial exposure.

- 4.3 The principle of using assets efficiently and seeking regeneration opportunities is also consistent with the Council's vision and Sustainable Community Strategy's general focus of furthering economic, social and environmental well-being for the district and the specific focus on the town centres of Leamington, Warwick and Kenilworth to underpin and develop economic activity.

## **5. BUDGETARY FRAMEWORK**

- 5.1 As outlined in Section 3.2 above to maintain the Royal Pump Rooms in its current condition without any improvements would require £2.5 million over the first 10 years (£660k and £1.9 million), a total of just under £4 million over 30 years. This includes general repairs, statutory maintenance and all associated Capital Works.
- 5.2 The existing Revenue Budget Costs for running the building, (apart from Repairs and Maintenance which are included in the figures in 5.1 above) are £87,000 This excludes the operational costs of providing this Council's Services and the proportion of costs which are recharged as Service Charges to other (non-Warwick District Council) occupants of the Building.

## **6. RISKS**

- 6.1 This is the very first stage of a potential project. Officers are not seeking Executive's commitment to any financial or contractual arrangements. The potential initial risks are that key stakeholders may not support any regeneration proposals. This is why officers are now recommending further work with these parties to scope out and further define a vision and development brief to provide clarity for further consideration. Specifically agreement would need to be reached with WCC in respect of the Library space. Officers propose to progress such discussion as part of the next-stage work.
- 6.2 In view of the above officers believe that the risks to the Council are very low at this early and initial non-committal stage of this potential project.

## **7. ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 The Council could opt to do nothing. In this eventuality, its current financial liabilities for the Royal Pump Rooms would remain; and any vision and potential for taking Spencer Yard area and a Cultural and Creative Quarter vision forward not realised.
- 7.2 The Council could decide to exclude the Royal Pump Rooms from any wider Cultural and Creative Quarter project proposal. By implication this also includes the proposal to relocate the Library. However, section 3 sets out the reasons why this would fundamentally prejudice and weaken any overall transformational approach to a Cultural and Creative Quarter, and the attractiveness of the potential project.

## **8. LEGAL ISSUES – WARWICK DISTRICT COUNCIL ACT 1984**

- 8.1 Depending on what proposals relating to future use of the Royal Pump Rooms themselves are brought forward to the February 2015 Executive, officers will need to carefully consider the provisions within the Warwick District Council Act 1984, in so far as the Act deals with the Royal Pump Rooms and Gardens.
- 8.2 Section 9 of the 1984 Act gives the District Council extensive powers to manage the Royal Pump Rooms and Gardens and to lease the same for any purpose for any term. Therefore, were any proposals to be advanced for alternative use of the Library space they would need to be compliant with the provisions of the Act.

# Appendix One

## Summary of market testing by officers:

### Options and Feedback:

**1. A commercially driven mixed-use scheme:**

There would be strong demand market for a very commercially driven mixed-use scheme for this building (i.e. comprising, say a small supermarket and branded chain restaurants). However, this approach has been discounted as being completely inappropriate, and unsupportable for this landmark building. It would require the majority or the whole of the building, and the relocation of the existing services.

**2. Office, residential or hotel use option:**

The building is unsuited for such uses. Its Grade 2 listed status and interior layout would provide substantial planning, design and financial challenges for any such conversion. The lack of on-site car parking would compound this lack of attraction to the market. In addition any such scheme this would require possession of all of the building, with these new uses denying the present public access.

**3. Conversion to a modern health Spa ("Putting the Spa back into Leamington Spa"):**


Whilst this initially appears to be a potentially attractive option, and new attraction for the town, it is very clear that there would be no commercial market demand for the private sector to convert, develop and operate the Royal Pump Rooms as a commercial spa complex at the present time. The complex does not have the capacity or mass to include either the crucially required on-site high quality hotel, or the on-site car parking demanded by operators and customers. Also, such town centre locations are under pressure due to the dominance of the increasing number of very high quality rural or out of town based country 'resort' hotel spas, offering the very full range of indoor and outdoor facilities now being demanded. Consequently, the Pump Rooms would only be able to meet the day market (that is in decline).

As with the first option the a commercial spa would also require the whole building requiring the relocation of the current services, and I addition substantially reduce the present free public access to this building.



## Appendix Two



 <b>Executive – 3 December 2014</b>		<b>Agenda Item No.</b> <b>9</b>
<b>Title</b>	Tachbrook Country Park	
<b>For further information about this report please contact</b>	Daniel Robinson Nick Corbett David Anderson	
<b>Wards of the District directly affected</b>	Warwick South and Bishop's Tachbrook	
<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>		

<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>	No
<b>Equality Impact Assessment Undertaken</b>	No (If No state why below)
This will follow when the detailed design of the Country Park is undertaken.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19.11.14	Chris Elliott
Head of Service	19.11.14	Tracy Darke
CMT	19.11.14	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	19.11.14	Mike Snow
Monitoring Officer	19.11.14	Andrew Jones
Finance	19.11.14	Mike Snow
Portfolio Holder(s)	20.11.14	Les Caborn, Dave Shilton
Consultation & Community Engagement		
The principle of the proposal for the Tachbrook Country Park has been the subject of consultation through the Local Plan process. However, consultation on the detailed content and layout will still need to be undertaken once Councillors have given officers a direction as to whether they wish to take it on.		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
Further reports on funding and on the specifics of the content of the proposed park.		

## 1. **Summary**

- 1.1 The purpose of this report is to seek Executive approval for the Council to be prepared to acquire the ownership of land to the south of Harbury Lane for the purposes of a Country Park. It is anticipated that the Council will raise approximately £2.3m for the installation and maintenance of Tachbrook Country Park through Section 106 (S106) planning agreements. A study commissioned by Officers confirms that the anticipated S106 contributions will be sufficient for installation of the park and subsequent maintenance for a period of 13 years. A further report is suggested regarding the funding profile and the detailed content of the proposed park.

## 2. **Recommendation**

- 2.1 That Executive agree to acquire land currently controlled by Gallagher, as shown on the plan in Appendix 1, for the purposes of a Country Park.
- 2.2 That Executive agree to the principle of acquiring further land, identified for use as the Country Park, as this comes forward. It is anticipated that this will follow the extent of the boundary set in the Publication Draft Local Plan, however this will be subject to further refinement and negotiation through the planning process.
- 2.3 That the Executive consider a future report to agree the precise content of the proposed park and on the relevant capital and revenue funding necessary for the proposed Country Park.

## 3. **Reasons for the Recommendation**

- 3.1 Policy DS13 of the Publication Draft Local Plan identifies land for a Country Park between the southern edge of new development sites off Harbury Lane and Bishop's Tachbrook. The Country Park will address identified deficiencies in access to the countryside and natural green space in this area; act as a strong green buffer to prevent further urban encroachment; provide for a range of recreational activities; and improve the ecological value of the area.
- 3.2 A number of planning applications for the identified housing allocations within the Publication Draft Local Plan have already been submitted, and some have been determined, within the Southern Development Area. The Council has sought to secure infrastructure needs identified in the Local Plan and Infrastructure Delivery Plan, including the Country Park, through S106 contributions.
- 3.3 In particular, on 19 August 2014, the Planning Committee resolved to approve the application for 785 houses at Lower Heathcote Farm subject to a S 106 agreement being signed. This S106 agreement was signed on 19 September 2014. The key obligations in the S106 relating to the proposed country park are set out at Appendix 2. This agreement obligates the applicant, Gallagher UK, to make an offer to the Council for land for a Country Park for the sum of £1 prior to the commencement of development. The Council then has 30 working days to determine whether it wishes take up this offer. If it chooses not to do so, the land would remain under the control of Gallagher, whereby they will submit proposals for a Country Park in due course. Based on discussions officers have had with Gallagher the land likely to be offered is that shown on the plan in Appendix 1 which amounts to 19.9ha (49.2 acres).



- 3.4 The S106 agreement signed for the above scheme, along with others already agreed in the Southern Development Area, includes £768 (index linked) per dwelling (including affordable housing) towards the provision and maintenance of the Country Park. The Council expects that all development within the Southern Development Area will contribute this amount through S106 agreements and, in total, it will amount to approximately £2.3m.
- 3.5 A planning application from the owners/developers of the remainder of the land south of Harbury Lane and which includes the remainder of the proposed country park is likely to be submitted by early January, officers have been informed. Should that application be approved then it is likely that similar provisions relating to the country park would be incorporated within any S106 agreement. Consequently a decision in respect of the land forming part of the Gallagher application will set a precedent for how the Council needs to respond on the other part of the proposed country park.
- 3.6 There are two considerations for members to make on this matter.
- 3.7 Firstly, to consider whether the forecast S106 funding is enough to deliver a country park. To help determine this issue, a high level exercise was commissioned. Plans at Appendix 3 provide a visual indication of what the Country Park could look like. The key point is that the findings from the work undertaken by consultants confirms that it is possible to deliver and maintain for a 13 year period a Country Park based on the Section 106 receipts likely to be received. Like other parks and open spaces secured through section 106 agreements, maintenance is costed for a period of 13 years.
- 3.8 The study sets out those elements 'essential' to a country park such as walking and cycling paths, grassland areas and further woodland and tree planting. Consultants have also suggested costs for both 'desirable' and 'aspirational' elements of a country park. These desirable and aspirational features are beyond the scope of the anticipated S106 receipts but could in future be developed if additional funding from other sources was secured. Section 6 of Appendix 3 outlines other potential sources of funding that could be sought for those desirable and aspirational elements suggested and also to help with the ongoing maintenance of the park after the 13 year period. These sources include sponsorship; subscriptions and donations; commercial opportunities such as concession; Forestry and Countryside management schemes and funding bodies.
- 3.9 Although the evidence suggests that a country park based on essential elements could be delivered using the S106 funding, public consultation on the precise content and layout would be needed before moving toward any implementation of a scheme. This would both be determined by and would determine the level of funding necessary, capital and revenue. This would be subject to a further report.
- 3.10 Secondly, is the issue of when would the park need to be delivered and is that achievable. The criteria set out within the S106 in relation to the Gallagher planning application (W/14/0661), specifies that the transfer must be upon occupation of the 400<sup>th</sup> dwelling, and then the Council must ensure the land is used as a Country Park within five years of this transfer or the land must be returned to the existing owner, (see Appendix 2). Effectively the Country Park has to be brought into use in some form between the completion of the 400<sup>th</sup>

house being built and 5 years later. This is clearly difficult to be precise as it will be dependent on the rate of house building locally but it is reasonable to assume that the transfer date might not be for 3 years from now.

- 3.11 The availability of funding via the S106 agreements is also more difficult to determine since it is also related to the rate of house building locally. There may be a time gap between when funding is available and when it needs to be spent. As a consequence it is suggested that ahead of expenditure being incurred on creating the Country Park or maintaining the land, a report should be brought back to the Executive to agree for the relevant capital and revenue budgets and funding thereof at the same time as agreeing the precise content of the park following public consultation. This would allow officers more time to work out issues of forward funding or of phasing any works in line with the availability of funding.

#### **4. Policy Framework**

- 4.1 The Council has allocated land in the Draft Local Plan (April, 2014) for a Strategic Urban Extension, with a Country Park, to the south of Royal Leamington Spa, Whitnash, and Warwick, which will provide approximately 3000 new homes in garden town settings. The Council has presented its vision for sustainable housing growth in its approved document, "Garden Towns, Villages and Suburbs, a prospectus for Warwick District, (May, 2012)".

#### **4.2 Fit for the Future**

Adopting a proactive and coordinated approach to delivering housing growth and related infrastructure such as the Country Park will enable a positive contribution to be made towards the Council's 'Fit for the Future' policy, and specifically its vision for making Warwick District a great place to live work and visit.

#### **5. Budgetary Framework**

- 5.1 Developer contributions of £768 per dwelling for all 3,000 homes in the Southern Development Area (i.e. the Strategic Urban Extension) are being sought via Section 106 agreements. This will generate funding of £2,304,000 between 2014 and an estimated completion of all housing by 2029.
- 5.2 It is expected that the bulk of housing will be completed within ten years, and as such most of the developer contributions towards the Country Park will be collected within ten years. It is not possible to forecast the future performance of the housing market with certainty, but discussions with developers suggest the sites within the Strategic Urban Extension are amongst the most marketable in the West Midlands and so the risk of them not being developed is mitigated by their attractiveness to the market.
- 5.3 The S106 funding has been set at a level sufficient to meet the cost of creating a basic new Country Park, including maintenance costs for 13 years, based upon figures provided by Warwickshire County Council's ecology service.
- 5.4 It is unlikely that there will be sufficient capital to deliver the Country Park within 5 years without some form of forward funding. This is a situation faced by a number of types of infrastructure that are necessary to deliver the Southern Development Area. Work is currently being undertaken on behalf of

the Council by the Local Government Association to assess forward funding options. Upfront funding if necessary would present an additional cost to the Council in terms of borrowing or lost investment interest which will need to be accommodated within the Council's future revenue budget. Equally, the works to create the park could be phased in line with the availability of S106 funding.

- 5.5 Appendix 2 outlines in detail the Capital and Maintenance costs necessary to deliver the Country Park. The headline summary of these costs is listed below for the "essential" scheme as funded by the Section 106 contributions. These costs have been produced by the Council's consultants, Red Kite, who are experienced in developing country parks, and the figures, which are based upon today's costs, have been checked by the Council's Greenspace Manager:

Capital Items	£1,200,393
Contingency (5%)	£60,019
Professional Fees (10%)	£120,039
Total Capital Costs	<u>£1,380,451</u>

Maintenance	£57,686
Annual Management Fee	£6,000
Contingency	£7,568
Total Annual Maintenance Costs	£71,524
13 Year Maintenance Liability	<u>£859,271</u>

<b><u>Total</u></b>	<b><u>£2,239,722</u></b>
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- 5.6 If the Country Park is considered a newly established priority for the Council it may require revisiting the priorities established in the adopted Green Space Strategy and the current improvement programme. The revenue funding to be provided as part of the S106 contributions is calculated to fund 13 years revenue costs. Any revenue costs above the estimate and beyond year 13 will be an additional cost to the District Council. A further report on the content and on the financing and phasing of any works is therefore essential.

## **6. Risks**

- 6.1 The risks associated with the Council not acquiring the land for the Country Park are that delivery will then fall to the developers of three separate sites, increasing the risk of an uncoordinated approach, delays, and a quality that does not match the standards the Council aspires to.
- 6.2 If the Council does acquire the Country Park, there will be financial risks associated with this. These include:-
- that development does not come forward at the pace anticipated, this would result in section 106 receipts being delayed and would require the Council to borrow for a longer period
  - Increased interest rates
  - Increased costs of the capital works
  - Increased costs in the maintenance costs above those allowed for
  - Running costs beyond year 13
  - Public/member aspirations being above the essential scheme which is to be funded by the S106 contributions.

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

- 7.1 As referred to above, the Section 106 agreement signed between the Warwick District Council and Gallagher provides for Gallagher to propose a scheme for a Country Park and to lay it out. However, on this basis the land would not transfer to the Council but remain in private ownership. This would mean that the Council has less control over the design and use of this element of park. Furthermore, it may prove more difficult to ensure a Country Park is planned for in a cohesive way across all existing land ownerships. In addition it would be managed by a private management company. Past experience of management companies indicates that they do not always manage green spaces to the standards to which the Council aspires.

## **8. Background**

- 8.1 A forum has been set up of the landowners and developers in the Strategic Urban Extension area, chaired by Warwick District Council's Chief Executive, to facilitate a collaborative approach between developers and the Council in delivering the new garden settlements.
- 8.2 The Council has been successful in securing the assistance of ATLAS through a bid to the Large Sites Infrastructure Programme and ATLAS have committed to working on the project in support of a collaborative approach.
- 8.3 Planning permission has now been granted for over 2000 homes within and abutting the strategic urban extension and applications for over 1000 more homes are expected. Work has begun on site, with a scheme by Barratt Homes in partnership with Gallagher UK, being implemented north of Harbury Lane.
- 8.4 However, there are still a number of challenges to be overcome as the Council attempts to secure a comprehensive masterplan approach to the development of individual strategic sites, and to implementing major items of community infrastructure, including the Country Park, alongside the building of new homes.
- 8.5 By delivering the Country Park the Council will be supporting a collaborative approach and it will be assisting in the creation of an aspirational environment.



## Tachbrook Country Park

Scale  
0 25 50 75 100 125 m

SP3062NW | 1:4000 @ A4 | 12/11/2014 | DSR | Grid Reference: 430388E, 262731N

The following is a summary taken from the S106 linked to the Gallagher planning application W/14/0661 for 785 dwellings south of Harbury Lane. :

Prior to commencement of development the Owner must submit proposals for the area of land to comprise the Country Park Land for approval by the Council and the Council will respond in 30 working days.

After the Country Park land area has been agreed, the Owner shall offer to transfer the Country Park land to the Council for £1 and the Council shall confirm in writing whether it accepts the offer within 30 working days.

When the Council has accepted the offer from the Owner to transfer the Country Park Land for £1 to the Council, it is then upon occupation of the 400<sup>th</sup> dwelling on the Development that the owner shall transfer the Country Park Land to the Council.

The Council must use the land as a Country Park purpose within five years of the date of the transfer or the land will be returned to the Owner.

Where the Council has accepted the offer of transfer, prior to the occupation of no more than 50% of the dwellings in an area the Owner shall pay to the Council the Country Park contribution (£768 per dwelling) for that area.

Where the Council does not accept the offer of the land for the Country Park, the Owner shall implement the Country Park scheme. Prior to the occupation of the 200<sup>th</sup> dwelling on the development, the Owner shall submit detailed proposals for the laying out of the Country Park land, and the Council shall agree this scheme within 40 Working Days.

Where the Council does not accept the offer, the Owner will prior to the occupation of the 400<sup>th</sup> dwelling either transfer the Country Park land to a management company or shall retain ownership of the Country Park and impose obligations on a Management Company to maintain and manage the Country Park land.



