

Executive

Wednesday 30 November 2016

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 30 November 2016 at **6.00pm**.

Membership:

Councillor A Mobbs (Chairman)

Councillor N Butler

Councillor P Phillips

Councillor M Coker

Councillor D Shilton

Councillor S Cross

Councillor P Whiting

Councillor M-A Grainger

Also attending (but not members of the Executive):

Whitnash Residents' Association (Independent) Group Observer Councillor Mrs Falp

Labour Group Observer Councillor Barrott

Chair of the Overview & Scrutiny Committee and Liberal Councillor Boad

Democrat Group Observer

Chair of the Finance & Audit Scrutiny Committee

Councillor Quinney

Emergency Procedure

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

Agenda

1. Declarations of Interest

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

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

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

2. **Minutes**

To confirm the minutes of the meeting held on 28 September 2016 and 2 November 2016
(Pages 1 to 62)

Part 1

(Items upon which a decision by Council is required)

3. **General Fund base budgets latest 2016/17 and original 2017/18**

To consider a report from Finance **(Pages 1 to 16 and Appendices A to D)**

4. **Housing Revenue Account (HRA) budgets latest 2016/17 and base 2017/18**

To consider a report from Finance **(Pages 1 to 11 and Appendix A)**

5. **Housing Revenue Account Rent Arrears Policy**

To consider a report from Finance **(Pages 1 to 5 and Appendix 1)**

6. **Appointment of External Auditor**

To consider a report from Finance **(Pages 1 to 3)**

7. **Minor Amendments to the Constitution**

To consider a report from Democratic Services & Neighbourhood Services
(Pages 1 to 4)

Part 2

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

8. **Delivery Stage Planning for the Masterplan proposals for St. Mary's Lands, Warwick**

To consider a report from the Chief Executive
(Pages 1 to 15 and Appendices 1 to 3)

9. **Development Brief for King's High, Warwick**

To consider a report from Development Services
(Pages 1 to 8 and Appendix 1)

10. **Rural/Urban Capital Improvement Scheme (RUCIS) Application**

To consider a report from Finance **(Pages 1 to 4 and Appendices 1 and 2)**

11. Notice of Motion

To consider a notice of Motion from Councillor Quinney, referred to the Executive by Council on 16 November 2016.

"Councillors are aware that over 60 of the 120 beds available in the area to providing transitional housing for the young and vulnerable homeless are in the process of closing. More closures may follow.

This net loss of capacity will make it more difficult and slower to place those individuals and effectively take capacity out of our own housing stock.

Officers are considering whether properties used for this purpose and already owned by the Council such as William Walgrave House could be kept open indefinitely - but that would still leave a significant and probably growing gap.

Councillors are also aware of the rise in homelessness claims in the locality in general, a larger proportion of which are now priority 1 where we have a statutory duty to house. As a result the number of those housed in temporary 'B&B' accommodation is rising sharply and is forecast to cost the Council £50k more than budgeted in the current financial year.

Both issues inevitably have a knock-on effect on how quickly we can meet the needs of lower priority residents, within the 3000+ Homechoice waiting list.

If the Council were to lease or acquire properties to meet both needs, such a project should at least cover lease/running costs through the rental income generated and may help reduce overspend on B&B.

Therefore it is proposed that Warwick District Council approves:

- (1) Officers ensure current transitional housing in existing WDC properties is maintained until further notice;
- (2) Officers urgently and proactively seek to build on that approach by leasing or acquiring sufficient suitable additional properties to offer as short-term accommodation. By doing so they should seek at least to fill the capacity gaps emerging in transitional housing; and
- (3) Officers also investigate the opportunities to lease or acquire property suitable for temporary accommodation for priority 1 homeless with a view to capping and reversing the budget overspend"

11a. Future use of council land adjacent to 39 High Street, Kenilworth

To consider a report from the Chief Executive

(To follow)

12. Public and Press

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

Item Nos.	Para Nos.	Reason
13-14	1	Information relating to an Individual
13-14	2	Information which is likely to reveal the identity of an individual
13-14	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

13. **Minutes**

To confirm the confidential minutes of the meeting held on 28 September 2016
(Pages 1 to 3)
(Not for publication)

14. **Confidential Appendix to Item 11a**

(To follow)
(Not for publication)

Agenda published Tuesday 22 November 2016

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

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456114.

Executive

Minutes of the meeting held on Wednesday 28 September 2016 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

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

Also present: Councillors; Boad - Chair of Overview & Scrutiny Committee & Liberal Democrat Observer; Mrs Falp - Whitnash Residents Association (Independent) Observer; and Quinney - Chair of Finance & Audit Scrutiny Committee.

(Apologies of absence were received from Councillor Barrott).

43. **Declarations of Interest**

Minute Number 49 - HEART Shared Service to deliver Home Adaptations (including Disabled Facilities Grants)

Councillor Shilton declared a personal interest because he was a Warwickshire County Councillor who would form part of the proposed shared service.

Part 1

(Items upon which a decision by Council is required)

44. **Warwick District Council Flag Flying Policy**

The Executive considered a report from Cultural Services that, at the request of the Leader, brought forward a flag flying policy to replace the current unwritten protocol.

The draft Warwick District Council Flag Flying Policy sought to provide context and establish precedents, outline the Council's usual arrangements for the displaying of flags, clarify the protocol and procedure for flying flags, and clarify the appropriate procedure should a request for the flying of a specific guest flag or flags be received.

In preparing the draft policy, a comprehensive review of flag flying had been undertaken by officers which had established the current and past protocols for flying flags at the Town Hall and the practicalities involved in doing so, the legal obligations and current responsibilities of the Council with regards to flag flying (including planning regulations), the appropriate guidance to be followed from Central Government, what was commonly considered to be best practice through the comparison of a number of flag flying policies from other Local Authorities, and which procedures and processes were most appropriate for Warwick District Council, based on its priorities and values.

The matter of flag flying on local government buildings was not bound by any specific directive. It was down to individual Local Authorities to

establish their own flag flying protocols. Advice was issued by the Department for Culture, Media and Sport (DCMS) on the flying of national flags on government buildings. This was attached as Appendix 2 to the report. This advice related to government buildings only, but many councils followed the advice on a voluntary basis and it was widely considered to be best practice to do so.

The flag flying protocols of the other Local Authorities in England varied in their content, formality and the number of flagpoles available on each Council building. However, a growing number of Local Authorities were formalising their policies and relaxing the traditional stance in order to allow additional flags to be flown.

The protocol and tradition surrounding flags was detailed and complex. The Flag and Heraldry Committee and the Flag Institute produced flag flying guidance in 2010. The guidance covered the protocol which applied to flying flags in a variety of situations and aimed to ensure flags in the UK were flown correctly and treated with dignity and respect. This guidance was attached as Appendix 3 to the report.

In November 2012, the Department for Communities and Local Government published 'Plain English Guide to Flying Flags', which sought to explain the planning restrictions around flags. This was attached as Appendix 4 to the report.

In March 2013, the House of Commons Library published a briefing note setting out a brief history of the Flags of the United Kingdom and clarifying the guidance issued by the Department of Culture Media and Sport. This was attached as Appendix 5 to the report.

Previously, the flying of flags at the Town Hall in Royal Leamington Spa had been restricted to national flags displayed on certain days as designated by the DCMS. The Leader of Warwick District Council had the authority to decide which flags could be flown in addition to this, often after consultation with the Chairman of the Council.

Warwick District Council had additional flag poles installed on its properties (at the entrance to Jephson Gardens and on its bowling greens in Royal Leamington Spa, for instance) but these primarily flew flags relating specifically to that service area. These flags were normally static, were not changed regularly or were the responsibility of external organisations to manage on a day-to-day basis. The draft Policy made a distinction between the flying of flags from flag poles located in Council parks and properties and those national flags flown at the Town Hall, which continued to be perceived by the majority of the public as the District's civic centre. However, the protocol and planning restrictions detailed within the Policy applied to all flags that were the responsibility of the Council.

Taking these points into account, the draft Policy, as set out at Appendix 1 to the report, reflected the priorities and values of Warwick District Council, clearly established the protocol and procedures to be followed

when flying flags and clarified the rationale informing the Council's choices as to which flags should be flown.

Alternatively, a 'No Flags' Policy was considered. In some circumstances Local Authorities had restricted the flags they could fly from their properties to the Union Flag only, or had ceased the flying of flags altogether. It was believed that this option would have a negative effect upon the District and such extreme action was not deemed to be necessary. While this option was considered in some respects to be a 'neutral' option, it was believed that it would have an adverse impact upon the Council's relationship with the community and was therefore not taken forward.

A further option that was considered was to keep the existing protocol. The Town Hall had had an informal protocol for the flying of flags for a number of years which had become established through custom and practice and was based upon guidance from DCMS. However, it had never been formally adopted by the Council as an official policy. This had led to the potential for misunderstanding and varied interpretation. Such uncertainty should be avoided and it was believed that a formal policy would add necessary clarity and guidance.

Consideration was also given to installing further flag poles at alternative locations. If the flying of flags at the Town Hall was restricted to national flags only, additional flag poles could be installed in other areas of the District in order to display alternative flags. However, there were practical and budgetary connotations relating to this which made it undesirable.

Recommended that Council approves the Warwick District Council Flag Flying Policy, as set out at Appendix 1 to the minutes.

(The Portfolio Holder for this item was Councillor Coker)

45. **Fees and Charges 2017/18**

The Executive considered a report from Finance that set out the proposed Fees and Charges in respect of the 2017 calendar year. The report also detailed the latest Fees and Charges income for the 2016/17 budgets, initial 2017/18 budgets and the actual out-turn for 2015/16.

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 2017/18, and Discretionary Fees and Charges for the forthcoming calendar year had to be approved by Council.

In the current financial climate, it was important that the Council carefully monitored its income, eliminated deficits on service specific provisions where possible and therefore minimised the forecast future budget deficit.

It was anticipated that the new Leisure contract would commence in May 2017, at which point the charges introduced at the six Leisure Centres would be determined by the new operator under the terms of the contract.

Certain key charges would still need to be agreed by the Council, details of which were set out at Appendix B to the report. In view of this, and the significant disruption that would be experienced by customers of St Nicholas Park and Newbold Comyn leisure centres during the build phase (November 2016 to summer 2017), subject to Council approval of the proposed investment projects later in the year, it was proposed not to implement any price changes in January 2017. The key charges proposed by the new contractor would need to be agreed by Members, alongside the appointment of the contractor in spring 2017. These controlled charges for the new contractor had been included within the tender documents based on the charges currently in force. By not increasing prices now for 2017, it would cost the Council approximately £20,000 for a full year. However, with a new contractor planned to run the leisure centres from May 2017, and new charges in place from then, any income variance would be more than offset by the concession fee payable by the contractor.

Parking Services' income and costs (including potential refurbishment, rebuild or renewal of car parks) were being reviewed by a Task and Finish Group. Until the outcome of this review was known, the Head of Neighbourhood Services believed it was sensible to keep charges at 2016 levels. Increased usage of the car parks meant that parking income targets for 2017/18 should be met, as well as making a contribution to the Car Park Reserve towards future car park maintenance.

Building Control and Land Charges were ring fenced accounts. Income levels for land charges were still high and it was felt that fees should not increase to avoid creating a large surplus on the Building Control Account, which should break even. Subject to Government confirmation, the Local Land Charge¹ fee was due to transfer to the Land Registry service in late 2017/early 2018. This would then present the ideal time to scrutinise the costs and income of the service. Building Control was subject to competition from the private sector and had to set charges that were competitive, otherwise they would lose customers.

The Regulatory Manager had to ensure that licensing fees reflected the current legislation. The fees charged should only reflect the amount of officer time and associated costs needed to administer them. A recent exercise had indicated that some fees were not recovering the full cost of providing that service and therefore needed to be increased substantially, as set out in section 10 of the report.

New cremation fees were proposed to meet potential new or differing customer requirements. A combination of the desirability of our district's cemeteries, and some cemeteries in neighbouring districts/boroughs and cities not being so desirable, had seen a disproportionate increase in the numbers of non-residents wishing to use these facilities, leading to cemeteries filling up at a faster rate than previously anticipated. A future business case would consider the need for future cemetery land and how an extra surcharge could assist the funding of this requirement.

The Business Support and Events Team, in Development Services, had taken responsibility for several fees and charges that were previously

managed by Cultural Services. The team wanted to maximise usage and income from these areas and were currently reviewing how best to do so. Therefore, it was considered appropriate not to change these fees for 2017 until the outcome of this review (including customer feedback) was known in early 2017.

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.

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

The Council could have decided that the Fees and Charges for 2017/18 would remain static, i.e. remain at the same level as for 2016/17. However, this would have increased the savings to be found over the next five years, unless additional activity could be generated to offset this.

The Finance & Audit Scrutiny Committee had some particular concerns about the retrospective recovery of costs on Hackney Carriage Licences and its possible impact on the trade overall, especially with respect to new applicants. Members asked how recovery of cost was being smoothed over time and asked whether it would be acceptable to phase it in. Officers were asked to circulate to Councillors the process used to calculate the costs of these applications. One Councillor was not in favour of the fees and charges proposal because of these concerns.

The Finance & Audit Scrutiny Committee noted that the detail of Paragraph 15.4.1 had been omitted from Appendix A, and an addendum containing this would be circulated at the Executive.

At the meeting of the Executive, an Addendum was circulated that provided a revised Appendix A52 to show figures that corresponded with the text of Paragraph 15.4.1 in the report.

In response to these questions, the Executive requested that the following information be circulated to all Councillors prior to the Council meeting on 16 November 2016:

- The process used to calculate the fees associated with Hackney Carriage and Private Hire Drivers' Licences.
- Clarification on the charging structure for burials and cremations for individuals from outside the District, to ensure that there was a surcharge for burials and not cremations.
- An explanation on the difference in cost and service between the cremation fee for foetal remains and still-borns up to 1 month and the communal cremation of foetal remains.

With the addition of the following requests, it was proposed by Councillor Whiting, duly seconded and

Resolved that:

- (1) the Fees and Charges for Leisure Centres are not to be increased for 2017, for the reasons set out in paragraph 12.1 of the report;
- (2) Parking Fees are not recommended to be increased for 2017/18 and noted that, due to growth, the Parking service still expects to meet its income target for 2017/18, as discussed in section 15 of the report;
- (3) fees for Land Charges and Building Control are not recommended to be increased; both services have ring-fenced budgets, as detailed in section 13 of the report.
- (4) changes to some licensing fees, as discussed in Section 10 of the report, are supported, due to the need to recover the costs of those services that have made a shortfall over the past year.
- (5) new charges for Bereavement Services as well as the premium for non-WDC resident burials, be supported and that a future business case be developed and brought to the Executive to consider the funding of new cemetery land as discussed in paragraph 15.4.2 of the report;
- (6) some fees and charges, previously managed by Cultural Services are now the responsibility of the Business Support and Events team in Development Services, are being reviewed and consequently, no increases are proposed for 2017/18 but a further report be brought to the Executive on any recommendations for future charging revisions;
- (7) The operation of the proposed fees and charges set out in this report from 2 January 2017 will result in the 2017/18 income target set out in the MTFS being exceeded by **£89,500**, after exclusions for ring-fenced accounts and income that will be transferred to specific reserves e.g. parking, as discussed in Section 5 of the report.

As a result of the above it was proposed by Councillor Whiting, duly seconded and

Recommended to Council that the Fees and Charges proposals set out in Appendix A to the report, be approved to operate from 2 January 2017 unless stated otherwise.

(The Portfolio Holder for this item was Councillor Whiting)
Forward Plan Reference number 770

46. Risk Management Annual Report 2015/16

The Executive considered a report from Finance that updated the Risk Management Strategy for implementing and embedding risk management throughout the organisation. The report also contained details of an external review that was performed during the year.

The external review had provided an independent assessment of the Council's risk management arrangements and lead to the identification of areas for improvement that provided the basis of an action plan. Members of the Council had the responsibility for overseeing the organisation's risk management arrangements, as set out in Section 8 of the report.

The external Review of Risk Management was reported to Finance and Audit Scrutiny Committee in June 2016. The action plan that came out of this review was proposed to form the basis of the updated Risk Management Action Plan.

A number of planned actions, as set out in Appendix C to the report, had been rescheduled due to the re-prioritisation of the Audit & Risk Manager's work, principally the undertaking of the investigation into the procurement of the Electrical Maintenance & Repair contract.

Recommended that Council

- (1) notes the Risk Management Annual Report for 2015/16, along with Members' responsibility for risk management;
- (2) confirms its support for the Council's Risk Management Strategy, as set out at Appendix 2 to the minutes;
- (3) confirms its satisfaction with the progress being made in embedding risk management within the Council, noting the activities undertaken during the year that help this process (Appendix B to the report) and the progress made to date in completing the current Risk Management Strategic Action Plan (Appendix C to the report).

(The Portfolio Holder for this item was Councillor Whiting)

Part 2

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

47. Review of Street Trading Policy

The Executive considered a report from Health & Community Protection that summarised the responses received during the six week consultation on the Council's Street Trading Policy, and sought approval of the revised Policy.

Over the last two years officers had been undertaking a review of the policy associated with the licensing of Street Trading. Officers had considered local and national examples of best practice in establishing where improvements in the policy could be made.

Consultation on the proposed Policy had taken place, with representatives of the general public, licence holders, Police, County Council, Town Council and WDC Councillors.

The review had addressed the concerns of officers, the general public and Councillors and the comments received had been supportive of the proposed policy. Only one official response to the consultation was received, and this had been positive.

A summary of the changes was attached as Appendix 2 to the report.

The current policy could have remained in place without amendment or alteration. However, it was considered that the proposed policy reflected best practice and would increase competitive trade at short events, increase income and raise the standards required of street traders by Warwick District Council.

The Licensing & Regulatory Committee had discussed the draft Policy at their meeting on 21 September 2016. The committee supported the revised policy and welcomed the revisions which would solve the challenges caused by the current street trading conditions.

A revised version of the draft Policy was circulated at the meeting for consideration by the Executive. This included minor changes to clarify aspects of the policy without altering its emphasis. The Executive were assured that the revised version of the Policy had also been provided to the Licensing & Regulatory Committee, and it was this version that they had supported.

Councillor Mrs Grainger took the opportunity to thank the officers involved in revising this policy and bringing it forward for consideration.

Resolved that the Revised Street Trading Policy, as set out at Appendix 3 to the minutes, be approved.

(The Portfolio Holder for this item was Councillor Mrs Grainger)
Forward plan reference 811

48. **Coventry & Warwickshire Employment Land Memorandum of Understanding**

The Executive considered a report from Development services that sought endorsement for the Coventry and Warwickshire Employment Land

Memorandum of Understanding which was supported by all Councils at the Coventry and Warwickshire Joint Committee on 21 July 2016.

At its meeting on the 21 July 2016, the Coventry & Warwickshire Joint Committee for Economic Growth and Prosperity (CWJCEGP) considered an Employment Land Memorandum of Understanding (ELMOU) to ensure that the employment land needs of Coventry and Warwickshire were met in full.

The ELMOU would sit alongside the Housing MoU agreed by the CWJCEGP in September 2015 and endorsed by the Council on 13 October 2015, and was supported by the Leaders of all the Councils in Coventry and Warwickshire. The ELMOU was based on evidence regarding the overall employment land need for Coventry and Warwickshire, and the requirements for each individual authority to specifically address the shortfall of employment land in Coventry and set out the agreed approach to redistribute this to the Warwickshire Authorities. It did this by taking into account the implications of the Housing MoU and commuting patterns in order to identify a theoretical quantum of redistribution to each of the Warwickshire Authorities. It then applied a pragmatic adjustment to this to take account of existing commitments and proposals within each District, including the proposals for the sub-regional employment site in Warwick District. For Warwick District, the ELMOU suggested that 117 hectares of Coventry's shortfall was redistributed to Warwick District. This was consistent with the Local Plan employment proposals for a sub-regional employment site in the vicinity of Coventry Airport, and supported the overall quantum of employment land set out in the Local Plan.

A further key point in the ELMOU was a commitment for the authorities to work together to develop their evidence base and monitoring of market signals and intelligence, to help manage and maintain appropriate employment land provisions across the sub-region on an ongoing basis. The ELMOU recognised the importance of market intelligence in understanding employment land requirements on an ongoing basis, as set out in the Planning Practice Guidance. Whilst this work was currently being coordinated by the Coventry and Warwickshire Local Enterprise Partnership, it would be necessary for our officers to provide regular monitoring information on employment land supply and information on market demands.

The ELMOU would form a key part of the evidence to support the Local Plan's housing proposals. However, it was important that not only Warwick District Council endorsed the ELMOU, but that all the other six authorities also formally endorsed it. This was necessary to support progress for all the Local Plans/Core Strategies under preparation in the sub-region. The timetable for each was set out in paragraph 3.4 of the report.

The Council could decide not to endorse the ELMOU. Although the ELMOU resulted in a substantial additional housing requirement for the District, rejection of the ELMOU was not recommended for the following reasons:

- Duty to Cooperate was both a legal requirement and an important element in developing a sound plan. If the Council chose not to endorse the ELMOU, it would be harder to demonstrate that this duty had been complied with and had been effective in delivering appropriate outcomes. This would make it more difficult to progress towards a sound plan;
- failure to endorse the ELMOU would have consequences for the progression of all the Local Plans within the HMA, which in turn would undermine the potential for the sub-region to grow and prosper; and
- failure to endorse the ELMOU would increase the risk of the sub-regional employment site not being released from the Green Belt through the Local Plan. This would undermine the potential for development in this location, with consequential knock-on effects for the local and sub-regional economy.

Alternatively, the Council could decide to accept a different level of redistribution of employment land from Coventry. However, this was not recommended as the evidence did not support this and changes to Warwick's agreed level of employment would have knock-on effects for the whole ELMOU, and would therefore require a new agreement to be developed.

Resolved that the Coventry and Warwickshire Joint Committee for Economic Growth and Prosperity (CWJCEGP) Land Memorandum of Understanding relating to the planned distribution of Employment (ELMOU), detailed at Appendix 1 to the report, be endorsed.

The Portfolio Holder for this item was Councillor Cross
Forward Plan Reference number 820

49. **HEART Shared Service to deliver Housing Adaptations (including Disabled Facilities Grants)**

The Executive considered a report from Housing & Property Services which recommended that the Council entered into a partnership agreement with the five Warwickshire District and Borough Councils and the County Council, to participate in a county wide shared service Home Environment Assessment and Response Team (HEART), for the delivery of home adaptations and related services.

Since 2010, the Council had been working in partnership with Stratford-on-Avon District Council (SDC) and Warwickshire County Council (WCC) to pilot a new way of delivering home adaptations and improvements. A pilot service, South Warwickshire Housing Assessment Team (HAT), was launched in January 2014. The pilot was part of a county wide collaborative project, initiated by WCC and led by the Warwickshire Heads of Housing Group, to create a more efficient and effective way of delivering housing aids and adaptations and home improvements for disabled and older people across Warwickshire.

A Project Board, which included the members of the County's Heads of Housing Group, had overseen the programme. In light of the positive experiences of operating a shared service in the north of the county and a pilot project in the south, it had developed a proposal for the delivery of aids and adaptations by a shared service serving the whole of Warwickshire. The delivery model, called HEART, had been designed to maximise resilience across the county by sharing the skills, expertise and experience needed to speed up and improve the quality of services offered to people who required home adaptations in order to stay living at home.

Council officers at Warwick District Council (WDC) and SDC had carried out a joint evaluation of the available options, including HEART, for delivering home adaptations and improvements. The three options considered were: Option One: County Wide Shared Service: HEART; Option Two: South Warwickshire HAT Shared Service; and Option Three: Pre-HAT service (WDC returning to pre pilot Disabled Facilities Grants service).

A fourth option of a WDC and SDC Shared Service had been considered. This option had been discounted due to SDC indicating that this was not a model it would participate in. As a result, the report did not consider this option.

Each of the options was evaluated against several criteria: Performance of service; customer satisfaction level with the quality of work; cost, including capital and revenue impacts; resilience of the service, and influence and control for each authority.

The result of the evaluation, attached to the report as Appendix Two, illustrated that Option One, participation in HEART, offered the most potential to improve the quality of service offered to the Council's clients, and maintained sufficient resilience in order to reduce the risk of this statutory service failing to meet the Council's obligations.

A full Business Case, attached as Appendix One to the report, had been developed for HEART. It set out the way forward for the project and demonstrated the objectives, benefits and viability of the project as a delivery model for home aids and adaptations.

The performance of the pilot in the south of Warwickshire was a significant factor taken into account as part of the evaluation. The pilot had delivered demonstrable improvements and the business case demonstrated HEART's ability to sustain this level of service, and importantly the potential to deliver further improvements to the service for residents of Warwick District. Section 9 of the report set out the improvement in the service that had been achieved during the pilot.

As well as improved end to end times for customers, there were a host of additional benefits to this Council in joining the HEART shared service, as well as risks associated with not joining. Appendix Two to the report documented the evaluation of each of the options against the agreed criteria.

By joining HEART, the Council would be better placed to access Government funding. In 2013, the Government introduced a single pooled budget for health and social care services, known as the Better Care Fund (BCF), which included DFG funding. The BCF required the NHS and local authorities to agree a joint plan to demonstrate how the funding would be best used within social care to achieve the best outcomes for local people. The funding included financial incentives to deliver services which prevented the need for residential care, emergency admissions to hospital, or for acute services. Of the options considered, the option of a county wide agreement offered a comprehensive range of holistic services which were most closely aligned with this preventative agenda. It was felt that this model was the most likely to secure future funding for DFGs and other related services.

HEART provided a more resilient and enhanced quality of service/customer experience compared to the other options considered. The HEART service delivered a range of interventions, in addition to DFGs, to enable customers to remain independent in their homes. The scope of the new caseworker role included in the HEART model meant that each customer would have a single point of contact from the start to finish of adaptation work. The HEART service was well staffed, meaning that the performance of the service was protected against staff absence.

In addition, there were a number of customer and organisational benefits of the HEART service. The benefits to Warwickshire residents included: Improved quality of life, reduced pressure on carers, maintained independence, self-respect and dignity for the individual, enjoyment of living in their own familiar home environment for much longer, choice and social inclusion and family life.

The organisations involved in the shared service would benefit in many different ways given the unique delivery of services across the two tiers of local government.

For the Council to ensure that HEART achieved the desired outcomes and benefits that the report set out, a Management Board would be established. This would be made up of senior managers for each respective partner. The Management Board would receive regular reports on performance and budgets. This would enable the HEART Management Board to understand how the service was performing and take any necessary action to ensure that performance was sustained and improved.

The performance of the service would be monitored by the review of 29 key performance indicators (KPIs) which had been agreed by the project board. The measures would be linked directly to the desired outcomes of the HEART service and would include: Number of enquiries, number and type of adaptations and interventions completed, customer complaints and satisfaction, and end to end times. Prior to the start of HEART, the board would consider if any targets would be set for the KPIs and, if so, what level they would be set at.