# ***TACHBROOK*** COUNTRY PARK

Warwick District Council



*Masterplan*

## **Contents**

1.0	Introduction	3
2.0	Location Plan	4
3.0	Tachbrook Country Park Masterplan	5
4.0	Options and Cost Scenarios	6
	- Essential	7
	- Desirable	8
	- Aspirational	9
5.0	Visualisations	10
6.0	Potential Funding	12
7.0	Forward Strategy	13
8.0	Acknowledgements	14



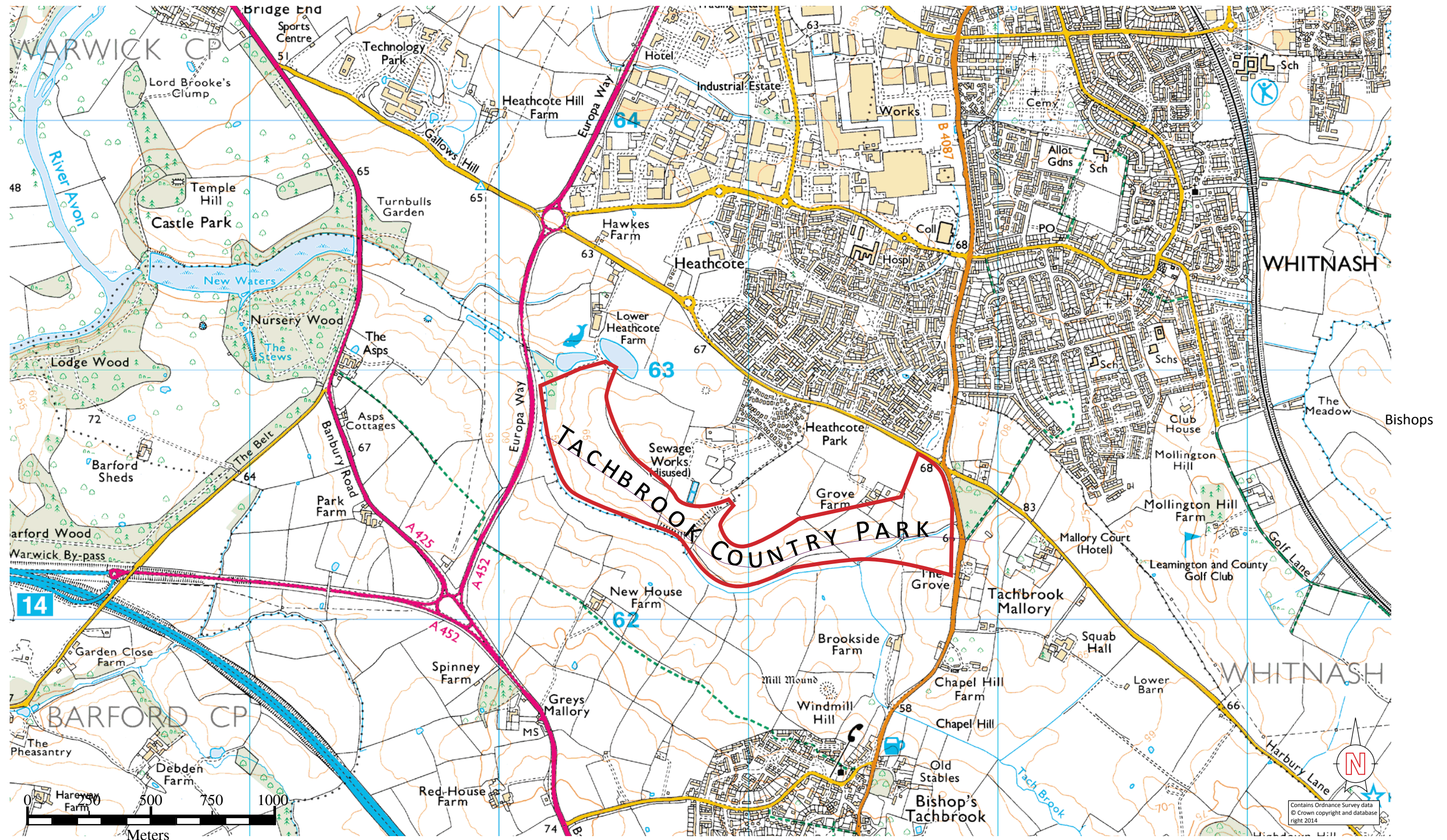
### 1.0 Introduction

- 1.1 This document sets out the initial headline masterplan proposals for the creation of Tachbrook Country Park. Tachbrook Country Park will be established as part of the planned urban extension to the south of Royal Leamington Spa on land south of Harbury Lane located between Lower Heathcote Farm and Grove Farm. The Country Park is a specific requirement of Warwick District Council's Local Plan to create a well designed and functional Country Park that will form part of the green infrastructure for the planned development and will be an integral component of the garden suburb design principles, the vision for which is outlined in 'Garden Towns, Villages and Suburbs: A prospectus for Warwick District Council, May 2012'.
- 1.2 The Policy Map of the Draft Local Plan proposes a new Country Park of approximately 62 hectares. The new Tachbrook Country Park will form one of the largest green open spaces in Warwick District and will be the main green space within the urban extension. Subsequent planned public open space within proposed developments will link to the Country Park; providing a seamless and integrated network of semi natural, formal and recreational green spaces.
- 1.3 This document and masterplan has been prepared by Red Kite Network Limited on behalf of Warwick District Council. The masterplan has been created to assist Warwick District Council in determining the scope and extent of the new Country Park and how the park will be ultimately be designed, constructed and maintained.
- 1.4 The scope of work to prepare the plan has included a review of planning policy, review of current planning applications for the area, a review of other similar sized Country Parks within the UK and an assessment of establishment costs and potential maintenance liabilities. Based on the review, a masterplan has been prepared and a series of potential options for implementation derived.
- 1.5 This document therefore provides an initial masterplan and supporting evidence for Warwick District Council to make an informed decision regarding the size, implementation and subsequent management and maintenance of the proposed Tachbrook Country Park. It is anticipated that this document will be used to inform further discussions with all stakeholders in order that proposals for the Country Park can be refined and taken forward. It is expected that a more detailed masterplan, feasibility and business plan will be undertaken prior to detailed design proposals being completed.





## 2.0 Location Plan





## 3.0 Masterplan





## 4.0 Options and Cost Scenarios

4.1 In determining the potential extent and scope of the proposed Tachbrook Country Park, a number of options and scenarios have been considered. Critical to the deliverability of Tachbrook Country Park is affordability and functionality. Natural England have outlined a minimum standard for a Country Park in their Country Park Accreditation Scheme. Using this model, three scenarios have been established- *essential*, *desirable* and *aspirational*. Each option and scenario can be accommodated within the overall masterplan depending on available finances.

4.2 **NOTE:** The options and cost scenarios have been prepared in relation to the masterplan outlined in section 3.0. It is anticipated that the proposed wetland, reedbeds and balancing ponds will be provided as part of the main residential development and will form an element of the overall Sustainable Urban Drainage Scheme for the adjacent housing site. This component has therefore been shown within the overall masterplan but the direct costs of provision have been excluded. The on going maintenance of the reedbeds, wetlands and balancing ponds have however been accounted for as part of the overall maintenance cost proposals.

All prices shown for the masterplan exclude VAT and are subject to further site investigations, detailed design, statutory consents, planning consents and negotiations.





### Essential

- Boundary fencing
- Semi natural habitats e.g. woodland, open water and meadows
- Entrance signs and information boards
- Footpath network
- Benches and bins
- Way markers (signage)
- Gates / access control
- Car park



### Capital Costs

Item	Quantity	Unit	Cost	Total
<b>Main Pathway</b>				
_2.5m Wide Tarmac Pathway	765	lin.m	£162.50	£124,312.50
<b>Minor Pathway</b>				
_2m wide Breedon Gravel Pathway	3485	lin.m	£80.00	£278,800.00
Parkland Trees	298	no.	£350.00	£104,300.00
Proposed woodland	83856	m²	£1.50	£125,784.00
Meadow- cut	39517	m²	£0.50	£19,758.50
Meadow-graze	333491	m²	£0.50	£166,745.50
Pedestrian Bridges - Wetland (3m)	2	no.	£1,500.00	£3,000.00
Pedestrian Bridges - Tach Brook (7.5m)	2	no.	£10,000.00	£20,000.00
Gates	13	no.	£1,000.00	£13,000.00
Entrance signage and information	3	no.	£1,500.00	£4,500.00
Signage	20	no.	£350.00	£7,000.00
Car Park (50 spaces)	1230	m²	£95.00	£116,850.00
Car Park Sundries (bollards x 100, Barrier)	1	Item	£11,000.00	£11,000.00
Boundary fencing - Stock proof post and wire fencing (Provisional)	5486	lin.m	£22.00	£120,692.00
Benches	20	no.	£850.00	£17,000.00
Picnic benches	10	no.	£1,200.00	£12,000.00
Litter bins	35	no.	£550.00	£19,250.00
Hedgerow Refurbishment and Creation	2000	no.	£12.50	£25,000.00
Pond Dipping Platform	120	m²	£45.00	£5,400.00
Bird Hide	400	m²	£15.00	£6,000.00
Contingency (5%)				£60,019.63
Professional Fees (10%)				£120,039.25
<b>Total</b>				<b>£1,380,451.38</b>

### Maintenance Costs

Item	Quantity	Unit	Cost	Total
Existing woodland - Assorted tree maintenance works and selective felling	73663	m²	£0.10	£7,366.30
Parkland Trees - Inspection of stakes and ties, top up of bark mulch	336	no.	£1.00	£336.00
Proposed woodland - Inspection of stakes, ties and tree guards	83856	m²	£0.02	£1,677.12
Proposed woodland - Beating up, aftercare and establishment period (first 5 years only){NOTE: Reduced maintenance period reflected in 13yr total}	8.38	Ha	£1,000.00	£8,380.00
Litter- site weekly	1	no.	£0.50	£3,744.00
Breedon Gravel Pathways - Litter pick and refurbish	13017	m²	£0.50	£6,508.50
Reeds - Annual cut 10% of area	10170	m²	£0.25	£2,542.50
Meadow - Annual cut and remove	16271	m²	£0.50	£8,135.50
Meadow - Grazing	316603	m²	£0.06	£18,996.18
<b>Annual Management Fee</b>			<b>£6,000.00</b>	
<b>Annual Contingency Fee (10%)</b>			<b>£7,568.61</b>	
<b>Annual Total</b>			<b>£71,254.71</b>	
<b>13 year maintenance liability</b>			<b>£859,271.23</b>	

ESSENTIAL TOTAL £2,239,722.61



### Desirable

- Cycle and/or horse trails
- Easy access / DDA trail
- Children's play facilities
- Amenity areas e.g. football pitches
- Brown tourism signs (external to site)
- On site staff during day time hours
- Refreshments stand and toilets
- Green Flag Award



### Capital Costs

Item	Quantity	Unit	Cost	Total
Refreshments stand and public toilets	100	m <sup>2</sup>	£1,500.00	£150,000.00
Play Area	1	-	£110,000.00	£110,000.00
Brown tourism signs (external to site)	5	no.	£450.00	£2,250.00
Total				<b>£262,250.00</b>

### Maintenance Costs

Item	Quantity	Unit	Cost	Total
Pavilion / cafe - maintenance and revenue	1	Item	£20,000.00	£20,000.00
On site staff during day time hours- annual salary, on costs and equipment etc	1	no.	£30,000.00	£30,000.00
Green Flag Award - application	1	no.	£400.00	£400.00
MUGA and Play Area -Maintenance and Inspection	1200	m <sup>2</sup>	£0.50	£600.00
MUGA and Play Area -annual external inspection	1	no.	£700.00	£700.00
Annual Total				<b>£51,700.00</b>
13 year maintenance liability (inc previous works)				<b>£1,531,371.23</b>

**DESIREABLE TOTAL £3,174,072.61**

## Aspirational

- Visitor and interpretation centre
- Water sports / activity spaces
- Dedicated events space
- Interpretation boards
- Dedicated staff presence
- Dedicated trails e.g. sculpture
- Coach park / bus stop
- Country Park accreditation



## Capital Costs

Item	Quantity	Unit	Cost	Total
Visitor / interpretation centre (Pavilion / cafe)	200	m <sup>2</sup>	£2,000.00	£400,000.00
Associated path	113	lin.m	£55.00	£6,215.00
Water sports / activity areas	1000	m <sup>2</sup>	£1,500.00	£1,500,000.00
Dedicated events space	10000	m <sup>2</sup>	£125.00	£1,250,000.00
Interpretation boards	5	no.	£1,500.00	£7,500.00
Dedicated trails - sculpture etc.	1	Item	£500,000.00	£500,000.00
Coach park / bus stop	1	Item	£50,000.00	£50,000.00
Total				<b>£3,713,715.00</b>

## Maintenance Costs

Item	Quantity	Unit	Cost	Total
Management and maintenance of visitor centre	1	no.	£40,000.00	£40,000.00
Management and maintenance of water sports	1	no.	£40,000.00	£40,000.00
Management and maintenance of events space	1	no.	£40,000.00	£40,000.00
Trail/board maintenance	1	no.	£1,000.00	£1,000.00
Annual Total				<b>£121,000.00</b>
13 year maintenance liability (inc previous works)				<b>£3,104,371.23</b>

ASPIRATIONAL TOTAL £8,460,787.61



**5.0 Visualisations**





**5.0 Visualisations**





### 6.0 Creating an aspirational Country Park

6.1 The proposed Country Park has potential to contribute to many of the social, economic and environmental agendas facing society now and in the future. As part of the legacy planning for the Country Park it is envisaged that Tachbrook Country Park will become a sustainable resource for the community beyond the current planned 13 year maintenance period. Tachbrook Country Park will have the potential to generate income and attract external funding and this will need to be planned for as the park becomes established over the next 13 years. In considering any future business plan for the Country Park the following potential income sources should be taken into consideration.

Potential opportunity	Potential source (example)
<b>Local businesses and community</b>	
Sponsorship/patronage	<ul style="list-style-type: none"> <li>Sponsorship of specific elements or features e.g. signs, play space or habitats</li> <li>Sponsorship of marketing material e.g. leaflets and web site</li> </ul>
Subscriptions and donations	<ul style="list-style-type: none"> <li>Annual membership of Friends Groups.</li> <li>Collections and donations for specific projects e.g. public art</li> </ul>
Individual bequests	<ul style="list-style-type: none"> <li>Memorial benches or trees.</li> <li>Legacy donations for specific projects e.g. bird hides.</li> </ul>
<b>Leases and licences</b>	
Commercial	<ul style="list-style-type: none"> <li>Concessions e.g. ice creams</li> <li>Catering e.g. rental lease</li> <li>Hire of space e.g. outdoor theatre</li> </ul>
Non commercial	<ul style="list-style-type: none"> <li>Charity events e.g. fun runs</li> <li>Grazing of animals e.g. meadows</li> </ul>

<b>Land stewardship</b>	
Forestry	<ul style="list-style-type: none"> <li>Woodland Grant Scheme</li> <li>Sale of timber/fire wood</li> <li>Sale of woodland products</li> </ul>
Countryside management	<ul style="list-style-type: none"> <li>Entry level and Higher Level Stewardship payments</li> <li>Sale of hay/straw</li> </ul>
<b>Customers and users</b>	
Vehicles	Car parking charges Motor home parking charges
Goods	Sale of merchandise Sale of refreshments
Events and activities	Guided walks Children's events
Hire of equipment	Bike/boat hire Rental of equipment e.g. binoculars
<b>Funding bodies</b>	
Heritage Lottery Fund	Specific heritage projects
Awards for All	Community led activities e.g. events
Sport England	Formal sports activities targeted at specific audiences
Aggregate Levy	Various funds for environmental schemes e.g. ponds and bird hides

### 7.0 Forward Strategy

7.1 To progress the establishment and delivery of Tachbrook Country Park the following should be considered in the short to medium term.

- **Site Investigations**- collation of information regarding the history, ecology and current use of the site and potential constraints e.g. land contamination.
- **Due diligence**- legal compliance issues such as land ownership, covenants etc.
- **Business plan**- detailed financial proposals and options appraisal for ongoing management and maintenance to inform proposed layout/design.
- **Feasibility study**- assessment of technical issues such as proposed drainage.
- **Design proposals**- detailed design proposals and specifications.
- **Detailed masterplan**- final masterplan for public consultation.
- **Project plan**- detailed timeline and proposals for tendering, construction and implementation.

## 8.0 Acknowledgements

This document has been produced by Red Kite Network Limited. Red Kite Network Limited would like to acknowledge the help and support of:

**David Anderson**, Warwick District Council

**Daniel Robinson**, Warwick District Council

**Nick Corbett**, Warwick District Council

Report Title: Tachbrook Country Park Masterplan

Report Status: Final

Issue date: 4th November 2014


Report ref: 176.14/ submission/2014.11.04

Report author:

Red Kite Network Limited, Ironbridge Business Centre, Wesley Rooms, Jockey Bank, Ironbridge, TF8 7PD.

e [info@redkitenetwork.co.uk](mailto:info@redkitenetwork.co.uk) t 01952 433380 [www.redkitenetwork.co.uk](http://www.redkitenetwork.co.uk)



 <b>Executive</b> <b>3<sup>rd</sup> December 2014</b>		<b>Agenda Item No.</b> <b>10</b>
<b>Title</b>	Coventry Local Development Plan Consultation Response	
<b>For further information about this report please contact</b>	Dave Barber Planning Policy Manager	
<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>	N/A	
<b>Background Papers</b>	The New Coventry Local Development Plan (2011-2031)	

<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>	No
<b>Equality Impact Assessment Undertaken</b>	No (If No state why below)
EqIA is not considered necessary as this is report is not establishing Council policy	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	10/11/14	All
Head of Service	7/11/14	Tracy Darke
CMT	10/11/14	
Section 151 Officer	11/11/14	Mike Snow
Monitoring Officer		
Finance	11/11/14	Mike Snow
Portfolio Holder(s)	13/11/14	Cllr Caborn
Consultation & Community Engagement		
The Publication Draft Local Plan has been subject to consultation during May and June. The results of this consultation will be reported to Council with the submission draft Local Plan. The Gypsy and Traveller Site Allocations Plan was subject to consultation in 2013 and 2014.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 This report seeks agreement for the response to Coventry City Council's Local Development Consultation as set out in Appendix 1.

## 2. **Recommendations**

- 2.1 That the consultation response set out in Appendix 1 be agreed as Warwick District Council's representation to Coventry City Council Local Development Plan Consultation.

## 3. **Reasons for the Recommendations**

- 3.1 Coventry City Council has consulted on the next step in delivering a new Local Plan for the City. The consultation document is available on the City Council's website here:

[http://www.coventry.gov.uk/localplan/downloads/file/1/core\\_coventry\\_development\\_plan](http://www.coventry.gov.uk/localplan/downloads/file/1/core_coventry_development_plan)

The Plan was open for consultation for a seven week period commencing on 12<sup>th</sup> September and ending on 31<sup>st</sup> October. Officers have submitted a draft representation to the City Council within the consultation period and have also obtained the City Council agreement that this representation may be amended following consideration by Executive.

## 4. **Policy Framework**

- 4.1 **Policy Framework** – a sound local plan for Warwick District is dependent on effective working with Coventry City Council through the Duty to Cooperate. The draft representation reflects the priority Warwick District Council has placed on Duty to Cooperate in previous policy decision, including in the Publication Draft Local Plan. The representations are also consistent with current Council policy (as set out in the Publication Draft Local Plan) with regard to Objectively Assessed Housing Need. In supporting scenario 3, the draft representation seeks to encourage Coventry City Council to pursue a Local Plan which is based on sustainable growth and which seeks to accommodate as much development as can reasonably be justified within the City Boundary. This is also consistent with Warwick Council Policy as set out in the Publication Draft Local Plan.

- 4.2 **Fit for the Future** – the report does not have any direct impacts on Fit for the Future

- 4.3 **Impact Assessments** – As there are no policy changes directly associated with this report, this report does not directly impact on equalities.

## 5. **Budgetary Framework**

- 5.1 There are no budgetary implications of this report

## 6. **Risks**

- 6.1 Risk 1: There are complex Duty to Cooperate discussions taking place with regard to how the Housing Market Area's Objectively Assessed Need is met.

These discussions have been the subject of a report to the Economic Prosperity Board (EPB) and will be subject to further consideration by the EPB. Until these discussions are concluded there is a risk that the shortfall of 200-250 houses per annum will not be effectively addressed. This would put the Local Plan at risk. However, this risk is being mitigated through active involvement in Duty to Cooperate discussions and it is expected that the process for dealing with the shortfall will be agreed prior to the submission of the Local Plan.

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

- 7.1 A range of alternative representations could be made. However, it is difficult to envisage significantly different representations without conflicting with current Council policy as set out in the Publication Draft Local Plan.

Appendix 1: Warwick District Council's response to Coventry City Council's consultation on their 'New Coventry Local Development Plan (2011 - 2031)

**Warwick District Council's response to Coventry City Council's consultation on their 'New Coventry Local Development Plan (2011 - 2031) Delivering Sustainable Growth September 2014' consultation paper**

Thank you for consulting Warwick District Council on the first stage on your Local Development Plan.

**Duty to Cooperate:** Warwick District Council recognises the description of Duty to Cooperate set out in section 4 of the document. We welcome the input of Coventry City Council is preparing joint evidence and in progressing effective cross boundary approaches to strategic issues such as the level and distribution of housing across the Housing Market Area. The continued commitment to Duty to Cooperate as set out in Chapter 4 is also welcomed and Warwick District Council looks forward to continued constructive dialogue as our Plans are prepared and reviewed.


**Objectively Assessed Housing Need:** Following the completion of the Joint SHMA Addendum in 2014, Warwick District Council considers that the evidence indicates that the Objectively Assessed Housing Need for the Coventry and Warwickshire Market Area is 4004 dwelling per annum. However we also consider that the distribution of this need across the HMA should be broadly consistent with the distribution indicated in the Joint SHMA as set out in Table 1. This would mean the Coventry's OAN would be 1180 per annum (23,600 over the Plan period). However, subject to this distribution being agreed by all authorities within the HMA, this leaves a shortfall of around 200-250 houses per annum. We suggest the evidence of the SHMA addendum points towards this shortfall being "owned" by Coventry. As agreed by the Economic Prosperity Board, we look forward to continued Duty to Cooperate discussions with Coventry and other Councils within the HMA to resolve this issue in due course. We would point out that if the Joint SHMA distribution was agreed by all the authorities, this would account for 94% of the HMA's housing requirement. In light of this the remaining 6% could be reasonably be planned for through a process of coordinated (or shared) early Plan reviews to provide for the latter stages of the plan period, subject to the authorities being able to jointly map out and commit to a shared process. This would allow decisions about the eventual distribution of any current shortfall to be based on a comprehensive evidence base, without delaying the progress of Plans that are already well advanced.

**Distribution of Housing:** Subject to the outcomes of the Joint Green Belt Study, Warwick District Council supports scenario 3. We consider the Coventry City Council should seek to meet as much of its housing need as possible within the City boundary. This is consistent with the principles and guidance of the NPPF and Planning Practice Guidance. We believe this will support a more vibrant and mixed City which in turn will be of benefit to the sub-regional economy. We also suggest that such an approach will enable regeneration and support the development of brownfield sites as required by the NPPF.

To achieve this, WDC will continue cooperation with Coventry City Council (CCC) as CCC's Local Development Plan emerges and continue constructive discussions on housing numbers, employment requirements, and joint evidence base on strategic issues (including the Joint Green Belt Review) and delivery, monitoring and green infrastructure.

Warwick District Council reserves the right to amend or remove this response to the Local Development Plan consultation if further evidence suggests this is necessary.



 <b>EXECUTIVE</b> <b>3<sup>rd</sup> December 2014</b>		<b>Agenda Item No.</b> <b>11</b>
<b>Title</b>	Six-month Review of Service Area Plans (SAP's)/ Fit For the Future (FFF)	
<b>For further information about this report please contact</b>	Andrew Jones (01926) 456830 Andrew.jones@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>	Executive Meeting 2 <sup>nd</sup> July 2014	
<b>Background Papers</b>	2014/15 Service Area Plans and FFF programme.	

<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
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
These will be undertaken at project level rather than programme level.	

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	17 <sup>th</sup> November 2014	Chris Elliott
CMT	17 <sup>th</sup> November 2014	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	17 <sup>th</sup> November 2014	Mike Snow
Monitoring Officer	10 <sup>th</sup> November 2014	Author
Portfolio Holder(s)	17 <sup>th</sup> November 2014	Cllr Mobbs
<b>Consultation &amp; Community Engagement</b>		
Appendices prepared by Service Area Managers in consultation with Portfolio Holders.		
<b>Final Decision?</b>		No
The Programme will continue until 2018/19. A report will be submitted to Executive at six monthly intervals with a Programme update.		

## **1 SUMMARY**

- 1.1 The report updates the Executive on the 2014/15 Service Area Plan half-year performance. It provides a review of each Service and their progress against the plan, highlighting areas of success and where learning has led to improvements or changes which contribute to the corporate priorities as agreed in the Fit for the Future (FFF) programme.

## **2 RECOMMENDATIONS**

- 2.1 That Executive notes the performance of the Service Areas for 2014/15 as detailed in Appendices A-F and in Section 3 of this report.

## **3 REASONS FOR THE RECOMMENDATIONS**

- 3.1 At the Executive meeting of 8<sup>th</sup> June 2011, Members agreed to receive update reports on the Service Area Plans/ FFF programme twice yearly to enable monitoring of progress to take place and to ensure that the activities within the Portfolios are progressing and are co-ordinated.
- 3.2 It is vital that Members are made aware of progress so that effective scrutiny can be undertaken and service plans can be formally updated. It is also important that the public have the opportunity to keep abreast of progress.
- 3.3 The report is structured so that reporting is against the three strands of the FFF programme benefits – Leadership and Organisation benefits through cultural change across the whole organisation and progress against the People Strategy Action Plan; Customer benefits through improved service delivery (see Appendices A-F); and financial benefits through savings and efficiencies. This is described in more detail below.

### **3.4 Progress Against FFF Programme**

- 3.4.1 At Appendices A-F Heads of Service have provided a 6-month review of their Service Area Plans (SAPs) for 2014/15. The reviews provide an opportunity for the Scrutiny Committees to consider whether project delivery milestones were achieved and if not, to hold the Executive to account as the body with strategic responsibility for the delivery of the change programme.
- 3.4.2 Through regular briefings, Shadow Portfolio Holders are apprised as to SAP progress and queries and concerns can be addressed on an ongoing basis. However, this report enables a much broader scope of Council Members to understand how the Council is performing. The need to ensure that the Council understands its performance was raised through the Peer Challenges. Members will wish to note that the Overview & Scrutiny Committee invites each of the Portfolio Holders (on a rolling basis) to attend its meeting so that a detailed examination of Service Area progress can take place. Similarly, Finance & Audit Committee meets with Portfolio Holders on a rolling basis to review Service Risk Registers.

### **3.5 Highlighted Examples of Organisational/People Change**

- 3.5.1 Over the last three and a half years the Council has experienced a large number of service interventions that have fundamentally changed the shape of the Council. These interventions, based on the principles of systems thinking, have

touched every part of the Council's service structure. Whilst the series of interventions has been very difficult for staff, they have realised significant savings and allowed for different ways of working, more empowerment and a consideration of how we manage effectively and efficiently with very limited impact on service delivery. Continued development and evaluation of structures are an ongoing part of Service Planning.

- 3.5.2 Following feedback from the Corporate Peer Challenge, Investors in People (IiP) and our own internal checks, the Senior Management Team (SMT) has been working to clarify what 'culture' is needed at WDC and how we can achieve it. The values we aspire to and the behaviours associated with them have been rolled-out across the Council. Ongoing feedback from Senior Officer Meetings throughout the year has been used to sense-check these values and behaviours and whether communication channels are effective. The Staff Engagement Group has now been operating for nearly a year and continues to support teams, individuals and Members as well as corporate/service led initiatives to ensure the message is tailored and all can engage, understand and feel comfortable to feedback on the communication. We are planning to evaluate the success of our engagement programme in the first half of 2015. Whilst SMT developed its own indicator for Cultural Change within the Council, it has been decided that an external questionnaire (as part of IiP) encompasses the level of detail we require and the measurement to support us in reviewing future actions. This was planned to be completed by September 2014, however as IiP has just updated their framework to be more robust, this will now be reviewed as part of the IiP review in spring 2015.
- 3.5.3 A number of initiatives throughout 2014 have seen changes to how we communicate. This includes a review of how we have presented information about FFF (new branding and simple wording have created a picture that is both easy to understand and visualise (People –Service – Money)); our Core Brief now ensures that messages are more engaging; communicating SMT minutes to staff and identifying top level actions; work is proceeding on our new intranet and other communication tools including Jabber; and the format of our Senior Officers meetings now includes feedback and the opportunity to be supported by the Staff Engagement Group in presenting subject areas in a more participative style.

#### 3.5.4 People Strategy:

The aim of the People Strategy is to ensure that we have a vigorous approach to our Leadership and Organisational Development, Workforce Planning and Performance, Equality and Diversity, Learning and Development, Communications Involvement and Engagement and Employee Well-Being. It has been designed to deliver the workforce that the Council requires. The People Strategy covers all Warwick District Council employed staff, whether permanent, temporary or casual and wherever they may work. The associated Action Plan integrates actions from the Investors in People and priorities highlighted from Councillors who form part of the People Strategy Steering Group (PSSG). The actions are monitored by the PSSG and Employment Committee as well as being scrutinised by Members Trades Union Joint Committee (MTUJC). As part of the interim restructure arrangement within the HR/OD area, the People Strategy Plan is now being reviewed to ensure we have continued and sustainable actions to progress the council forward into the next 3 year cycle.

## Highlights:

- A successful interim HR Structure has been in place since February to support key HR projects; this has now been confirmed to until 2016 to ensure continuity and support for service areas.
- Managing People – Employment data trends and policies have been brought up-to-date to review absence /capability/grievances/disciplinary/appeals/long term sickness.
- A 2015 programme of bite-sized HR Workshops being planned for new/existing and aspiring managers within the organisation.
- The Staff Voice has been put together to create a voice for people that work for Warwick District Council. It will allow staff members from all areas of the organisation to work together to talk about issues, ask questions and make recommendations on things that might affect them and their teams. 26 nominations from across the Council were received.
- The People Strategy Plan and Actions is now planned to be updated by end 2014 to align to the HR Forward Plan highlighting prioritised projects against resources. Representatives of SMT have already considered how the People Strategy Steering Group can operate more effectively and efficiently by considering key themes impacting on the Council. E.g. Agency data trends, Staff Engagement.
- A review of 'Comensura', the framework providing our Agency staff in conjunction with procurement has now concluded. This has comprised of a review of system controls, quality of candidates, quality of agencies, value for money, review of long term agency staff and rationale. These areas were reviewed at the previous People Strategy Steering Group with positive response regarding the management of this area moving forward. Agency Staff within WDC have reduced this year from 34 to 17 at present date.
- A report relating to the project co-ordinated by the Interim HR/Payroll Project Manager to review our payroll/self-serve options has now been briefed at CMT, this links directly to support our Different Ways of Working for the future.
- The WDC Employee Code of Conduct is now in Consultation.
- A draft policy on 'Managing Attendance' has been developed. The policy aims to provide managers and employees with more guidance on how to manage attendance / sickness, rationally and professionally, in the same way throughout the Council. The policy will make proposals to review current Council trigger points for sickness and offers tools and techniques to manage employee attendance within the workplace positively.
- We are working in partnership with WCC on our Equality and Diversity action plan to review our objectives on our intranet site and ensure we are legally compliant. We are presently preparing a more robust strategy which will take a holistic approach to cover all peoples and communities. We need to understand the variety of customer demands and respond by ensuring our services enable all individuals within WDC to be treated with fairness, respect and dignity. WDC's vision will be set at the heart of our

equality and diversity objective and policy statement. The HR team, in conjunction with WCC will be drafting a WDC equality and diversity legal framework which will align plans for Fit for the Future.

- Final appraisal data in September 2014 for 2013/14 appraisals - 99.4% achieved. The new format of the Appraisal and Competency scheme has received positive feedback with staff commenting that it is more user-friendly and flexible.
- Metacompliance – roll out of software to assist with ensuring all staff are aware of corporate policies and legislative requirements.

### **3.6 Service Area Plan & FFF Progress**

- 3.6.1 At Appendices A-F Members will note a six-month update provided by the Heads of Service on performance against the respective Service Area Plans.

### **3.7 Financial Efficiencies:**

- 3.7.1 Within the Original 2013/14 budget £406,800 savings were required to be made in the year. Details of how these savings were to be achieved were originally reported in the FFF report to April 2012 Executive where it was also identified that savings of £834,000 were achievable in 2013/14. As at June 2013, over half of this amount had been saved, leaving £406,800 still to be saved in 2013/14. Members were updated on progress within the Budget Review reports during the year.

- 3.7.2 Savings made during 2013/14 against the balance of savings to be achieved in 2013/14 of £406,800 total £362,500, meaning the savings were under achieved by £44,300. This balance of savings still to be achieved has been carried forward to 2014/15. However, of the £362,500 savings achieved, £45,800 of these savings had been classified as one-off as they relate to additional income for leisure centres which at that stage did not come with sufficient confidence that this increased level of income will continue in future years. This means that the total recurring savings still to be achieved from 2014/15 onwards total £90,100. However, Cultural Services has now been able to identify how these savings will be met on a recurrent basis and budgets updated accordingly. The residual of £44,300 (£38,000 Housing and Property Services and £6,300 Development Services) will not be achieved in full. The Housing and Property Service Redesign is now complete and has been unable to deliver the £38,000 forecasted savings.(the General Fund and HRA Base Budget Reports also on this Agenda give further details). The £6,300 target has been identified by Development Services. In summary, across all General Fund Service Areas, all of the Fit for the Future targets savings have been met with the exception of £38,000.

## **4 POLICY FRAMEWORK**

- 4.1 The Fit for the Future (FFF) policy framework was approved by Council in October 2010. Each year the Service Area Plans are developed in line with FFF programme showing which measures would be used to help understand how effective we are being in delivering FFF and setting out the key projects that each service will be undertaking during the year.

## **5 BUDGETARY FRAMEWORK**

- 5.1 Each Service Area's budget was agreed using a separate process in February 2014 which takes into account the changing priorities emerging from the

learning and updates of the Service Area Plans. The savings required and achieved from Fit for the Future are discussed in paragraphs 3.7.1-3.7.2.

## **6 ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 The option to not continue with the FFF programme in this format was the alternative. However, as this is agreed by the Council as the preferred approach to achieving the benefits then this is not an option that has been considered.

## **7 BACKGROUND**

- 7.1 **Appendix A:** Cultural Services' Service Area Plan half-year review of 2014/15

**Appendix B:** Development Services' Service Area Plan half-year review of 2014/15

**Appendix C:** Finance Services' Service Area Plan half-year review of 2014/15

**Appendix D:** Health & Community Protection's Service Area Plan half-year review of 2014/15

**Appendix E:** Housing and Property Services' Service Area Plan half-year review of 2014/15

**Appendix F:** Neighbourhood Services' Service Area Plan half-year review of 2014/15

**APPENDIX A**  
**CULTURAL SERVICES**

**Portfolio Holder Statement Update – 2014/5 Half Year**

**1. What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15?**

The new structure was approved for the Royal Spa Centre and Town Hall in Jan 2013 and is now well established. The new team is developing well with a positive impact on the service delivery. Positive feedback has been received on the service and customer experience in the Spa Centre and Town Hall during the last 6 months, which should in time result in the venue being able to attract high profile acts and increase income as a result. Income figures for the first half of the year show an increase on the same period last year, reflecting the increased number of hires. As a result of increased income and controlled expenditure, the overall subsidy to the Council has reduced by approx. £13,000 at the half year.

The cinema at the Spa Centre re-opened in March 2014, and whilst there audiences are still growing, income is on a par with the previous year but with 50 fewer screenings and consequently reduced staffing costs. "Art House" and live screenings have done particularly well, which will influence programming strategies for the future. Income at the Town Hall is on target and £9,000 up on last year, with a small reduction in overall subsidy at the half year point.

Footfall at the Art Gallery & Museum in the first half of this year compares favourably with the previous year's April – Sept period, showing an increase of 3,259 visits. Attendance at the Royal Pump Rooms has fallen in the first half of the current year, with 25,000 fewer visits April – Sept. The changes to the VIC will have had an impact on this figure. It also reflects a difficult trading period for Kudos café with changes to management arrangements in April 2014. However the figures do demonstrate how popular this venue is for local people and visitors alike.

The leisure centres enjoyed a busy summer which has resulted in overall income levels being on target at half year. However, with budgets increased by £55,000 as the contribution to the FFF programme, income needed to increase across all the sites to achieve this figure. There have been good performances from gyms and from casual swimming, however, there have been some areas where performance has not been as good as expected which will impact on the

ability to achieve the year end targets. Swimming lesson targets were increased at the start of the year and will need to have a strong last term (Jan – March) if targets are to be hit.

Leisure centre expenditure is under control in all areas with the exception of staffing costs. These budgets were reduced at the start of the year by £30,000 to contribute to FFF savings. It was anticipated that the ongoing work to revise staffing rotas would allow the team to deliver these savings. Whilst some progress has been made, at half year, it is likely that the year end budget will be exceeded.

The Sky Blues in the Community project (IMPACT) is now into its second year and continuing to deliver activities in this part of Warwick. The project has been successful to date in creating partnerships (including Warwick Sports Club, Chase Meadow Community Centre, Aylesford School, Westgate School, Newburgh School) in the community to deliver physical activity. Work continues to focus on the challenge of making the project sustainable beyond the end of the project funding in March 2015. The Project was awarded Community Project of the Year at the recent CSW Annual Sports Awards in recognition of the work done by the team in providing opportunities to get people active in this part of the district.



2. Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures? Please attach the final version of your SAP customer & operational measures for the year.

<b>Customer Measures – those important to the people/organisations who use our services</b>												
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	04	05	06	07	08	09	10	11	12	01	02	03
Visitor Footfall – Spa Centre	5959	7154	12479	6952	1558	4758						
Visitor Footfall – Art Gallery and Museum	12078	11074	9299	10424	12595	9322						
Visitor Footfall – Royal Pump Rooms	29345	37481	38261	39424	40436	36900						
Visitor Footfall – Leisure Centres	Footfall counters not working consistently to give meaningful figures											
Active People Survey - % active at least 3x week (Sport England Survey) – annual									Figs due Dec '14			

<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b> Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.												
	04	05	06	07	08	09	10	11	12	01	02	03
Total DD income (Sports & Leisure)	£40226	£40160	£40453	£39500	£38895	£38474						
Total headcount for swimming activities	21307	24249	24947	26136	29014	18314						

Monitoring income at the Spa Centre, shows that we are able to see variations across the component parts of the programme. New hires have contributed to the increased income and increased footfall (11,000 more visits that the same period last year). This is in part as a result of the temporary closure of the Bridge House Theatre at Warwick School and the Albany in Coventry. The venue enjoyed a successful Comedy Festival in October with ticket sales matching last year and over 2,000 people attending the 6 day festival. Booking enquiries for hire of the Town Hall again exceed the space available, leaving the team having to balance the number of commercial bookings with those required by WDC and Leamington Town Council.

Expenditure on staffing costs at the leisure centres is a concern and further work is being undertaken by the managers for the service to identify the causes of the overspend. Initial investigations show that a proportion of the overspend can be attributed to significant long term sickness absence at one site; in the case of front line staffing, sickness absence must be covered by other staff and costs increase accordingly. A detailed piece of work has started to identify other causes of the overspend, focussing on possible causes, but also on the financial monitoring tools that managers have in place to allow them to monitor staff expenditure month on month.

The Sky Blues IMPACT project can report that to the end of June 2014, 606 sessions had been delivered, offering over 11,000 hours of activities to 1337 people aged from 2 – 70yrs. The next monitoring report from IMPACT is due at the end of December 2014 and the final evaluation report in May 2015.

### 3. What have you done to date as a result of learning from these measures?

The Royal Spa Centre Autumn/Winter programme has been on sale since early autumn and early indications are that ticket sales are on target. As always the final year end position relies heavily on the Panto being well attended in December. Work has just commenced on some targeted marketing initiatives, working with a local company to develop

greater audience data and develop robust marketing strategies. The Marketing officer from the Royal Pump Rooms has been seconded for part of her week, to the Spa Centre in a 3 month experiment to consider ways of achieving improved cross marketing between the services.