The KPIs would be reported to the Management Board both quarterly and annually on a county wide basis, and reported on a district-wide basis bi-

annually. Warwick District Council would report the performance of HEART to the Housing Advisory Group quarterly, and the performance would be included in the bi-annual Portfolio Holder Updates to Overview and Scrutiny Committee.

The relevant legislation for the provision of Disabled Facilities Grants was set out in the Housing Grants, Construction and Regeneration Act 1996, and the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

The housing authorities in the north of Warwickshire and the County Council had formally agreed to develop and enter into the partnership agreement necessary for them to formally become part of HEART, and to use it to deliver services on their behalf.

Section 101 of the Local Government Act 1972 and the Local Government (Arrangements for the Discharge of Functions) (England) Regulations 2012, gave authority to local authorities to delegate one or more of their functions to another local authority. The shared service provisions set out in the business case were in accordance with these.

WDC and SDC were now seeking approval from their respective Executives to develop and enter into the same partnership agreement. The agreement was substantially drafted and Warwickshire Legal Services had provided advice to Warwick District Council. Once the agreement was finalised and Legal Services were satisfied with its form, the Deputy Chief Executive would sign the agreement.

The HEART business case set out the financial contribution required from each Council to participate in HEART. Whilst this required an additional contribution above the base budget, the benefits of joining and risks associated with not joining were considered to far outweigh the additional contribution required. Section five of the report set out in detail the additional budget requirements for this Council to join HEART.

In 2014, the Council introduced fees for DFGs which meant that applicants were charged 15% of the cost of the adaptation. This fee was fully funded within the DFG grant, but was only for use to fund the cost of delivery of the adaptation. The fee income could not be used to fund the administration of DFGs and local authorities would be required to contribute towards the cost of the administration and delivery of this statutory service.

All of the District and Borough Councils participating in the pilot charged fees at varying rates ranging from 9% to 15%. To ensure consistency in setting budgets and contributions from each local authority, therefore making the administration of service by HEART cost effective and efficient, it was considered necessary to establish a common fee rate. This had been agreed at 12.5% for all participating authorities. As a result, from 1 April 2017, Warwick District Council would need to adjust its fees charges from 15% to 12.5%.

Appendix Two to the report set out the alternative options the Council considered and the evaluation against the agreed objectives.

The Scrutiny Committee welcomed the high quality report and the recommendations contained within it. Members were pleased that service/turnaround targets for the District and regular performance monitoring would continue. One Member queried whether the planned gains in efficiency and productivity of the new service would reduce its cost to the Council over time.

The Executive thanked the Scrutiny Committee for their comments. The Executive recognised that this was the start of a new service and that, in time, there could be savings for the Council. However, the priority for now was establishing the new team and then further improving the service provided.

Councillor Phillips took the opportunity to specifically thank the Project Manager of the Housing Assessment Team and the Private Sector Housing Manager for their work on the project and for bringing forward a detailed and comprehensive report.

Resolved that

- (1) the HEART Business Case, attached at Appendix One to the report, be approved;
- (2) from the 1 April 2017, this Council participates in HEART for the future delivery of its home adaptation responsibilities, for a period of 5 years;
- (3) authority be delegated to the Deputy Chief Executive (BH) to enter into a shared services agreement, in accordance with Section 101 of the Local Government Act 1972 and of the Local Government (Arrangements for the Discharge of Functions) (England Regulations 2000) , on terms agreed, in consultation with the Housing Portfolio Holder, with the following partner authorities:
 - Stratford-on-Avon District Council (SDC)
 - Warwickshire County Council (WCC)
 - North Warwickshire Borough Council (NWBC)
 - Nuneaton and Bedworth Borough Council (N&BBC)
 - Rugby Borough Council (RBC);

to discharge those functions related to Disabled Facilities Grants (DFGs), housing renewal and the Care Act 2014 and other relevant functions;

- (4) an additional budget of £48,500 be allocated to enable the Council to join HEART, and that this be included in the Medium Term Financial Strategy from 2017/18 onwards; and
- (5) as part of the fees and charges process, the Executive will recommend to Council that a DFG fee be set at 12.5% from 1 April 2017.

(The Portfolio Holder for this item was Councillor Phillips)
Forward Plan Reference Number 776

50. **Significant Business Risk Register**

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

The report sought to assist the Executive in fulfilling their role in overseeing the organisation's risk management framework. In its management paper, "Worth the risk: improving risk management in local government", the Audit Commission set out clearly the responsibilities of Members and officers with regard to risk management. as follows:

"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:

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

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

It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely

that the chief executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility."

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

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

More than six months ago there were three risks in the "red zone" (Risks 4, 6 & 16). Since then, following the introduction of additional controls and mitigations, Risks 4 and 6 had come out of the red zone.

This quarter, however, Risk 2, 'Risk of Sustained Quality Service Reduction', had moved into the red zone by virtue of the likelihood of it occurring increasing. The reasoning and response to this was detailed in paragraph 5.3 of the report.

The other remaining risk in the red zone was Risk 16: 'Risk of Local Plan being unsound'. An update on this risk was provided in paragraph 5.4 of the report.

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

A piece of research had been asked of the Council's HR team to look into the data around staff recruitment and retention issues, to determine if it was the issue that it was believed to be. The outcome of this had been incorporated into the People Strategy (agreed by Employment Committee in June 2016). However, in the meantime, risk had been realised on the issue of staff vacancies.

The updated HRA Business Plan was presented to Executive in March 2016, with a further update due later in the year when there was more certainty as to the impact of the Planning and Housing Act.

The SBRR would be updated as necessary in the light of this additional work, and officers would continue to scan to identify other potentially emerging risks. Officers undertook a PEST and SWOT analysis in the light of a huge number of changes in the Council's operating environment, which was reported as part of the Fit for the Future report to Executive in

June 2016. Since that had been completed, however, the EU referendum result had led to overall national economic and political uncertainty and was therefore recognised as an additional potential trigger to movement in some of the Council's existing recognised risks in this register. Officers would keep this issue under review so that as details emerged of exactly what "Brexit" could mean, generally and more specifically for Local Government and this Council, the implications, risk and mitigations could be considered.

In addition, the Council's ICT Manager was asked to review (the current) risks 12 and 14 in the light of increasing cyber-attacks on systems in general, and specifically those of the Council. This review had had a resulted in a modest change to some as triggers, mitigations/controls and risk assessment.

The Finance & Audit Scrutiny Committee supported the report and welcomed the recognition of the challenges in "staff recruitment and retention", and the work of the People Strategy Steering Group (PSSG) in responding to that specific matter. Due to this, it was noted that in some areas of the Council the risk of "sustained quality service reduction" was now an emerging issue rather than a risk.

The Finance & Scrutiny Committee welcomed the information that the PSSG and Employment Committee would see the results of this work and recommended actions to mitigate the risk at their next meetings.

The Leader thanked the Scrutiny Committee for their discussion on the Significant Business Risk Register and agreed that all were looking forward to seeing the results of officers' work on staff recruitment and retention.

Resolved that

- (1) the Significant Business Risk Register, attached at Appendix 1 to the report, be noted; and
- (2) the emerging potential and changing risks, identified in section 6 of the report, be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

51. 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 two 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
52	1	Information relating to an Individual
52	2	Information which is likely to reveal the identity of an individual
52 & 53	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

(The minutes of the following urgent item will be included within the confidential minutes of the meeting)

52. Premises in Spencer Street

The recommendations in report from the Chief Executive's Office were approved.

53. Minutes

The confidential minutes of the meeting held on 27 July 2016, were taken as read, and signed by the Chairman as a correct record.

(The meeting ended at 6.29pm)

Warwick District Council Flag Flying Policy

- 1.1. Warwick District Council recognises the meaning and significance attributed to flags. They are emotive symbols which can boost local and national identities and strengthen community cohesion. They are ways for communities to express feelings of joy, pride and loyalty.
- 1.2. Like all symbols, flags are open to wide-ranging interpretation and therefore also have the potential to cause controversy and create tension between community groups whose opinions may differ. The flying of any flag must be viewed in the context in which it is flown or displayed. Factors affecting the context include the manner, location and frequency with which flags are flown. The Council has a responsibility to carefully consider the potential impact upon its communities of flying flags from its properties and how that action may be interpreted.
- 1.3. This Policy reflects guidance from Central Government and is intended to provide a modern approach, reflecting today's society. It also seeks to maintain the dignity of national flags and avoid these flags being the subject of political controversy by:
 - Providing context and established precedents
 - Outlining the Council's usual arrangements for the displaying of flags
 - Clarifying the protocol and procedure for flying flags
 - Clarifying the appropriate procedure should a request for the flying of a specific guest flag or flags be received

2. CONTEXT

- 2.1 The flying of flags is not the subject of statute law in England, Wales or Scotland. The Government liberalised the regulations surrounding the flying of flags in England in October 2012.
- 2.2 Under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007, for planning permissions, flags are normally treated as a form of advertising. Therefore, some flags require formal consent from the local planning authority before they may be displayed.
- 2.3 All flags, regardless of category, must be maintained in a condition which does not impair the overall visual appearance of the site, be kept in a safe condition, have the permission of the site owner on which they are displayed and should not obscure or hinder the interpretation of road, rail, waterway or aircraft signs.
- 2.4 There are categories of flags which do not require consent from the local planning authority (although the flagpole from which they are flown may). These are:
 - the national flags of any country
 - the flags of the Commonwealth, the European Union and the United Nations
 - the flag of any island, county, district, borough, parish, city, town or village

- the flag of the Black Country, East Anglia, Wessex; any part of Lincolnshire, any Riding of Yorkshire; any historic county
- the flag of St David and St Patrick
- the flag of any administrative area within any country outside of the UK
- the flags of Her Majesty's forces
- the Armed Forces Day Flag

The Council has the freedom to fly flags of this category on any day of the year.

2.5 There are a number of categories of flag that may be flown without consent but which are subject to certain planning restrictions regarding the size of the flag, the size of characters on the flag, and the number and location of the flags. This applies to flagpoles located on a building or within the grounds of a building. These include:

- 'house flags' that display the name, emblem, device or trademark of the company (or person) occupying the building from which they are flown (or this may refer to a specific event of limited duration that is taking place in the building from which the flag is flown)
- any sports club
- the horizontal striped rainbow flag, such as the "Pride" Flag – this flag is an international symbol of the lesbian, gay, bisexual and transgender social movement. It is commonly flown by Local Authorities around Britain during local Pride celebrations in order to demonstrate their commitment to equality and the inclusion of all citizens, as it is widely interpreted as a universal symbol of freedom rather than the emblem a 'political' group.
- specified award schemes (such as 'Investors In People' and 'Green Flag').

2.6 The matter of flag flying on local government buildings is not bound by any specific directive. It remains for individual Local Authorities to establish their own flag flying protocols.

2.7 The flag flying policies of other Local Authorities in the UK vary widely in their content, formality and the number of flagpoles available on each council building.

2.8 Advice is issued by the Department for Culture, Media and Sport (DCMS) on the flying of national flags on government buildings. This advice relates to government buildings only, but many councils follow the advice on a voluntary basis and it is widely considered to be best practice to do so.

2.9 The Flag and Heraldry Committee and the Flag Institute produced flag flying guidance in 2010. The guidance covers the protocol which applies to flying flags in a variety of situations and aims to ensure flags in the UK are flown correctly and treated with dignity and respect.

3. USUAL ARRANGEMENTS FOR THE DISPLAYING OF FLAGS

3.1 This Policy seeks to formalise the protocol for the flying of flags from the Town Hall in Royal Leamington Spa. Previously, the flying of flags at the Town Hall has been restricted to national flags displayed on certain days as designated the

DCMS. The Leader of Warwick District Council had the authority to decide which flags could be flown in addition to this, often after consultation with the Chairman of the Council.

- 3.2 Warwick District Council does have additional flag staffs on its properties (at the entrance to Jephson Gardens, or on its bowling greens for instance) but they primarily fly flags relating specifically that area (i.e. Green Flag). These flags are normally static, are not changed regularly or are the responsibility of separate, external organisations to manage on a day-to-day basis. This policy seeks to make a distinction between the flying of flags from flag poles located in Council parks and properties and those national flags flown at the Town Hall building which is widely perceived as the District's civic hub.
- 3.3 The protocol and planning restrictions detailed within this Policy apply to all flags displayed on Warwick District Council properties that are its responsibility and under its direct control.
- 3.4 Warwick District Council may fly national flags from the fixed flag poles located on the balcony at the front of the Town Hall, in Royal Leamington Spa. A maximum of three flags may be flown at this location any one time.
- 3.5 A flag incorporating the emblem of any religious group or political party, whether it is a party within the UK or abroad, or any flag containing any emblem or device designed to affect support for a religious group or political cause, shall not be flown from any Council building or flagstaff.
- 3.6 National flags shall be flown at the Town Hall in accordance with the designated days provided by the Department of Culture Media and Sport (DCMS) and with due respect to the protocol detailed by the Flag Institute.
- 3.7 National flags shall not normally be flown on days other than those designated by the DCMS. By this the Council seeks to avoid diminishing the significance of flag flying and to maximise opportunities to raise awareness of these occasions in the public consciousness.
- 3.8 National flags should be displayed with respect and in a dignified manner, as befitting national emblems and should not be displayed in a position inferior to any other flag or ensign. Flags must be flown from designated flagpoles and it is considered improper for national flags to be used in any other manner.
- 3.9 Except with special approval, the only flags that may be flown from the Town Hall are:
- The Union Flag
 - The Commonwealth Flag
 - The European Union Flag
 - The Cross of St George Flag
 - The Armed Forces Day Flag
 - The Rainbow Flag
 - Warwick District Council Flag

- The flags of other nations with which Royal Leamington Spa is officially twinned or is subject to Friendship arrangements

4. THE PROTOCOL & PROCEDURE FOR FLYING FLAGS

4.1 On designated days national flags shall be flown all day at the Town Hall, typically within normal office hours, between 9am to 5pm, but whenever possible they will be flown from sunrise to sunset. If flown overnight flags should be illuminated throughout the whole night until sunrise.

4.2 When more than one flag is flown at a time the British national flag must be in a superior position. To clarify:

- a) If more than one flag is flown the Union Flag should be flown from the far left flagpole, as the observer faces the Town Hall. The other flags should then be flown in order of precedence from left to right. (the Order of Precedence is included as Appendix A)
- b) If the Union Flag is flown singly it should always be flown on the middle flagpole of the three
- c) If other flags are flown they must be of the same size
- d) When multiple flags are flown the British national flag shall be raised first and lowered last

4.3 International protocol prohibits the flying of any nation's flag higher than another.

4.4 Flags shall not be flown during severe weather conditions or planned maintenance.

4.5 Flags should not be flown in a worn, damaged or soiled condition as that could imply disrespect to the nations that they represent.

4.6 The flags that will normally be displayed at the Town Hall are:

4.7 The Union Flag



4.7.1 The Union Flag is the national flag of the United Kingdom, the Crown Dependencies and Overseas Territories.

4.7.2 Warwick District Council shall fly the Union Flag from the Town Hall to mark the following occasions (in accordance with guidance from the DCMS):

- a) 9 January Birthday of the Duchess of Cambridge
- b) 20 January Birthday of the Countess of Wessex
- c) 27 January Holocaust Day
- d) 6 February Her Majesty's Accession
- e) 19 February Birthday of the Duke of York
- f) 10 March Birthday of the Earl of Wessex
- g) March Commonwealth Day (second Monday in March)

- h) 21 April Birthday of Her Majesty the Queen
- i) 23 April St George's Day
- j) 9 May Europe Day
- k) 2 June Coronation Day
- l) 10 June Birthday of the Duke of Edinburgh
- m) 11 June Official celebration of Her Majesty's birthday
- n) 21 June Birthday of the Duke of Cambridge
- o) June Armed Forces Day
- p) 17 July Birthday of the Duchess of Cornwall
- q) 15 August Birthday of the Princess Royal
- r) November Remembrance Day (second Sunday in November)
- s) 14 November Birthday of the Prince of Wales
- t) 20 November Her Majesty's Wedding Day

This list may be subject to change by the DCMS and the Council shall routinely adopt those changes as soon as it is made aware.

- 4.7.3 The Union Flag shall be flown the correct way up, as illustrated below. In the half of the flag nearest the flagpole, the wider diagonal white stripe must be above the red diagonal stripe.



- 4.7.4 The Union Flag shall normally be flown at half-mast at the Town Hall to mark the following occasions:

- a) On the death/ funeral of the Sovereign
- b) On the death/ funeral of another member of the Royal Family
- c) On the death/ funeral the Prime Minister (or ex-Prime Minister)
- d) On the death/ funeral of a serving member of the Armed Forces from the District
- e) On Holocaust Day on 27 January
- f) The death/ funeral of any other dignitary as advised by the Department of Culture, Media and Sport
- g) At the discretion of the Chairman of the Council or after guidance from the Department of Culture, Media and Sport the Union Flag may also be flown at half-mast at times of national mourning due to an major incident where British lives are lost (for instance, a terrorist attack or a major incident on British soil or abroad)
- h) At the discretion of the Chairman of the Council or after guidance from the Department of Culture, Media and Sport the Union Flag may be flown at half-mast in order to show respect and support to other nations who are in periods of national mourning.

- 4.7.5 When flying the Union Flag at half-mast it will be flown two-thirds of the way up the flagpole with at least the height of the flag between the top of the flag and the top of the flagpole.
- 4.7.6 When a flag is to be flown at half-mast, it should first be raised all the way to the top of the mast, allowed to remain there for a second and then be lowered. When it is being lowered from half-mast, it should again be raised to the top of the mast for a second before being fully lowered.
- 4.7.7 When the Union Flag is at half-mast, other flags will also be at half-mast or should not be flown at all. Flags of foreign nations will not be flown, unless their country is also observing mourning.
- 4.7.8 When the Union flag is flown on designated days which coincide with days for flying at half-mast the Union flag will be flown at full mast all day although a member of the Royal Family, or a near relative of the Royal Family, may be lying dead, unless special commands are issued by HM the Queen to the contrary.

4.8 The Commonwealth Flag



- 4.8.1 The Commonwealth Flag shall be flown at the Town Hall on the second Monday of March each year in support of Commonwealth Day alongside the Union Flag.

4.9 The European Flag



- 4.9.1 The European Flag shall be flown at the Town Hall on European Union Day on 9th May alongside the Union Flag.

4.10 The Cross of St George Flag



4.10.1 The English National Flag shall be flown at the Town Hall on St George's Day on 23rd April alongside the Union Flag.

4.10.2 The English National Flag, the St George's Cross, may be flown in addition to the Union Flag at any time at the discretion of the Chairman of the Council, but not in place of the Union Flag or in a superior position.

4.11 The Armed Forces Day Flag



4.11.1 The Armed Forces Day Flag shall be flown at the Town Hall on Armed Forces Day in June alongside the Union Flag.

4.12 The Rainbow Flag (also commonly known as "LGBT" / "Gay Pride" Flag)



4.12.1 The Rainbow Flag shall be flown at the Town Hall on the day of the Warwickshire Pride festival and on the International Day against Homophobia, Transphobia and Biphobia on 17th May.

4.12 The Warwick District Council Flag



4.12.1 The Warwick District Council flag shall be flown at the Town Hall alongside the Union Flag to mark the following occasions:

- a) Chairman Making and Annual Meeting Of Council
- b) Freedom of the District parades

4.12.2 The Warwick District Council flag shall be flown at the Town Hall at half-mast on the death / funeral of:

- a) a serving or former Local Member of Parliament
- b) a serving or former Warwick District Council Councillor
- c) a serving Warwick District Council Employee

4.13 The Flags of Other Nations

4.13.1 Royal Leamington Spa is twinned with, Heemstede in The Netherlands, Sceaux in France and Bruhl in Germany. In addition, formal Friendship Agreements have been signed between the Town and Bo (Sierra Leone) and Leamington (Canada). . The national flags of those towns shall be flown at the Town Hall alongside the Union Flag during official twinning and friendship exchange visits to the District.

4.13.2 At the discretion of the Chairman of the Council or after guidance from Department of Culture, Media and Sport the flags of these countries may be flown at half-mast at the Town hall alongside the Union Flag when those countries are in national mourning due to a major incident in order to demonstrate the District's support and respect.

4.13.3 The Council shall only fly the flags of the following nations from Royal Leamington Spa Town Hall.

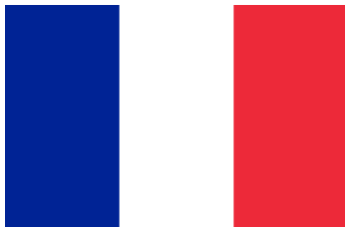
Sierra Leone



Netherlands



France



Germany



Canada



5. REQUESTING GUEST FLAGS

5.1 Flags not included in this Policy, including those of other nations, shall not be flown from the flag staffs at the Town Hall without first gaining approval from the Chairman of the Council.

5.2 The Chairman of the Council is elected annually and is one of the Council's 46 Councillors. The Chairman is the first citizen of the District and is senior to all the Town Mayors. It is the Chairman's responsibility to represent the Council in its entirety and to be politically neutral.

5.3 Applications for the flying of guest flags at the Town Hall should be made in the first instance to the Chairman of the Council for consideration on behalf of the Council.

5.4 The Chairman of the Council has discretion to authorise the flying of flags from the Town Hall as appropriate (for example when national sports teams play) and will consider any request to fly a flag which is not listed in the Policy. The Chairman is under no obligation to grant applications to fly guest flags and their decision is final.

5.5 The Chairman of the Council shall reasonably consider any request for the flying of a guest flag that does not contradict the principles of this Policy. The decision making process should take into account the following:

5.5.1 The decision of the Council to fly guest flags at the Town Hall should be made in the spirit of displaying universal allegiance, support or respect or to celebrate a significant international, national or local occasion.

5.5.2 It should be considered whether it is appropriate for a Local Authority to display such support on behalf of its communities. The decision should ultimately reflect the values of Warwick District Council.

5.5.3 The flying of any flag must be viewed in the context in which it is flown or displayed. Factors affecting the context include the manner, location and frequency with which flags are to be flown. The decision should be sensitive to

the views of all the District's communities and actively seek to avoid creating unnecessary controversy or conflict.

5.5.4 The Council shall not allow the use of flags for political purposes or for the purposes of advertising.

5.5.5 The category of the guest flag should be established and whether planning consent is necessary. Any flag not identified in the Policy may require consent from the local planning authority before it can be flown.

5.5.6 It should be established whether the proposed date for the guest flag to be flown would conflict with that of other flags and if there is the capacity to fly an additional flag at that time.

5.5.7 The decision should always seek to maintain the dignity of the national flags and the Equality responsibilities of Warwick District Council.

5.5.8 It should be established whether it is practical for the Council to fly the guest flag from the Town Hall or if an alternative location would be better suited. (Examples of practical considerations include whether a suitable flag can be supplied to the Council and whether the Town Hall is open on the day the flag is to be flown / staffed during the hours it must be raised / lowered).

6. REVIEW OF THE POLICY

6.1 The Council will review this policy periodically and/or in respect of any future revisions to Government guidance.

APPENDIX A: Order of Precedence:

The Royal Standards

The Union Flag

The national flag of England, Scotland, Wales, a Crown Dependency or a British Overseas Territory (within those countries, dependencies or territories)

The White Ensign of the Royal Navy

The Ensign of the Royal Air Force

The Blue and Red Ensigns

The Civil Air Ensign

The national flags of England, Scotland, Wales, the Crown Dependencies and the British Overseas Territories (when displayed elsewhere)

The national flags of other nations (in English alphabetical order as shown below)

The United Nations Flag

The Commonwealth Flag

The European Union Flag

The British Army Flag (Non-Ceremonial)

Flags of counties and metropolitan cities

Flags of other cities and towns

Banners of Arms (both personal and corporate)

House flags

WARWICK DISTRICT COUNCIL RISK MANAGEMENT STRATEGY

Purpose of strategy

The purpose of the strategy is to embed risk management in the Authority by establishing a risk management framework that provides:

- n an efficient control environment
- n the overt allocation of accountability for risk management throughout the organisation
- n a well-established risk assessment process
- n performance monitoring of risk management activity
- n communications process to support risk management

An action plan to advance risk management in the organisation is set out as Annexe 1.

Definition and scope of risk management

The Council has adopted the Audit Commission's definition of risk and risk management as contained in its Management Paper, 'Worth the risk: improving risk management in local government'. Although the Audit Commission has been recently abolished its definition of risk is still relevant and relied upon by many organisations.

Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.

The overall process of managing risk can be divided into:

- § *Risk analysis, or assessment, which includes the identification, estimation and evaluation of the risks; and*
- § *Risk management that encompasses the planning, monitoring and controlling activities based on the information derived from risk analysis.*

Aims and objectives

The risk management policy of Warwick District Council is to adopt best practices in the identification, evaluation, and cost-effective control of risks to ensure that they are eliminated or reduced to an acceptable level.

It is acknowledged that some risks will always exist and will never be eliminated. All employees must understand the nature of risk and accept responsibility for risks associated with their area of authority. The necessary support, assistance and commitment of senior management will be provided.

The risk management objectives of the Council are to:

- § integrate risk management into the culture of the Council
- § manage risk in accordance with best practice
- § consider legal compliance as a minimum standard
- § anticipate and respond to changing social, environmental and legislative requirements
- § prevent injury and damage and reduce the cost of risk
- § raise awareness of the need for risk management.

These objectives will be achieved by:

- § establishing a risk management organisational structure to act in an advisory and guiding capacity which is accessible to all employees
- § including risk management as an agenda item at meetings as appropriate
- § continuing to demonstrate the application of risk management principles
- § providing risk management awareness training
- § maintaining documented procedures for the control of risk and the provision of suitable information, training and supervision
- § maintaining an appropriate incident reporting and recording system, with investigation procedures to establish cause and prevent recurrence
- § preparing contingency plans in areas where there is a potential for an occurrence having a catastrophic effect on the Council and its service delivery capability
- § maintaining effective communication
- § monitoring arrangements on an ongoing basis

Definition of the Council's risk appetite

An organisation's risk appetite is the amount of risk that it is prepared to take in order to achieve its objectives. Defining the organisation's risk appetite provides the strategic framework for effective decision-making. Risk appetites for local authorities will also be lower due to the regulatory nature of most services and because of their stewardship obligations for public resources. However, local authorities may be forced to take risks beyond their choosing to comply with central government directives or to satisfy public expectations of improved services.

Warwick District Council's risk appetite is determined by individual circumstances. In general terms, the Council's approach to providing services is to be innovative and to seek continuous improvement within a framework of

robust corporate governance. This framework includes risk management that identifies and assesses risks appertaining to actions being considered or proposed. Decisions on whether to proceed with such actions are only taken after the careful assessment of the identified risks and an analysis of the risks compared to the benefits.

However, in all circumstances:

§ The Council would wish to manage its financial affairs such that no action will be taken that would jeopardise its ability to continue to provide services within its available resource; and

§ The Council would wish to secure the legal integrity of its actions at all times.