The Spa Centre website has been updated and is now more interactive. This has contributed to the growth in online ticket sales that can be evidenced from data collected. The website for the Royal Pump Rooms has also been refreshed to create a more appropriate website presence.

A full leisure centre programme review was undertaken in the first half of this year and following consultation with customers and stakeholders, a revised programme has been confirmed and will be implemented during 2015. The March swim promotion that has been successful in the last 2 years will be repeated in March 2015.

The leisure centre Fees and charges proposals approved by Council in October were based on the previous performance in key areas. Of particular note was the strategy of retaining gym membership charges at the current price. The regular DD income from memberships is a key income stream for the service, and measures show that whilst it has performed well over recent years, the growth has slowed, and indications are that any increase in charges could damage the business model. Plans to update the gym equipment at Newbold Comyn LC this winter are now in place, which will have a positive impact in that facility and upgrade the offering that we can make.

The Cultural Services Marketing group has had a relatively quiet summer but work has progressed on the plans for a joint piece of work with the Spa Centre/Town Hall and the Royal Pump Rooms, to develop a marketing strategy for these services.

#### **4. What has been the impact of what you have done to date?**

The new approach of targeted marketing at the Spa Centre continues to bring results both in terms of income and attendances, but also in the venues reputation and ability to attract better quality acts.

From September 2014 the Box Office at the Town Hall has been the ticket agency for Leamington Music. To date this has been successful, and there are now plans to extend this to other local companies including Warwick Words and Warwickshire Symphony Orchestra. Apart from the relatively small agency fees that this will generate (10% of sales), there are added benefits of directing more visits to the Spa Centre website and an overall increased awareness of our venues.

In terms of income, the first six months of the year has been encouraging in the leisure centres. Gym income has been sustained and is on target across all sites. Newbold Comyn gym has had a particularly encouraging 6 months and is up £13,500 on last year. Other good performance to note is casual swim income at Newbold Comyn and St Nicholas Park.

**5. What else do you plan to do as a result of learning from these measures?**

Key actions for the remaining 6 months:

- Investigation and analysis of staffing expenditure at leisure centres
- Deliver the revised activity programmes at the leisure centres
- Ongoing work to promote the Cinema at the Royal Spa Centre
- Marketing work at Spa Centre and Art Gallery and Museum to understand audience and improve direct marketing
- Ongoing work with Sky Blues in the Community to deliver and exit plan for the IMPACT project
- Ongoing work with Kudos to address operational issues at café in the Royal Pump Rooms

**6. Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.**

Project	Progress	Original milestones	Revised milestones
Options Appraisal	Cllr briefings in Sept 2014; Executive report Nov 2014	Report due July 2014	Exec report Nov 2014. Next report summer 2015
Programme review	Revised programme circulated for consultation, amendments made, 2 <sup>nd</sup> consultation Nov 2014.	Report due July 2014	No report required. Implementation during 2015

Preparation & delivery of successful National Bowls Championships	Positive feedback on extended championships. Full review undertaken post event	Review report to Executive – Jan 2015	N/A
Delivery of major events programme	Full events programme April – Sept. Procedures and protocols improved	Ongoing work	Ongoing work
Monitor Yr 2 of Sky Blue project in Warwick West	As detailed above in section 2	Ongoing work. Project finishes March 2015	Ongoing work
Warwick 1100 project and exhibition programme at RPR	Successful and popular exhibitions including W1100 exhibition (Warwick in the Dark Ages), 200years of the Royal Pump Rooms	Ongoing exhibition programme	Ongoing work
Asset review	Feasibility project undertaken on Royal Pump Rooms and Town Hall	N/A	Report to Executive Dec 2014
Launch of revised Arts Strategy	Key principles agreed. Tender for specialist support – limited response. Considering options for work to re-commence Spring 2015	Report Dec 2014	Work to recommence Spring 2015
Marketing	Work within Culture Marketing Group – limited due to staff time. Joint work between PRP and Spa Centre initiated late summer	N/A	Ongoing work
Relaunch of cinema	Cinema reopened March 2014	Ongoing work	Ongoing work

**7. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

N/A

## **APPENDIX B**

### **DEVELOPMENT SERVICES**

#### **Portfolio Holder Statement Update – Half year position 2014/15**

**1 What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15?**

The service area is continuing to perform at a high level with regard to planning application performance with the number of planning applications determined within the statutory time scale remaining at over 90%. There also continue to be schemes submitted resulting in a continued increase in levels of income.

The proportion of planning applications submitted electronically has increased to 86% as a result of which the Council has been awarded *Smarter Planning Champion* status.

The number of successful appeals against officer decisions remains at a consistent fairly low level, together with the number of successful appeals against decisions where members have overturned officer's recommendations. This data is regularly reported to planning committee to be used as a learning tool for officers and members.

Building on the streamlining of processes within the Enforcement Team, the number of enforcement cases on hand throughout the year remains at a consistent level of around 100 open investigations which demonstrates the ongoing investigation of issues in an effective and focussed manner.

The number of full searches received in the year continues to be at a lower level than was previously the case, predominantly because more people are having personal searches done as they are quicker and cheaper. We are continuing to move towards a more streamlined electronic system of searches which will enable customers to be able to do their own search on-line in the future. It is worth noting, however, that the Government is considering moving land charges under the responsibility of the Land Registry in the near future.

Building Control cases are remaining at a fairly constant level, which in an economic downturn and strong competition from Approved Inspectors is positive. The scale and nature of the cases has marginally reduced, which has affected income, although figures to date do still demonstrate a profit due to the sharing of our resources with other authorities. Building Control continues to receive positive feedback from clients responding to the customer satisfaction questionnaire, with a very high level of satisfaction.

The percentage of commercial property voids still reflects the condition of individual properties and the market conditions. Those that are empty for longer tend to be in a poorer condition. The office and occupier market has steadily improved (from September 2013) from a poor base. Keeping retail occupiers in our tertiary properties is particularly challenging. When comparing Estates

income with the projection, it is broadly on target, which is good considering the market conditions.

Althorpe Enterprise Hub remains fully let and the Court Street Creative Arches will shortly be fully let.

The programme for the Local Plan has been kept under review during the year. Due to decisions by the Inspector of the Coventry Core Strategy, the timetable for the Local Plan submission has been delayed to enable a joint Strategic Housing Market Assessment to be undertaken. Whilst the Local Plan has continued to progress, the complexities of the context within which we are working has meant the original timetable could not be achieved without significantly undermining the soundness of the Plan.

**2. Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures?**

The public reaction to the Local Plan has been monitored. The 2013 Revised Development Strategy consultation has received a similar level of public response as the 2012 Preferred Options. This seems to indicate ongoing public concern about the proposals which we are analysing in detail. It is interesting to note however, that the public response to the Gypsy and Traveller proposals was three times higher than the revised development strategy. The consultation on sites in villages also received a high level of response, indicating that these issues are also felt strongly in rural areas. All these consultations underline the sensitivities associated with new housing and also the importance of delivering high quality infrastructure

Performance on determining planning applications continues at a high level which demonstrates that processes and procedures that have been put in place are continuing to work well. This remains a priority in providing a high level of customer service and in ensuring that the Council is not at risk of being placed in special measures by the Government

The proportion of planning applications submitted that were valid on receipt (i.e. all of the information supplied to enable them to be progressed at the time that they were submitted) has increased. Following the benchmarking that was undertaken last year, with support from the Planning Advisory Service and peer authorities we are introducing measures to continue to improve and retain performance in this area.

The current financial situation has not allowed easy investment into properties that are currently void (particularly the regency buildings). In developing the successful bid to the CWLEP for funding for the digital games incubation centre at 26 Hamilton Terrace with H & P S, the team used demand data to assess commercial viability eg: local office requirement data, interviews with potential tenants and the Arch Creatives network. There is a significant contrast between the modern Althorpe Enterprise Hub (Fully let) and other regency offices (eg: 4 Jury Street, 26 Ham Terrace) that are void.

The length of time to carry out deals on properties has reflected the relative complexity of the situation with many of our properties.

In Building Control, Approved Inspectors are continuing to provide strong competition. The Local Approved Inspectors are concentrating on our traditional



“bread and butter” domestic market with some success. One of the key projects in responding to this has been the implementation of a shared building control service with three of our neighbouring authorities, Rugby, Daventry and Coventry, which Warwick DC is the lead authority. We are currently in the final stage of agreement with each of the authorities to set up the permanent arrangements for the shared service.

Customer surveys are carried out but could be shared better across the service area and with staff so there are lessons learnt to make them worthwhile and demonstrate to the customer that we make changes because we have listened.

### **3. What have you done to date as a result of learning from these measures?**

Performance on planning applications and enforcement is regularly discussed in team meetings. Although monitoring monthly data is important, longer term trend data provides useful information and we are continuing to build on and use this information. Staff are also taking more responsibility for their case load and performance of the service. As said earlier, a mechanism for learning from appeal decisions is now taking place

We have learnt that we need to survey all our customers, ie. Committee, applicants and neighbours to developments, users of building control and estates. This also needs to be done more frequently.

We have reviewed the land charges service in terms of the cost of searches, as we are significantly more expensive than other authorities in the sub-region. Also, the impact of personal searches is increasing (which is inevitable as they are cheaper and quicker). The service has become more electronic in the last year which helps us deal with them quicker and be more competitive with personal search companies. We have reviewed our fees and as a result are as competitive as all other authorities in the sub-region and have better evidence on how the cost has been derived.

On the Local Plan we have:

- Agreed a revised Local Plan timetable
- Brought in some additional support (eg work experience and external procurement) to work on consultation inputting and analysis
- Undertaken further studies on air quality, historic environment, transport and housing requirements
- Developed revised site options and policies which are now being prepared for presentation to Council in April 2014.
- Agreed to consult on revised location of employment
- Reviewed SHMA in light of ONS data
- Improved DTC processes

The consultations on the Local Plan have underlined how important the delivery of high quality infrastructure is.

The learning from Estates Management over the last 12 – 18 months has resulted in improved working with H&PS on carrying out dilapidations surveys on our properties – these have potentially reduced the cost of maintaining the non-operational estate. In addition, the need to monitor progress on rent reviews,

lease renewals has resulted in a review of how we utilise our electronic systems. This will lead to the creation of a service standard that will be incorporated into future SAPs & TOPs.

As indicated in 2 above, there is significant progress now being made on the shared service for Building Control and this will provide the resilience to the service needed in the future.

#### **4. What has been the impact of what you have done to date?**

We have been reviewing all the processes and procedures for each part of the service area so that we streamline what we are doing. This continuous improvement work is on-going and has helped us turn performance around, in particular in planning and enforcement, which continues to be at a high level.

One of the recommendations from the Peer Review was to prepare an Enforcement Procedure which has now been adopted. It has assisted the Enforcement Team in prioritising their workload and to provide customers with clarity about the enforcement investigation process. Performance has improved significantly in terms of responses to complaints. This is regularly reported to planning committee to assist with monitoring.

Work on the formation of a Local List of Historic Buildings (which is intended to safeguard buildings and structures which whilst not benefitting from national listing are nevertheless of local historic and architectural note) is now up and running. Nominations for buildings to be added to the Local List can now be made via the Council's website with selection being based on a system of criteria including architectural design and merit and historical or social interest.

Fundamentally we have changed the way we can make decisions on the non-operational property in estates. We are reviewing the transfer of Estates Management to ensure that we take the option that is best for delivery of the service.

Building Control is working with the three other authorities in the shared service to ensure that we align the way we work so that the customer receives a consistent service across all the authorities involved.

The delays to the Local Plan may have had an impact on the number of major housing planning applications we have received recently. Work on the Local Plan is progressing and is still on track to deliver the revised timetable. Allocation of sites in villages has been dovetailed in to the Local Plan and proposals for Gypsies and Travellers also progressing parallel.

#### **5. What else do you plan to do as a result of learning from these measures?**

Different areas of the service are working more closely so that we can offer a better and more joined up service to the customer in a more timely way. As part of that approach officers are also engaging with a peer group comprising representatives of a small number of other similar Local Planning Authorities in

order to learn from each other and assist in the provision of a more cost effective and efficient planning service.

Officers have been working closely with the Planning Advisory Service who carried out a Peer Review of the service. We are part of a number of benchmarking groups, and share knowledge with other authorities who also want to learn from the improvements we have made.

There is still further work to do to ensure that the service area is more cost effective and competitive.

With regard to the local plan, there are so many changes at a national level, as well as decisions being made on other authorities local plans that need to be reflected upon and have had an influence over delaying our timetable, but it is important that the plan progresses towards being a sound plan as we go to examination.

The consultations on the Local Plan underlined how important the delivery of high quality infrastructure is. We are addressing this by preparing an Infrastructure Delivery Plan and importantly creating in a new post (funded by development) to monitoring S106 contributions and coordinate the delivery of infrastructure associated with major development sites.

Members have asked for officers to consider a Conservation Advisory Board for Warwick, the feasibility of which will be explored in 2014/15.

**6. Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.**

<b>Project Name</b>	<b>Progress</b>	<b>Original Milestones</b>	<b>New Milestones</b>
<b>Building Control</b>			
Exploring shared service	Significant progress being made and trial underway	Implementation on Jan 14	Done  Permanent arrangement to commence Apr 1 <sup>st</sup> 2015
Review emergency call-outs	Part of shared service review	June 13	May 14 - done
<b>Planning policy</b>			

Development of draft Local Plan	Focused consultation commencing Oct 2014	Submission originally to Council August 2014	Submission draft to Council Mar/Apr 14 – done. Submission planned for end of January
Development of Warwick AAP	Policies now subsumed in Local Plan. Delivery of opportunity being progressed	N/A	
Support Neighbourhood Plans	5 neighbourhood plan areas have been designated and further 4 proposed for designation at Nov Executive	On-going	Likely that first Plans (Whitnash/Bishops T) will be submitted for Examination before March 2015
Develop CIL Scheme	Review of viability being undertaken. Draft CIL scheme being prepared for submission	Submission Draft to Full Council in June 2013	Submission draft to Council to follow shortly after Local Plan submission
Gypsy and Traveller Site Allocations	Initial options consultation complete. Preferred Options consultation complete. Submission draft approved Aug 2014		Additional consultation for Stratford Road site planned. Submission draft to Council in early 2015

HS2	Support being provided in terms of planning (officer now in post)	On-going	
Leamington AAP	Initial work commenced	Mar 14	Work to commence on AAP in early 2015
<b>Development Management</b>			
Monitoring performance of determining planning applications	On-going	April 2012	Target met
Planning portal on-line submissions – encourage applicants to make on-line submissions	On-going	Target of 70% by Mar 14	Target met.
Customer satisfaction surveys	Work has progressed in some areas of the service	June 13	June 15
Review validation checklist	Work has progressed	July 13	December 14
Develop pre-application charging service	Under further consideration	Initial report to December 14 Executive	
Review planning committee		April 13 review done –	Target met
Review S106/CIL implementation	Delay with the implementation of CIL by Central Government		
Monitor S106 contributions including levy at 3%	In place – although set at 1% up to max of £30K	April 13	In place

Develop and implement training plan	Training plan being developed	June 13	Ongoing
Review the use of ICT systems	This is to improve the way we deliver services and to make us more effective and efficient	April 13 – this work is continuous	
<b>Economic Development &amp; Regeneration</b>			
Review of success of Events Intervention and it can be enhanced	Opportunity to review	Mar 15	In place
Prosperity	Prosperity Agenda taken to Executive to set out framework for action	Nov 14	Development Services work to be in place by March 15
Review, Development and delivery of town centre action plans	Progress made on Warwick and Kenilworth	On-going	N/A
Tourism Strategy Implementation	DMO launched Oct 13  Destination Management Plan being developed	Jan 15 for consultation	In place  Timeline for consultation to be agreed
Community Right to Bid	Procedures put in place to deal with bids.	April 13	On-going

**7. What has been the impact of Fit for the Future and what will be the further impact on staff and customers?**

The impact of FFF has resulted in significant savings in the service area which have been achieved. However, we have been mindful that these changes should have minimal effect on our staff and customers and to that end, we have carried out a considerable amount of work on ensuring that our processes and procedures are improved and streamlined. This work is continuous. We also do work with our peers at other authorities so that we can learn from them and continue to improve the way we operate.

**8. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

Changes and updates to milestones have been done to the Service Area Plan for 2014/15. The service area has been through significant changes over the last few years and there are external and internal factors that result in some of the target dates not being delivered, particularly in relation to the Local Plan.

Changes for 14/15 for economic development include:

- Data preparation and analysis for Warwick District area
- Implementation of skills agenda
- GRO Warwickshire Leader programme
- Assessment of BID viability for Kenilworth and Warwick
- Market Tender completion (for implementation by end Jan 15)
- Bowls Championship promotion and economic assessment

**APPENDIX B (II)**  
**Service Delivery Plan –2014/15**

<b>Name of Service / Portfolio</b>												
Development Services												
<b>Purpose/Purposes of Services provided</b>												
Note: please write this from the customer's perspective. You may wish to include more than one purpose												
<b>Helping deliver safer and attractive development, in the right place and at the right time, to meet the future needs of the residents, visitors and businesses within the district.</b>												
<b>Customer Measures – those important to the people/organisations who use our services</b>												
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	04	05	06	07	08	09	10	11	12	01	02	03
Average time taken to process all types of planning applications (No. days)					→	48.55 34.98						
Average time taken to process minor amendment/discharge of condition applications					→	40.92 86.46						
Average time taken to resolve enforcement enquiries					→	58.73						
Average time taken to validate all types of applications					→	7.16						
Building Control Customer Satisfaction Survey (Half Yearly Review) Satisfied or Fairly satisfied					→	99%						
Completion Certificates issued within 5 working days. (Quarterly checks)					→	98%						
Commencement of Works notifications, responded to within 24hrs. (Quarterly checks)					→	100%						
All Applications acknowledged within 3 working days.					→	76%						



Dangerous Structures notifications responded to within 24 hours (2 Hours in emergency).						100%						
Estates Customer Satisfaction Survey (Annual) Average time taken to deal with a land charges search	Feb	2015		5.3	5.7	4.5						
<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b> Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.												
	04	05	06	07	08	09	10	11	12	01	02	03
None												
<b>Approved Budget for 2013/14</b> Note : below are listed key income and expenditure targets which could significantly influence financial performance within the service area												
<b>Service Headings</b>							<b>Revenue Cost</b>					
<b>Income</b>												
Building Control							£464,200					
Estate Management							£601,600					
Land Charges							£150,600					
Town Centre Management (including markets)							£174,000(inc Xmas lights, markets, and other contributions)					
Tourism							£20,100					
Development Management							£1008,900					
Policy and Projects							£84,200					
<b>Expenditure</b>												
Town Centre Management							£345,500					
Tourism							£250,400					
Enterprise & Economic Development							£426,900					
Land Charges							£119,900					
Development Management including Conservation and Enforcement							£1,741,900					
Building Control							£594,500					
Policy							£640,900					
Estate Management							£298,500					
Note:(Above figures include Support Services/Capital charges costs)												
<b>Planned Capital Expenditure – Project Heading</b>							<b>Project Costs (2014/15)</b>					
Historic Buildings Grants							£68,000					