Roles and responsibilities

The following groups and individuals have the following roles and responsibilities for risk management within the Council.

Executive

To oversee the effective management of risk throughout the Council; to hold the corporate management team accountable for the effective management of risk by officers of the Council.

Finance and Audit Scrutiny Committee

To scrutinise and review the management of risk on behalf of Executive.

Elected Members

To promote the importance of risk management in all that the Council does; to champion the cause of risk management.

Chief Executive

To be the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work.

Senior Management Team

To ensure that the Council manages risk effectively through the development of a comprehensive risk management strategy; to monitor delivery by receiving reports from the risk management group.

Risk champion¹

To champion the cause of risk management within the Council, particularly at the strategic level; to take personal responsibility for ensuring that the risk management objectives as set out in the policy are achieved.

¹ This officer is the Deputy Chief Executive (AJ)

Risk manager²

To support the Council and its departments and services in the effective development, implementation and review of the risk management strategy.

Risk management group

To determine, implement and review the Council's risk management policy and its risk management strategy. The risk management group is responsible for developing specific programmes and procedures for establishing and maintaining risk management activities. This group will ensure the dispersal of vital information and, where appropriate, provide guidance, interpretation and understanding of the systems involved.

The terms of reference of this group are set out as Annexe 2.

Departmental management teams

To ensure that risk is managed effectively in each service area within the agreed risk management strategy; to report to the Risk Management Group on how hazards and risks have been managed within their service area.

Service managers

To manage risk effectively in their particular service areas; to report on how hazards and risks have been managed to their Departmental Management Team or directly to the Risk Management Group.

Employees

To manage risk effectively in their jobs and report hazards and risks to their service managers

Insurance & Risk officer

To advise on practices which will minimise the likelihood of adverse events occurring and arrange insurance cover where necessary and appropriate.

The responsibilities of the various groups and individuals are summarised in the table that is included as Annexe 3.

² This officer is the Audit and Risk Manager.

Methodology for identifying and assessing risk

Risk Identification and Categorisation

Risks can be categorised under strategic and operational.

Strategic risks are those risks identified as potentially damaging to the achievement of the Council's objectives. These can be sub-classified into:

- Political
- Social
- Legislative
- Competitive
- Economic
- Technological
- Environmental
- Customer/citizen

Operational risks are those risks that should be managed by departmental officers who will be responsible for operating and maintaining the services. These can be sub-classified into:

- Professional
- Legal
- Contractual
- Environmental
- Financial
- Physical
- Information

Risk Assessment

For risk registers, the following definitions are applied for the measurement of risk in respect of probability and consequences:

Probability of Occurrence

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

Consequences

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

Annexe 1: Risk Management Strategic Action Plan

Through the CIPFA Risk Management Benchmarking Club the Council's risk management arrangements were appraised. Areas for improvement were identified from the analysis and these formed the components of a comprehensive action plan.

The benchmarking is based on ALARM's National Performance Model for Risk Management in Public Services published in 2009. This in turn is based on the "Risk Management Assessment Framework", developed by HM Treasury in 2002, itself having its genesis in the EFQM approach.

It breaks down risk management activity into seven strands:

- Leadership and management
- Strategy and policy
- People
- Partnership, shared risks and resources
- Processes and tools
- Risk handling and assurance
- Outcomes and delivery

Under each strand the level of maturity the organisation has reached is identified.

The level of maturity is assessed as being at one of the following five levels (in ascending order of maturity):

- Level 1: Risk management is **engaging** with the organisation
- Level 2: Risk management is **happening** within the organisation
- Level 3: Risk management is **working** for the organisation
- Level 4: Risk management is **embedded and integrated** within the organisation
- Level 5: Risk management is **driving** the organisation

In overall terms the review has assessed us at the middle level of maturity, "Working".

The typical organisational behaviours associated with the "Working" level of maturity are as follows:

Management Activity	Typical Organisational Behaviours
Leadership and Management	Senior managers take the lead to apply risk management thoroughly across the organisation. They own and manage a register of key strategic risks and set the risk Appetite.
Strategy and Policy	Risk management principles are reflected in the organisation's strategies and policies. Risk framework is reviewed, developed, refined and communicated.

People	A core group of people have the skills and knowledge to manage risk effectively and implement the risk management framework. Staff are aware of key risks and responsibilities
Partnership, Shared Risks and Resources	Risk with partners and suppliers is well managed across organisational boundaries. Appropriate resources are in place to manage risk.
Processes	Risk management processes used to support key business processes. Early warning indicators and lessons learned are reported. Critical services supported through continuity plans
Risk Handling and Assurance	Clear evidence that risk management is being effective in all key areas. Capability-assessed within a formal assurance framework and against best practice standards.
Outcomes and Delivery	Clear evidence that risk management is supporting the delivery of key outcomes in all relevant areas.

In many ways, this level of assessment is not surprising; embedding risk management fully in any organisation will always be a journey rather than an arrived destination and to achieve near-full compliance would require bureaucratic processes and a level of staffing that is not desirable, or even feasible, in an organisation of Warwick District Council's size.

Nevertheless, addressing the areas that have been identified for improvement will help the Council improve its practices significantly.

The action plan overleaf summarises the findings and recommendations from the review and sets out the actions planned to address them together with target dates for completion.

DRAFT Street Trading Consent Policy Local Government (Miscellaneous Provisions) Act 1982

Introduction and Scope

Warwick District Council recognises the valuable contribution that street trading can make to the local culture and economy, and the service that street traders provide to residents of the district, some of whom are unable to travel to centralised shopping centres. Street trading can provide people with a flexible way of working, to meet the demands of the public where and when that demand arises.

The Council is also committed to improving the support provided to small businesses, ensuring there are no unnecessary burdens placed on them and they are provided with sufficient advice to enable them to operate successfully. However, issues arise where vendors do not pay due regard to their siting, and create an obstruction in the street, or make it dangerous for people to move around them.

Street trading can also result in unnecessary littering and other nuisance to persons visiting, living or working in the vicinity. For this reason, Local Authorities have a legal discretion to regulate street trading in their area. Street trading is covered by the Local Government (Miscellaneous Provisions) Act 1982 Schedule 4.

Warwick District Council has designated **all** streets within its boundaries as "Consent Streets". The effect of this designation is that if you want to sell goods on the street, you are classed as a Street Trader and, subject to legal exemptions, will need to have the appropriate consent. Conditions can be attached to the consent as is considered 'reasonably necessary'. Trading without the required consent is a criminal offence.

What is a Street?

A street means any road, footway, beach, service area as defined in section 329 of the Highways Act 1980 or other area to which the public have access without payment. The Courts have confirmed that any land located away from the highway which the public can access without payment, including privately owned land, is capable of being a street for these purposes. For example, this could include car parks, trading estates, forecourts, open spaces etc. However, the Council takes the view that street trading controls would not normally apply within buildings.

What is Street Trading?

Street trading means selling, exposing or offering for sale any article (including a living thing) in a street. This includes a wide range of retail activities e.g. food, beverages, arts and crafts, jewellery, household goods, clothing etc. It also includes the sale of vehicles from the roadside.

What is not Street Trading

Certain activities are exempted from street trading control by the legislation. These include:

- trading as a pedlar under a pedlar's certificate;
- trading at an established market or fair;
- trading as a news vendor;
- trading at a petrol station or shop or from a street adjoining a shop which is used as part of the business of the shop;
- trading as a roundsman (i.e. delivering pre-ordered goods to customers);
- trading from a licensed highway area (Tables and Chairs licence);
- trading under a street collection permit

Objectives of the policy

Central to the Council's policy are a number of key objectives which are:

- To prevent public nuisance by taking measures to reduce the risk of nuisance from obstruction, noise, refuse, vermin, fumes and smells.
- To ensure that traders operate within the law and act fairly in their dealings with the public so as not to present a risk to public order.
- To ensure the suitability of the structures used for the sale of goods on the street.
- To permit temporary or occasional street trading, where appropriate.
- To ensure that the process involves opportunities for consultation with relevant agencies.

Purpose

This Policy seeks to ensure that these objectives are achieved in a consistent, fair and proportionate way.

Requirement to Obtain Consent

A person intending to sell items from a street in accordance with the above definitions of "street" and "street trading" will be required to obtain full written consent from the Council to do so, unless they fall within any of the 'Deemed Consent' categories or 'Prohibitions' listed below:

Deemed Consent

The following activities will be deemed to have consent (i.e. it is assumed that an application has been made and granted without the need to actually do so):

- a) A registered keeper displaying a vehicle for sale at the registered address for that vehicle subject to a maximum of two vehicle sales per household per year;

Note 1

No application is required or fee payable for traders who operate with 'Deemed Consent'

Prohibitions

The following will not be issued with street trading consents:

- a) Suitcase salesmen and similar itinerant traders.
- b) The selling of cars and other vehicles in the course of a trade or business.
- c) The sale of live animals.

Applications

In considering applications for the grant or renewal of a street trading consent the following factors will be considered:

- a) Public Safety
Whether the proposed activity represents or could present a risk to the public from the point of view of obstruction, fire hazard, unhygienic conditions.
- b) Public Order
Whether the proposed activity presents or could present a risk to public order.
- c) The Avoidance of Public Nuisance
Whether the proposed activity presents or could present a risk of nuisance to the public from noise or misbehaviour, particularly in residential areas.
- d) Local Area Needs
Consideration will be given to the character of the area (eg conservation area)

Street Trading Consent Conditions

Upon grant of a street trading consent a street trader will be required to comply with the conditions that are attached to the consent (see Appendix 1). Any breach of the conditions may result in the revocation of the consent.

Under the terms of the legislation, the Council may, at any time vary the conditions of a street trading consent.

Consent Period

Warwick District Council has 3 types of consent.

- 1. A Daily Consent – for trading with a static pitch for a period not exceeding 72 hours (or 3 consecutive days)
- 2. An Annual Consent which may be granted for any period not exceeding 12 months
 - a. For static pitches
 - b. For touring traders
- 3. Multiple Trader/Special Event Consent
 - a. At special events, the council will issue one consent to the person organising the event/market, rather than to each individual trader. This policy is aimed at promoting events and encouraging more traders to attend them.
 - b. We will issue a single consent, which will cover a number of traders for a period not exceeding 72 hours (or 3 consecutive days). The number of traders covered is as follows:
 - Category 1 – Up to 20 traders
 - Category 2 – Between 21 and 49 traders
 - Category 3 – Between 50 and 75 traders
 - Category 4 – Between 76 and 99 traders
 - Category 5 – over 100 traders

Fees

A fee will be charged for processing any application for consent, transfer, variation or the issue of a replacement notice. The scale of charges will be published on the Warwick District Council web site. Fees are broken down into 2 elements, an Application fee and a Licence fee. Where an application is unsuccessful the Licence element of the fee will be refunded.

There are no charges for anyone who falls under the category of 'Deemed Consent'.

Application Process

Applicants for a new (or renewal) Annual street trading consent should give not less than 28 days notice of the application to:- Licensing Team, Health and Community Protection, Riverside House,

Milverton Hill, Royal Leamington Spa, CV32 5HZ. Tel: 01926 456705 or email licensing@warwickdc.gov.uk

Upon receiving a full application and fee the Licensing Team will consult with interested parties for a period of 14 days. If there are no objections raised to the application and the applicant has no convictions it is likely the Regulatory Manager will grant the application.

If objections are received to an application or the applicant has any convictions it is likely that the application will be referred to the Regulatory Committee for a decision to be made. The applicant will be invited to attend a Committee hearing to respond to any objections made.

Applicants for a Daily consent should give not less than 14 days notice of the application to:- Licensing Team, Health and Community Protection, Riverside House, Milverton Hill, Royal Leamington Spa, CV32 5HZ. Tel: 01926 456705 or email licensing@warwickdc.gov.uk

Upon receiving a Daily consent application and fee the Licensing Team will inform interested parties of the application. If all other permits/licences are in place it is likely the Regulatory Manager will grant the application.

Applicants for a Multiple Trader/Special Event consent should give not less than 28 days notice of the application to:- Licensing Team, Health and Community Protection, Riverside House, Milverton Hill, Royal Leamington Spa, CV32 5HZ. Tel: 01926 456705 or email licensing@warwickdc.gov.uk

Upon receiving a Multiple Trader/Special Event consent application and fee the Licensing Team will consult with interested parties for a period of 14 days. If all other permits/licences are in place and there are no objections raised, it is likely the Regulatory Manager will grant the application.

Plan of Location

The applicant shall provide a map showing all streets and public areas in a radius of 0.25 a mile from the proposed location.

The map should be an ordnance survey map or equivalent and will mark clearly the proposed trading site.

If a proposed street trading site is located on private land, including forecourts, satisfactory evidence must be provided to the Council that the permission of the landowner or lessee has been obtained.

Suitability of the Street Trading Unit

The application must be accompanied by 3 colour photographs of the unit to be used.

Full details of any van, barrow, other vehicle or portable stall which the applicant intends to use must be supplied to the Council at the time of making the application. Arrangements shall be made for the van, barrow, other vehicle or portable stall to be inspected by a duly authorised officer prior to the application being considered if requested.

Suitability of the Applicant

The Council will not grant a street trading consent to persons under the age of 17.

All applicants and 'assistants' are required to submit a recent Basic Disclosure Certificate. The certificate must not be more than 4 weeks old at the time of submission. Applicants with previous convictions or cautions are not necessarily debarred from holding a consent unless the authority considers that the conviction renders them unsuitable. In making this decision the Council will consider the nature of the offence and how long it has been since the applicant was convicted.

Each case will be dealt with on its own merits with the overriding consideration being the protection of the public.

Applicants whose street trading activity includes the provision of food in any form, must be in possession of a current CIEH Level 2 Award in Food Safety Certificate, or suitable equivalent.

Consultations

Before a street trading consent is granted or renewed the Licensing Team will consult with the following agencies as considered appropriate:

- Police
- Highways Department
- Environmental Health

The Council shall consider any representation made in writing to the Authority in respect of any application. The applicant will be provided with a copy of any representation received and given an opportunity to comment before a final decision is taken.

Decision to Refuse or Revoke a Licence

If the Council is unable to grant a licence the applicant will be informed of the reason for the refusal within 21 days of the decision being made.

Appeals

There is no statutory right of appeal in respect of refusal or revocation of street trading consent, other than by means of a judicial review of the administrative action in reaching the decision. However, applicants also have recourse to the council's complaints procedure if the applicant considers that a council service has not been properly delivered. Full details are available on request or on the internet at - www.warwickdc.gov.uk

Permitted Trading Hours

The Council generally will only permit street trading between 06:00 and 18:00. Any trading outside these hours will have to be approved by the Regulatory Committee. Street Trading outside the guideline hours will be assessed in terms of the criteria detailed above. The Council however retains the right to specify permitted hours of trading that are less than those specified above if local circumstances dictate.

Market days

Those Consent Street licensees who have consent to trade in the town centres will not be able to do so on Market days on the Parade in Leamington, Market Square in Warwick, Abbey End in Kenilworth or any area designated by the Council from time to time. (Unless they trade as part of the General Market)

General Information on Street Trading Consents

Street Trading Consents will be issued only at the Council Offices. The applicant must attend in person to collect any documentation.

An Equality Impact Assessment on this policy was undertaken on 16/05/2016 and will be reviewed on 16/05/2019.

Appendix 1

General Conditions

Definitions:

Street Trading – the selling or exposing or offering for sale any article (including a living thing) in a street

Street

- a) any road, footway, beach or other area to which the public have access without payment; and
- b) a service area as defined in section 329 of the Highways Act 1980

The Council – Warwick District Council

Authorised Officer – an Officer employed by Warwick District Council and authorised by the Head of Service (Health and Community Protection) in accordance with the provisions of the Local Government (Miscellaneous Provisions) Act 1982

Consent Details

1. A copy of the consent must be displayed prominently on the unit at the street trading site.
2. The consent holder shall not sell any type of food, goods or merchandise other than those specified in the consent.
3. The consent holder shall not trade outside the time and days permitted by the consent.
4. The consent holder shall not trade within the consent area other than at the location permitted by the consent.
5. Touring consent holders shall not trade from the same location for more than 15 minutes (or until queuing customers have been served) at any one time. There is to be no return to any location within 2 hours of previous trading.
6. The consent is personal to the consent holder and shall not be assigned or transferred to another person or company without the appropriate notification of such transfer. (See application for consent transfer.)
7. The consent holder shall produce the consent if required to do so by a police officer or authorised officer at the time.
8. The consent may be revoked by the council at any time for non-compliance with conditions, or surrendered by the consent holder at any time.
9. The Consent Holder may employ another person to 'assist' with trading but shall be expected to be in attendance at the site in order to remain in control of trading for the majority of trading hours.
10. Nothing in these conditions shall excuse the consent holder from any legal duty or liability and the consent holder shall indemnify the council in respect of all claims, actions or demands arising from the consent except where due to the Council's own negligence.

General Conduct

11. The consent holder shall not trade in such a way that is likely to cause obstruction of any part of any street or public place.
12. The consent holder shall not trade in such a way that is likely to cause an injury to any person using the street or place.

13. The consent holder shall not trade in such a way that is likely to cause damage to any property in the street or place.
14. The consent holder shall not trade in such a way that is likely to cause a nuisance or annoyance to persons using the street or public place, or to occupiers of premises in the vicinity. Noise from equipment must not be persistently audible in nearby residences.
15. The consent holder shall not trade from a vehicle parked in the lay-by outside the Royal Pump Rooms, the Parade, Leamington Spa, or in the entrance to the park opposite.
16. Applicants who wish to operate within the district **must** obtain a Basic Disclosure Certificate from Disclosure Scotland. A DBS check will have to be completed every year, or more frequently, at the discretion of the Council

Protection of Young People

17. Street trading will not normally be authorised within 50 metres of any entrance or exit to a school or nursery or within a designated conservation area. (The distance from the entrance to a school or nursery may be extended where issues of public safety are raised during the consultation of the application).
18. No child aged 16 or below shall be engaged in or employed to undertake any street trading under a consent issued by the Council.

Noise Nuisance

19. The consent holder shall not use any device for the reproduction or amplification of sound; or any device or instrument to attract vendors to the stall/vehicle/trailer by sound. Ice cream vans may use a chime only in accordance with the Code of Practice on Noise from Ice Cream Van Chimes etc. 1982.

Visual Appearance

20. Any vehicle/stall/trailer used by the consent holder in the course of trading shall be constructed and maintained to the satisfaction of all reasonable requirements of the Council. A high standard of presentation and appearance will be expected.

Health & Safety

21. The use and storage of LPG will comply with the requirements of the Health and Safety at Work etc. Act 1974 and any Fire Authority requirements.
22. Where any LPG or electricity is used then suitable fire extinguishers must be provided and maintained in a satisfactory condition.
23. The consent holder shall at all times maintain a valid third party public liability insurance policy to the value of £5,000,000 and shall produce a valid certificate of insurance at any time.
24. The consent holder will not be permitted to erect additional awnings, tents or other structures at the site without permission.

Advertisements / Signage

25. Advertisements must not be placed outside the perimeter of the trading site or affixed to any street furniture - e.g. lamp posts, road signs, fences, bollards.

Waste Management

26. The consent holder shall provide and maintain adequate refuse receptacles for litter and shall remove all litter in the trading vicinity; suitable arrangements must be in place for the disposal of commercial waste. The consent holder shall be responsible for any damage to the highway resulting from the trading activity.

27. The consent holder must prevent the deposit in any street of solid or liquid refuse and shall not discharge any water (except as may be necessary for cleansing) to the street surface or to the surface water drains. The surrounding area shall be kept clean and tidy including the necessary washing of street surfaces.

Additional Requirements for Food Operations

28. When street trading includes the provision of food, the Food Business Operator (FBO) must ensure that any van/barrow/vehicle or stall is sited, designed, constructed and kept clean and maintained in good repair and condition as to avoid the risk of contamination, in particular by animals and pests. Any food handler must keep a high degree of personal cleanliness, shall wear suitable protective clothing and have received suitable hygiene training. In addition the FBO shall ensure that:-

- a) appropriate facilities are available to maintain adequate personal hygiene (including facilities for the hygienic washing and drying of hands, hygienic sanitary arrangements and changing facilities)
- b) surfaces in contact with food are to be in a sound condition and be easy to clean and, where necessary, to disinfect. This will require the use of smooth, washable, corrosion-resistant and non toxic materials, unless the food business can satisfy the Authorised Officer that other materials used are appropriate.
- c) adequate provision is to be made for the cleaning and, where necessary, disinfecting, of working utensils and equipment
- d) an adequate supply of hot and/or cold potable water to be available
- e) where foodstuffs are cleaned as part of the business operation, adequate provision is to be made for this to be undertaken hygienically
- f) adequate arrangements and/or facilities for the hygienic storage and disposal of hazardous and/or inedible substances and waste (whether liquid or solid) are to be available
- g) adequate facilities and/or arrangements for maintaining and monitoring suitable food temperature conditions are to be available
- h) foodstuffs are to be so placed as to avoid the risk of contamination so far as is reasonably practicable

Furthermore, the consent holder must put in place, implement and maintain a permanent procedure based on the HACCP principles.

Any person who engages in street trading in a designated consent street unless authorised by the Council under the provisions of Schedule 4, Local Government (Miscellaneous Provisions) Act 1982 commits an offence and is liable, on conviction, to a fine not exceeding £1000 per offence i.e. for each day of trading without consent.

Executive

Minutes of the meeting held on Wednesday 2 November 2016 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

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

Also present: Councillors; Barrott – Labour Group Observer, Boad - Chairman of Overview & Scrutiny Committee & Liberal Democrat Observer, Mrs Falp - Whitnash Residents Association (Independent) Observer, and Quinney - Chair of Finance & Audit Scrutiny Committee.

(Apologies of absence were received from Councillor Grainger).

54. **Declarations of Interest**

Minute Number 57 - Review of Support to Town and Parish Councils

Councillor Mrs Falp declared an interest because she was a Whitnash Town Councillor and was therefore in receipt of the concurrent services Grant. Councillor Mrs Falp, with the agreement of the Chairman, addressed the Committee on this item and then left the room while the matter was debated.

55. **Minutes**

Neither the public nor confidential minutes of the Executive meeting on 28 September 2016 were submitted for approval.

Part 1

(Items on which a decision by Council is required)

56. **Budget Review to 30 September 2016**

The Executive considered a report from Finance that provided an update on the latest financial position and sought approval for amendments to the 2016/17 budgets.

The figure reported to July's Executive was £900 (F). Since then, after appropriating extra parking revenue to the Parking reserve, additional variances had altered this figure to £246,400 (F). The latest variances that had been identified were as follows:

	£
Building control restructure – ringfenced - for information only	<u>42,500 (F)</u>
Total Variance to July Executive	900 (F)
Town Hall lease income – Bromford vacated, not replaced by another tenant yet	9,800 (A)
Electricity	207,000 (A)
Minor Variances	6,500 (A)

Travel token usage Apr-June 2016 closure of scheme – no budget	5,000 (A)
Johnston Publishing vacated 32 Hamilton Terrace –lost rental income	14,000 (A)
Resettlement Service no longer provided - budget given up as saving	4,400 (F)
Racing Club Warwick – additional electrical, drainage, tarmacking & fencing works	25,000(A)
Crematorium income – Fees & Charges	20,500 (F)
Business rates – Jubilee House	11,600 (F)
Increased B&B costs which are not eligible for Benefits Subsidy	50,000 (A)
Legal Services – shared services	40,000 (A)
Street Name & numbering	10,000 (F)
Payments Processing transaction charges	15,000 (A)
Investment interest	131,000 (A)
Parking Income (Surplus to Parking reserve)	176,000 (F)
Recycling Credits	20,000 (F)
Council Tax subsidy less than anticipated	16,000 (A)
Development Control – income – budget review & Fees & Charges	293,000 (F)
Development Control– Agency Staff (increased workload)	49,400 (A)
Planning Viability Appraisals	10,000 (A)
One-off Housing Benefit New Burdens Grant	16,900 (F)
Jubilee House –rents/service charge – Warks Ambulance Service vacated	10,300 (A)
Althorpe Enterprise Hub –rents/service charge – large office vacated	9,500 (A)
Cleaning Contract Contingency saving	80,000 (F)
Electric cars – insurance costs	4,200 (A)
Subsidence Claim – Settled – balance on provision	62,300 (F)
Gym Reserve write back	122,500 (F)
Non salary variances	215,400 (F)
Salary Variances	207,000(F)
Overall Variance	422,400(F)
If extra Parking income appropriated to Reserve	176,000(A)
Forecast position as at 31st March 2017	246,400(F)

The following variances to salaries budgets had also been identified:

	£
Vacant posts and staff turnover in Contract Services	77,100 (F)
Green Space Development salary overspend	9,200 (A)
Assistant Conservation Officer post saving	13,800 (F)
OSS/Reception salary – vacancies	54,000 (F)
Neighbourhood Services -Community Rangers re-graded	26,900 (A)
Housing Assessment Officer omitted from original budgets	28,900 (A)
Development Services – Vacancies	41,600 (F)
Financial Services – Vacancies	57,200 (F)
Committee Services – new staff at bottom of scale	5,800 (F)

Media Room– new staff at bottom of scale	6,200 (F)
Customer Support Team – new staff at bottom of scale	8,200 (F)
Warwickshire Direct– new staff at bottom of scale	8,100 (F)
Total estimated Salary variance	£207,000 (F)

The Executive were asked to agree the changes to the General Fund Budget, which would result in £246,400 being allocated to the General Fund. The use of this funding would be considered as part of the 2017/18 Budget Report in February 2017.

Appendix A to the report provided details of the allocations out of the contingency budget, with a balance of £71,500 (15% of the original budget of £471,300) left for the rest of the year. This was after two further calls on this budget, authorised under the Head of Finance's delegated powers, for Accountancy sickness cover (£10,000) and historical non-compliances for Payment Card Industry Data Security Standard (PCIDSS) £8,400.

None of the 2016/17 Training Contingency Budget of £4,900 had currently been allocated. However, this budget was fully allocated in 2015/16 and was expected to be so this year, mainly for professional training.

There were other Contingency Budgets for Price Inflation (£24,000) and Contract Cleaning (£92,600). The Housing Support & Neighbourhoods' Manager was now able to return £80,000 of the Contract Cleaning Contingency as the contract was not being re-let. The remainder could be surrendered later in the year. The position for 2017/18 and onwards would be made clear later in the year. Any forthcoming demands for the use of these budgets would be reported upon during the year.

Upon closure of the 2015/16 Accounts, revenue slippage from 2015/16 was added into the 2016/17 budget, totalling £322,600 for the General Fund, as detailed in Appendix B1 to the report, along with progress on expenditure for this year. £258,700 of revenue slippage was approved for the Housing Revenue Account (HRA) at the same time, and this was set out in Appendix B2 to the report, along with progress this year.

Managers had stated that approval of the earmarked reserve requests, at year-end, had taken a long time and this had delayed commissioning of works etc. until early July. It was therefore recommended that the Head of Finance, in consultation with the Finance Portfolio Holder, was delegated authority to agree revenue slippage at year end, above items already allowed for in the Budget process, with these retrospectively reported as part of the subsequent Final Accounts report to Executive.

The Original Budget for 2016/17 Planning income was set at £702,000. The projected Planning income for the year had been increased by a further £293,000, in addition to the £100,000 recurring increase previously reported. The 2016/17 budget would be amended to £1,095,000 accordingly. Due to the buoyant state of the market, income levels were likely to remain high in the short-term (2017/18). Longer term forecasting was more difficult. However, the Head of Development had agreed, when competing work pressures allowed, e.g. the

Examination In Public of the Local Plan, to try to profile this income over the next 3-5 years.

Waste recycling income for the first quarter was understood to be in the process of being agreed with Warwickshire County Council (WCC). Income was estimated to be up by £20,000 for 2016/17. Confirmation had been obtained to similarly increase this budget for future years based on prior year outturn, tonnages to date, the continued growth in new properties and the increase in the multiplier in line with inflation. This had now been built into the Medium Term Financial Strategy (MTFS).

Car Parking income had improved on the previous year despite the price increase agreed previously only recently being implemented. Whilst any uplift in this income was due to be earmarked for investment in parking, the projected outturn had been reviewed upwards by £176,000. Forecast income for 2017/18 was again estimated to be up, despite the decision not to increase charges for next year at this stage. Any forecast increase in parking above inflation was appropriated into parking reserves, to fund improvements and new builds. Since Fees and Charges were agreed in September, it had been agreed with the Head of Neighbourhood Services that it was reasonable to increase the Parking Income Budget by an extra £90,000 from 2017/18. This had now been built into the MTFS.

Cremation fee income for this year and next was holding up well and was potentially up by £20,000, but was obviously influenced by a number of external factors e.g. cold winter, effectiveness of the 'flu vaccine' etc. A number of new products offered at the Crematorium and introduced by the Bereavement Manager were agreed in the September Fees and Charges report to Executive, ensuring income levels were maintained/exceeded for 2017/18. There were plans for further proposals, which would be reported to the Executive.

Leisure centre income, based on last year's profiled income, was forecasting an underachievement against the budget by a potential £200,000 (some of this was due to the decision not to increase Fees and Charges from January 2017, to reflect disruption due to building works). However, this was to be reviewed as part of the Base Budget, with Finance seeking to accommodate the various Leisure Centre options changes. A reserve had been created to mitigate some of this lost income with a more definitive position being reported in the Base Budget report. Income from the Royal Spa Centre was following a similar profile to previous years and the net position (reflecting payments to artists and income) was forecast to be close to the budget for this year.

Appendix C to the report provided details of income received compared to a profile budget to the end of September, and compared this to previous years. The latest budget was the estimated out-turn, unless notified in paragraphs 3.4.1 to 3.4.5 of the report.

The External Auditors presented their Audit Findings Report to Finance & Audit Scrutiny Committee on 20 September 2016. The report referred to the large surplus over budget for 2015/16, largely as a result of unplanned income. They stated that the increased levels should have been

known and reported sooner. Income monitoring was something that was being taken very seriously by the Senior Management Team. It was apparent that in the past, there had been overly cautious projections. Whilst overly optimistic projections were not sought, the skill was in making forecasts that were realistic and not overly risky.

For 2016/17, HRA electricity was forecast to be overspent by £35,000 due to increased usage throughout the year, and higher rates which were forecast to increase by approximately £1,400 per month from October 2016. Communal and other cleaning was likely to be £45,000 under budget in 2016/17.

The following General Fund Capital project variances had been reported:-

Culture
Castle Farm Sports Pitch drainage - £73,000 budget slipped to 2017/18
Play Area Improvement Programme increase by £195,800 funded from £66,300 section 106's and £129,500 request from Public Amenity Reserve.
New Gym Equipment - 2016/17 budget £29,300 saving
St Nicholas Park Tennis Courts -£23,000
Addition to Capital Programme following portfolio holder approval for Equipment Renewal Reserve draw-down.
Edmondscote Track Athletics Equipment - £10,900 -
Addition to Capital Programme following Portfolio Holder approval for Equipment Renewal Reserve draw-down.
Victoria Skate Park £7,300 increase to budget funded from Section 106
GF -Play Area Improvement Programme- further Section 106 monies of £1,884 to be used instead of Public Amenity Reserve
Development
Jubilee House Phase 2 £331,300 budget - returned and to be earmarked within Capital Investment Reserve
2 nd Warwick Sea Scout HQ £49,800 budget slippage to 2017/18
Chief Executive's Office
ICT - Overall underspend back to ICT Reserve. £21,300

The following Housing Revenue Account Capital project variances had been reported:

-

Scheme	Amount £	Reasons
Water Services	-9,700	Reduction in 2016/17 budget. This is for responsive work and very unlikely to be spent.
Thermal Insulation	-89,900	Not required –in 2016/17 – see below
Thermal Insulation	-40,000	Virement to Door Entry/Security/Safety Systems
Door Entry/Security/Safety Systems	40,000	Virement from Thermal Insulation
Environmental	1,000	Increased budget funded from a

Improvements - tenant participation		'gesture of goodwill' payment from Severn Trent. No overall cost to WDC.
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The main factor for not undertaking a thermal insulation programme in 2016/17 was the lack of underlying data required to target properties. The Stock Condition Survey data should alleviate this, enabling the Council to identify properties lacking loft or cavity insulation as well as the solid brick wall properties.

A number of programmes in which the Council had clad the external envelope of solid brick wall properties had been undertaken. Housing and Property Services had also been looking at how to access ECO (Energy Company Obligation) grant funding for WDC (officially designated) in fuel poverty areas.

Net Business Rate Retention had not been amended within the forecast for the current year on the basis that any variation to the original estimated income was compensated for by changing the contribution from the Business Rate Volatility Reserve. Business Rate income for future years was currently being reviewed and would be included within the MTFS. Whilst Business Rate Retention had now been in operation for three complete years, there remained many uncertainties in respect of the figures for the following reasons:

- There were still some substantial appeals awaiting determination by the VOA.
- All properties were being revalued from 1 April 2017. This would create a new round of new appeals to be submitted.
- For 2017/18, alongside the new rateable values, the rate poundage was still to be determined.
- The Top-ups and Tariffs used in the Rate Retention system all needed to be amended by DCLG to ensure authorities were not unduly benefited or lost out. Whilst there had been a consultation over this, the precise details were not expected to be known until the 2017/18 indicative Grant Settlement expected in December 2016.
- 100% Business Rates Retention was expected to come in from 2020/21. Again, there were significant uncertainties as to how this would work in practice, with functions having to transfer from central to local government.

Consequently, forecasting Business Rates Retention was not straightforward. It was therefore imperative that the Council maintained a level of reserves (notably the Business Rates Volatility Reserve), to enable it to have some stability in its finances moving forward. Within the Medium Term Financial Strategy, there would be more detail on the projected levels of Retained Business Rates.

The Council had been in the Coventry and Warwickshire Business Rates Pool since the start of Business Rates Retention. By pooling, councils sought to reduce the levy due to central government and retain more funds locally. For 2017/18, the pool should continue to operate with the same membership. However, it was noted that Coventry would be part of the new West Midland Pool as part of the Combined Authority. However,

for the first year, that new pool was effectively a “desk top exercise” and consequently should have no impact on the Coventry and Warwickshire Pool.

As in previous years, the Council had to confirm their membership of the Pool in October, ahead of the new financial year. Under delegated authority to the Head of Finance, in consultation with the Finance Portfolio Holder, this had been agreed.

Further proposals would be reported to Councillors ahead of the Council committing to the following projects:

- Re-development of Newbold Comyn and St Nicholas Park Leisure Centres.
- Office Relocation project.
- Re-development of Covent Garden Multi Storey Car Park.
- Re-development of Linen Street Car Park.

The Council had liabilities for asset maintenance, ICT and Equipment renewal reserve, for which there was some funding.

Following the review of Corporate Assets, the future cost of maintaining all the Council’s property assets and land holdings had been established, as previously reported to Executive. The cost of these works was only funded up to and including 2018/19. To fully fund the works required in subsequent years would amount to an additional cost, averaging out at approximately £1 million per annum.

A separate ICT Reserve had been established to provide funding for the Council’s ICT infrastructure. Contributions of £250,000 per annum were being made to this reserve.

For some years, the Council had maintained an Equipment Renewals Reserve to fund service equipment replacement. Contributions of £100,000 per annum were being made to this reserve.

It was important that the Council’s financial projections were as inclusive of all potential funding demands upon the Council as possible. It was important that Portfolio Holders and Heads of Service reviewed all items currently budgeted for in current and future years. Any further items which were not currently budgeted for should be identified, and where these were unavoidable they should be included in projections and future Budget reports.

Under the Accounts and Audit Regulations 2015, a local authorities’ audited Statement of Accounts from 2017/18 must be published by 31 July 2018, and annually thereafter. Under the current regulations, the draft accounts must be completed and signed by the responsible finance officer by 30 June, with the audit and formal publication completed by 30 September.

With this new tighter timetable, it would be necessary for the draft accounts to be ready by the end of May, leaving June and July for the audit to be completed.

The Annual Governance Statement (AGS) formed part of the Statement of Accounts. It was prepared separately to the Accounts, and was currently agreed by Finance and Audit Scrutiny Committee before the end of June. The deadline for the completion and agreement of the AGS would also be brought forward. In considering the Annual Governance Statement, the Finance and Audit Committee also agreed the Internal Audit Report from the Council's Audit and Risk Manager which supported the AGS.

These new arrangements would impact on the reporting arrangements to Members. Currently, the following reports were presented to members:

Early June	Executive	Final Accounts report – to review revenue and capital outturn against budget and agree appropriation of any balances
June	Finance & Audit Scrutiny Committee	Agree Annual Governance Statement and Internal Audit Annual Report
July	Finance and Audit Scrutiny Committee	Note draft Statement of Accounts (including AGS)
End of September	Finance and Audit Scrutiny Committee	Consider External Auditor's Audit Findings Report on the Statement of Accounts
Before 30 September	Council	Formally approve audited Statement of Accounts

With the new reporting deadlines, it would not be possible to compress the above arrangements. Consequently, an amended reporting regime had been proposed.

The Accountants would need to give priority to the completion of the Statement of Accounts over the Final Accounts report to Executive. Consequently, the current Final Accounts report was proposed to be reported to Executive in late July 2017.

Within the current June Executive Final Accounts report, the use of any balance was agreed. Fortunately, this had always been a surplus balance in recent years, and had been appropriated to selected reserves. In future, it was proposed that any surplus or deficit on the General Fund balance was appropriated to or from the General Fund Balance within the Statement of Accounts. It would then be possible for that appropriation to be reviewed as part of the later July Executive Final Accounts report, with any further allocation reflected in the new year accounts. Similar arrangements would need to apply to the Housing Revenue Accounts, with the balance being automatically appropriated to or from the HRA Capital Investment Reserve. This changed arrangement for the treatment of balances in from 2016/17 Accounts would need to be agreed by Council.

Also within the Final Accounts report in June, proposals for revenue slippage (Earmarked Reserves) and capital slippage were put forward. In recent years, greater effort had gone into identifying these so as to include them in the new year Budget in February. With the Final Accounts report having to be delayed as part of the early closedown, there were likely to be problems if some items of revenue or capital slippage were delayed. Consequently, it was proposed that in future the Head of Finance, in consultation with the Finance Portfolio Holder, could agree items of revenue and capital slippage.

The Annual Governance Statement would need to be agreed by the end of May each year. The proposed committee timetable for 2017-19 incorporated a May Finance and Audit Scrutiny Committee which would enable this to be achieved.

The Audited Statement of Accounts was currently agreed by Council. Under the Accounts and Audit Regulations, it was possible for this to be delegated to a council's audit committee, but not to a scrutiny committee. Consequently, Warwick District Council had continued to seek Council approval. Most local authorities delegated this function to their audit committee, which was generally believed to be a more efficient use of members' time given the complexity and length of the document. The Council's Constitution made it clear that the Finance and Audit Scrutiny Committee acted as the Council's audit committee. The agenda of this Committee was structured such that audit and scrutiny items were considered separately. Consequently, it was proposed that the approval of the audited Statement of Accounts should be carried out by the Finance and Audit Scrutiny Committee in future. The Council's External Auditor had considered this proposal and supported this change. This would also require Council to agree a change to the Committee's functions within the Constitution.

Whilst the early closedown did not formally come into place until the production of the 2017/18 Statement of Accounts in the Spring of 2018, it was intended that early closedown should be piloted in closing the 2016/17 Accounts, with the reporting deadlines duly brought forward.

If these changes were approved, the future reporting cycle for the Statement of Accounts would be as follows:-

May	Finance and Audit Scrutiny Committee	Agree Annual Governance Statement and Internal Audit Annual Report.
July	Executive	Final Accounts report - to review revenue and capital outturn against budget and agree any further appropriation of any balances in new year accounts.
July	Finance and Audit Scrutiny Committee	Consider External Auditor's Audit Findings Report on the Statement of Accounts. Formally approve audited Statement of Accounts.

Closing the Council's accounts, producing the Statement of Accounts (and associated working papers), and producing relevant reports for Members were significant tasks. Whilst the bulk of this was done by Accountants, the work was reliant on contributions from officers across the Council. Consequently, early closedown was being managed as a project within the 2016/17 Finance Service Plan, with contributions and commitment required from all key stakeholders, including the officers from all service areas and the Council's External Auditors. The Executive could choose to task Portfolio Holders with ensuring that their Managers agreed to meet this commitment.

As part of the early closedown, the following changes and initiatives would need to be pursued: greater reliance on estimates; certain elements of the work by external audit being undertaken earlier in the year; more tasks undertaken on a rolling basis throughout the year, rather than just at year end; reduction in the size of the notes to the accounts ("de-cluttering"); and information from other Service Areas being produced much earlier and within earlier deadlines. Monitoring expenditure and income and maintaining financial projections was good financial practice and part of good governance.

With regard to recommendation 2.1 in the report, the Finance & Audit Scrutiny Committee made the following comments:

With respect to car parking income, whilst the Committee noted that the income expectation was prudent because of the variable nature of this service, which was dependent on a number of factors, they felt that this provided an example of where further work was required to provide more accurate forecasts of income.

The Finance & Audit Scrutiny Committee had significant concern over the £25,000 additional expense for Racing Club Warwick because they did not believe that Members had been made aware of this additional expenditure, and therefore this sensitive subject matter, on which a final cost had previously been agreed, had avoided due consideration and scrutiny.

The Finance & Audit Scrutiny Committee noted the investigatory work by Finance into the additional insurance cost of electrical vehicles and how this aspect had been missed from either the business case or budgetary allocation of the agreed project costs.

The Finance & Audit Scrutiny Committee noted the revised Appendix B1. However, this needed to be revised further to show the correct percentage level of expenditure.

The Finance & Audit Scrutiny Committee asked if work was under way on income modelling as a result of population growth with regard to: (1) potential increases in income; and (2) additional demands for services (and associated costs of these).

The Finance & Audit Scrutiny Committee also questioned the statement to Overview & Scrutiny Committee by Councillor Coker that "Income was 2%

up on budget” for leisure centres, as this was not verified by the figures in the budget report.

With regard to recommendation 2.2, the Finance & Audit Scrutiny Committee asked for the detailed mitigation and/or reasons for the slippages with regards to the 2nd Warwick Sea Scouts and Castle Farm projects.

The Finance & Audit Scrutiny Committee supported all the other recommendations in the report

The Executive received detailed responses from officers to the questions raised by the Finance & Audit Scrutiny Committee.

In response to the questions regarding Racing Club Warwick it was explained that:

The reasons for this were:

1. Being unable to carry out the works as originally planned, owing to the need to get legal agreements in place which had taken far longer than anticipated, resulting in a delay of nine months from the original date of authorisation. The works had then been then affected by the impact of other works on an overlapping scheme being undertaken at the same time. This included having to:

- Undertake additional tarmac and preparation works due to changing rooms being moved further away from the main club house.
- Clear additional land from within the Racecourse.
- Excavate and provide foundations for new changing rooms.
- Undertake additional drainage works due to the new location and size of changing rooms.

2. The extra cost associated with each and every building being filled with rubbish and waste unaccounted or unable to be viewed prior to the works starting, including underneath units and behind units within overgrowth.

3. Having to undertake additional works to re-build and adapt the electrical intake room as the original was found to be unsuitable upon demolition of the adjoining timber building.

4. Scheme variation - Additional fencing was required to enclose the large piece of grassland earmarked for the 'MUGGA' together with a new 3.6m wide double gate allowing direct access to the 'MUGGA' area from within the car park."

With regard to the electric car insurance provision, investigations had showed that there was budgetary provision for this, was being corrected.

With regard to population growth and the challenge that this would bring, a cautious approach had to be taken within the MTFS, with changes factored in where appropriate.

With regard to the statement from Councillor Coker to Overview & Scrutiny Committee, it was noted that the 2% overachievement on income was for 2015/16, not for the current year, whereas presumably the £200k in the Budget report was the figure for the current year.

With regard to the Sea Scouts and Castle Farm, the Sea Scouts were struggling to raise funding despite intensive efforts, the timescale had been extended; and the drainage works at Castle Farm had slipped in light of the ongoing dialogue with Kenilworth Wardens. Therefore, it made sense to wait to do any improvements until the Council had confirmed the way forward with Wardens.

In addition, to this revised Appendices B1 and B2 to the report were circulated at the meeting which set out the correct level of spend, as a percentage, on earmarked reserves.

Resolved that

- (1) the latest variances for the General Fund budget, the projected outturn on budget and changes detailed in the report be noted;
- (2) the latest variations on the Housing Revenue Account (HRA) as detailed in section 3.5 of the report, be noted;
- (3) the changes to the Capital Programme detailed in paragraph 3.6 of the report, be approved; and
- (4) the new requirement for the Council's Audited Statement of Accounts to be approved by 31 July from 2017/18, be noted.

Recommended that

- (1) the plan for the Council's Audited Statement of Accounts for 2016/17 to be approved by 31 July 2017, be approved;
- (2) any revenue surplus or deficit balance on the General Fund on closing the Accounts from 2016/17 is appropriated to/from the General Fund Balance, and any revenue surplus or deficit balance on the HRA is appropriated to/from the HRA Capital Investment Reserve; and authority is delegated to the Head of Finance, in consultation with the Finance Portfolio Holder, to amend these arrangements if necessary, with this subsequently reported to Executive/Council;

- (3) the Head of Finance, in consultation with the Finance Portfolio Holder, has delegated authority to agree revenue and capital slippage at year end, above items already allowed for in the Budget process, with these being reported to Members as part of the subsequent Final Accounts report to Executive, with the Constitution being amended to reflect this; and
- (4) the Finance and Audit Scrutiny Committee, as the Council's audit committee, in future be responsible for approving the Council's Audited Statement of Accounts, with the Constitution being amended to reflect this.

(The Portfolio Holder for this item was Councillor Whiting)
Forward Plan Reference Number 779

57. Review of Support to Town and Parish councils

The Executive considered a report from Finance that set out proposals for the provision of funding to town and parish councils in the form of concurrent services and Council Tax Reduction.

In July, the Executive had considered a report on the funding that that the District Council provided to parish and town councils. Following the agreement of the recommendations, parish and town councils were consulted on the proposal to reduce the funding.

The report considered by the Executive in July explained how the District Council provided funding to parish and town councils for concurrent services (£50,000) and Council Tax Grant (£95,000). Many local authorities had ceased to provide this funding as their own funding streams had significantly reduced in recent years.

In July, the Executive agreed that the Parish and Town Councils should be consulted in line with the Warwickshire Local Councils' Charter on the following proposed changes in funding: That the Council agrees to reduce the concurrent service grants to parish and town councils by 50% for 2017/18, and stop the grants from 2018/19; and that the Council agrees to reduce the Council Tax Reduction funding for parish and town councils by 50% for 2017/18, and to stop the grants from 2018/19.

All 25 parish and town councils were consulted on this, together with the Warwickshire Association of Local Councils (WALC) and Warwickshire Rural Community Council (WRCC).

Responses had been received from 16 of the local councils and from WALC. Those Councils that had not responded tended to be the smaller councils. In monetary terms, the respondents received 96.1% of concurrent services allocation and 97.3% of Council Tax Grant. The responses received were summarised within Appendix A to the report and the details of the individual responses were available on request.

Within the responses, the councils acknowledged and understood the financial pressures faced by the District Council and the justification for the withdrawal of Council Tax Grants. Many also acknowledged that several other district councils had already ceased the support.

The main concern arising from the proposals was the timescale for the withdrawal of both streams of funding over the two year period. It was pointed out that the potential increase in the local council element of the Council Tax may not be acceptable to local residents, and there was a lack of time to consult over potential increases. In line with the WALC response, many suggested that the concurrent services funding was reduced over a three year period, and the Council Tax Reduction Grant over 4 years. The impact of this over future years for individual parish/town councils was shown within Appendix B1 to the report.

Taking into account the need for the Council to make savings, as reflected in the Medium Term Financial Strategy (MTFS), and the proposal to extend the period over which the funding was phased, it was proposed to reduce the concurrent services funding over two years, and the grant over three years. This extended the largest element of the funding, the grant, over an additional year to the period originally proposed. By doing this, it increased the savings the Council needed to find in 2017/18 and 2018/19 above those currently assumed in the MTFS. This was considered in section 5 of the report. The impact of this over future years for individual parish/town councils was shown within Appendix B2 to the report.

Whilst there was overall acceptance of the reduction, Whitnash Town Council was strongly opposed to the removal of the concurrent services support (but accepted the loss of the Council Tax Reduction Grant), as shown within their response. They also noted the sums paid by the District Council to maintain neighbourhood open spaces, in addition to the destination parks. The neighbourhood open spaces maintained by the District Council included some sites that did not really fit into the 'park' category, e.g. cemeteries. The District Council also looked after other areas of open space which had been included because they were classed as green corridors, e.g. cycle-paths and connecting footways. The response also suggested that the District Council could maintain Whitnash open spaces instead, for which the cost could prove to be far higher than that paid by Whitnash.

Several responses had made reference to the Local Government Finance Settlement Technical Consultation paper issued on 15 September. Within this consultation, the Government was proposing that some parish/town councils would be subject to the same requirement as district councils to hold a referendum to agree any council tax increase of £5 or 2%, whichever was the higher. This was based on specific criteria, and the government estimated that this would affect 120 of the 8,800 parish councils nationally. None of the parish or town councils in Warwick District had council tax or precepts of the level specified, and they would continue to be well below these levels if the parish funding ceased and local council taxes were increased to compensate for this.

However, in order to avoid parishes being unduly constrained by referendum principles for taking on responsibilities from other tiers of local government, the Technical Consultation proposed that parishes should not be subject to the referendum principles where there had been a transfer of responsibilities and certain conditions were satisfied.

The Consultation also sought views as to whether to extend the referendum principles to all parish and town councils, in order to reflect the impact of higher increases on local tax payers. Whilst the Government was not advocating this response within the consultation, there was a risk that local parish/town councils could be restrained in increasing their council tax to compensate for the proposed reduction in support from the District.

How the final referendum principles were to be applied should be known as part of the Local Government Grant Settlement (provisional in December, final in February 2017), ahead of the District Council agreeing its budget for 2017/18. If it was apparent that the local parish and town councils were to be restrained in their ability to increase their element of the Council Tax from 2017/18, the District Council should review the extent to which support was reduced.

The Council could choose not to progress the savings proposed, or to propose other levels of savings or savings profiles. This would mean that the Council would need to seek to identify alternative savings. Paragraph 5.4 of the report showed the savings profile should the funding be reduced over a three year period for concurrent services and four year period for the grant.

Alternatively, the Council could consider phasing the reduction of all funding over three years:

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
MTFS(rounded)	70	75			145
Savings Profile	48	48	49	0	145
Additional savings required in year	22	27	(49)	0	0

Under this scenario, additional savings above those in the recommendations would need to be made by the District Council until 2019/20, but this amount would be lower than the savings required from the WALC proposal. The impact of this over future years for individual parish/town councils was shown at Appendix B3 to the report.

If the grants were maintained, albeit at a lower level, the administrative work involved (for the District and parish/town councils) would still exist

The Finance & Audit Scrutiny Committee thanked the Head of Finance for the clarification that this item would now be a part 1 agenda item and would be considered by Council on 16 November 2016.

In addition, they appreciated the addition to recommendation 2.1 to include, at the end, "thereby ending the concurrent services scheme".

The Finance & Audit Scrutiny Committee recommended to the Executive that:

With regards to recommendations 2.1 and 2.2, the proposal from WALC should be followed; concurrent services should be phased out over three years and Council Tax support should be phased out over four years. This would provide the parish/town Councils with time to build these changes into their budgets at a more sustainable rate.

The Head of Finance provided verbal clarification regarding the information circulated by Whitnash Town Council. The Executive thanked the Head of Finance for this and asked that it be circulated to all Councillors ahead of the Council meeting.

Resolved that the proposal from the Finance & Audit Scrutiny Committee could not be accepted because:

- (1) of the additional financial requirements that this would place on Warwick District Council;
- (2) the actual precept increases for tax payers would be small in actual value compared to the percentage increase;
- (3) the parish/town Councils could, in line with the District Council, look to reduce their costs to support these changes; and
- (4) some councils had already planned for these changes and therefore why should this Council continue to fund those councils who had not taken these steps?


Recommended to Council that

- (1) it reduces the concurrent service grants to parish and town councils by 50% for 2017/18, and stops this funding from 2018/19, thereby ending the concurrent services scheme;
- (2) it reduces the Council Tax Reduction grants for parish and town councils by 33.3% for 2017/18, 33.3% for 2018/19 and that it stops the grants from 2019/20.
- (3) it reviews the reductions if necessary, as part of the Local Government 2017/18 Grant

Settlement referendum principles will apply to local parish and town councils for 2017/18.

(The Portfolio Holder for this item was Councillor Whiting)

(The meeting ended at 6.48pm)

 Executive 30 November 2016		Agenda Item No. 3
Title	General Fund base budgets latest 2016/17 and original 2017/18	
For further information about this report please contact	Marcus Miskinis Marcus.miskinis@warwickdc.gov.uk 01926 456804	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	Executive 2 June 2016 –Fit For The Future Change Programme; Executive 27 July2016 – Budget Review to 30 June 2016; Executive 28 September 2016 – Fees and Charges 2017/18; Executive 2 November 2016 – Budget Monitoring to 30 September 2016	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	8 Nov 2016	Andrew Jones
Head of Service	8 Nov 2016	Mike Snow
CMT	8 Nov 2016	Chris Elliott, Bill Hunt
Section 151 Officer		Finance Report
Monitoring Officer	8 Nov 2016	Andrew Jones
Finance	n/a	Finance Report
Portfolio Holder(s)	10 Nov 2016	Cllr Whiting
Consultation & Community Engagement		
None		
Final Decision?	Yes	

1. Summary

- 1.1 This report sets out the latest projections for the General Fund revenue budgets in respect of 2016/17 and 2017/18 based on the current levels of service, and previous decisions. There are further matters that will need to be reviewed in order to finalise the base position as part of the 2017/18 budget setting process as set out in paragraph 8.5.
- 1.2 The 2016/17 latest budgets show a forecast surplus of £169,300 before any appropriations.
- 1.3 The proposed 2017/18 Base Budget currently shows a surplus of £97,200.