Workforce Planning													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
Staffing Impacts	04	05	06	07	08	09	10	11	12	01	02	03	
Succession planning			x	x	x	x	x	x	x	x	x	x	
Integrated training plan across service					x	x	x	x	x	x	x	x	
Review of shared building control service and implement outcome				x	x	x	x	x	x	x	x	x	
Final transfer of Visitor Services to WTC	x	x	x										
Key Projects – key milestones													
Note : this should include any FFF project and any other corporate project for which this service is the lead													
A = Start of project B = Report if required C = Implementation													
Project Name	Predicted savings (if relevant)	04	05	06	07	08	09	10	11	12	01	02	03
Building Control													
Review temporary arrangement of shared service across four authorities and develop business case for new permanent arrangement	Possible FFF savings				A		B						C
Planning policy													
Progression of draft Local Plan to EIP	None					B				C			
Progression of draft Local Plan to adoption											A		
Masterplanning of local plan sites		A								B			
Develop CIL Scheme	None				B					B			
Preparation of Gypsy and Traveller DPD	None	A			B				B				
Preparation of Leamington AAP		A											

<b>Development Management</b>													
Review an consider potential for pre-application charging scheme				A			B		C				
Introduction of accredited agents scheme					A			B		C			
Electronic delivery of land charges service				C									
Review the monitoring of S106 contributions and their effectiveness				A		B		C					
<b>Economic Development &amp; Regeneration</b>													
Develop and implement Action Plan for Prosperity Agenda									B			C	
<b>Key Risks &amp; Mitigation (including Equalities Impacts)</b>	<b>Cause</b>	<b>Effect</b>			<b>Impact</b>			<b>Probability</b>			<b>Mitigation/ Control</b>		
Adjustment to changes in service	Need to improve service	Unsettled staff			Medium			Low			Implement change ensuring that staff are informed		
Lack of succession planning	Absence of planning staff resources in the future	Poor service through lack of training			Medium			Medium			Training plan to be developed		
Delays to Local Plan and/or applications for major development in advance of Submission	See Local Plan Risk register. Political feedback;	Loss of control over development and infrastructure provision			High - Unplanned development			Medium			Actively undertake Duty to Cooperate;		

Draft	public feedback; loss of staff resources; external factors (e.g Gateway or similar)				work closely with members; Maintain up to date legal advice etc
Local Plan being found unsound	See Local Plan Risk register  Poor evidence base  Failure to reach agreement with neighbours on housing numbers	Loss of control over development and infrastructure provision  Damage to reputation  Resource implications / impacts of other pieces of work such as Leamington AAP	High	Medium	Actively undertake Duty to Cooperate; work closely with members; Maintain up to date legal advice etc
CIL scheme being found unsound or delayed	See Local Plan Risk register  Poor evidence base	Funding gap for infrastructure to support new development	Medium	Low	Build strong evidence base
G&T Sites DPD being found unsound or delayed	See Local Plan Risk register  Poor evidence base	Impact on the Local Plan; no sites available making illegal or unauthorised encampments more likely	Medium	Medium	Build strong evidence base; work closely with members; Maintain up to date legal advice etc

Increased number of major applications; major applications on non-planned sites	Lack of adopted Core Strategy/Local Plan	Increased pressure on staff, reduction in service performance, impact on delivery of intervention	Increased costs in defending planning appeals	High	Request developers to pay for temporary staff to process major applications (PPA approach)
Failure of shared building control service	Loss of customers/income	Revert back to single service	High	Low	Trial scheme Motivation of staff Cross selling of BC services by all staff of DS

#### Any Additional Commentary

**Legislative Change:** Managing the implementation of the Localism Act will impact on the way that we deliver our services in Development Services. The proposed changes to Revenue Support Grant and the local retention of Business Rates will change the financial environment that the Council operates within and will require the Council to maintain a balance between maximising development for financial reward (Business rates retention, New Homes Bonus etc) and ensuring that only 'good' development is brought forward.

**Climate Change:** potential to influence development in the District to mitigate the potential negative impact of climate change. Opportunity to work closer with Environmental Health in developing a joint approach to energy efficiency and the climate change agenda.

**Equalities Impacts:** monitor the impact of changes to service delivery that could come out of the lean systems intervention.

#### Other Commentary

The Localism Act includes provision for Neighbourhood Planning. The impact of this on resources is unpredictable, and

whilst there is some grant funding available, it could have an impact on staff resources (through our requirement to support the process) and on cost (e.g cost of examination; referendum etc).

NPPF crystallises risk around 5 year supply of housing and the need to progress the Local Plan as soon as possible. It also provides a single national policy framework which is helpful.

CIL regulations – opportunities for improving the way we fund infrastructure to support development. CIL has an impact on many services across the Council.

Significant progress has been made on the Building Control shared Service with Coventry, Warwick, Rugby and Daventry authorities, which is now in a trial period, expecting to become permanent by January 2015. This will provide resilience for the service area in the future.

#### **Linkages to Sustainable Community Strategy**

	<b>Direct Contribution</b>	<b>Indirect Contribution</b>	<b>None</b>
<b>Housing</b>	Development and implementation of policies that guide and direct housing meeting the needs of the communities	Providing high quality responsive building control service	
<b>Jobs, Skill and Economy</b>	Development and implementation of the strategy for economic growth and inward investment into our district	Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district Development and implementation of policies to support investment and growth	
<b>Safer Communities</b>	Developments can be guided		

	through the design process to ensure they provide safe environments		
<b>Health and Well Being</b>	Provision of infrastructure through Section 106 contributions to provide community facilities	Policies through our local plan Creation of job opportunities for residents, in particular long term unemployed through job clubs, local labour agreements etc.	
<b>Sustainability</b>	Provision of infrastructure through Section 106 contributions to ensure development is sustainable	Policies through our local plan Building Control Regulations	
<b>Involving Communities</b>	In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters Joint working with communities to ensure best outcomes as a result of HS2		
<b>Narrowing the Gaps</b>	Development of schemes such as Job Clubs and Local Labour agreements.	Ensure that there is community cohesion when considering development proposals. Assisting in delivering better living conditions through high quality design	
<b>Supporting Families</b>	Developing policies to ensure good standard of housing and	General service delivery	

	supporting residents in improving their homes in an affordable way		
<b>Rural Issues</b>	Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing		



## **APPENDIX C**

### **FINANCE**

#### **Portfolio Holder Statement Update – Mid Year**

##### **Issues to discuss this time**

- 1. What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15?**

##### ***Council Tax Correspondence***

There continues to be a backlog in the processing of council tax correspondence. The delay in processing items peaked at 45 days (as measured by the oldest item of correspondence waiting processing) in May of this year.

Numbers of correspondence have increased from 60,000 in 2010/11 to a projected 70,000 in 2014/15. These increases have been partly as a result of:-

- The increase in the private rental market
- The increased number of new properties
- The increase in students at Warwick University, many of whom live in the District.

The changes to council tax discounts have also increased the workload of the council tax Team as “void” period was reduced from 6 months to 1 month meaning there is greater work in billing the responsible person.

Actions taken to reduce the backlog include:-

- Introduce new “generic” job descriptions for new revenues officers to enable more flexible working between council tax and business rates work.
- Buy in additional support for a limited period under a framework to help to clear the backlog, whilst the council tax team concentrate on the more recent correspondence.

- The Customer Service Centre have had an over reliance of support from the Council tax staff as they have struggled with high turnover of staff and inadequate training of the staff. In attempt to lessen the effects of this arrangements have been put in place to stipulate that the 'back office' can only be contacted between 10-4 to allow 'quiet' periods at the beginning and end of the day when phones do not distract staff.

As a result of these actions, the processing delay reduced to 23 days by the end of September, although it has subsequently risen to 27 days by the end of October. Without the additional support "bought in", the team are struggling to keep on top of the workload. The team administering council tax is 11, which is 2 smaller than in 2009, despite the increase in work as detailed above. With the increase in properties expected to increase further as a result of the Local Plan, further consideration is being given to justifying increasing the size of the council tax team.

## **2. Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures?**

### ***Business Rates Retention***

The Business Rates Retention scheme introduced in April 2013 enables local authorities to benefit from any uplift in the local business rate base. However, local authorities also share the risk of any reduction. The total Rateable Value for Business Rates is being closely monitored. Historically the local base has had slow, but steady growth. During 2013/14 it continued to grow, increasing the total rateable value by £2.5m to £165.8m. During 2014/15, to the end of October, the total rateable value decreased by £2.6m. This reduction is due backdated appeals being agreed and temporarily reduced assessments for the business affected by the road works at Toll Bar Island.

In January 2014 the Council's estimate of Business Rates for 2014/15 suggested the Council would retain £5.7m in business rates for the year, this being the "NNDR1" figure which was submitted to Central Government. Soon after this estimate was submitted, details of substantial appeals outstanding were received and temporarily reduced assessments for the business affected by the road works at Toll Bar Island. These were allowed for in the Council's Business Rates estimate used in the agreed Budget, giving a prudent figure of £3.7m.

Clarification of the accounting arrangements for business rates have confirmed that within the Council's accounts for 2014/15, it is the NNDR1 figure that must be credited to the General Fund, even though this will not be the amount due or collected. To be prudent it is intended that any "overstated" business rates should be allocated to the Council's Business Rates Volatility Reserve. The balance of this return will then be used in subsequent years to smooth out any increases and decreases in future business rates.

There is now far greater understanding about the accounting for business rates. Also, officers are working to understand and monitor changes to business rates and the impact of developments.

### **3. What have you done to date as a result of learning from these measures?**

#### ***Council Tax and Business Rates collection rates***

Council Tax and Business Rates collection rates for the first 6 months of the year are shown below:-

	<b>Council Tax</b>	<b>Business Rates</b>
30 September 2013	57.44%	56.95%
30 September 2014	57.10%	55.18%

Council tax is marginally reduced, with a larger reduction for business rates. In both cases, there continues to be a shift to paying by 12 instalments in place of 10 which does impact upon the collection rate. Business rates collection rates can be more volatile due to the impact that individual large businesses may have. The introduction of the amended Council Tax Reduction Scheme from 1 April 2014, whereby all council tax reduction claimants are required to pay a minimum of 7.5% of their council tax liability may also have had some impact on the collection rate although the evidence to date suggests this impact has not been great.

Ahead of sending formal reminders, we are piloting sending text reminders. Evidence elsewhere is that these have been effective in encouraging customers to make the payments outstanding, and so avoiding the additional costs of sending formal reminders.

#### **4. What has been the impact of what you have done to date?**

##### ***Transaction Processing***

Since the new FSTeam was formed within Finance, they have been actively helping to streamline transaction processing (order, creditor invoices, debtor invoices), and reduce the numbers thereof. The initiatives being taken to reduce the numbers of transactions include:-

- Order processing training (rolled out across the authority)
- Use of purchasing cards
- Consolidation of invoices
- Use of suppliers' on-line invoicing systems

For the 12 months to 31 March 2014, there were 35,800 transactions. For the 12 months to 30 September 2014 this has reduced to 34,800. This overall reduction has been achieved despite increases in transaction necessary in some areas (e.g. Warwick Response debtor invoices). It is believed that further reductions in transaction numbers should be possible.

We are seeking to bring in "auto-matching" for the payment of creditor invoices. Assuming an order has been placed on the system, and has been shown to be "delivered", the invoice will be scanned into the system; if its details (supplier, order number, quantity, price etc) match the details on the order, the invoice will automatically be processed for payment. Progress on this project cannot start until after the imminent migration of the Financial Management System to a new server and an upgrade to the system. We are anticipating that feasibility for auto scanning will commence towards the end of 2014/15.

#### **5. What else do you plan to do as a result of learning from these measures?**

##### ***Procurement***

Procurement has continued to be a key management issue for the first 6 months of the year. This follows the report to March 2014 Executive which highlighted failings within procurement practices in specifically one department and across the Council. With the Procurement Team in place during 2013, this has presented an opportunity to review the Council's approach to procurement.

Alongside many actions progressed as part of the actions in the March Executive report, the Code of Procurement has been reviewed (with the intention that it will be considered by December 2014 Executive for approval by January 2015

Council). The new draft Code reflects a more centralised approach, with the Procurement Team being more directly involved in most procurement/tendering processes. This has been closely aligned to the Code of Financial Practice. This is turn will be updated early in 2015, and amongst other things will strengthen adherence to both Codes of Practice.

The Council's Contract Register has had a thorough review by all departments to ensure that it is up to date and complete. A further analysis is now on-going across the Council to consider the contractual arrangements under which all suppliers are being paid, and whether further contracts and tenders need to be arranged.

Based on this work on-going, the future work demands of the Procurement Team's Resources are being assessed to confirm whether there are additional and whether there is a need for these to be increased.

**6. Of your key projects (as identified in your portfolio holder statement) how many are on track in line with the original milestones? Of those that are not on track please indicate what the revised dates are.**

<b>Project Name</b>	<b>Main lead area</b>	<b>Update</b>	<b>Revised Milestone</b>
Bank Tender - Tender for the Council's main banking services and implement change to new provider if necessary.	Accountancy	Tender process completed, contract being awarded ahead of commencement in February.	
Fees and Charges Review – Review analysis of recent discretionary fees and charges review of local district councils to feed in to the fees and charges setting for 2015.	Accountancy	Details considered with Head of Service and included within October Fees and Charges report to Executive.	
Concurrent Services – Review scheme.	Accountancy	Considered by CMT/Finance Portfolio Holder.	To be considered 2015/16.
Implement On-Line Returns as part of income management.	Accountancy	Delays with supplier and testing. Despite constant progressing and chasing, the suppliers have yet to provide the standard of service promised. Further issues are arising and implications are being assessed w/c 17/11/14.	To be completed by 31 March 2015.
Review accountancy support for Housing & Property Services	Accountancy	Accountancy/Housing & Property Services discussing requirements.	Requirements to be confirmed January 2015.

<b>Project Name</b>	<b>Main lead area</b>	<b>Update</b>	<b>Revised Milestone</b>
Investigation Procedures/Manual – develop to aid future investigations.	Audit & Risk		Work scheduled for January 2015.
Review and update Code of Corporate Governance	Audit & Risk	Due to commence following completion of Certificate in corporate Governance training by Audit & Risk Manager.	Work due to commence December 2015
Risk Management Intranet Page - to be developed.	Audit & Risk	Details prepared, awaiting launch of new intranet	2015
Council Tax Reduction Scheme - Review scheme, including consideration of a banded scheme from 2016/17.	Benefits	Other work priorities and changes within the Benefits section	By March 2015
Risk Based Benefits/Council Tax Reduction - Feasibility work on carrying out Risk Based assessments, using appropriate software/system.	Benefits	Following Council Agreement to Risk Based Verification, E-forms module of system to be acquired and installed as a project.	E-forms to be live by March 2015
Single Fraud Investigation Service – prepare for new service and consider Council's residual requirements of anti-fraud work.	Benefits	New Corporate Fraud post agreed by Employment Committee, going through recruitment process.	Target to have new officer in post by February 2015.
Transactions Review - Further work to reduce and streamline transaction processing. The feasibility of auto-scanning/processing creditor invoices will be undertaken.	Exchequer	Work on-going, see narrative above.	



<b>Project Name</b>	<b>Main lead area</b>	<b>Update</b>	<b>Revised Milestone</b>
Code of Financial Practice – Roll out training.	Head of Finance	E-learning ready to roll-out. With ICT to finalise system approach.	Staged rollout commence November 2014, completion February 2015.
Progress Recommendations from March 2014 H&PS report relating to procurement.	Head of Finance	Report issued to November 2014 Executive.	Further update report due March 2015.
Procurement training - assess training needs across the Council and arrange appropriate training.	Procurement	Procurement Manager working with HR to arrange supplier.	Training to be in place and rollout start by March 2015
Code of Procurement Practice - Review and update Code and all associated procurement documentation in line with new EU Regs, the Social Value Act, the Council's business requirements and the needs of suppliers, considering apprenticeships and local labour clause.	Procurement	Updated Code due to be presented to December 2014 Executive.	

**7. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

Milestones to be amended as in section 6.

**Other specific Service issues of note are detailed below**

***Insurance and Risk Management***

The annual inflation of building sums insured combined with revaluation work carried out earlier in the year has resulted in an increase in HRA property sums insured of approximately 50%. This is reflected in an increase in premiums payable for this cover of approximately £45,000. Taken overall, with relatively small increases and decreases in respect of other types of insurance including General Property, Liability and Fidelity Guarantee, the total annual cost of insurance is projected to increase by approximately £56,000.

A report is due to be presented to the Senior Management Team on the insurance renewals process and who it closely ties in to the need for management of the risks associated with their service and the risk register reviews. The programme of review of Service risk registers by Finance & Audit Scrutiny Committee continues to be a significant tool for improving risk management throughout the organisation.

### ***VAT Inspection***

A recent HMRC VAT inspection highlighted some significant concerns. The most notable of these is in respect of correct treatment of VAT when raising invoices to our customers. To improve future practice, it is planned to provide Debtors training. There will be 2 milestones- 1. Prepare Training Package by March 2015 (if not before) and 2, Roll out Training to all staff who raise Debtors and Managers who hold Income Budgets by October 2015.

## **8. Customer Measures**

The Customer Measures included in the Service Plan that have been used during the year are shown overleaf.

### Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	04	05	06	07	08	09	10	11	12	01	02	03
Average number of days from receipt of all information to determine new benefit/reduction claims.	12	8	7	7	6	7						
Prompt payment of invoices within agreed payment terms	98.3 8%	98.2 0%	99.05 %	99.58 %	99.30 %	99.4 1%						
Unqualified audit statement on Statement of Accounts	See Note 1											
Efficient and timely CT processing (age of oldest item) Days	44	45	30	35	40	23						
Efficient and timely NNDR processing	6	5	7	9	13	9						
Average number of days from receipt of all information to determine changes to benefit/reduction claims.	11	8	10	7	5	5						
Timely and informed Budget and Financial Forecasts	See Note 2											
Number of Benefits/Revenues calls to Customer Service Centre.	4,6 38	3,9 34	3,66 2	3,84 4	2,79 1	3,6 13						

### Notes

- 1 Unqualified audit statement issued on accounts and reported to members ahead of 30 September deadline.
- 2 Budget Review reports issued to Senior Management Team, and Executive (June and September) in accordance with planned monitoring.

## **APPENDIX D**

### **HEALTH & COMMUNITY PROTECTION**

#### **Portfolio Holder Statement Half-Year Update for 2014/15**

##### **1. What have the measures in the Portfolio Holder Statement told you about how things are going in the service during 2014/15?**

1.1 As indicated in last years' statement, measures were revised following the Service Area restructure. Whilst some measures remained the same, others were changed and will not be directly comparable with previous years' data.

1.2 Overall the service is performing well and last years' restructure has proved successful in delivering outcomes as well as meeting performance targets.

1.3 It should be noted that on 18<sup>th</sup> October 2014 Employment Committee agreed a further change to the structure of the department. The impact of this is that the Community Partnership Team joins the service and the Bereavement Services section transfer to Neighbourhood Services, as from the Committee date.

1.4 The new service structures have enabled improved cross function working in areas such as licensing, safer communities and noise nuisance/anti-social behaviour.

They have also enabled good progress to be made on the main strategic priorities for which the service is responsible for; Health & Wellbeing, Safer Communities and Sustainability.

##### **2. Which measures were of particular interest or concern during the period and what have you learnt about your systems from these measures?**

2.1 The level of compliance with food safety standards remains high, with the percentage of food businesses which are 'broadly compliant' remaining above 90%. The percentage of food businesses with a '5' score for Food Hygiene has remained above 67% for each month, which is an improvement on last year.

2.2 We have carried out the first of a new programme of taxi inspections. This was a very successful joint venture with the Police, vehicle inspectors etc. The results, with 60% compliance, give us a good baseline for future assessment.