2. Recommendations

- 2.1 To recommend to Council:
 - (a) the base budget for the General Fund services in respect of 2017/18 as outlined in Appendix 'B';
 - (b) the updated budget for the General Fund services in respect of 2016/17 as outlined in Appendix 'B'.
- 2.2 To note that the 2016/17 budget will be subject to detailed review over the coming months and that an updated position will be reported to members in February 2017, together with any recommendations on appropriating any surplus or funding any deficit and consideration of any implications for the 2017/18 budget.

3. Reasons For The Recommendations

- 3.1 The Council is required to determine its budget requirements in order to set the Council Tax for 2017/18.
- 3.2 As part of the Service Planning Process and through Budget Reviews, the Senior Management Team has identified significant savings that can be incorporated within the 2017/18 base budget, as detailed in section 9 and 10 of this report.
- 3.3 The latest budget estimate for the 2016/17 Budget shows a surplus over the original Base Budget of £169,300, as detailed in section 12. Further detailed monitoring of the 2016/17 budget will be undertaken prior to the February Budget setting report being presented to members. That report will make recommendations, as appropriate, as to how any surplus will be appropriated (or, potentially, any deficit funded).
- 3.4 The proposed 2017/18 Base Budget presents a budget surplus of £97,200 in the Council's expenditure in continuing to provide its services and meet its commitments. Any changes to the overall position, including any necessary as a result of further consideration of the 2016/17 budget outturn, will be considered within the February Budget report.

4. Policy Framework

4.1 Policy Framework

The General Fund latest base budget 2016/17 and original budget 2017/18 report form part of the Budgetary Framework of Fit for the Future. This report is in accordance with the Council's Financial Strategy as last approved by the Executive in February and Budget Reviews in July and November.

4.2 Fit For the Future

One of the key elements of Fit For the Future is ensuring that the Council achieves the required savings to enable it to set a balanced budget whilst maintaining service provision. Details of the financial projections for future years and savings required to be found were reported to members in June, with the updated Medium Financial Strategy considered in Section 15.

4.3 Impact Assessments

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

5. Budgetary Framework

- 5.1 Securing savings and balancing its Budget will enable the Council to deliver its aspirations and priorities as well as core services. The Financial Strategy underpins all of its other strategies.
- 5.2 Members are reminded that the 2017/18 Council Tax will be set in February after budgets are finalised. The Executive has previously stated that it intends to set a £5 council tax increase to Band D for 2017/18, subject to any limits imposed by Central Government.
- 5.3 In 2016/17 there will be an additional revenue cost relating to the Leisure Centres reduced income during refurbishment work at Newbold Comyn and St. Nicholas Park totalling £484,000, which has been funded from the Leisure Options Reserve. Increased expenditure in 2017/18 following the transfer of the Leisure Centres is estimated at £28,600.
- 5.4 The Council's Medium Term Financial Projections include net inflation for most services for 2017/18 at 0%. An inflation allowance of 1.8% has been included for National Non-Domestic Rates, 0.8% for the major contracts and an increase in the general inflation contingency of £50,000 to allow for other unavoidable price increases. In addition, there is also a 1% increase allowed for salaries.

6. Risks

- 6.1 The Council's Significant Business Risk Register contains several risks which are finance related. Shortage of finance will impact upon the Council's plans for the provision of services. Reduced income or increased expenditure will reduce the funding available.

- 6.2 The main sources of income which may be subject to reductions include:
- Government grant (e.g. Revenue Support Grant, Benefits Administration Grant);
 - Business Rates Retention;
 - Fees and charges from provision of services;
 - Rent income;
 - Investment interest.

Whilst reductions have been factored in to the estimated Revenue Support Grant, in line with the 4 year settlement announced last January. However, there may be subsequent announcements between now and a final determination in January.

- 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 2016/17 budgets there is a Contingency Budget with an uncommitted balance of £59,600 for any unplanned unavoidable expenditure
 - Reserves – whilst much of these Reserves have already been earmarked

for specific projects, it is important that Reserves are held for any unforeseen demands.

- In addition to the Reserves, the Council holds the General Fund Balance of £1.5m. This is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance at this level.
- The specific causes of reductions to income or increased expenditure should continue to be managed by the relevant Service Area as part of managing risks within each Service Risk Register. Individual Service Area Risk Registers are brought to Finance and Audit Scrutiny Committee every two years.
- Inflation provision - £50,000 inflation provision is held in the 2017/18 Budgets. This may be used where budget managers can demonstrate that they are unable to accommodate the limited inflationary uplift being incorporated within budgets.

- 6.6 The Council's Medium Term Financial Strategy includes several projects which should result in savings that will assist the Council to be able to set a balanced budget into the future. The most notable of these projects are the Leisure Options (£500,000 from October 2018) and the Office Re-location (£300,000 from October 2018). If these projects do not make the level of savings projected, or there is any delay in these projects, it may seriously impact upon the Council's finances.

7. Alternative Options Considered

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

8. Background

- 8.1 At its meeting on 18 April 2012 the Executive agreed that the management of the Council's Fit For the Future change programme would be through the delivery of the Service Area Plans. Plans were updated at the September 2015 and 2 June 2016 Executive meetings.
- 8.2 Options for finalising and balancing the budget will be brought forward in February 2017.
- 8.3 This report presents the proposed Base Budget for 2017/18. 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 2017/18 Budget. The report also considers the current year's budget, and includes details of latest proposed changes to the 2016/17 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:
- 2017/18 Base Budget

- 2017/18 Revenue Support Grant Settlement.
- Updated Business Rates Retention projections
- 2017/18 New Homes Bonus

- 8.6 If the main revenue sources above are below the projections within the medium term financial strategy, detailed consideration will be required as to the means of being able to set a balanced budget. This may include making further savings from services, generating additional income, or using the Council's limited reserves in the short term. Alongside this, it will be necessary to include the full impact of the Leisure Options on 2017/18 budgets.
- 8.7 The Council will then be in a position to agree the 2017/18 Budget and the District Council element of the Council Tax. In addition, the total Council Tax for the District will be set, including the elements set by the County Council, the Police and Crime Commissioner and the Parish and Town Councils.
- 8.8 The report is broken down into the following sections and appendices:
- Section 9 - Savings
 - Section 10 - Base Budgets
 - Section 11 - 2017/18 Base Budgets
 - Section 12 - Latest Budgets 2016/17
 - Section 13 - Capital Financing and Reserves
 - Section 14 - General Grants
 - Section 15 - Medium Term Financial Strategy
 - Appendix A - Analysis of Budget Movements from 2016/17 to 2017/18
 - Appendix B1 - Revenue Budgets Summary
 - Appendix B2 - Detailed Revenue Budgets – available on the Executive Meeting page on the Council's website (www.warwickdc.gov.uk)
 - Appendix C - Capital and Reserve Financing Variations
 - Appendix D - Glossary of Terms

9. Savings

- 9.1 Much work has already been undertaken to address the forecast budget deficit in future years.
- 9.2 There has been a significant amount of procurement activity on-going across the Council. In addition to the letting of contracts, the actions within the Procurement Strategy have been progressed, including member and officer training. All this work is helping to ensure good procurement practices are well embedded across the authority.
- 9.3 The 2017/18 Base Budget assumes savings of £175,000 agreed in September 2015 and as part of the Fit for the Future Programme. Additional savings or additional income in respect of 2017/18, totalling £168,000, was agreed by the June 2016 Executive, with further savings of £804,000 agreed for future years:
- £25,000 "non-contractual" budget savings have been devolved to Service Areas. Most have been identified against Budgets whilst a few are yet to be identified. These are being monitored.

Savings / income areas being progressed (£143,000 as included within Appendix A):

- £58,000 savings from a review of Concurrent Services and parish support;
- £50,000 savings from a review of the One Stop Shop service;
- £20,000 savings from a review of Ranger services;
- £15,000 savings by Development Services Technical Support Team review.

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

10. Base Budgets

10.1 The proposed Base Budgets for 2017/18 and the Latest Budgets for 2016/17 are shown below. These figures include all financing charges (which are dealt with in Section 13 later). Section 11 of this report considers the 2017/18 Base Budget, with Section 12 looking at the Latest 2016/17 budget figures.

	Base Budget 2016/17 £000	Latest Budget 2016/17 £000	Base Budget 2017/18 £000
Net Expenditure for District Purposes	12,704	11,797	12,843

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

11. 2017/18 Base Budget

11.1 In preparing the 2017/18 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 2016/17 Original Budget.

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

11.2 The table below summarises how the 2017/18 base budget has been calculated. Appendix 'B' gives more details to support this.

	£	£	£
NET EXPENDITURE FOR DISTRICT PURPOSES 2016/17 ORIGINAL			12,703,806
Plus Inflation			93,400
Plus Committed Growth:			
- Staffing	453,100		
- Increases in expenditure	796,400		
- Reduced income	26,000	1,275,500	
Less Savings:			
- Reduced expenditure	(973,400)		
- Increases in income	(854,100)	(1,827,500)	
CHANGES IN SERVICE INCOME and EXPENDITURE			(552,000)
Changes in Interest			172,800
Changes in Contributions to Capital			72,000
Changes in non-service specific contributions to reserves			352,994
NET EXPENDITURE FOR DISTRICT PURPOSES 2017/18 ORIGINAL			12,843,000

11.3 Inflation

No inflation has been applied to most budgets. The only exceptions are in respect of Business Rates, which has been inflated at 1.8% and equates to £21,300, the major contracts at 0.8% (£22,100). In addition, the general inflation contingency budget has been increased by £50,000 to £79,500.

11.4 Staffing

Staffing costs (excluding the effects of Leisure Options) will increase in 2017/18. The main changes:

- Assumed 1% pay award (£144,400);
- Increase in employer's Local Government Pensions Scheme contribution (£103,000 adverse);
- Pensions Auto Enrolment (£63,800);
- Apprenticeship Levy (£39,800).

11.5 Growth / Income Reductions

Only previously committed growth and unavoidable changes have been included in the Base Budget. This totals £822,400 of which £796,400 relates to increased expenditure and £26,000 relates to reduced income. Appendix 'B' lists the main items, the largest being:

- Increase in Electricity costs (+£320,000) – original saving of £207,000 was not achievable;
- Increase in Bed and Breakfast accommodation costs over the housing benefits threshold (+£100,000);
- Housing Market Assessment – one-off (+£60,000);
- HEART project – continuation of an originally time limited service – agreed at 28 September 2016 Executive meeting (+£48,500);

- Increase in payments processing costs / removal of surcharge income (+£35,000).

11.6 Various savings have been allowed for within the Budget. These total £1,827,500 which comprises £973,400 reductions in expenditure and £854,100 increases in income. Appendix 'B' lists the main items, the largest being:

- Removal of one-off / time limited items (-£445,700);
- Increased Fees and Charges income (-408,500);
- Increased Planning Fee Income (-£398,000);
- Agreed Budget savings – see paragraph 9.3 (-£435,000);
- Cleaning Contract re-letting contingency not required (-£80,000)
- Saving on Benefits overpayments (-£50,000).

11.7 Having taken the above into account, there is a forecast reduction of £552,000 in net service expenditure.

11.8 The large increase in non-service specific contributions to reserves (+£0.4m) is mainly due to no contribution from the Business Rates Retention Volatility Reserve (+£1.7m) plus no allocations from New Homes Bonus to reserves at this time (-£1.2m).

11.9 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 surplus of £97,200. It should be noted that these Base Budget figures do not allow for the implications of the investment in the leisure centres for 2017/18 recently considered by Members. In 2017/18 there will be an additional revenue cost relating to the proposals which should be able to be funded from the Leisure Options Reserve (see paragraph 12.7) and the anticipated concession from the new operator (which is currently subject to the tender analysis). This will present an additional cost to be funded as part of agreeing the 2017/18 final Budget and Council Tax level.

11.10 However, as outlined in section 9, the final Revenue Support Grant and other unforeseen events mean the final position will not be known until early 2017.

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

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

Explanations are provided where significant variations have been identified.

12. Latest Budget 2016/17

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

12.2 The Latest Budgets total £11,797,000 which is a reduction of £906,806 compared with the originally approved budget for 2016/17 of £12,703,806. The major items for this are:

- Contribution from Business Rates Volatility Reserve (-£737,900 favourable) to counter the reduction in retained business rates lower in the table;
- Reduction in Service expenditure (-£285,100 adverse);
- Contribution from General Fund from 2015/16 surplus (-£231,700);
- Contribution from the Gym Equipment Reserve which has been closed (-£122,500 favourable)
- Additional income transferred to Reserves (+£367,900 adverse);
- Changes in interest and contributions to capital (+£127,300 adverse).

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

	£	£	£
NET EXPENDITURE FOR DISTRICT PURPOSES 2016/17 ORIGINAL			12,703,806
Plus Committed Growth:			
- Increases in expenditure	703,000		
- Reduced income	76,600	779,600	
Less Savings:			
- Staffing	(19,700)		
- Reduced expenditure	(193,800)		
- Increases in income	(851,200)	(1,064,700)	
CHANGES IN SERVICE INCOME and EXPENDITURE			(285,100)
Changes in Interest			47,400
Changes in Contributions to Capital			79,900
Changes in non-service specific contributions to reserves			(749,006)
NET EXPENDITURE FOR DISTRICT PURPOSES 2016/17 LATEST			11,797,000

12.4 The first part of the table above shows that the total net expenditure on services has reduced by £285,100.

12.5 The comments made in paragraph 11.12 concerning the content of Appendix 'B' are equally applicable to the information provided in respect of the Latest Budgets for 2016/17.

12.6 The Quarter 2 Budget Review to the Executive on 2 November 2016 identified, and reported on, a budget surplus totalling £246,400. The Budgets included in this report have identified a surplus of £169,300 which is an adverse change of £77,100 to the previously reported surplus figure referred to above.

12.6.1 There is an increase of £80,000 in Revenue Contributions to Capital Outlay for Bin Replacements. The initial Contribution to Capital was under-budgeted when the 2016/17 Budgets were set.

12.6.2 Investment Interest is down, but not as low as forecast during Budget Review, a favourable move of some £84,000.

- 12.6.3 Salary variances reported previously will not be as favourable as expected. The budget savings for staffing in Contract Services are needed to pay a contractor £77,100.
- 12.6.4 There will be a cost of a by- election estimated at £11,900.
- 12.6.5 There have been numerous other smaller changes to budgets totalling £8,000 favourable.
- 12.6.6 These changes can be summarised as below:

	£'000
Surplus per Monitoring Report to Executive 2 November	(246)
Subsequent changes:	
Revenue Contribution for Bin replacements	80
Improvement in interest forecast	(84)
Contract Services salary underspend needed	77
By Election	12
Minor changes	(8)
	<hr/>
Latest surplus forecast	(169)
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- 12.7 The Quarter 2 Budget Review Report indicated that there could be some loss of income at the Leisure Centres during the Refurbishments. However at that point, it was not possible to quantify. Dates of the works and whether these would be complete or partial closures were unknown. The revised forecasts now built into Budgets assume income will be reduced due to part of the St Nicholas Park Centre closing in the latter part of 2016/17 (£92,000). Newbold Comyn will be fully closed for some 3 to 4 months this year resulting in a loss of income of £392,000. This loss in net income is being funded from the Leisure Options Reserve which had a balance of £625,000, so being reduced by £484,000 to £141,000. The use of the remainder of this reserve will be considered in the February report.
- 12.8 The 2016/17 budget has been reviewed in order to set the 2017/18 base budget. This will be reviewed again in February.

13. Capital Financing and Reserves

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

Line	BASE BUDGET 2016/17 £'000	LATEST BUDGET 2016/17 £'000	BASE BUDGET 2016/17 £'000
Ref			
1 Net Cost Of General Fund Service Expenditure	18,165	21,017	16,768
Capital Financing and Reserves			
2 Depreciation & Intangible Assets in Service Estimates	(3,630)	(4,634)	(3,375)
3 Loan Repayments, Revenue Contribs & Interest Paid	4	4	3
4 Revenue Contributions to Capital	466	546	538
5 Contributions to / (from) Reserves	(846)	(3,942)	(294)
6 External Investment Interest	(368)	(321)	(194)
7 IAS19 Pension Adjustments	(1,012)	(565)	(603)
8 Contributions to / (from) General Fund	(75)	(308)	-
9 TOTAL CAPITAL FINANCING and RESERVES	(5,461)	(9,220)	(3,925)
10 TOTAL ESTIMATED NET EXPENDITURE	12,704	11,797	12,843
Change from Base Estimate		(907)	139

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

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

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

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

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

This is made up of the interest element of finance leases which the Council has entered into as well as interest on the bank overdraft. Other than the finance lease interest relating to the Dog Wardens van and potential bank overdraft interest, there is currently no external interest payable by the General Fund in 2016/17 or 2017/18. The revenue implications of the proposed investment in the leisure centres have yet to be included in these figures.

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

The increases in 2016/17 and 2017/18 are a consequence of an increase in the revenue contributions funding the Refuse and Recycling Containers capital programme budget.

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

The 2017/18 original budget shows an increase in contributions to reserves of £552,000 when compared to the 2016/17 original budget. The 2016/17 latest

budget shows an increase in contributions from reserves of £3,096,000. The changes can be categorised as follows:

	Base Budget 2016/17 £000	Latest Budget 2016/17 £000	Base Budget 2017/18 £000
<u>Contributions to / (from) reserves:</u>			
Contribution to / (from) Business Rates Retention Volability Reserve	-1,719	-2,457	0
Use of New Homes Bonus	1,329	1,329	0
Other Reserves	-456	-2,814	-294
Contributions to / (from) reserves	-846	-3,942	-294

Change:

Contribution to / (from) Business Rates Retention Volability Reserve	-738	1,719
Use of New Homes Bonus	0	-1,329
Other Reserves	-2,358	162
Contributions to / (from) reserves	-3,096	552

13.8 External Investment Interest (line ref 6 above).

When compared to the 2016/17 original budget, net external investment receipts are expected to decrease by £47,000 in 2016/17 and by £174,000 in 2017/18. The main reason for this is the economic impact of the BREXIT vote and the subsequent reduction in the Bank Rate and future interest rate expectations which are expected to remain low for a number of years. This has been partly counterbalanced by increased investment balances as a result of variations in the 2015/16 and 2016/17 revenue and capital programmes. The changes can be summarised:

	Original 2016/17 £'000	Latest 2016/17 £'000	Original 2017/18 £'000
Interest	-538	-480	-290
Deferred Capital receipt	-26	-26	-26
HRA share	196	185	122
Total GF Interest	-368	-321	-194
<u>Change:</u>			
Effect of Investment Interest rate changes		159	312
Additional Interest earned on higher balances		-101	-64
Net Change in Interest Receivable		58	248
HRA share		-11	-74
Reduction in General Fund Interest		47	174

The Housing Revenue Account balances form part of the Council's investment portfolio and as a result of the factors described above the investment interest to be credited to the Housing Revenue Account is expected to reduce in 2016/17 and 2017/18 by £11,000 and £74,000 respectively.

In line with the 2016/17 Treasury Management and Investment Strategies, work is currently under way to appoint Corporate Equity Fund managers which should provide an enhanced investment return on a portion of the investment portfolio which will go some way to mitigating the lost investment interest alluded to above. It is not possible at this stage to quantify what this enhanced return might be and therefore no account of it has been taken in preparing the 2016/17 and 2017/18 investment interest estimates.

13.9 IAS 19 Adjustments (line ref 7 above).

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

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

In line with the decisions made at the February 2015 Executive meeting as part of the 2016/17 Council Tax Setting, £75,400 was contributed from the General Fund in 2016/17.

14. General Grants

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

14.2 The Revenue Support Grant figures show a reduction of £0.793m from 2016/17 to 2017/18 based upon the 4 year settlement confirmed in January of this year. Should this change, the revised figure will be reported in the February Budget Setting Report.

14.3 Business rates retention figures show a reduction of £737,000 in 2016/17 due to a potential levy on increased business rates income (offset by a contribution from the Business Rates Retention Volatility Reserve) and an increase of £2.95m in 2017/18. Business Rates income for 2016/17 was deflated by this Authority's share (3.6m) of the deficit on the Collection Fund. This deficit had arisen on closure of the 2014/15 accounts.

14.4 At this stage, no New Homes Bonus has been included in respect of 2017/18.

14.5 The Council Tax element of the Collection Fund is expected to be in balance for the current year. This will be calculated in January 2017, with the Major Preceptors being notified of their share, and be included within the February 2017 Budget report with any balance to be charged to 2017/18.

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

	BASE BUDGET 2016/17 £'000	LATEST BUDGET 2016/17 £'000	BASE BUDGET 2017/18 £'000
TOTAL ESTIMATED NET EXPENDITURE	12,704	11,797	12,843
Less: Revenue Support Grant	(1,587)	(1,587)	(794)
Less: Business Rates Income	(876)	(139)	(3,829)
Less: General Grants:			
- New Homes Bonus	(2,258)	(2,258)	-
- New Homes Bonus Returned Funding	(10)	(10)	(10)
- Transition Grant	(40)	(39)	(39)
Collection Fund (Surplus) / Deficit	(55)	(55)	-
Council Tax	(7,878)	(7,878)	(8,268)
	<hr/>	<hr/>	<hr/>
(Surplus) / Deficit	-	(169)	(97)
	<hr/>	<hr/>	<hr/>

This shows that there is a forecast surplus of £169,300 in 2016/17 and £97,200 in 2017/18. These figures are before the surpluses are appropriated to reserves.

15. Medium Term Financial Strategy

- 15.1 The Strategy has been updated since it was presented to Members in June of this year as part of the Fit for the Future Report. In June (section 5.5), it was projected that this Council would need to find and deliver savings of some £696,000 by 2020/21.

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Cumulative Deficit-Savings Required(+)/Surplus(-) future years	148	295	75	52	696
Change in previous year Savings(+) / Surplus(-)	148	147	-220	-23	644

- 15.2 The above table was on the basis that future council tax increases to 2019/20 would be £5, and the additional costs of the funding for the new Covent Garden Multi-Storey Car Park would be funded from increased car parking charges.
- 15.3 The Executive received a report in June of this year on new projects introduced as part of the Fit For the Future Change Programme. Additional recurrent savings approaching £1million have been incorporated into 2017/18 and future years including Leisure Options and office move.
- 15.4 £100,000 of the increased Planning income built into 2016/17 and 2017/18 budgets is forecast to be recurrent. Additional income has been identified as part of the Fees and Charges process reported to Members in September of this year. This is £107,000 more than previously assumed in the Strategy.
- 15.5 Electricity Costs are expected to increase by £335,000 against budget. Increase costs were discussed in the Quarter 2 Budget Review Report presented to Members earlier this month.

- 15.6 Recurrent increased Bed and Breakfast costs (£100,000) presents a net cost to the Council in terms of Housing Benefits which are not funded by Government Subsidy. To partly mitigate this, there are other Benefit Subsidy savings of £50,000.
- 15.7 The saving on the Cleaning Contract Contingency, £80,000, is discussed in section 11 above.
- 15.8 Investment Income by 2021/22 is forecast to have reduced by £345,000. Increased balances have somewhat offset the delays in interest rate rises.
- 15.9 Increases in Pensions liability of £253,000 over the 5 year period. The results of the 2016 Triennial Pension Fund Revaluation should be known soon to inform the 2017/18 Budget, when these figures will be reviewed.
- 15.10 Retained Business Rates have been updated to reflect the Authority's Business Rate Returns and their impact on the General Fund. Contributions from the Business Rates Retention Volatility Reserve are being made in 2016/17, with no further contributions for future years based on current estimates. Business Rates Retention is forecast to be £210,000 per annum greater in 2021/2022 than previously forecast in the Medium Term Financial Strategy. However, long term projections are likely to alter greatly as 100% Business Rate Retention is introduced.
- 15.11 The 2017/18 Tax Base has been calculated and has been incorporated within the 2017/18 Base Budget. The new Tax Base is 310 Band D Equivalents higher than that included in the Financial Strategy. Based upon a Council Tax increase of £5 on a Band D, this brings £48,000 increased revenue to the Council.
- 15.12 The rigorous Budgeting exercise in sections 11 and 12 above have identified various smaller changes, such as increased insurance costs £30,000 and increased Recycling Credits, £20,000. Many of these changes are recurrent and impact upon future years.
- 15.13 None of the changes arising from the Leisure Outsourcing in 2017/18 have been reflected in the Strategy. The forecast savings of £500,000 from October 2018 remain in the Strategy as previously reported.
- 15.14 Taking all of these changes into account, plus minor ones less than £50,000, the Strategy now forecasts a Deficit of £132,000 by 2021/22. The profile of the surpluses and deficits over this period is shown below.

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Deficit-Savings Required(+)/Surplus(-) future years	-97	18	-415	-550	132
Change on previous year	-97	115	-433	-135	682

ANALYSIS OF BUDGET MOVEMENTS 2016/17 TO 2017/18

	£	£	TOTAL £
APPROVED BUDGET 2016/17			18,164,700
Inflation:			
Inflation provision reflection of volatility of the economy		50,000	
Major Contract Renewals & Inflation at -1% RPI GM and Waste Management		22,100	
Business Rates Base Budget Setting process		21,300	93,400
Staffing:			
Salaries - 1% Pay Award		144,400	
Pension fund Increases 2017/18		103,000	
National Employment Savings Trust (NEST)		63,800	
Changes to Development Services Salaries 2017/18		57,100	
Apprenticeship Levy		39,800	
Housing Standards Officer posts omitted from original estimates per VARF		28,900	
Neighbourhood Services restructure		26,900	
Contract Services Officer budget omitted in error		26,400	
ICT salaries vacancy adj not taken out		22,100	
Digital Transformation of Council Services C/F Salary Savings		20,900	
Regrades Fitness Instructors - Sept 14 not previously added		20,000	
Town Hall offices vacated by tenant 30/6/16		13,000	
Other Minor Items		2,700	
Assistant Conservation Officer Post Development		(13,800)	
Development Services Technical support team FFF Programme - June 16 Exec		(15,000)	
EH Food and Occupational Safety (FOSH) salaries - (Reduce hours and new starter at bottom of grade)		(15,700)	
Review of Ranger Service FFF Programme - June 16 Exec		(20,000)	
Organisational Development Post Extensions 2 years net of Savings		(20,700)	
Financial Services Salaries		(30,700)	453,100
Growth:			
<u>Increases in Expenditure:</u>			
Increase in Electricity costs arising from new contract	320,400		
Bed & Breakfast Costs above subsidy threshold	100,000		
Housing Market Assessment (Sept 2011 Executive)	60,000		
Digital by Default Updated December 2015 Executive(Total less CSC/OSS)	60,000		
HEART project - increase in funding requirements	48,500		
Payments processing transaction charges and loss of credit card surcharge income	35,000		
Leisure Options	28,600		
Planning - Consultancy Fees	27,400		
Grounds Maintenance profiling of additional/expired funding	22,800		
Developer Commuted Sums Reserve reducing	22,800		
Insurances	17,100		
Waste Management New Properties	13,000		
Street Cleaning New Adopted roads to be cleansed	10,000		
Other Minor Items	30,800	796,400	
<u>Reduced Income:</u>			
Local Council Tax Support Subsidy Grant	16,000		
Planning - Viability Appraisals	10,000	26,000	822,400
Savings:			
<u>Reduced Expenditure:</u>			
2016/17 Contingency	(240,000)		
Waterloo NHB Payment	(178,500)		
Customer Service Centre/One Stop Shop - Fit For the Future Review	(100,000)		
Cleaning Contract - Contingency no longer required for 2016/17	(80,000)		
Review of Concurrent Services and Parish support FFF Programme - June 16 Exec	(58,300)		
Savings on Benefits overpayments	(50,000)		
Support Service Review September 2015	(50,000)		
Review of One Stop Shop service FFF Programme - June 16 Exec	(50,000)		
Terms and Conditions changes Phase 2	(42,700)		
Restructure Arts and Entertainments September 2015	(40,000)		
Terms and Conditions changes Phase 1	(34,000)		
Reduction in Council Discretionary spend FFF Programme - June 16 Exec	(25,000)		
Benefits Transfer Payments 2017/18 net of subsidy	(14,900)		
Budget Consultation Process Simalto/Residents Surveys to replace Citizens Panel	(10,000)	(973,400)	

ANALYSIS OF BUDGET MOVEMENTS 2016/17 TO 2017/18

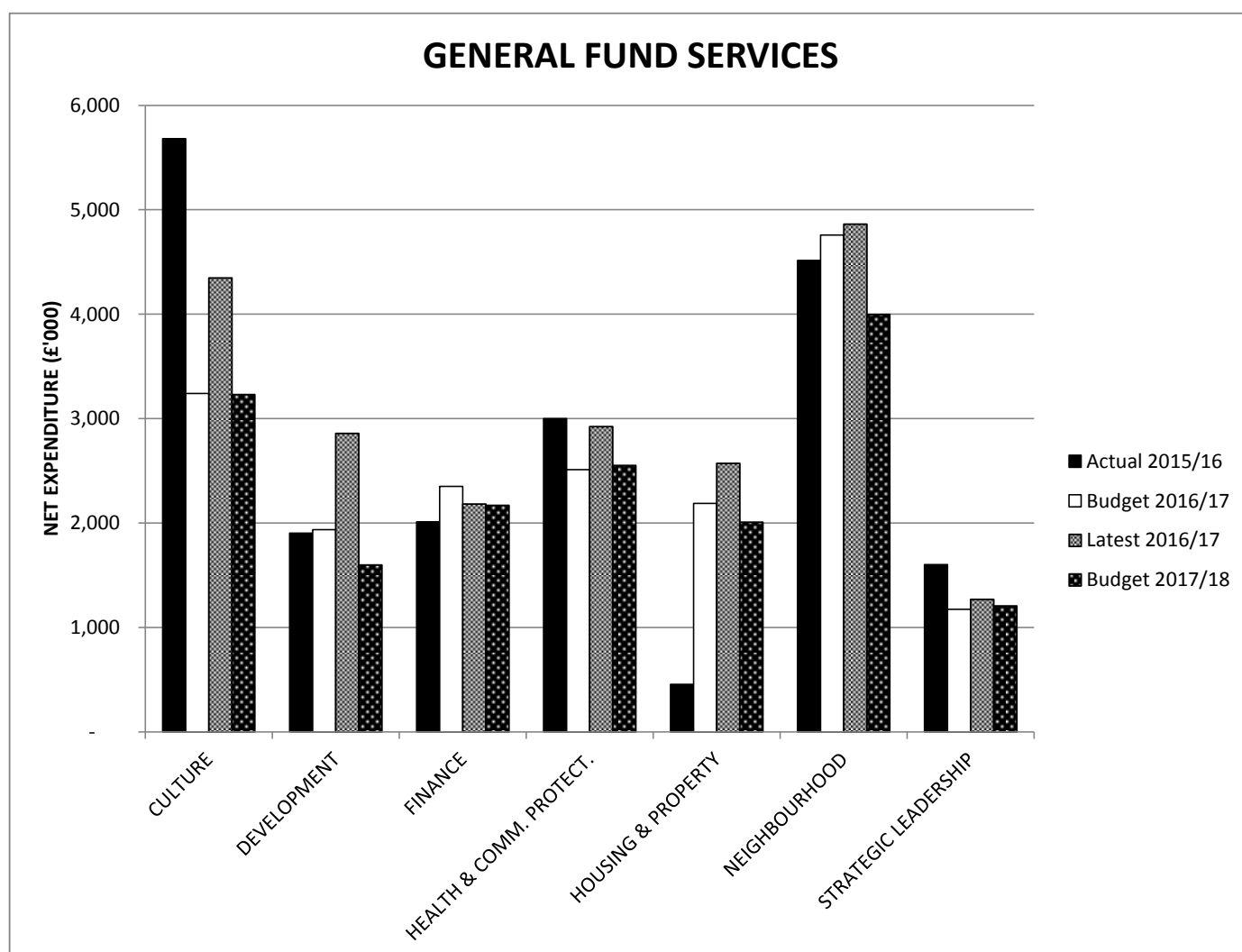
	£	£	TOTAL £
<u>Increases in Income:</u>			
Planning - increase in income	(398,000)		
Fees and Charges general	(139,500)		
Additional car park income Neighbourhood	(90,000)		
Fees and charges 2017-18 28/09/16 Exec	(89,500)		
Crematorium income fees and charges	(69,500)		
Estates Management reduced Rental Income - Vacant Offices Pageant House/10 Hamilton Terrac	(34,500)		
Recycling Credits	(20,000)		
Catering Contract July/August Executive	(13,100)	(854,100)	(1,827,500)
Reserve items:			
Multi-Storey Car Parks R&M		(120,000)	
Building Control Reserve - Building Control Staff Changes		(61,500)	
Major Sites Monitoring Officers funded from Planning Reserve September Executive 2013		(41,200)	
Housing and Property Temporary Posts funded from STR		(40,500)	
Sustainability Officer post extension Earmarked Reserves		(37,200)	
Leisure Options Approved November 2014 Executive Funding from Service Transformation Reserve		(35,500)	
Social Mobility Grant slippage Earmarked Reserves		(34,400)	
Riverside House 2 years backlog maintenance 2016/17 Reserve funded		(30,000)	
Interim HR/Payroll Project manager and Interim Senior HR Officer Service Transformation Reserve		(23,800)	
Grounds Maintenance Commuted Sums Reserve		(22,800)	
Temporary Posts Funded from Service Transformation Reserve Finance		(21,500)	
Customer contact manager slippage from underspend on OD budget		(20,900)	
Linen Street Surveys Car Parks R&M		(20,000)	
Priority Families From Service Transformation Reserve		(15,000)	
Project Officer Nov-16 to Oct-17 part-funding STR		18,100	
HR resources review from STR December 2015 Executive		24,400	
ICT equipment reserve funded Revised ICT Replacement Reserve Schedule		29,300	
Temporary Car Parks Projects Manager - 2 years fixed contract Service Transformation Reserve		42,200	
Leisure Options Project Manager EMR, STR and CIR		51,100	
Car Mileage Lump Sum Buy out - Service Trans Reserve Service Transformation Reserve		82,900	
Other Minor Items		1,800	(274,500)
Changes in Capital Financing Charges			(255,200)
Changes in IAS19 Pension Adjustments			(408,500)
BUDGET 2017/18			16,767,900

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
CULTURAL SERVICES	5,682,140	3,240,200	4,347,900	3,229,900
DEVELOPMENT SERVICES	1,902,706	1,938,400	2,859,100	1,599,500
FINANCE	2,010,981	2,352,300	2,183,300	2,169,500
HEALTH & COMMUNITY PROTECTION	3,001,272	2,510,800	2,924,600	2,553,200
HOUSING & PROPERTY SERVICES	454,815	2,190,000	2,571,500	2,008,400
NEIGHBOURHOOD SERVICES	4,513,824	4,757,600	4,861,700	3,999,300
STRATEGIC LEADERSHIP	1,602,189	1,175,400	1,268,600	1,208,100
NET COST OF GENERAL FUND SERVICES	19,167,927	18,164,700	21,016,700	16,767,900
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(5,185,150)	(3,629,700)	(4,634,300)	(3,374,500)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	34,904	4,000	4,000	2,800
Revenue Contributions to Capital	1,830,203	466,100	546,000	538,100
Contributions to / (from) Reserves	1,259,670	(846,294)	(3,942,200)	(294,200)
Net External Investment Interest Received	(329,436)	(368,200)	(320,800)	(194,200)
IAS19 Adjustments	(988,535)	(1,011,400)	(565,300)	(602,900)
Accumulated Absences Account	6,891	-	-	-
Contributions to / (from) General Fund Balance	(293,724)	(75,400)	(307,100)	-
NET EXPENDITURE FOR DISTRICT PURPOSES	15,502,750	12,703,806	11,797,000	12,843,000
Less: Revenue Support Grant	(2,499,485)	(1,586,731)	(1,586,731)	(793,675)
Less: Business Rates Income	(3,718,387)	(876,500)	(139,000)	(3,829,000)
Less: General Grants:				
- Council Tax Freeze Grant	(82,070)	-	-	-
- Council Tax New Burdens	(23,430)	-	-	-
- New Homes Bonus	(1,622,900)	(2,257,600)	(2,257,600)	-
- Social Mobility Grant	(70,657)	-	-	-
- New Homes Bonus - Returned Funding	(10,137)	(10,000)	(10,000)	(10,000)
- Transition Grant	-	(39,600)	(39,600)	(39,600)
- Council Tax Annex Discount Grant	(1,699)	-	-	-
- Transparency Set-up Costs	(8,103)	-	-	-
Collection Fund (Surplus) / Deficit	-	(55,000)	(55,000)	-
(Savings Required) / Surplus	-	-	169,306	97,196
EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL	7,465,882	7,878,375	7,878,375	8,267,921

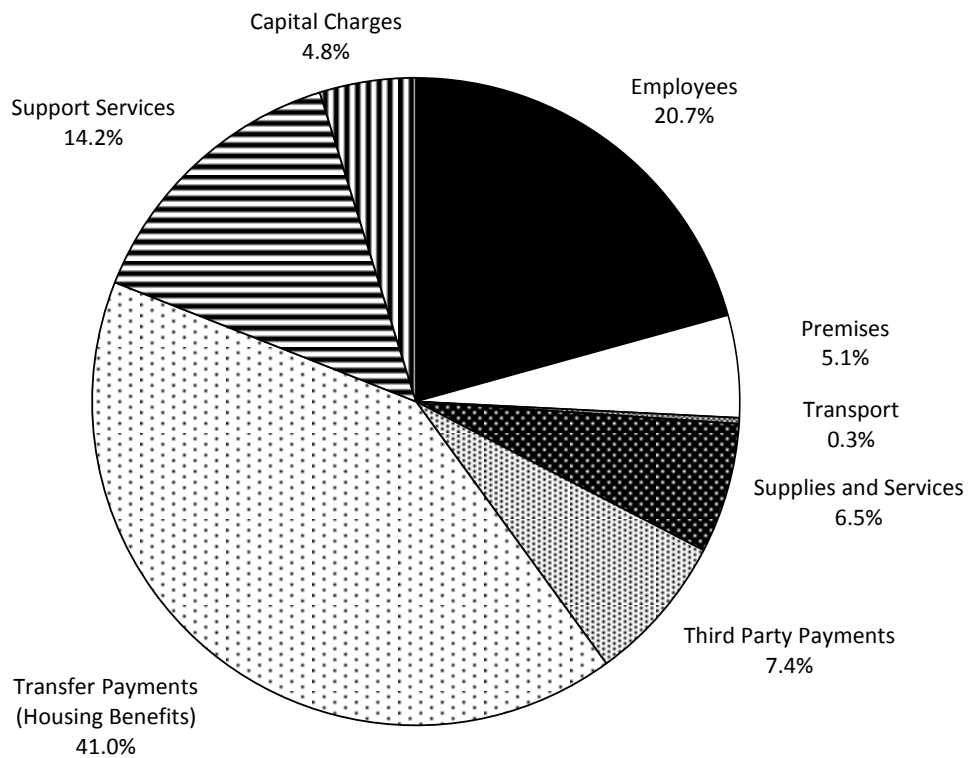
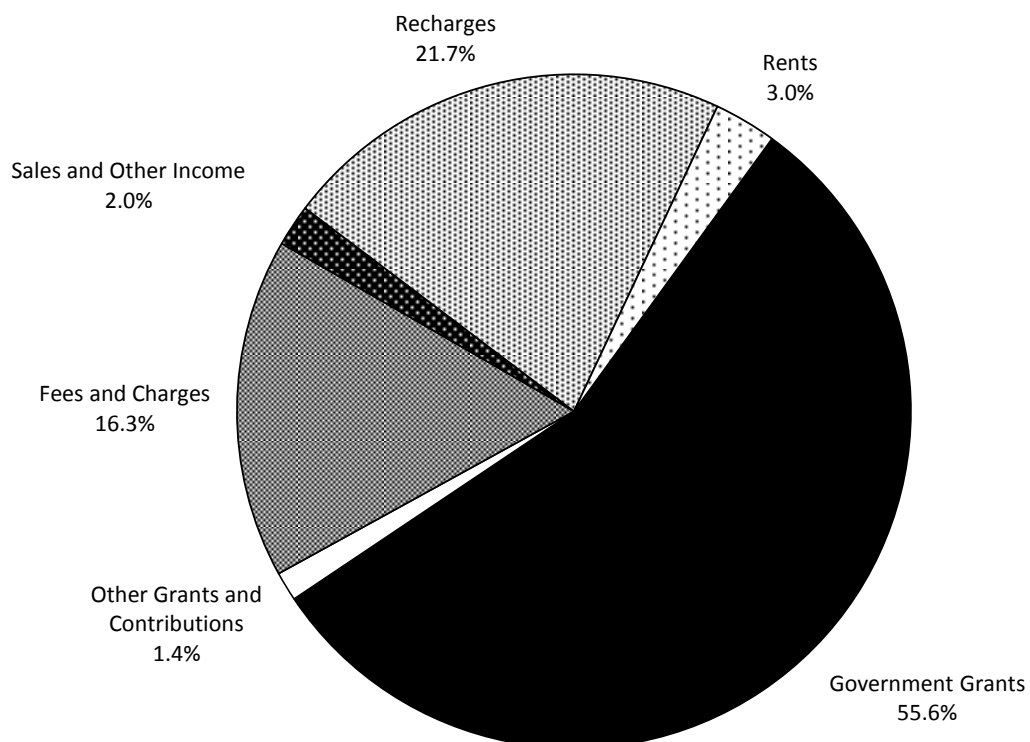
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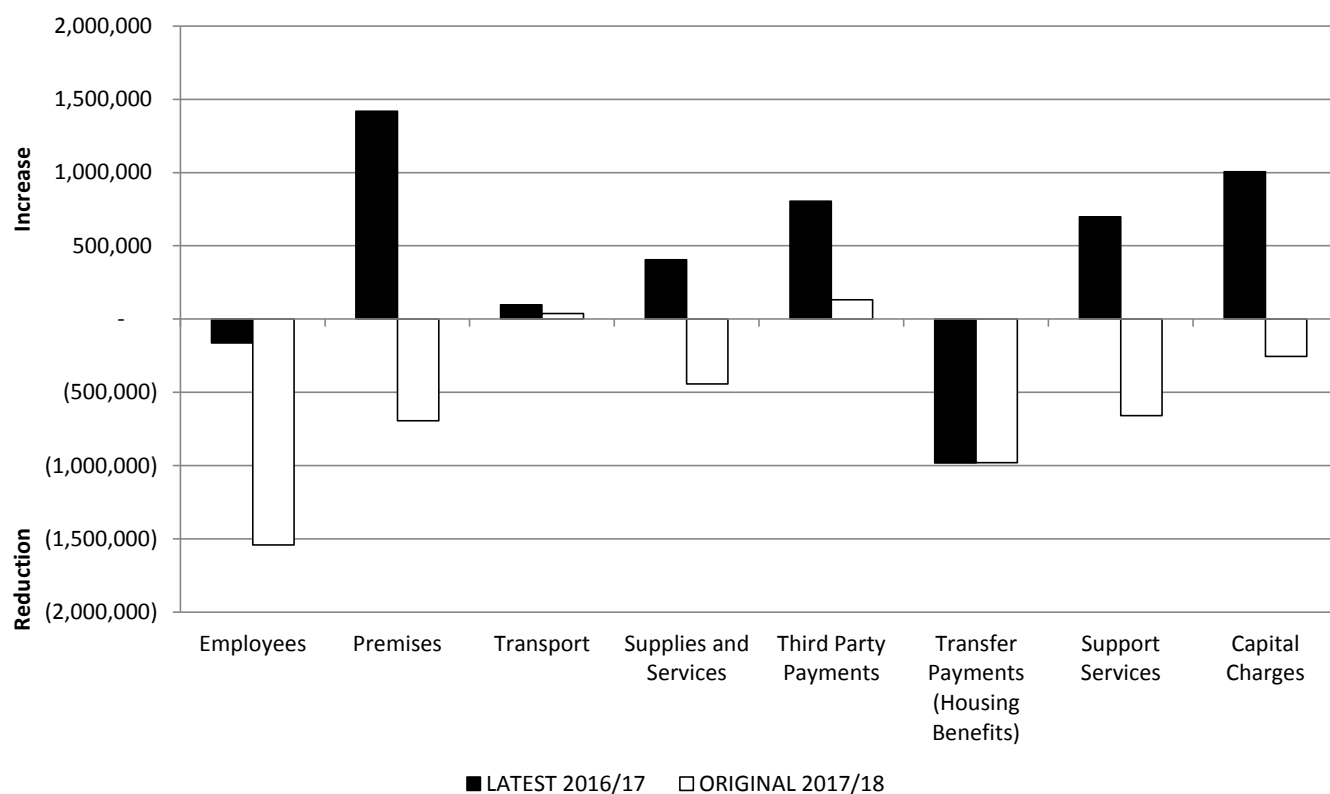
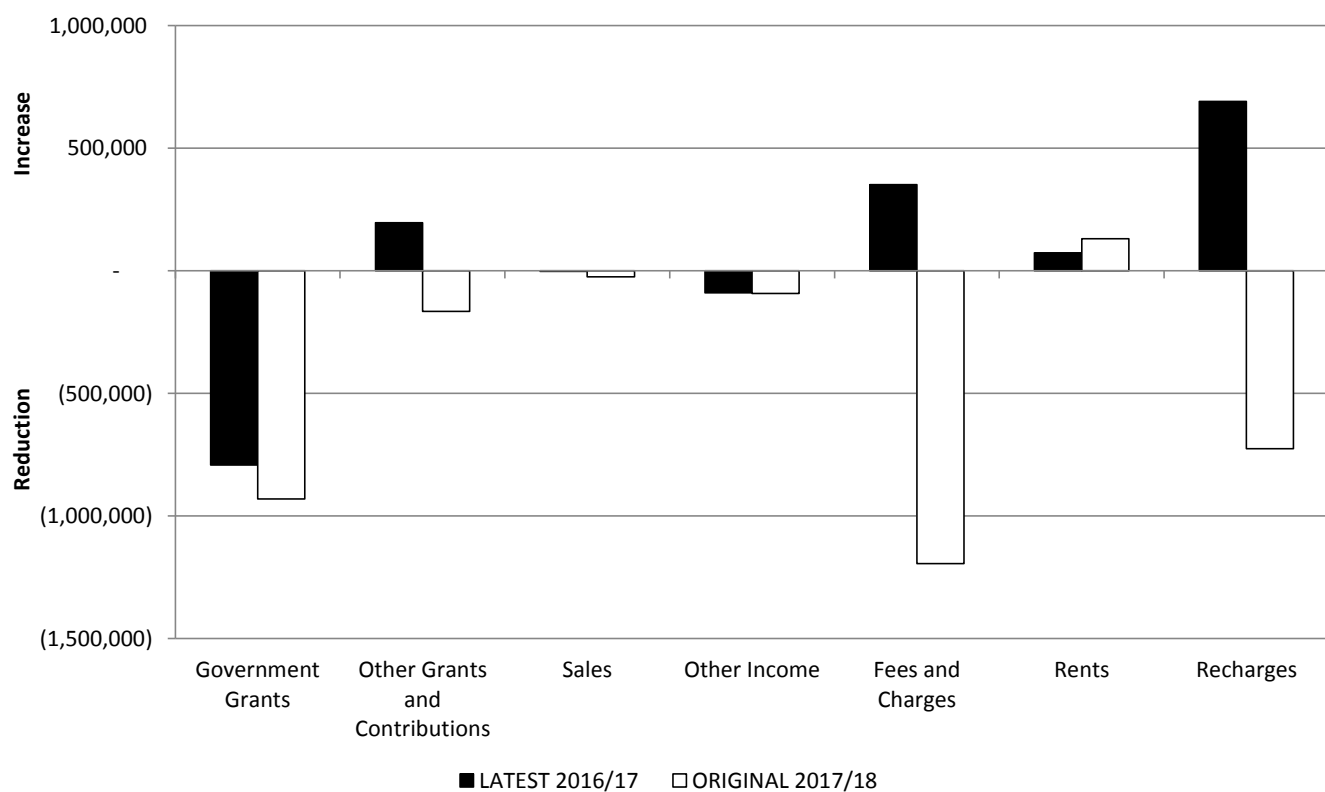
TOTAL GENERAL FUND SERVICES
 CULTURAL SERVICES
 DEVELOPMENT SERVICES
 FINANCE
 HEALTH & COMMUNITY PROTECTION
 HOUSING & PROPERTY SERVICES
 NEIGHBOURHOOD SERVICES
 STRATEGIC LEADERSHIP

Pages B1 / 2 to B1 / 4
 Pages B1 / 5 to B1 / 7
 Pages B1 / 8 to B1 / 10
 Pages B1 / 11 to B1 / 13
 Pages B1 / 14 to B1 / 16
 Pages B1 / 17 to B1 / 19
 Pages B1 / 20 to B1 / 22
 Pages B1 / 23 to B1 / 25

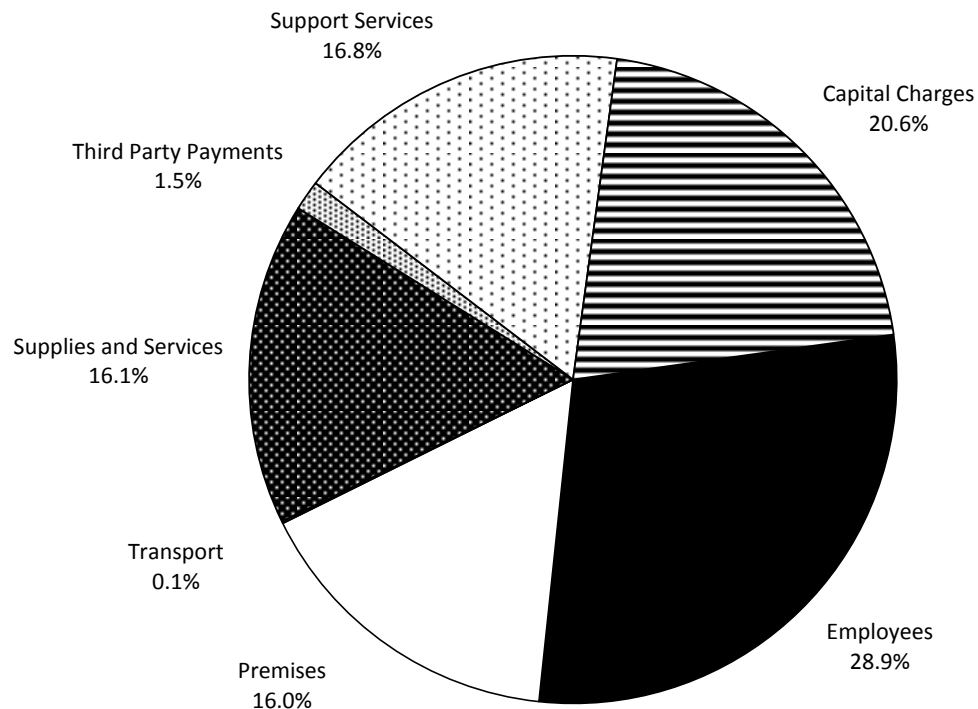
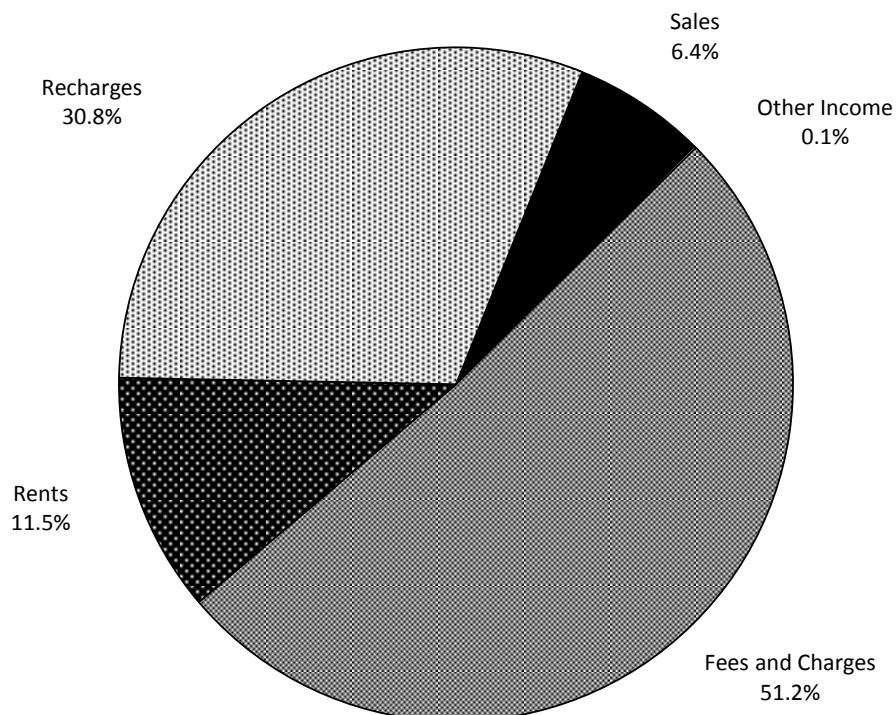