2.3 The level of violent crime is falling overall although it should be noted that the way in which it is recorded this year has changed.

2.4 The percentage of licensed premises which are compliant with their conditions has increased through the year.

2.5 Our performance for response and completion times to service requests has been slightly down on previous years. This was anticipated as a result of the restructure.

2.6 The number of exceedances of air quality standards emphasises that air quality remains a high profile issue within the district.

### **3. What have you done to date as a result of learning from these measures?**

3.1 A programme of service improvement through use of new 'mobile' technology has been planned.

3.2 Improved systems are being introduced within the Licensing Section e.g. scanning of file records to enable more flexible working.

3.3 The new arrangements for premises and taxi inspection proved successful and these will be continued with.

3.4 We have been working with WCC Transport Planners, Public Health and our own Planning Policy on the Warwick & Leamington Area Transport Strategy to address air quality issues. The Council adopted new air quality planning guidance in April and we are currently awaiting the outcome of grant applications to DEFRA to take forward further projects.

### **4. What has been the impact of what you have done to date?**

4.1 New systems for checking compliance with licensed premises conditions are beginning to deliver good results. This is to the benefit of customers and helps to drive up standards across the licensing sector.

4.2 A good relationship has developed with Public Health at Wark CC towards health improvement. Roll out of the health & wellbeing for staff.

4.3 Joint working of our new team, the Police and Housing Tenancy Officers has proved effective in dealing with anti-social behaviour and alcohol misuse.

4.4 Good progress has been made with regard to the sustainability agenda. We have been successful with a match-funded grant from the Dept for Energy & Climate Change to investigate the potential in the area for district heating networks.

### **5. What else do you plan to do as a result of learning from these measures?**

5.1 The ability to report trend data has been limited by the availability of staff resource. We have attempted to recruit to a vacant part time role but this has been unsuccessful to date. The post is being advertised again. Part of the duties for this job would be the collection and reporting of performance data.

**6. Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.**

<b>Project</b>	<b>Progress</b>	<b>Original milestones</b>	<b>Revised milestones</b>
Develop Climate Change/ Sustainability Strategic Approach	An officer has been in post for 6 months. Good progress is being made on reviewing systems and supporting current work, including planning.	Report in October 2014	A report to SMT is planned for 5 <sup>th</sup> Nov. A report is on the Forward Plan for Executive for December 2014
FFF Project – Review of energy consumption at Council buildings	Included within the strategic approach to sustainability	Oct 2014	Report to December Exec 2014
Investigate feasibility of 'Purple Flag' scheme for Leamington, including undertaking a Peer review of our community safety services	In hand	Report in March 2015	
Improvement of Oakley Wood Crematorium continuation of works	<p>Works to improve the Lodge have been completed and the new offices are in use.</p> <p>Signing contracts for North Chapel and car park expected by the end of October 2014.</p> <p>Changes to car park layout caused some delay and need to seek further funding</p>	<p>Commence construction of car park and improvements to offices by March 2013.</p> <p>Completion of North Chapel extension and South Chapel waiting room by March 2015</p>	<p>Commencement of next phase of works expected in November 2014.</p> <p>Completion mid 2015</p> <p><b>NB. This project transfers to Neighbourhood Services from November 2014</b></p>
Completion of flood alleviation scheme at Cubbington	Project on target for completion within budget.	<p>Planning Permission July 12</p> <p>On Site August 2013</p>	Major site works completed during the

		Finish July 2014	summer  Completion of land easements and compensation for loss of crops by end of financial year.
Work with Environment Agency to assess further flood alleviation schemes	With Environment Agency St John's, Warwick has been identified as a potential scheme.  Assessment work in progress.	Report on assessment by June 2014.	Completion of assessment work by Mar 2015.  Further deadlines yet to be agreed with EA
Implementation of service improvements following service re-design – changes to 'out of hours'	Completed		

**7. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

Yes. The plan will need to be updated to take account of the changed responsibilities, i.e. with Bereavement Service moving out and Community Partnership team moving in.

Customer Measures – those important to the people/organisations who use our services												
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	04	05	06	07	08	09	10	11	12	01	02	03
Average time taken to resolve noise nuisance service requests	60.9	48.2	60.6	56.0	59.1	51.9	53.6					
Average time taken to resolve pest control, dog warden and nuisance (excl. noise) service requests	17.8	20.5	12.5	22.2	23.9	19.7	23.5					
% Food businesses with '5' score in Food Hygiene Rating Scheme	67.0	67.4	68	68.1	69.6	67.1	70.4					
% Food businesses which are 'broadly compliant'	90.9	91.6	92.9	92.7	92.3	91.4	94.4					
Reduce the risk of 80% of all ASB victims assessed as high (annual figure)												
To reduce the No. of violent crimes across the District (recording measure has changed)	125	114	148	133	164	178	146					
Number of households assisted with flood risk mitigation (measured quarterly).	-	-	0	-		0						
Percentage of monitoring sites exceeding national air quality standards (measured quarterly).	-	-	47.1	-		34.0			47.1			
Number of households receiving energy saving advice (measured quarterly).	-	-	7	-								
% taxis compliant with their license conditions on compliance check (formal system being introduced. Currently informal arrangement YTYC etc.)						60						
% premises compliant with their license at compliance visit (formal system being introduced. Currently informal arrangement YTYC, 12 week premises meetings with certain premises etc.)	100		60	80	86	100						



Operational Measures – other (non-customer) measures essential to ensure that “purpose” can be achieved.

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	04	05	06	07	08	09	10	11	12	01	02	03
% Requests for Service received responded to within target time	83.9	82.1	83.1	84.4	82.6	85.3	86.8					
% Requests for service received completed within target time	59.9	63.2	65.9	62.0	60.8	66.7	67.9					
Number of Healthy Eating Awards issued	6	1	0	0	0	2	0					
Average time taken to resolve Regulatory Section service requests	46.1	13.1	24.2	14.8	13.8	41	10.2					
Number of Workplace Wellbeing Charter awards issued or being worked towards. (quarterly)	7			7								
Number of cremations	135	147	128	159	117	145	134					
Number of burials	21	25	28	25	23	27	23					
Number of risk inspections carried out on memorials	30	6	28	9	34	17	22					
Number of Woodland Burials	0	0	1	3	2	1	1					
Total Number of arrests from CCTV incident information	21	42	44	21	48	24						
Total Number of crime incidents observed by CCTV Control Room	1109	1065	1220	1064	971	980						

## **APPENDIX E**

### **Housing & Property Services Portfolio Update – November 2014**

#### **What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15?**

Income collection for the first half of 2014/15 continues to remain strong with year to date performance remaining at or close to 100%.

Health and Safety measures are remaining consistently high, with gas safety performance remaining above 99.8% for the first half of the year. There is also incremental improvement in the number of dwellings with an asbestos management survey as we continue to seek access to properties for inspection. The percentage of properties with an electrical test remains consistent as we seek opportunities to gain access to properties for access.

Responsive repairs performance remains high with over 99% of repairs being completed on time and a reduction in the number of days it takes between the repair being reported and being completed. Customer satisfaction also remains high with 97% of tenants reporting being very satisfied or satisfied with the repairs service.

This year has seen the first step in the transition from a traditional short term maintenance management approach to a longer term strategic asset management approach as the team work to deliver the first year of the Corporate Planned Preventative Maintenance Programme. Using the data collected through the Corporate stock condition survey the team consulted with asset owning sections to refine and agree the programme which allows the organisation to view forecasted maintenance costs over a thirty year period in order to make more informed, strategic decisions before investing the Corporate repair and maintenance budget.

Work is now underway to refine year two of the programme in advance of the budget setting process. The team are working collectively as part of the Strategic Asset Group to continue to build the strategic approach and optimise the contribution the corporate stock makes to the district.

There have been a total of 47 new affordable housing completions in the first half of this year.

#### **Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures? Please attach the final version of your SAP customer & operational measures for the year.**

The first half of 2014/15 has witnessed a significant period of change with the Tier II Service Redesign affecting a large proportion of the department, in some

places heralding significant changes to personnel and working practices. This has been a difficult time for all our staff who have done an excellent job of maintaining service delivery to our customers.

Because we have managed the changes process to minimise disruption, by for example phasing changes in gradually, we have not experienced any significant falls in performance. There has however been a small reduction in the number of homeless applications/prevention cases on which an outcome was achieved within 33 days. This has been caused by the significant changes to service delivery that were introduced over the summer through the Tier II Service Redesign.

There are a number of areas for which we have not been able to report performance, including repairs and voids and disabled adaptations. This is due to changes in the way in which we use our systems and therefore how we report on them. The Tier II redesign provides resources to support the service in utilising its systems and performance data in a more effective and efficient way. We have recently recruited to these posts and we will be focussing on delivering a new performance management framework which enables us to report effectively and efficiently on important performance measures.

The Housing Assessment Team (HAT) Pilot which is a joint project to deliver aids and adaptations to all resident's in South Warwickshire irrespective of tenure is now well underway. The project has been extended by a further 12 months until August 2015 to allow for a more effective assessment of its impact on service quality and value for money. The assimilation of different organisations' IT systems has however proven to be a challenge and as a consequence we are temporarily unable to report on the timescales for adaptations.

### **What have you done to date as a result of learning from these measures?**

To make sure that service delivery to customers who require housing advice is not negatively affected during the recruitment and training stages of Tier II Service Redesign, we temporarily boosted staffing resources to the required level in the Housing Advice and Allocations Team. The service redesign is now bedding in with staff becoming more skilled and experienced in the new ways of working.

The new ICT systems for the HAT pilot project are being refined and updated so that we will be in a position to report on performance in a timely manner. We expect to be in a position to report performance in this area by the end of January 2015.

### **What has been the impact of what you have done to date and what else do you plan to do as a result of learning from these measures?**

The additional resources in Housing Advice and Allocations have only recently been in place. However we are already beginning to see a reduction in the

caseload backlog which will improve the time it will take for a homeless decision to be reached.

**Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.**

Please see table overleaf.

Project	Progress	Original milestones	Revised milestones
Service Redesign Tier II	Complete	Project Report – June 2014  Project Completion – September 2014	Employment Committee approved the redesign report in June 2014 and the new service was implemented in September 2014 as scheduled.
Service Redesign Tier III	Delayed	Project Start – May 2014  Project Report – September 2014  Project Completion – January 2015	The project timetable has been revised to take account of the Christmas period which falls within the statutory consultation period and also to consider other project commitments. The revised milestones are now:  Project Report – January 2015  Project Completion – April 2015
Contracts Review	Delayed	Project Start – April 2014  Project Completion – October 2014	This project is very broad and whilst work has been undertaken, there remain a number of actions to complete.. The project milestones are now:  Complete contract documentation for 2013 procurement task contracts – start April 2014 Completion December 2014  Review of partnering contracts – start April 2015 complete Sept 2015.

Housing Strategy Action Plan	On Target	Project Start – April 2014  Project Completion – Ongoing – 3 year Action Plan	The 3 year action plan is regularly reviewed by the Housing & Property Management Team and all actions on target for completion within three years
PWC Report	Complete	Project Report – September 2014	A report was presented to Executive in September 2014 and it was resolved to embark on programme of house building and undertake further work on a delivery model to maximise build rate. A further report will be presented to Executive in February 2015.
Allocations Policy Review	Delayed	Project Report – November 2014  Project Completion – March 2015	Consultation was delayed in order to allow for sufficient consultation with members after the summer period which has now been carried out during November 2014. We will now seek to consult with tenants and Registered Providers and. A report will be presented to Members in April 2015 and following a programme of implementation will go live in October 2015.
Homeless Strategy Review	On Target	Project Start – April 2014  Project Completion – March 2015	Consultation has taken place with the Housing Sounding Board to agree priorities and an action plan which will be presented to Members in March 2015.

Rental Exchange	Delayed	Project Start – April 2014 Project Report – July 2014 Project Completion – September 2014	We are undertaking further consultation with Councillors and Tenant Panel members to develop proposals further. Project Report will be July 2015 and project completion will be September 2015.
Cyclical visits to all properties (HRA dwellings)	Delayed	Project Start – April 2014 Project Completion – July 2014	Project is currently being implemented. Completion is now scheduled for March 2016.

**Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

The Service Area Plan has been updated with changes to project milestone dates in accordance with the table above.

No other changes have been made at this stage; however we are reviewing our risk register and performance management framework and next years' Service Area Plan will be developed in accordance with the outcome of this review.

*Cllr Norman Vincett November 2014*



## APPENDIX E (II)

### Service Delivery Plan –2014/15

Name of Service / Portfolio
Housing & Property Services
Purpose/Purposes of Services provided
Note: please write this from the customer's perspective. You may wish to include more than one purpose
<ol style="list-style-type: none"><li>1. I would like my landlord to maintain my home to safe and modern living and energy efficient standards.</li><li>2. When I fall into financial and neighbourhood difficulty I would like my landlord to provide me with appropriate advice/support services and ensure my queries are dealt with appropriately.</li><li>3. I would like my neighbourhood to be safe, clean and free from anti social behaviour.</li><li>4. I would like a home to live in (at an affordable rent) when I'm in need or homeless.</li><li>5. I would like a landlord who supports me and/or my family to assist in fulfilling our ambitions.</li><li>6. I would like improvements to my home and the necessary support services to live independently.</li><li>7. I would like local public venues/areas and administrative offices to be accessible, modern and maintained to high standards.</li></ol>

## Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change (\* new indicator for 2014-15)

	11/12	12/13	13/14	04	05	06	07	08	09	10	11	12	01	02	03
<b>Asset Management</b>															
Average number of days from Repairs Order to Finished on Site	9.98 days	5.3 days	8.16 days	7.82 days	8.96 days	8 days	6.86 days	6.19 days	6.04 days	6.74 days					
% of Responsive Repairs completed on time *	N/A	N/A	98.6%	99.35 %	98.29 %	98.4%	99.5%	99.8%	100%	99.7%					
% of voids * completed on time	N/A	N/A	47.13%	52.94 %	57.89 %	60%	75%	Not available	Not available	Not available					
Average number of Days between OT Assessment and Completion of Adaptation	N/A	400	184	175	361	279	703	Not available	Not available	Not available					
Average number of days between DFG application and Adaption Completion	N/A	83	118	38	83	586	367	Not available	Not available	Not available					
<b>Health &amp; Safety</b>															
% gas service inspections completed within 12 months	99.67 %	99.06 %	100% (as at Jan 14)	N/A	99.94 %	99.83 %	99.85 %	99.98%	99.98 %	99.98 %					
% of dwellings with an electrical test	80.1%	91.8%	96.59% (as at Jan 14)	N/A	97.53 %	97.78 %	98.03 %	97.74%	97.74 %	97.74 %					
% of dwellings with an asbestos	98%	93%	91.8%( as at	93%	93.8 %	93.8%	93.9% %	94%	94.1%	94.2%					

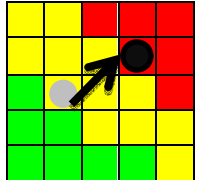
management survey			Jan 14)												
<b>Financial</b>															
Bad Debt Provision	N/A	0.87%	0.38%	0.66 %	1.44 %	0.89%	0.76%	1.01%	0.86%	1.18%					
Void Rent Loss	0.52%	0.71%	0.33%	0.29 %	0.42 %	0.36%	0.50%	0.47%	0.65%	0.72%					
Rent Collected as %	99.0%	99.2%	100%	105.5 %	93.8 %	102.8 %	101.1 %	93%	103%	99.7%					
Number of private lifeline customers *	383	615	2098	2096	2096	2107	2125	2127	Not available	2127					
<b>Housing</b>															
Change to the number of empty homes	543 total	492 total	573 total	-11 (562)	+1 (563)	+19 (582)	-26 (556)	+20 (576)	-8 (568)	-17 (551)					
% homeless applications/ prevention cases on which outcome was achieved within 33 days *	N/A	N/A	N/A	50%	68%	73%	81%	73%	71%	65%					
Number of applicants in Bed and Breakfast accommodation *	N/A	N/A	1	1	0	1	3	2	2	2					
Amount of Affordable Homes Building completed*	22	71	10	0	0	0	25	4	14	4					

**Approved Budget for 2014/15**

Note : below are listed key income and expenditure targets which could significantly influence financial performance within the service area

<b>Housing Revenue Account</b>	<b>Income</b>	<b>Cost</b>
Dwelling Rents	£25.2m	
Other Income (excluding dwelling rents)	£1.8m	
Revenue Expenditure (incl. cyclical, routine and void works)		£4.8m
Bad Debt Provision and Recovery Services		£0.3m
Supervision and Management Services		£5.2m
Self-Financing Loan Repayment		£4.8m
Contributions to fund Capital Works		£5.4m
Capital Charges		
<b>Total HRA Service Income/ Costs</b>	<b>£27.0m</b>	
Increase to HRA Balances	£0.00	
Contribution to HRA Capital Investment Reserve	£6.5m	
<b>General Fund Revenue Housing and Property Services</b>		
Corporate Property Repairs and Maintenance		£1.2m
Housing Strategy including Homelessness/Private Sector Housing		£1.4m
<b>Housing Investment Programme (Capital)</b>		
Council Housing Stock Capital Investment		£8.8m
Private Sector Housing Capital Investment		£2.1m

<b>Workforce Planning</b>													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
<b>Staffing Impacts</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>	
Total FTE Staff													
Total Staff													
Total Agency Staff													
Total Unfilled Vacancies													
Total Number of Bank Staff Used													
<b>Key Projects – key milestones</b>													
Note : this should include any FFF project and any other corporate project for which this service is the lead													
A = Start of Project B = Report (if required) C = Implementation													
<b>Project Name</b>	<b>Predicted savings (if relevant)</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Service Redesign Tier II				B			C						
Service Redesign Tier III			A				B				C		
Contracts Review		A						C					
Housing Strategy Action Plan	(approved by Exec Mar 14)	A											
PWC Report							B						
Allocations Policy Review									B				C
Homeless Strategy Review		A											B
Rental Exchange		A			B		C						
Cyclical visits to all properties (HRA dwellings)		A			C								