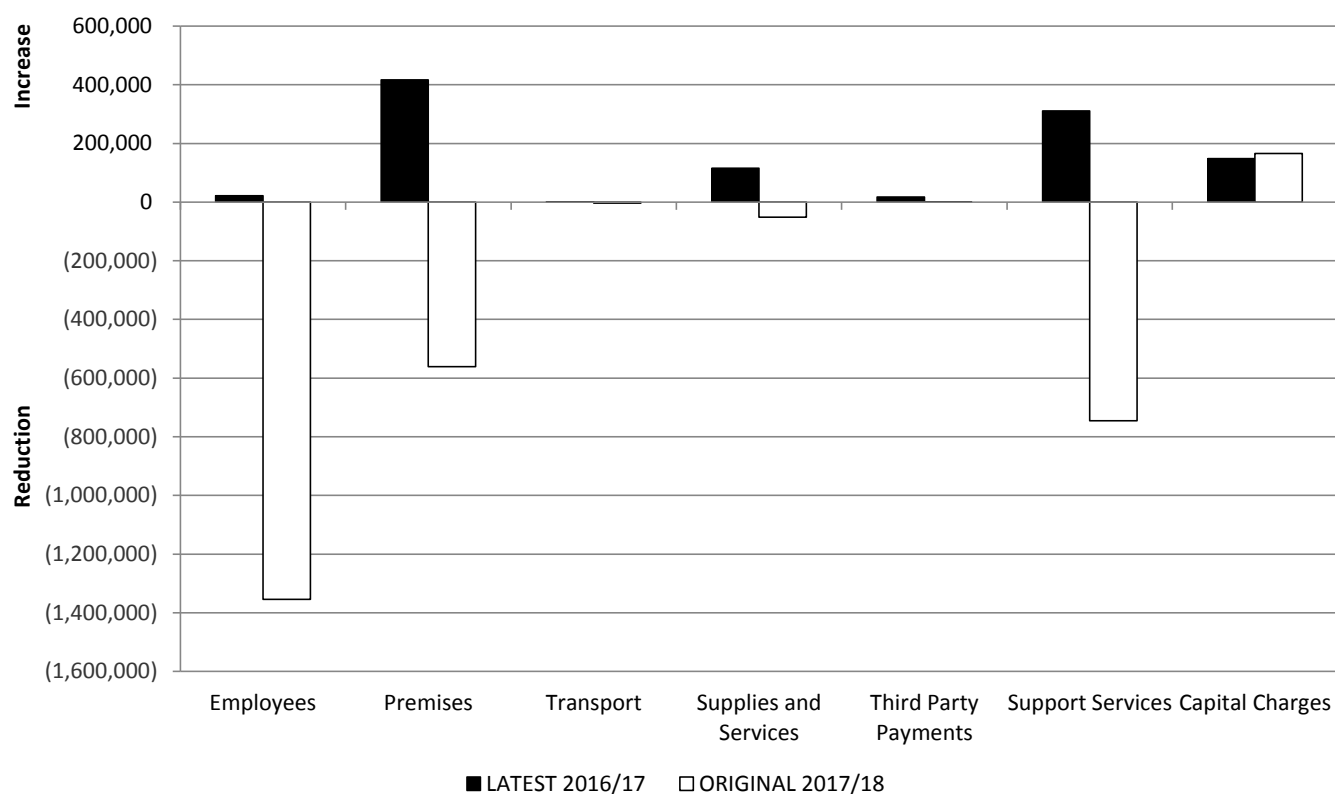
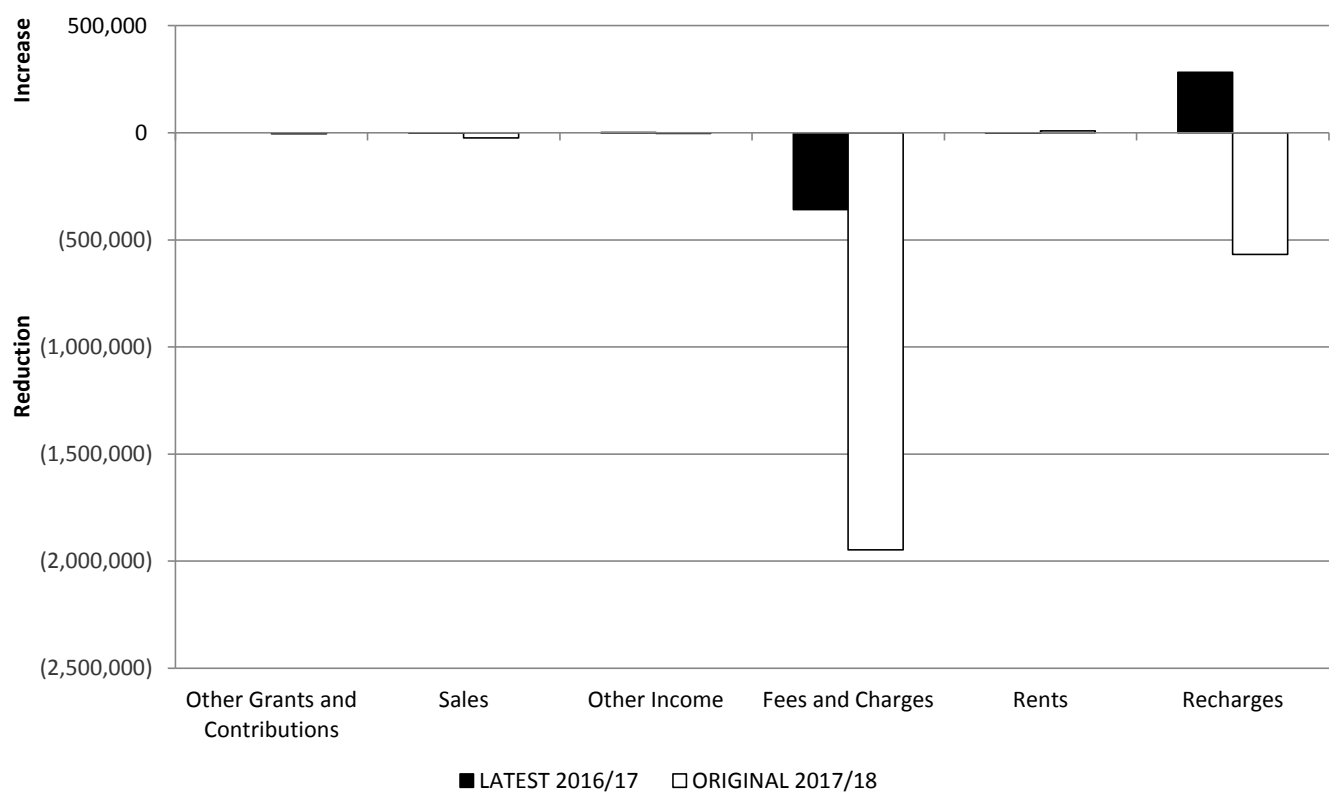
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
EXPENDITURE:				
Employees	16,308,872	16,186,800	16,023,300	14,645,100
Premises	4,289,884	4,267,200	5,684,600	3,573,700
Transport	227,635	171,700	269,100	209,100
Supplies and Services	6,694,791	5,066,100	5,470,600	4,623,800
Third Party Payments	6,407,329	5,140,100	5,944,700	5,272,600
Transfer Payments (Housing Benefits)	30,430,017	29,949,200	28,966,900	28,969,500
Support Services	13,342,671	10,681,000	11,377,900	10,022,300
Capital Charges	5,185,151	3,629,700	4,634,300	3,374,500
TOTAL EXPENDITURE	82,886,350	75,091,800	78,371,400	70,690,600
INCOME:				
Government Grants	(31,457,400)	(30,896,200)	(30,103,600)	(29,964,900)
Other Grants and Contributions	(3,110,561)	(919,600)	(1,115,900)	(753,500)
Sales	(191,686)	(170,100)	(167,900)	(145,400)
Other Income	(1,430,445)	(1,018,200)	(928,500)	(925,300)
Fees and Charges	(10,660,843)	(9,984,200)	(10,336,300)	(8,789,300)
Rents	(1,455,647)	(1,482,300)	(1,555,200)	(1,613,200)
Recharges	(15,411,841)	(12,456,500)	(13,147,300)	(11,731,100)
TOTAL INCOME	(63,718,423)	(56,927,100)	(57,354,700)	(53,922,700)
NET COST OF GENERAL FUND SERVICES	19,167,927	18,164,700	21,016,700	16,767,900

TOTAL GENERAL FUND SERVICES**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

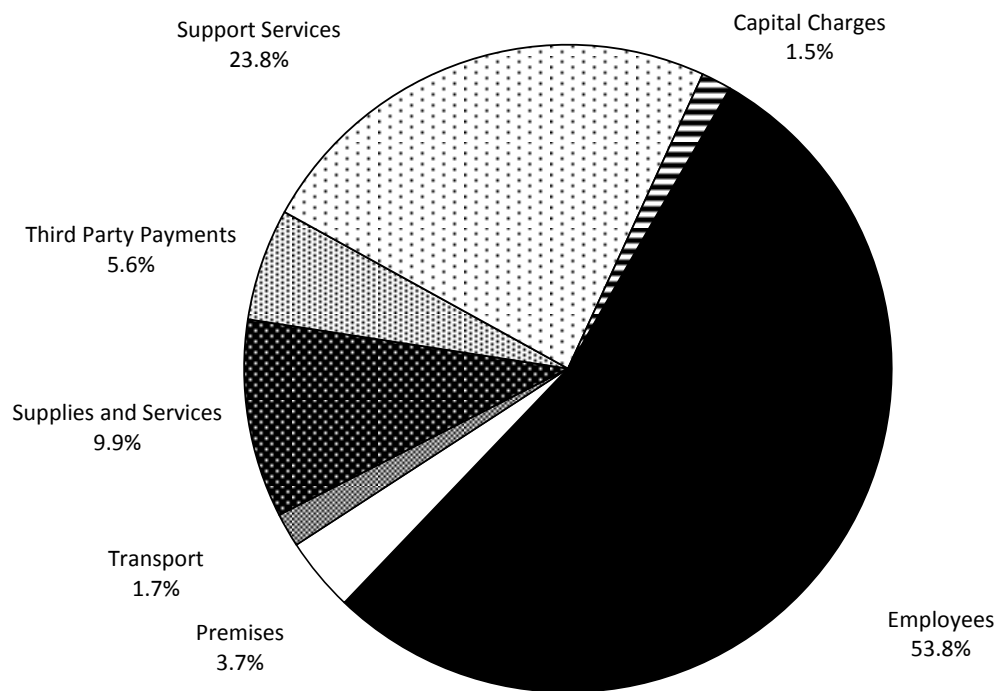
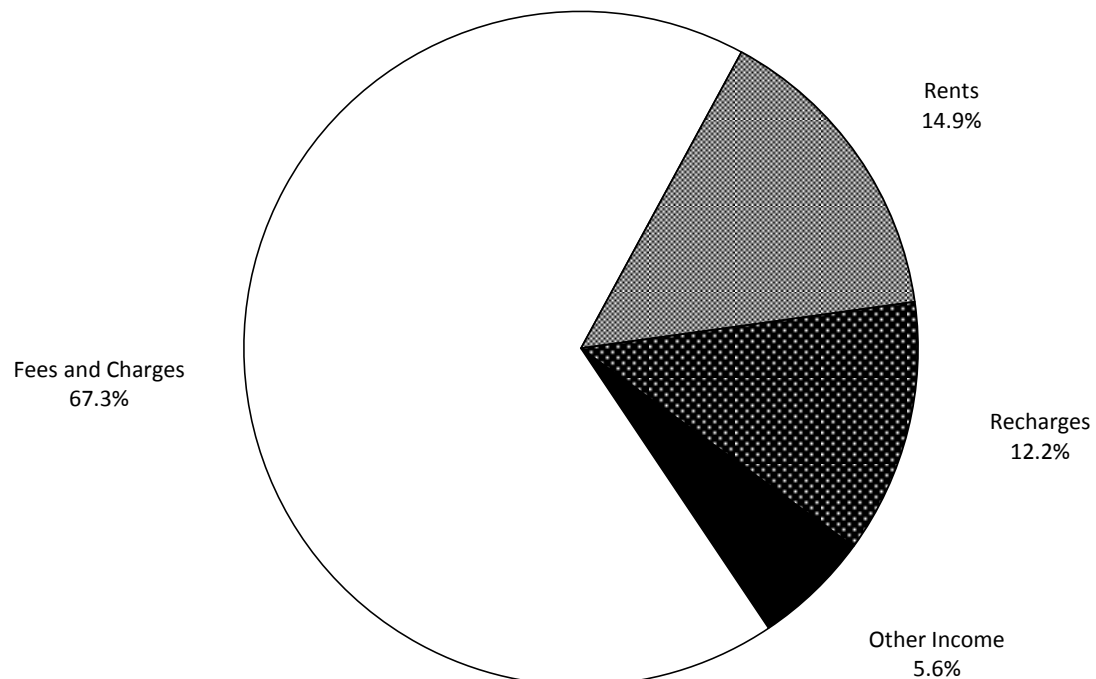
TOTAL GENERAL FUND SERVICES**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

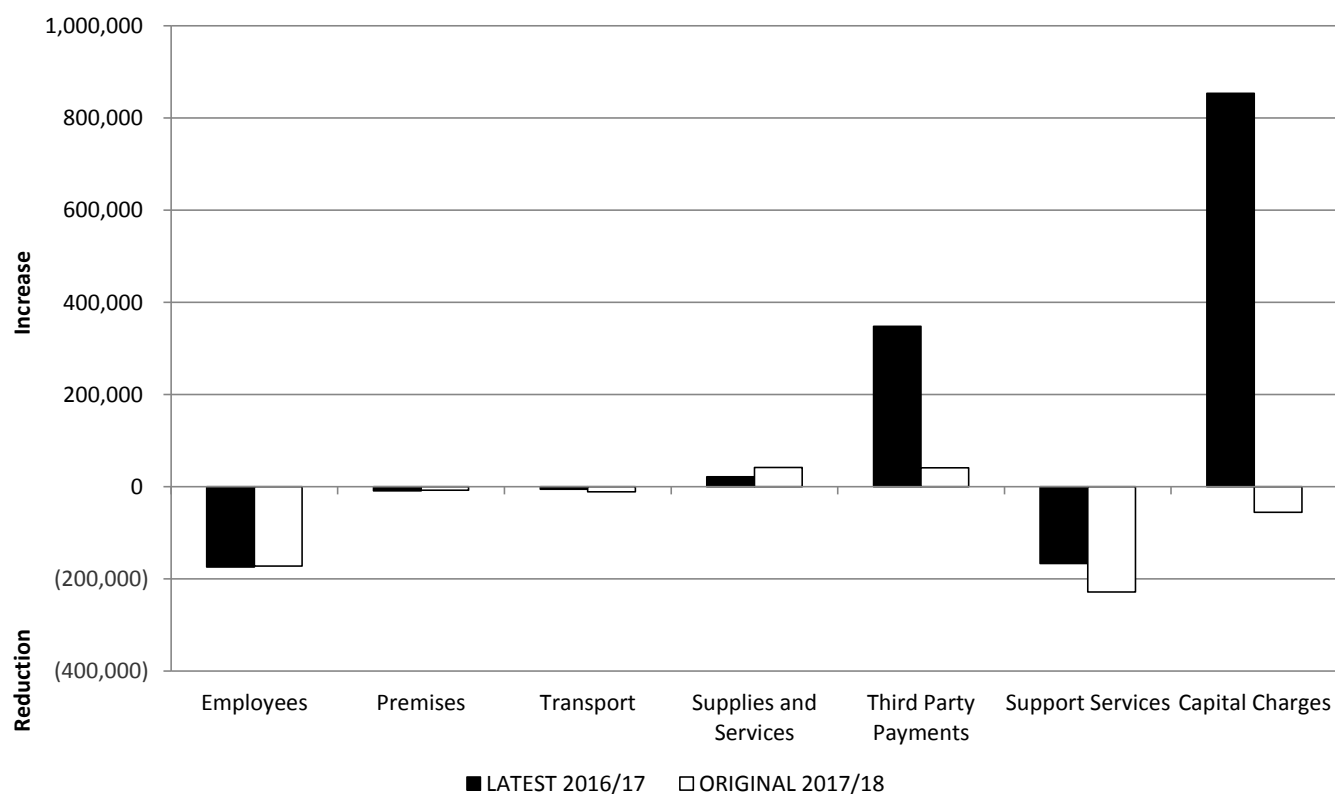
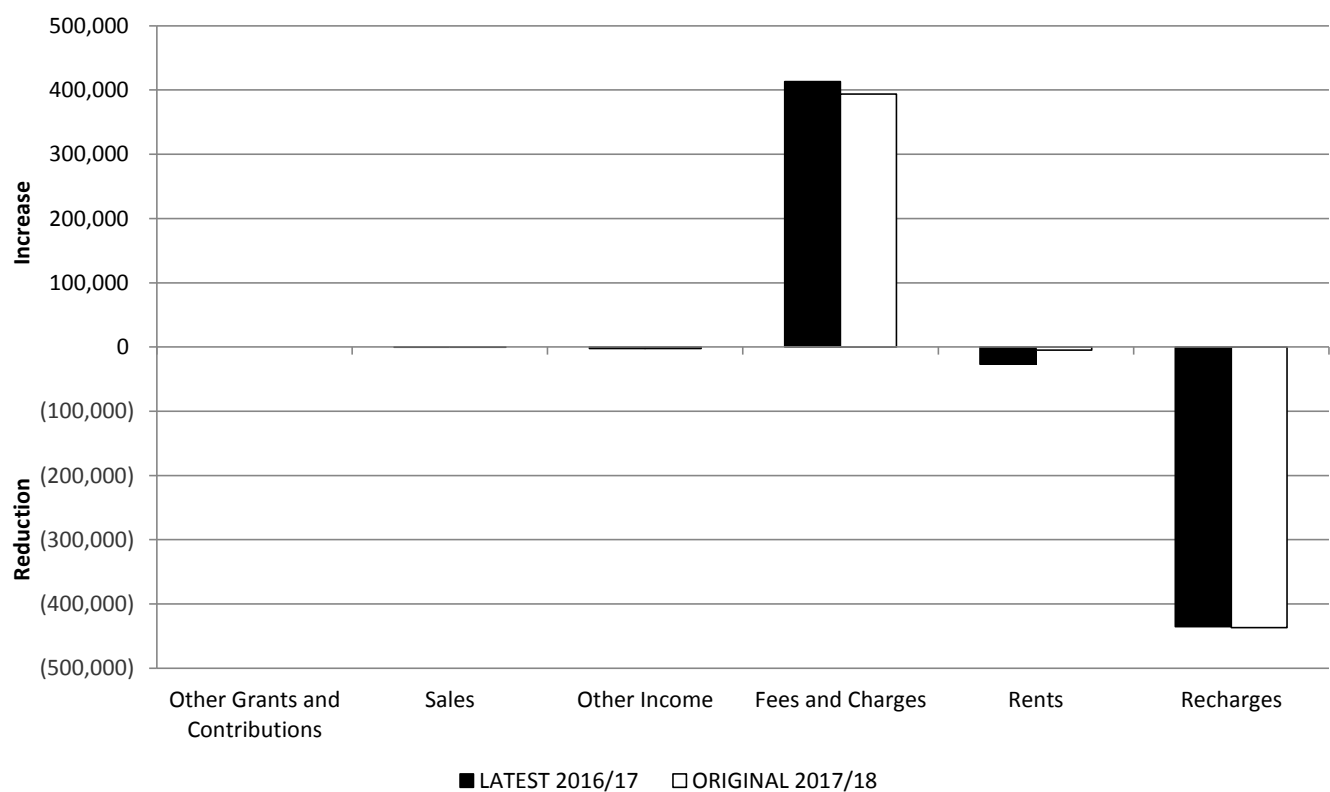
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>CULTURAL SERVICES</u>				
S1270 GREEN SPACE DEVELOPMENT	-	100	-	-
S1275 GOLF COURSE	(544,186)	(4,600)	21,000	17,300
S1280 EDMONDSCOTE SPORTS TRACK	106,570	94,300	122,000	103,500
S1289 OPEN SPACES	164,104	204,900	222,900	189,900
S1295 LILLINGTON COMMUNITY CENTRE	4,790	3,300	5,100	6,000
S1297 CLIENT MONITORING TEAM	-	-	-	266,400
S1305 YOUTH SPORT DEVELOPMENT	150,400	133,200	135,900	114,900
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	-	21,600	-	500
S1330 TOWN HALL FACILITIES	1,159,867	23,200	-	-
S1335 ROYAL SPA CENTRE	1,121,223	726,200	832,200	796,900
S1356 CATERING CONTRACT	(35,467)	(57,000)	(49,400)	(63,300)
S1365 SPORTS FACILITIES ADMIN	80	21,000	-	-
S1370 ST. NICHOLAS PARK LC	603,342	337,500	597,800	247,200
S1375 ABBEY FIELDS SP	435,101	358,000	419,300	160,000
S1380 NEWBOLD COMYN LC	491,332	302,400	790,700	399,900
S1385 CASTLE FARM RC	249,347	137,600	219,300	86,000
S1390 MYTON SCHOOL DUAL USE	19,378	34,000	14,900	6,600
S1400 MEADOW COMMUNITY SPORTS CENTRE	53,695	65,500	46,500	12,800
S1405 ROYAL PUMP ROOMS	1,702,564	839,000	969,700	885,300
TOTAL CULTURAL SERVICES	5,682,140	3,240,200	4,347,900	3,229,900
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,955,181	2,873,600	2,895,500	1,519,800
Premises	1,599,323	1,400,000	1,816,100	838,700
Transport	7,825	9,600	9,700	5,600
Supplies and Services	1,132,248	896,200	1,011,200	844,600
Third Party Payments	334,687	79,700	96,400	81,100
Support Services	2,097,220	1,628,700	1,940,000	883,300
Capital Charges	2,674,328	919,700	1,067,900	1,085,800
TOTAL EXPENDITURE	10,800,812	7,807,500	8,836,800	5,258,900
 <u>INCOME:</u>				
Other Grants and Contributions	(33,533)	(4,600)	(4,600)	-
Sales	(174,977)	(154,200)	(152,200)	(129,700)
Other Income	(9,895)	(4,400)	(4,600)	(1,500)
Fees and Charges	(3,052,700)	(2,986,600)	(2,627,500)	(1,039,200)
Rents	(221,295)	(224,500)	(224,300)	(233,100)
Recharges	(1,626,272)	(1,193,000)	(1,475,700)	(625,500)
TOTAL INCOME	(5,118,672)	(4,567,300)	(4,488,900)	(2,029,000)
NET COST OF GENERAL FUND SERVICES	5,682,140	3,240,200	4,347,900	3,229,900

CULTURAL SERVICES**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

CULTURAL SERVICES**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>DEVELOPMENT SERVICES</u>				
S1025 TCM - LEAMINGTON	49,288	49,000	-	-
S1030 TCM - KENILWORTH	50,126	50,800	-	-
S1035 CHRISTMAS ILLUMINATIONS	49,964	36,500	25,400	25,500
S1040 TCM - WARWICK	47,702	48,200	-	-
S1240 MARKETS	(16,464)	(20,400)	(29,900)	(30,600)
S1245 MOPS	17,506	8,400	17,300	13,100
S1289 OPEN SPACES	260,299	(40,500)	303,100	75,600
S2100 ORGANISATIONAL DEVELOPMENT	8	(40,200)	-	-
S3170 KENILWORTH PUBLIC SERVICE CENTRE	(24,805)	59,500	56,800	51,600
S3550 TOURISM	212,908	205,400	199,900	188,200
S3600 ECONOMIC DEVELOPMENT	189,515	81,600	953,100	143,500
S3650 ECONOMIC REGENERATION	140,529	142,200	82,600	80,200
S3660 ENTERPRISE DEVELOPMENT	42,486	12,400	21,700	24,600
S3676 26HT	(6,585)	(6,700)	(5,800)	(5,600)
S4510 DEVELOPMENT SERVICES MGT	-	(49,400)	-	-
S4540 DEVELOPMENT CONTROL	358,129	795,500	310,600	371,600
S4570 POLICY, PROJECTS & CONSERVATION	482,272	498,600	813,500	570,300
S4600 BUILDING CONTROL	151,275	171,700	206,900	186,600
S4840 LOCAL LAND CHARGES	(101,447)	(64,200)	(96,100)	(95,100)
TOTAL DEVELOPMENT SERVICES	1,902,706	1,938,400	2,859,100	1,599,500
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,624,154	2,717,300	2,543,400	2,545,100
Premises	205,890	180,500	171,800	173,400
Transport	83,574	89,000	83,700	78,300
Supplies and Services	801,402	427,700	449,200	469,700
Third Party Payments	537,330	226,600	574,400	267,800
Support Services	2,261,545	1,352,900	1,186,400	1,124,800
Capital Charges	334,702	126,600	980,500	71,300
TOTAL EXPENDITURE	6,848,597	5,120,600	5,989,400	4,730,400
 <u>INCOME:</u>				
Government Grants	(192,608)	-	-	-
Other Grants and Contributions	(224,564)	(20,700)	(20,700)	(20,700)
Sales	(13,978)	(13,500)	(13,300)	(13,300)
Other Income	(166,399)	(144,100)	(141,500)	(141,500)
Fees and Charges	(2,288,939)	(1,712,400)	(2,125,600)	(2,105,900)
Rents	(454,576)	(471,600)	(444,700)	(466,600)
Recharges	(1,604,827)	(819,900)	(384,500)	(382,900)
TOTAL INCOME	(4,945,891)	(3,182,200)	(3,130,300)	(3,130,900)
 NET COST OF GENERAL FUND SERVICES	 1,902,706	 1,938,400	 2,859,100	 1,599,500