Key Risks	Possible Triggers	Possible Consequences	Mitigation/ Control	Residual Risk Score
Inadequate performance by staff or by WDC representatives	<p>Lack of adequate training</p> <p>Absence of policies &amp; procedures</p> <p>Staff not understanding expectations</p> <p>Staff fail to follow policy</p> <p>Failure to recruit right staff to right post</p> <p>Lack of appropriate performance &amp; contract management</p> <p>Low morale</p> <p>Acts, omissions or faulty installations by contractors</p> <p>Lack of appropriate supervision</p> <p>Fraud &amp; corruption by staff, contractors or tenants (eg tampering with electric supply/meter)</p> <p>Actions outside agreed Council procedures eg appointment of staff, procurement etc</p> <p>Legal Challenge on staff decision i.e. interpretation of law</p> <p>Inadequate management procedures</p> <p>Breach of Data Protection Act</p> <p>Contractor leaving &amp; losing personal details</p>	<p>Reputational damage</p> <p>Failure to deliver statutory obligations</p> <p>Deterioration in service delivery</p> <p>Contractors not being paid on time for works done</p> <p>Negligence and liability claims</p> <p>Increase in number of complaints</p> <p>Poor service performance against SAP measures</p> <p>Deterioration in staff morale</p> <p>Increase in compensation claims from staff</p> <p>Accidents/damage caused by lack of or poor health and safety practice of contractors</p> <p>Litigation</p> <p>Not legally compliant</p> <p>Financial cost to Council</p> <p>Not meeting customers' expectations</p> <p>-Not responding to complaints on time</p> <p>-Not being able to deliver on projects on time &amp; to expectations</p> <p>Failure to meet Council procedures</p>	<p>Customer Management Framework (CMF)-stages 1 &amp; 2</p> <p>Regular reviews of performance data</p> <p>Robust systems in place to manage performance in gas servicing &amp; complaints</p> <p>Monthly Service Improvement Groups</p> <p>Challenging under performance &amp; staff inefficiency leading to staff change</p> <p>Contribute to Housemark Benchmarking Club</p> <p>Regular contractor meetings</p> <p>Regular 1 to 1s -this will be measured in the employee survey</p> <p>Appraisals (annual cycle between April &amp; June)</p> <p>Materials and installations are specified to meet relevant standards</p> <p>Monitoring of workmanship by WDC Clerk of Works, Surveyors &amp; Property Maintenance Officers</p> <p>Procedures in place &amp; regular audits carried out with trails in place</p> <p>Recommendations from Internal Audits are actioned</p> <p>Anti-Fraud &amp; Corruption Strategy</p> <p>Bribery Act 2010-Internal Audit</p>	<p>Impact</p>  <p>Likelihood</p>

			guidance notes Whistleblowing Policy Money laundering Policy Employee Code of Conduct Authorisation levels on Total Separation of duties Effective supervision Effective budgetary control Staff training	
Unable to meet the Business Plan targets	Significant changes in Business Plan assumptions Changes in income assumptions Significant changes in Welfare Reform Policy (Housing Benefit) Economic downturn Less than effective income collection processes and systems Increase in void rates due to higher turnover Government change in rent policy Stagnant growth and low productivity resulting in a downward pressure on prices and therefore a lowering of inflation compared to projections in the Business Plan and risks of deflation Recent amendments to the Right to Buy Policy such as discounts, eligibility, pooling of receipts Increasing availability of Mortgage finance and strong	Sub-Optimal Debt Structure Breaching loan covenants Likely to increase the amount of rent arrears and the cost of collection ergo increasing bad debt provision More properties taking longer to re-let therefore increasing void rent loss Rental income not sufficient to cover the costs of the Business Plan Unsustainable Business Plan following higher than projected Right to Buy Sales Likely to result in an increased loss of stock and insufficient resources to repay associated debt Unsustainable Business Plan due to higher than projected increase in capital expenditure Increases cost and therefore reduces Business Plan viability	Updated stock condition survey and validation by an independent body - Michael Dyson Associates carried out in October 2011 to provide an accurate forecast of required investment in stock, based on existing service standards Evaluation of options to the debt structure leading to the selection of the most optimal financing strategy in consultation with Sector Increasing investment in income collection service at a cost of £60,000 per year The annual contribution to the bad debt provision has been increased to 1.2% from 2013/14 in line with the estimated effect of these changes Sensitivity analysis shows that the Business Plan would still be sustainable if there was a significant increase in the necessary bad debt provision Reduce costs in the Business Plan Lobby Government with	

	<p>house price inflation resulting in greater market confidence.</p> <p>The assumptions made in the Business Plan regarding the condition of stock and the forecast capital expenditure differ from actual costs incurred for the following reasons:</p> <ul style="list-style-type: none"> <li>• Costs increase following survey of all properties</li> <li>• Building &amp; contractor costs higher than forecast</li> <li>• Inefficient asset management</li> <li>• Significant increase in the repairs standard.</li> </ul> <p>The Government has eradicated the ring fence for Supporting People funding, as a result of which the County Council has made the decision to reduce SP allocations as part of its budget setting process. Member decision not to increase rents in line with rent restructuring forecasts in the Business Plan.</p> <p>Inefficient procurement strategy</p> <p>Conflicting priorities</p>	<p>Reduction in service</p> <p>Services provided which are currently funded from SP budget will either have to be funded by the HRA, via service charges or services cannot be provided.</p> <p>The impact of the latter is a significant increase in dissatisfaction amongst the district's most vulnerable tenants</p> <p>Rental Income lower than Projections in the Business Plan</p> <p>Rental income not sufficient to cover the costs of the Business Plan</p> <p>Poor value for money from existing contracts</p> <p>Not adhering to Council property</p>	<p>other stock- retained Local Authorities</p> <p>If inflation is less than forecast the rent setting process would therefore need to consider the following options:</p> <ul style="list-style-type: none"> <li>• Rent increases above</li> <li>• inflation (within limits)</li> <li>• Reduction in capital and revenue costs</li> <li>• Sale of homes</li> <li>• Ring fencing and recycling of right to buy receipts into the Business Plan</li> </ul> <p>The Business Plan projections are based on central Government forecasts</p> <p>All current Business Plan projections for RTB sales do not assume receipts are retained to repay the debt linked to the properties sold</p> <p>The Business Plan also retains 100% of capital expenditure associated with any RTB property and 50% of revenue</p> <p>Business Plan cost projections have been independently validated by the Chartered Institute of Housing</p> <p>There is a contingency built into the Plan for capital costs</p> <p>The Business Plan will be reviewed on a regular basis</p> <p>The current asset management strategy, the Housing Investment Board and business practice assist in efficient decisions on asset management</p> <p>Michael Dyson Associates have carried out a stock condition</p>	
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			<p>survey and have also independently validated capital and revenue repairs and maintenance projections.</p> <p>We have assumed in the business plan that SP grant will reduce.</p> <p>A full option appraisal on the impact of the funding reduction and recommendations will be presented for Executive approval in 2014.</p> <p>The Business Plan assumes a rent &amp; restructuring policy &amp; it will be presented to Members during the rent setting process to enable Full Council to make informed assessments</p>	
<b>Any Additional Commentary</b>				
<p><b>Legislative Change:</b> The service will review housing policy in light of the proposals contained within the Localism Act, for instance the housing allocations policy, proposals for fixed term tenancies, rents up to 80% of Market Rents.</p> <p><b>Climate Change:</b> The service will develop initiatives to deliver energy efficiency measures within dwellings and corporate properties.</p> <p><b>Equalities Impacts:</b> We will undertake an Equality Impact Assessment of all significant decisions.</p> <p><b>Local Plan:</b> The service will work in partnership with the Planning Team to ensure the Local Plan delivers its purpose and meets housing objectives.</p>				

<b>Linkages to Sustainable Community Strategy</b>			
	<b>Direct Contribution</b>	<b>Indirect Contribution</b>	<b>None</b>
<b>Housing</b>	<p>Delivering key priorities of the Warwick Integrated Delivery Plan (WIDP):</p> <ul style="list-style-type: none"> <li>• Priority Measure 1 – Give tenants of social housing the information and services that will improve their quality of life and economic activity</li> <li>• Priority Measure 3 – Support Young People at Risk</li> <li>• Priority Measure 4 – Improve residents' ability to use energy efficiently.</li> <li>• Priority Measure 8 – Increase provision of affordable housing</li> </ul>		
<b>Jobs, Skill and Economy</b>	<p>Our Procurement strategy gives weighting to organisations which commit to using the local labour force.</p>	<p>The investment in existing homes will create and maintain jobs.</p> <p>Installation of A rated boilers as opposed to the standard B rated boilers will contribute to an increase in household disposable income from earnings, through savings to the household on energy consumption:</p> <ul style="list-style-type: none"> <li>• Installing A rated boilers increase efficiency to 90.9%</li> </ul>	

		<p>(older boilers only have an efficiency between 55% - 65%); the annual running costs of an A rated boiler is estimated at £250;</p> <ul style="list-style-type: none"> <li>• Installing B rated boilers will increase efficiency to 87.3%, with an annual running cost of £273;</li> <li>• The difference in savings between A rated and B rated boilers is currently £23 per annum per household.</li> </ul> <p>In addition, by increasing the efficiency rating of boilers, it will contribute towards tackling the number of households suffering from fuel poverty and reducing CO2 emissions from domestic energy use.</p>	
<b>Safer Communities</b>	Our Tenancy Enforcement Officers work alongside the Community Safety/Sustainability Team in order to address issues of Anti-Social Behaviour.	Using Secured by Design doors and windows, will reduce the effects of crime. Doors used under the Secured by Design initiative are certified to British Standard PAS 24-1 'Doors of Enhanced Security'. This ensures	

		<p>that the door, frame, locks and fittings have been attack tested.</p> <p>By providing a safe environment, the housing investment programme will:</p> <ul style="list-style-type: none"> <li>• Increase the defensible space of families living in Warwick</li> <li>• Contribute towards the former National Indicator 16: Serious acquisitive crime rate (domestic burglary per 1,000 population) (by installing Secured by Design doors).</li> </ul>	
<b>Health and Well Being</b>	<p>Our housing investment programme will:</p> <ul style="list-style-type: none"> <li>• Improve quality of living and address damp and poor quality housing;</li> <li>• Contribute towards reducing costs to the NHS of treating ill health resulting from sub-standard housing.</li> </ul> <p>The correlations between poor housing conditions and health outcomes are widely evidenced and supported by numerous clinical and regeneration studies.</p>		

	<p>Families living in damp, mouldy homes are between one and a half to three times more prone to coughing and wheezing (classic symptoms of asthma and other respiratory conditions) than families in dry homes. These conditions can lead to more acute symptoms of poor mental health, mortality and coronary heart disease.</p> <p>Investment in the fabric of the building, heating systems, kitchens, bathrooms and other internal and external improvements will help to create a more conducive atmosphere to learning.</p> <p>Sub standard housing is associated with poor literacy rates and impedes learning. Children especially find it hard to concentrate on reading in cold damp housing. Adults who lived in rented overcrowded accommodation in inner city areas or council estates as children are more likely to have the lowest skills level in literacy.</p> <p>We will carry out aids and adaptations so that customers can remain in their homes longer, therefore reducing the number of admissions to care homes.</p>		
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<b>Sustainability</b>	<p>Implementation of the decent homes work and the installation of energy efficient measures will improve the Standard Assessment Procedure (SAP) rating of homes and residents' quality of life - addressing damp and poor quality housing over the period of the investment.</p> <p>Ongoing energy management of our housing schemes and the installation of renewable energy initiatives will further reduce CO2 emissions.</p> <p>Continued enforcement of strict sustainable standards for new homes.</p>		
<b>Involving Communities</b>	<p>The housing investment programme will be supported by a new tenant participation structure which will involve tenants in the design of services.</p> <p>The housing service will continue to engage residents through Community Forums and other engagement mechanisms.</p>		

<b>Narrowing the Gaps and Rural Issues</b>	<p>Our district continues to experience pockets of multiple deprivation, notably in the Brunswick, Crown and West Warwick wards, which also have a high percentage of Council housing. As a result of this we will continue to explore initiatives and prioritise services within these wards.</p> <p>We will continue to focus on meeting the identified need of customers living in rural areas, including the provision of affordable housing, accessible services and installing energy efficient measures.</p>		
<b>Supporting Families</b>	<p>Our lettings and allocations policy awards additional points for overcrowding.</p>	<p>By providing a warm, safe environment, the housing investment programme will:</p> <ul style="list-style-type: none"> <li>• Help children concentrate better on reading and homework, which in turn will lead to an increase in literacy levels and self confidence</li> <li>• Contribute towards the former National Indicator 50: Emotional health of children (TellUS survey). This is a self completed survey</li> </ul>	

		<p>carried out in schools by pupils at Years Six (ages 8-11), Eight (ages 12-13) and 10 (ages 14-16). Question 4b asks:</p> <p><i>'Which things might help you do better in school?'</i></p> <p>One of the answers is:</p> <p><i>'Somewhere quiet at home to do homework'</i></p> <p>We will continue to actively participate in the Family Intervention Project and ensure at the first point of contact customers are offered a menu of services to meet individual and family needs. This includes a comprehensive response to Anti Social Behaviour.</p>	
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## **APPENDIX F**

### **Neighbourhood Services Portfolio Update 2014/15**

#### **What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15**

A major change affecting Parking Services took place in November 2014, with the transfer of the on-street parking enforcement to a private company under the control of Warwickshire County Council. Warwick District Council will continue to manage the off-street parking service as part of a new generic Ranger Service, which will include car park management, reassurance for service users, sign posting, resolving operational issues and various enforcement activities. This will require the development of a number of new performance measures to evaluate the impact of the new service, and the removal of any previous measures relating to on-street enforcement.

The major contracts which commenced in April 2013 have now been in operation for 18 months, which include waste collection, street cleansing and grounds maintenance. In this year's Service Plan there is an emphasis on strengthening the contract management measures, in order to clearly identify each contract's level of performance.

#### **Waste Collection**

The service is operating efficiently and consistently. Of the 2 million collections carried out so far this year, approximately 99.9% collections took place as scheduled. Of the collections that were missed 58% were rectified within the specified time, either same day or next day depending on when the customer reported the missed collection. Recycling levels remain high, with WDC continuing to work within the Warwickshire Waste Partnership to try and increase recycling through a number of initiatives.

#### **Street Cleansing**

The contract continues to deliver a good level of service, with programmed cleansing operations supplemented by rapid response teams. Nearly all cleansing operations took place as planned and virtually all rescheduled operations completed within the specified time scale.

### **Grounds Maintenance**

The Grounds Maintenance contract is subject to weather conditions and is more prone to work being rescheduled, as can be seen from the performance measures to date, although those operations that could be rescheduled have been carried out as agreed.

**Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures? Please attach the final version of your SAP customer & operational measures for the year.**

Income from car parking penalty charge notices is on target despite the disruption caused by the splitting of the on and off-street enforcement. Parking income generally continues to be well above original estimates, which means that revised income targets for next year can be achieved without increasing parking charges.

Contract management continues to be key focus of the team due to the importance of the services provided by the Neighbourhood Service. Contractors are being encouraged to strengthen their own quality assurance processes as the Council will deal with any underperformance robustly.

Health and safety and risk management are continually being reviewed and updated in response to the new challenges faced by the Council generally, and those specific to the services provided by Neighbourhood Services.

Being responsive to customer enquiries has always been a priority of the team; however the implementation of a new CRM system by WCC caused significant service delivery problems at the start of the financial year. This issue has now been resolved, although highlights our reliance on ICT systems and WCC.

In terms of Green Space Development there have been several projects delivered as part of the Green Space Strategy, which have significantly improved the quality of play areas and the surrounding open spaces. The number of projects that the team needs to deliver is continuing to grow, including work associated with housing growth in the district, the Pump Room Gardens project, National Bowls, increasing sustainability etc.

**What have you done to date as a result of learning from these measures?**

Towards the end of the year Neighbourhood Services will be reviewing how it can accommodate the current workload and the new services with the resources available.

There is a need to continue to review service standards, delivery methods, procurement, and budget management to ensure services are being delivered as efficiently as possible. Opportunities for savings need to be considered in conjunction with service pressures and new demands on the team.

**What has been the impact of what you have done to date and what else do you plan to do as a result of learning from these measures?**

Due to an internal restructure within the Council Neighbourhood Services are now responsible for Bereavement Services, and overseeing the performance of the Customer Service Centre and one stop shops, managed by Warwickshire County Council. Through the remainder of this year we will be integrating the teams, systems, budgets, risks and measures with the rest of Neighbourhood Services.

A priority for the remainder of the financial year will be to review the current arrangement with WCC regarding the Customer Service Centre and the level of service being provided.

The new Ranger Service will be in place by the end of the financial year, which has been established as a result of service changes, historic service gaps and the need to make savings. The success of the service will be monitored throughout 2015 and formally reviewed at the end of that financial year.

**Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.**

Project	Progress	Original Milestone	Revised Milestone
Green Space Strategy/Play Improvement Programme	A number of projects have been completed in line with the Green Space Strategy	Ongoing throughout the year	Ongoing throughout the year
Installation of new irrigation system at Victoria Park	Tender awarded and implementation scheduled	November 2014	January 2015
Pump Room Gardens Phase 2 application	Specialist consultants appointed.	Submission of Phase 2 bid 2015	Submission of Phase 2 bid 2015
Review of off-street car park service including maintenance, improvements and level of provision	Ongoing	March 2015	March 2015
Assessment of street scene service's contribution to a high quality public realm	Not started.	March 2015	March 2015

Produce Parks Ranger Service business case and review use of reactive contract teams	Phase 1 completed, full service to be in place by April 2015	April 2015	April 2015
Produce business case for potential shared parking appeals service with other district and boroughs	Not progresses due to alternative arrangements made by other districts and boroughs.	NA	NA
Review support service costs associated with Car Parking Service	Some savings have been identified and other being discussed with WCC	April 2015	April 2015
Set up new off-street car parking service.	Included within new Ranger Service	NA	NA
Review the development potential of open space land.	Not started	October 2014	March 2015

**Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**


No.

<b>Customer Measures – those important to the people/organisations who use our services</b>												
	04	05	06	07	08	09	10	11	12	01	02	03
<b>Parking appeals / enforcement</b>												
Number of on and off street PCN's issued. Aim 1,200 per month.	1,639	1,727	1,617	1,244	1,085	1,505	513					
Number of appeals received as a % of PCN's issued. Aim under 30% per month.	24%	24%	24%	29%	31%	18%	31%					
Response time in days to PCN challenges. Aim under 15 days.	18	31	30	36	20	5	9					
Proportion of parking appeal decisions upheld at adjudication. Quarterly aim over 65%.	50%	100%	66%	100%	0	0	50%					
<b>Contract Services</b>												
Customers with 2 day contact response to request for service over 90% (waste collections, fly tipping)	N/A	N/A	N/A	33	90.44	84.1	88.75					
Customers with 5 day contact response to request for service over 90% (grounds maint., general enquiries)	N/A	N/A	N/A	37.5	85.89	86.6	77.18					
Percentage of waste collections not completed as scheduled	99.90	99.89	99.87	99.88	99.89	99.87	99.90					
Percentage of missed waste collections rectified within specified period	52.91	47.62	78.26	55.05	68.36	61.8	44.89					

**Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.**

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	04	05	06	07	08	09	10	11	12	01	02	03
Percentage of serviceable play equipment in use.	96	97	99	99	99	98	98					
Percentage of street cleansing operations completed as scheduled.	99.08	98.23	97.06	97.48	98.74	98.86	98.39					
Percentage of rescheduled cleansing operations completed within specified period.	100	100	100	100	32	100	91					
Percentage of grounds maintenance operations completed as scheduled	71.74	75.00	97.16	94.00	63.00	81.00	91.00					
Percentage of rescheduled grounds maintenance operations completed within specified period	100	100	100	100	100	100	100					

 <b>Executive – 3rd December 2014</b>		<b>Agenda Item No.</b> <h1>12A</h1>
<b>Title</b>	Rural/Urban Capital Improvement Scheme (rucis) Application	
<b>For further information about this report please contact</b>	Jon Dawson Finance Administration Manager 01926 456204 e mail: jon.dawson@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	Offchurch and Barford	
<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>	N/A	
<b>Background Papers</b>	Rural/Urban Capital Improvement Scheme details. Rural/Urban Capital Improvement Applications file No.200 onwards; correspondence with Applicant.	

<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 Impact Assessment Undertaken</b>	Yes

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17.11.14	Chris Elliott
Head of Service	17.11.14	Mike Snow
CMT	17.11.14	Chris Elliott, Bill Hunt and Andy Jones
Section 151 Officer	17.11.14	Mike Snow
Monitoring Officer	17.11.14	Andy Jones
Finance	17.11.14	Mike Snow
Portfolio Holder(s)	17.11.14	Cllr Cross
Consultation & Community Engagement		
Community Partnership Team and Manoj Sonecha (Active Communities Officer) –Copy of report forwarded 5 <sup>th</sup> November 2014		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		



## 1. **Summary**

### 1.1 This report provides details of two Rural/Urban Capital Improvement Scheme grant applications:

- Offchurch Sports Club to resurface the all-weather netball court to resolve current health & safety issues created by damp and wet weather conditions
- Barford, Sherbourne and Wasperton Joint Parish Council to replace, upgrade and extend the current limited play area located at the King George's playing fields

## 2. **Recommendation**

### 2.1 It is recommended that the Executive approves:

Offchurch Sports Club:

A Rural/Urban Capital Improvement Grant from the Rural cost centre budget for Offchurch Sports Club of 49% of the total project costs to resurface the all-weather netball court, up to a maximum of £5,225 subject to receipt of the following:

- Written confirmation of the financial contribution request decision from Eathorpe, Hunningham, Offchurch & Wappenbury Joint Parish Council; if approved, the contribution from Offchurch Sports Club cash reserves will be reduced accordingly

As supported by appendix 1.

Barford, Sherbourne & Wasperton Joint Parish Council:

A Rural/Urban Capital Improvement Grant from the Rural cost centre budget for Barford, Sherbourne & Wasperton Joint Parish Council of 30% of the total project costs to replace, upgrade and extend the current limited play area located at the King George's playing fields, up to a maximum of £30,000 subject to receipt of the following:

- Written confirmation of SITA approval (or if the application is declined, another capital grant provider) to fund £60,000 of the project cost to ensure that the RUCIS grant remains as 30% of the total project cost

As supported by appendix 2.

## 3. **Reasons for the Recommendation**

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

### 3.2 Offchurch Sports Club:

This project contributes to the Council's Sustainable Community Strategy as without the sports club there would be fewer opportunities for the community

to enjoy and participate in sport which could potentially result in an increase in anti-social behaviour and obesity, particularly in children. The resurfacing of the all-weather netball court will alleviate current health & safety risks and re-enable all-year round usage therefore increasing opportunities for the community to enjoy and participate in sporting activities.

Barford, Sherbourne & Wasperton Joint Parish Council:

This project contributes to the Council's Sustainable Community Strategy as without the playground there would be less opportunity for young people in the community to enjoy and participate in physical and creative activities which could potentially result in an increase in anti-social behaviour and obesity in children. A well-used playground will also help to further engage and strengthen the community as it will bring together a wide range of people; young people, parents, grand-parents and play groups.

#### **4. Policy Framework**

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

- Community Engagement & Cohesion (including Families at Risk)
- Targeting disadvantaged rural locations
- Narrowing the Gaps

#### **5. Budgetary Framework**

5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2014/15 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).

5.2 In addition there is the unallocated budget from 2013/2014 of £88,884 which sits within a separate cost centre budget; this could then be used for either Rural or Urban schemes once the 2014/15 budget has been used.

5.3 There is £55,919 still available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the Rural Cost Centre budget in 2014/15. If the applications within this report from:

- a) Offchurch Sports Club for 49% of the total project costs, up to a maximum of £5,225, and
- b) Barford, Sherbourne & Wasperton Joint Parish Council for 30% of the total project costs, up to a maximum of £30,000

are approved, £20,694 will remain in the Rural Cost Centre budget.

5.4 There is £52,758 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the Urban Cost Centre budget for 2014/15.

#### **6. Risks**

6.1 There are no main risks for this proposal.

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

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

## **8. Background**

### **8.1 Offchurch Sports Club:**

Offchurch Sports Club has submitted a rucis application to resurface the all-weather netball court to resolve current health & safety issues created by damp and wet weather conditions. The application is for 49% of the total project costs up to a maximum of £5,225

Offchurch Sports Club is not registered for vat; they won't be reclaiming vat in connection to this project therefore the award will be inclusive of vat

Offchurch Sports Club have stated that they will provide £5,545 (51% of the total project costs) towards the project from their own cash reserves

Offchurch Sports Club has previously had a successful rucis application:

- £55,000 (37% of the total project costs) to rebuild their pavilion in December 2009

This application meets the criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before re-applying for a new grant.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Offchurch Sports Club of 49% of the total cost of the project inclusive of VAT subject to a maximum of £5,225.

### **8.2 Barford, Sherbourne & Wasperton Joint Parish Council:**

This project is the first phase of a three phase overall project, the other two projects are as follows:

- Phase 2 – Create a perimeter exercise track, upgrade lane access and bike racks; estimated costs of £100,000
- Phase 3 – Build a multi-sports court , tennis courts and toilets; estimated costs of £250,000

Barford, Sherbourne & Wasperton Joint Parish Council's business plan assumes a total funding requirement of approximately £475,000 for the three capital elements detailed above and they have also considered a provision for repairs after ten years of £5,000 per annum to ensure sustainability (i.e. £50,000) and have plans for maintenance and removal of rubbish from the site using volunteers in the parish.

This application is specifically for phase 1 of the development of The King George's Playing Field Scheme; it's important to note that although this is part of a big development scheme, it is in itself a stand-alone project which will deliver a facility to the community and contributes to the Council's Sustainable Community Strategy. Details as follows:

Barford, Sherbourne & Wasperton Joint Parish Council has submitted a rucis application to replace, upgrade and extend the current limited play area located at the King George's playing fields. The application is for 30% of the total project costs up to a maximum of £30,000.

Barford, Sherbourne & Wasperton Joint Parish Council are registered for vat; they will be reclaiming the vat in connection to this project therefore the award is excluding vat. Initially, the Joint Parish Council will pay for the vat from their cash reserves.

Barford, Sherbourne & Wasperton Joint Parish Council have stated that they will provide £10,000 (10% of the total project costs) towards the project from their own cash reserves.

The rucis scheme criteria states that "grants cannot be awarded if the organisation has reserves to fund the project themselves, i.e. cash reserves / savings that total more than 12 months of the organisations operating costs".

The June 2014 bank statements provided show a combined cash reserve of £71,863; the annual expenditure / operating costs are approximately £32,526 per annum (this is an average of the last three years accounts) which leaves cash reserves of approximately £39,337 whilst applying for a £30,000 rucis grant. However, the Joint Parish Council are contributing £10,000 to the phase 1 project and a further £5,000 towards the phase 2 and 3 projects which further reduces cash reserves to approximately £24,337. The Joint Parish Council may also need to increase their contribution to phases 2 and 3 as funding has yet to be finalised and a contingency fund will be required to meet costs from any unforeseen issues. The Joint Parish Council have provided explanations of further commitments to be met from these reserves (contributions to village hall, scout hut, allotment path projects) as well as initially needing to pay approximately £20,000 in vat for the phase 1 project before the vat can later be reclaimed. We are therefore satisfied that the application meets the scheme criteria.

Barford, Sherbourne & Wasperton Joint Parish Council have previously had successful RUCIS applications:

- £1,135 (50% of the total project costs) for refurbishment of bus shelters in June 2008
- £2,439(50% of the total project costs) for roof insulation for the Memorial Hall in June 2012

This application meets the criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before re-applying for a new grant.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Barford, Sherbourne & Wasperton Joint Parish Council of 30% of the total cost of the project excluding vat subject to a maximum of £30,000.

**RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 3rd DECEMBER 2014 EXECUTIVE :**

<b>Applicant :</b>	<b>Offchurch Sports Club</b>		
<b>Description of scheme:</b>	The project is to resurface the tarmac on the all-weather netball court as it has reached the end of its useful life, having been down for approximately 13 years. The court has become very smooth and dangerous with people slipping over when playing netball and tennis, especially when the court is damp or wet. Resurfacing the court will make it usable again all-year round for netball and tennis league matches and practice sessions as well as cricket practice.		
<b>Evidence of need:</b>	Letters of support have been provided from the Joint Parish Council, Warwickshire County Netball Association and Leamington Netball Club. Currently there are Health and Safety issues experienced with damp and wet weather conditions which reduces court availability; this is evidenced in two of the letters of support and also by an emailed complaint from an individual club member.		
<b>3 years accounts received?</b>	2012 - 2014 accounts have been received, along with a recent bank balance receipt dated 22nd October 2014. This evidences sufficient cash reserves to meet the contribution stated on the application form.		
<b>Financial Performance; minus figure = deficit</b>	<b>Year ended</b> 31/3/14  -£237	<b>Year ended</b> 31/3/13  £604	<b>Year ended</b> 31/3/12  £4,328
<b>Available Funds ( cash and reserves )</b>	<b>Year ended</b> 31/3/14  £7,243	<b>Year ended</b> 31/3/13  £7,474	<b>Year ended</b> 31/3/12  £6,910
<b>Details of membership, fees etc:</b>	Membership fees per annum: netball membership £25 adult and £15 junior, tennis membership £75 Family, £50 adult and £15 junior, cricket membership £50 adult and £20 junior		
<b>Details of usage:</b>	<p>Offchurch Sports Club is a non-profit making organisation, "open to all", which provides Netball, Tennis and Cricket facilities, which are used by members or people hiring the facilities ranging from children and youth, up to people in their 70's. The Netball court that requires resurfacing is used as follows:</p> <ul style="list-style-type: none"> <li>• Netball has 2 league teams which plays matches from September to April at least once a week. There is also a practice of at least once a week. Training also takes place during the summer once a week. At least one Netball Saturday tournament is run every year including several teams from the local area.</li> <li>• Tennis has 3 league teams, which generally play from April to September, once or twice a week. Practice will take place almost every day and night of the week during the summer and will take place to a lesser extent during the winter although there is a hardcore of members who play throughout the year, using the court floodlights in the winter.</li> <li>• Cricket has one team that plays friendlies on Sundays from April to October. There is a practice every the week during this period.</li> </ul> <p>There are also ad-hoc hires, such as to NFU for tennis and cricket each year and the Clubhouse is used for Quiz nights, BBQ's, Rounders evenings and other club social activities.</p>		
<b>Details of Organisations equalities policies:</b>	<p>The club have provided a copy of their equality policy, the main point is as follows:</p> <p>"The club respects the rights, dignity and worth of every person and will treat everyone equally within the context of their sport, regardless of age, ability, gender, race, ethnicity, religious belief, sexuality or social / economic status."</p>		
<b>3 quotes provided:</b>	Yes - three quotes have been received.		
<b>Which of the Council's Corporate Priorities are met?</b>	<b>Evidence</b>		
<b>Reduce anti-social behaviour</b>	The facilities at Offchurch Sports Club for training, coaching, friendly games and league matches for Netball, Tennis and Cricket, offer a variety of opportunities for people of all ages to participate in sport and have a clear focus/goal, thereby reducing the possibilities for anti-social behaviour caused by boredom/no focus during leisure time.		
<b>Reducing obesity, particularly in children</b>	With the facilities offered at Offchurch Sports Club across Netball, Tennis and Cricket, the active participation in these sports helps to reduce obesity in the community, particularly in children; there are approximately 30 children and youth members currently using the club facilities.		
<b>Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities</b>	The present poor condition of the court has reduced opportunities for the community to participate in Netball and Tennis with practice sessions and league matches being cancelled due to Health & Safety risks, especially in damp or wet weather conditions. By resurfacing the court, and thereby removing the Health & Safety risks caused by the court there will be increased opportunity for players to participate in sport all year round.		
<b>Engaging and strengthening communities</b>	Whilst the project does not directly impact on this, the Club and also the Cricket, Netball and Tennis sections, including the league teams, are all run by a wide range of volunteers from across the community. With the facilities offered and active participants at Offchurch Sports Club, across the wide spectrum of ages, the club encourages participation, strengthening the local community and reducing rural isolation.		
<b>Targeting disadvantage in rural / urban areas:</b>	Offchurch Sports Club is "open to all" offering low cost sports facilities to encourage all to take part regardless of background.		
<b>Total cost of scheme (including VAT where appropriate)</b>	£10,770		
<b>Funded by:</b>	<b>Status</b>		
<b>Parish Council</b>	£0	A financial contribution has been requested with a response that a small contribution of around £200 is likely; this has been included as a caveat in the recommendation report	
<b>Own Funds</b>	£5,545	Cash reserves have been evidenced through the provision of a recent bank balance print-out	

<b>Total RUCIS</b>	<b>£5,225</b>
<b>equates to</b>	<b>48.5%</b>

**RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 3rd DECEMBER 2014 EXECUTIVE :**

**Applicant :**

**Barford, Sherbourne & Wasperton Joint Parish Council**

**Description of scheme:**

This project is the first stage of an overall three phase project, the other two projects / phases are as follows; Phase 2 – Create a perimeter exercise track, upgrade lane access and bike racks (estimated costs of £100,000) and Phase 3 – Build a multi-sports court, tennis courts and toilets (estimated costs of £250,000). This application is specifically for phase 1 of the development of The King George's Playing Field Scheme which is to replace, upgrade and extend the limited play area currently provided at the site, which will include a new safety floor and new play equipment. This will provide modern play facilities for children of all ages up to teenagers. It's important to note that although this is part of a big development scheme, it is in itself a stand-alone project which will deliver a facility to the community and contributes to the Council's Sustainable Community Strategy.

**Evidence of need:**

In 2005 the Barford Parish Plan identified the need for increased sports and recreational facilities to be provided within the community, in 2010 the JPC launched a review to establish the future needs of the community for all ages in order that the JPC-owned playing field could get wider use for all ages, this included:

1. Meetings with staff, governors and consultation with parents and pupils at the adjoining Barford St Peter's Primary and Pre school.
2. Staging a public exhibition giving a range of options, display of equipment, site surveys and detailed questionnaire for the residents of the 3 villages.
3. A door to door leaflet drop to 500 households advising that the project is underway for the community to be aware of and submit their ideas.
4. Letters to all parents/carers of 150 children attending the village primary and pre-school who use the existing playing field.
5. Discussions with local toddlers group and nursery school who have limited outside recreational facilities for younger children in the village.
6. Attendance of over 100 people at a public exhibition in March 2014 with further attendance in May, July and August exhibitions in the village.
7. Completion of 128 surveys from local residents.
8. Report on the project at the annual Parish meeting of residents on 6th April 2014.
9. Further residents' exhibition to look at draft proposals and layout of the scheme on 18th May 2014.

The results of the community survey gave very positive support for the project; 91% of residents felt that the playing field facilities needed to be upgraded with additional facilities provided and all but one of the responses supported improvements to play facilities for children and/or teenagers. There are also letters of support from; Barford Cricket Club, Barford St Peter's Primary and Pre Schools, Barford Community Charity, Beehive Nursery (Barford), CSW Sport and Warwick Tennis club.

**3 years accounts received?**

2011 - 2013 accounting statements, financial reports and asset statements have been received, along with recent bank statements for the two bank accounts held covering the period June 2014. This evidences sufficient cash reserves to meet the contribution stated on the application form.

**Financial Performance; minus figure = deficit**

<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>
31/3/13	31/3/12	31/3/11
£7,848	£6,809	£174

**Available Funds ( cash and reserves )**

<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>
31/3/13	31/3/12	31/3/11
£46,004	£38,157	£31,348

**Details of membership, fees etc:**

None

**Details of usage:**

King George's field in Barford currently includes a small play area for under 10's, a skateboard park and a grass football pitch. However, the current facilities are not well used by the community; the football pitch has been unused for some years, the young children's play equipment has limitations and needs upgrading leaving children with very few play facilities in the village. The access to the playing field is limited because of the poor surface to the lane and does not cater for wheel chair users, pushchairs, prams or mobility scooters therefore excluding them from being able to gain entry to the playing field. Overall usage is currently very low level; approximately 10 to 20 people per day

**Details of Organisations equalities policies:**

The Joint Parish Council have provided a copy of their equality policy; the JPC understands its obligations under the Equality Act 2010 and is fully committed to its duty, imposed by Section 149 of the 2010 Act. The JPC is committed to the principle of equal opportunities and declares its opposition to any form of less favourable treatment, whether through direct or indirect discrimination, on the grounds of the protected characteristics as specified in the Equality Act 2010.

**3 quotes provided:**

Yes - three quotes have been received.

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

**Evidence**

**Reduce anti-social behaviour**

This project (phase 1 of the overall three phase project) will provide a play facility that can be used by children of all ages; provision of play activity facilities will help to alleviate boredom and therefore help to reduce anti-social behaviour.

**Reducing obesity, particularly in children**

Play equipment has inbuilt fitness as well as imaginary play elements and is designed to try and include all levels of ability. The new equipment will encourage a wide range of children from the community to get outside into the fresh air and participate; the Governing Body of Barford St Peter's (VA) Primary and Pre-School has been consulted and supports the project as the facility will be used by the 150 children at the school for extra curricular activities and after school clubs. This all helps to reduce child obesity.

<b>Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities</b>	Currently there are no active sports facilities except a small limited and outdated play area and a skate park. The overall three phase project is an ambitious scheme which will increase opportunities for the whole community to participate in sporting activities and exercise, proposals include; improvements to the lane to enable greater access for wheel chair users, prams and mobility scooters, a perimeter exercise track, bike racks, a multi sports surface, tennis courts and an upgrade of the access lane. Specifically this project will provide enhanced play facilities for children of all ages in the local community which will increase opportunity to enjoy and participate in sporting / play / exercise activity.	
<b>Engaging and strengthening communities</b>	This project will provide a play facility that will encourage a wide range of members of the community to get out and participate in activities; young people, parents, grandparents, playgroups will all use the facility to meet in and spend time together, thus helping to further engage and strengthen the community.	
<b>Targeting disadvantage in rural / urban areas:</b>	Currently, there are no active sports / play facilities in any of the three villages and no leisure or recreational facilities in the village for children over the age of 12 (apart from limited skate park facilities). The nearest all weather sports facilities are at Warwick and Wellesbourne both of which are 4 miles away from the three villages.	
<b>Total cost of scheme (including VAT where appropriate)</b>	£100,000	
<b>Funded by:</b>	<b>Status</b>	
<b>Parish Council (Own Funds)</b>	£10,000	Approved
<b>SITA</b>	£60,000	An application has been made, now waiting for a decision
<b>Total RUCIS</b>	<b>£30,000</b>	
<b>equates to</b>	<b>30.0%</b>	



**Summary of Financial Impact of Approving Scheme**

<b>Scheme Description</b>	<b>RURAL</b>	<b>URBAN</b>	<b>SLIPPAGE</b>	<b>TOTAL</b>
<u>Original 2014/15 Budget</u>	£75,000	£75,000	£0	£150,000
<u>Resources brought forward from 2013/14 to 2014/15</u>				
Total Slippage from 2013/14 to 2014/15	£0	£0	£186,459	£186,459
Rural/Urban Capital Improvement Grants already approved 2013/14	£0	£0	-£152,825	-£152,825
Rural/Urban Capital Improvement Grant unallocated balance 2013/14	£0	£0	£33,634	£33,634
				<b><u>£183,634</u></b>
 <u>11th June 2014 Executive</u>				
Kenilworth Town FC		-£13,250		-£13,250
 <u>2nd July 2014 Executive</u>				
Whitnash Town Council		-£5,364		-£5,364
Kenilworth RFC		-£3,628		-£3,628
 <u>3rd September 2014 Executive</u>				
Stoneleigh Village Hall and Playing Fields Trust	-£19,081			-£19,081
 <u>3rd December 2014 Executive</u>				
Offchurch Sports Club - proposed	-£5,225			-£5,225
Barford, Sherbourne & Wasperton Joint Parish Council - proposed	-£30,000			-£30,000
 <u>Projects Closed - Underspends and Withdrawn 2014/15</u>				
Warwick Sports Club - underspend			£5,250	£5,250
Bishops Tachbrook Parish Council			£50,000	£50,000
 <b>Remaining Budget</b>	<b><u>£20,694</u></b>	<b><u>£52,758</u></b>	<b><u>£88,884</u></b>	<b><u>£162,336</u></b>