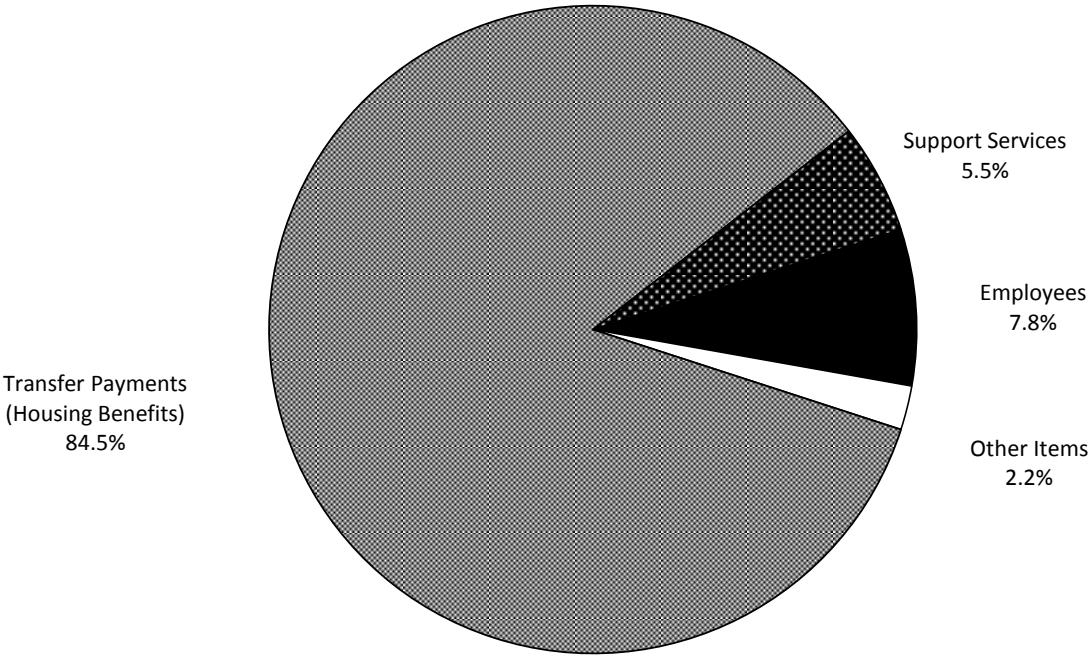
DEVELOPMENT SERVICES**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

DEVELOPMENT SERVICES**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

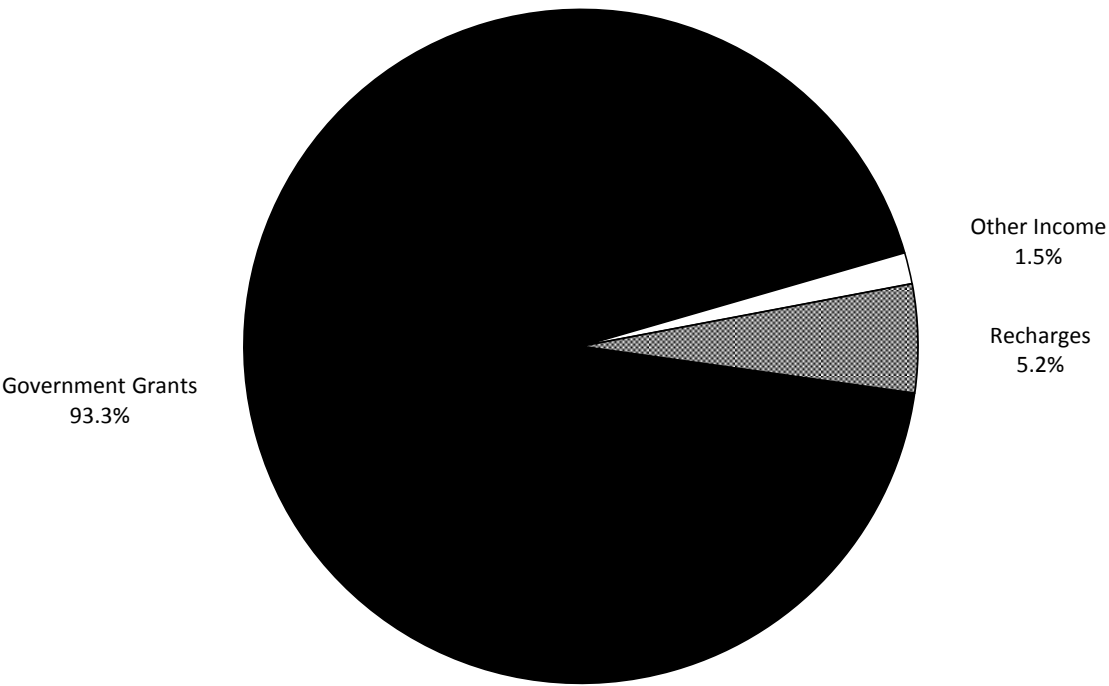
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>FINANCE</u>				
S1410 FINANCE MANAGEMENT	-	900	-	-
S1417 PROCUREMENT	-	29,500	-	-
S1418 FINANCIAL SERVICES TEAM	-	(14,800)	-	-
S1425 ACCOUNTANCY	-	15,000	-	-
S1440 NON-DISTRIBUTED COSTS	52,209	137,700	151,700	151,800
S1460 TREASURY MANAGEMENT	(42,578)	35,800	78,300	79,200
S1461 CONTINGENCY BUDGET	-	358,600	96,700	202,300
S1465 CORPORATE MANAGEMENT	618,988	509,600	693,600	642,800
S1468 CONCURRENT SERVICES	156,304	152,800	150,800	92,600
S1578 AUDIT & RISK	-	(600)	-	-
S3050 REVENUES	690,955	546,100	619,200	576,700
S3250 BENEFITS	490,004	534,200	362,900	393,900
S3661 CUP - UNITED REFORM CHURCH	45,099	47,500	30,100	30,200
TOTAL FINANCE	2,010,981	2,352,300	2,183,300	2,169,500
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,201,700	2,608,000	2,569,400	2,680,300
Premises	13,797	101,500	12,600	22,300
Transport	8,278	15,100	12,200	11,200
Supplies and Services	602,639	819,300	714,700	598,700
Third Party Payments	106,920	106,800	103,100	80,100
Transfer Payments (Housing Benefits)	30,430,017	29,949,200	28,966,900	28,969,500
Support Services	2,009,215	1,730,500	1,922,400	1,888,400
Capital Charges	100,921	56,400	53,600	53,600
TOTAL EXPENDITURE	35,473,487	35,386,800	34,354,900	34,304,100
<u>INCOME:</u>				
Government Grants	(31,252,233)	(30,893,200)	(30,013,500)	(29,961,900)
Other Grants and Contributions	(74,603)	(75,100)	(79,200)	(79,400)
Other Income	(170,094)	(11,200)	(11,200)	(11,200)
Fees and Charges	(381,497)	(407,000)	(400,000)	(400,000)
Recharges	(1,584,079)	(1,648,000)	(1,667,700)	(1,682,100)
TOTAL INCOME	(33,462,506)	(33,034,500)	(32,171,600)	(32,134,600)
NET COST OF GENERAL FUND SERVICES	2,010,981	2,352,300	2,183,300	2,169,500

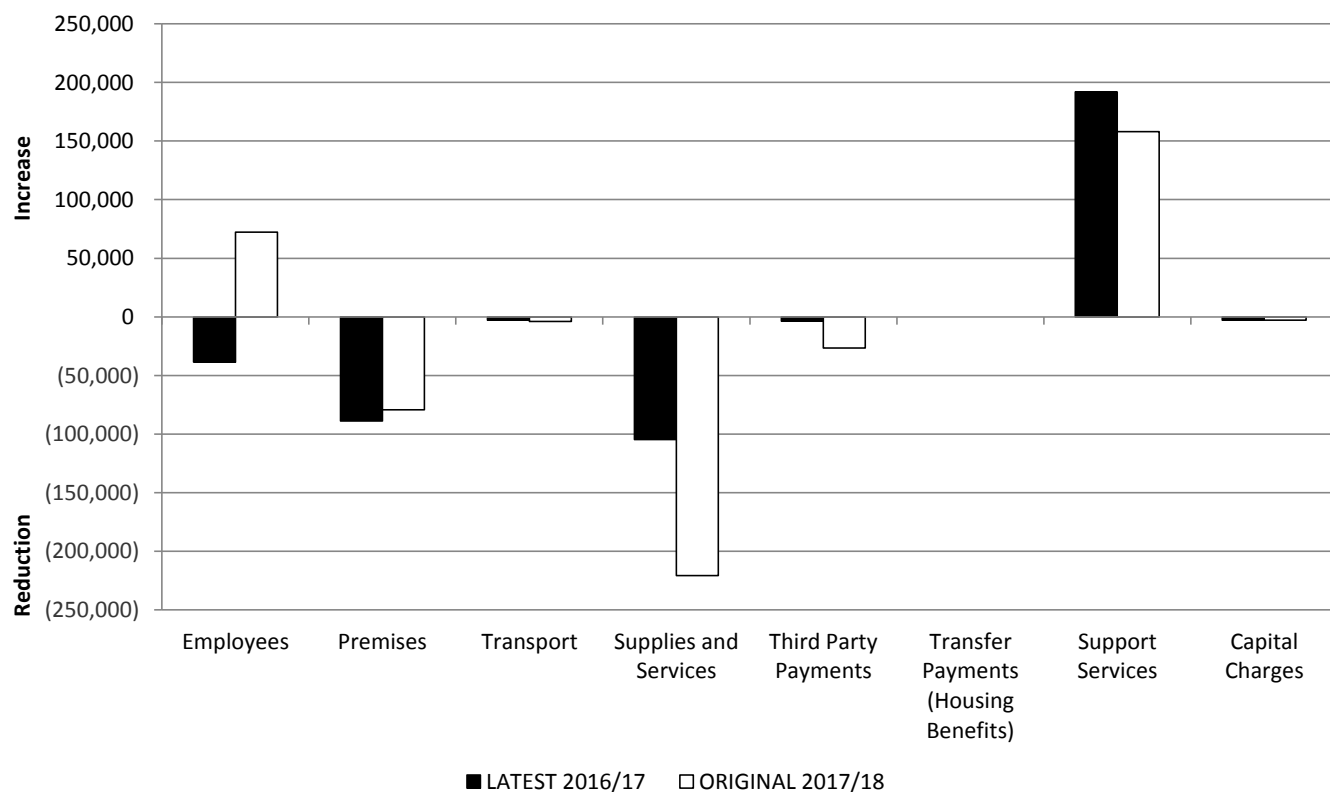
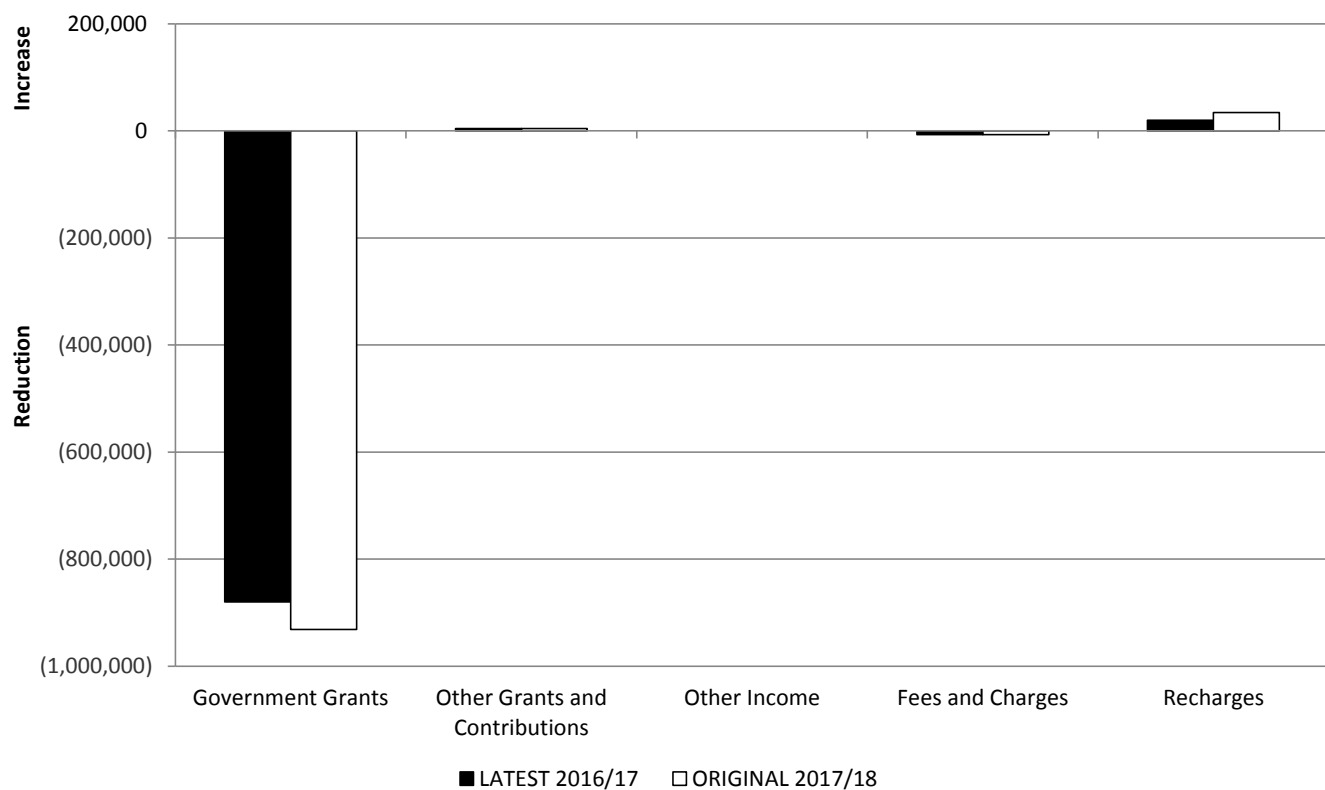
FINANCE

EXPENDITURE - 2017/18 BUDGETS

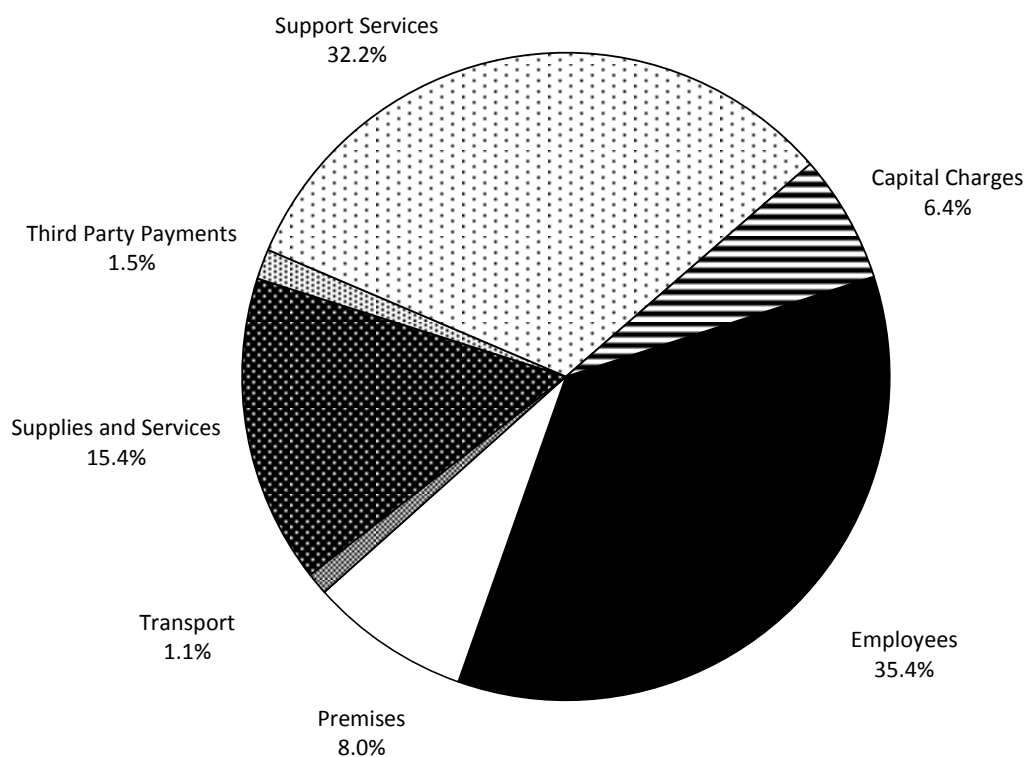
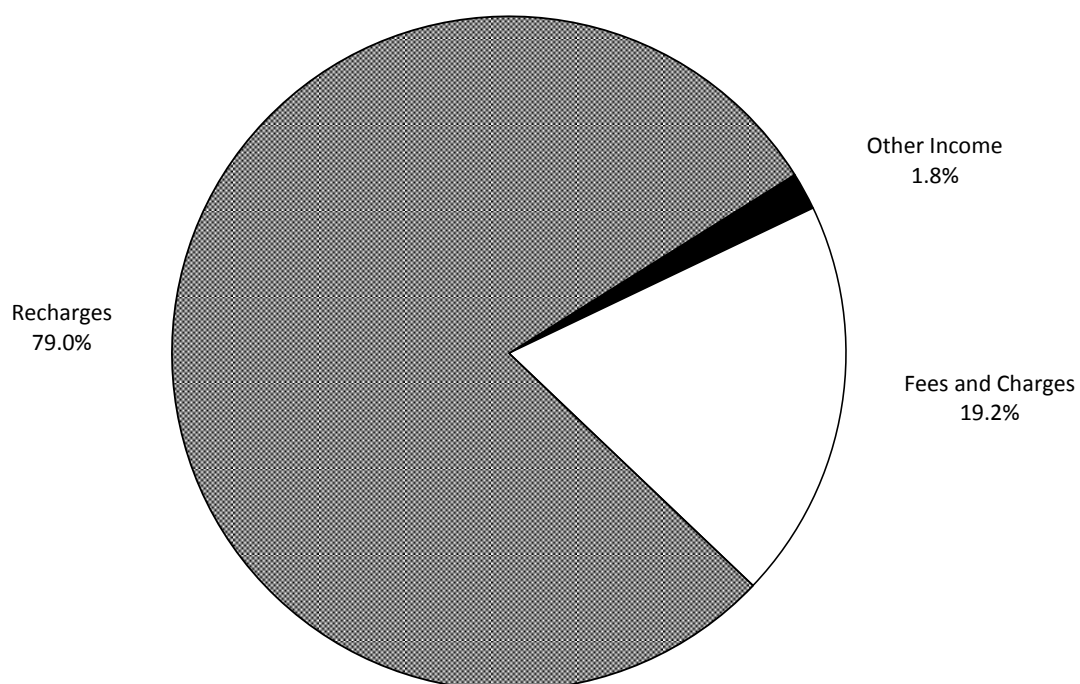


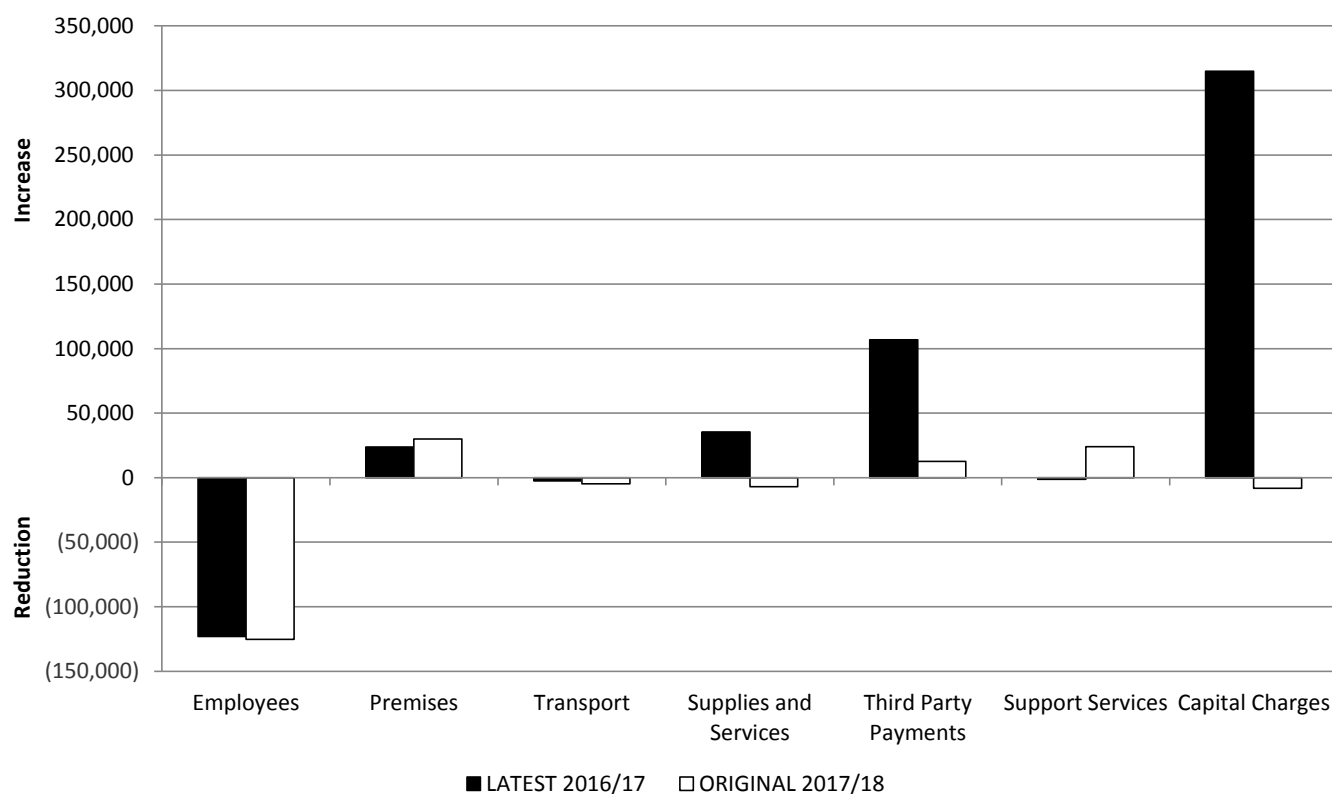
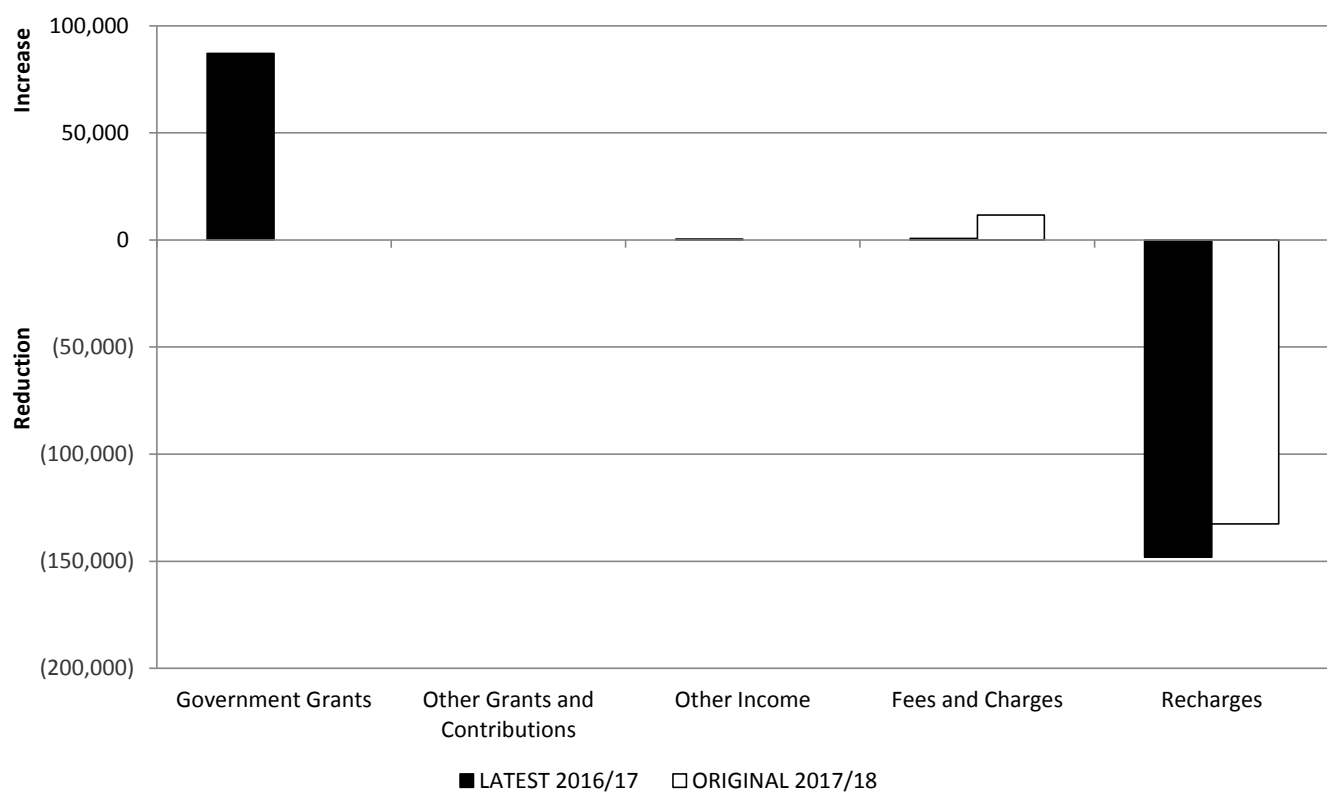
INCOME - 2017/18 BUDGETS



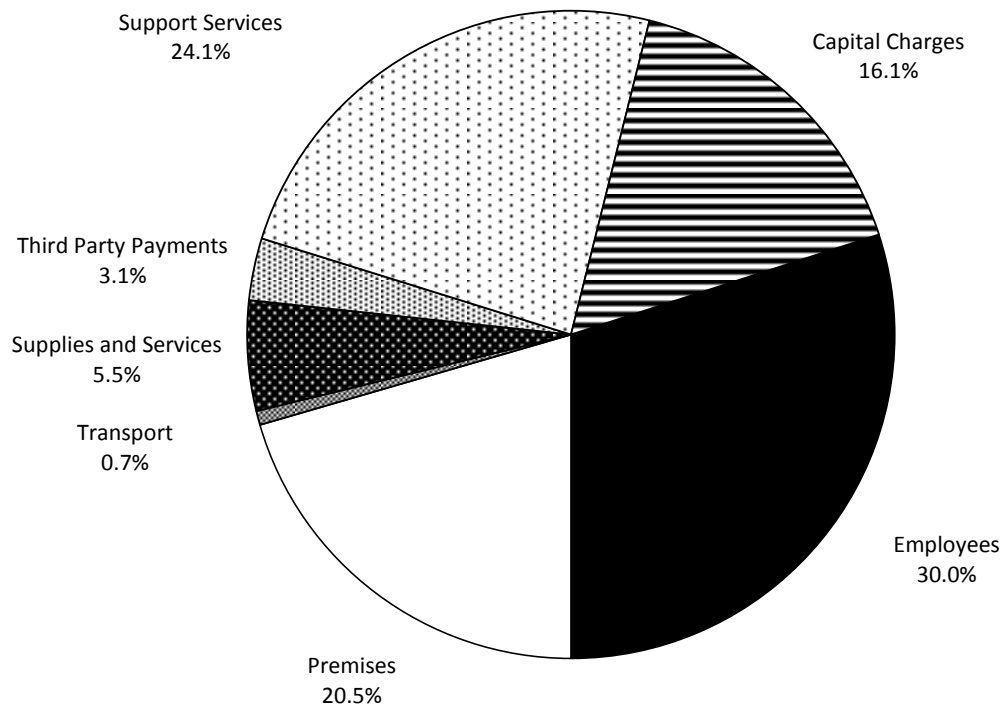
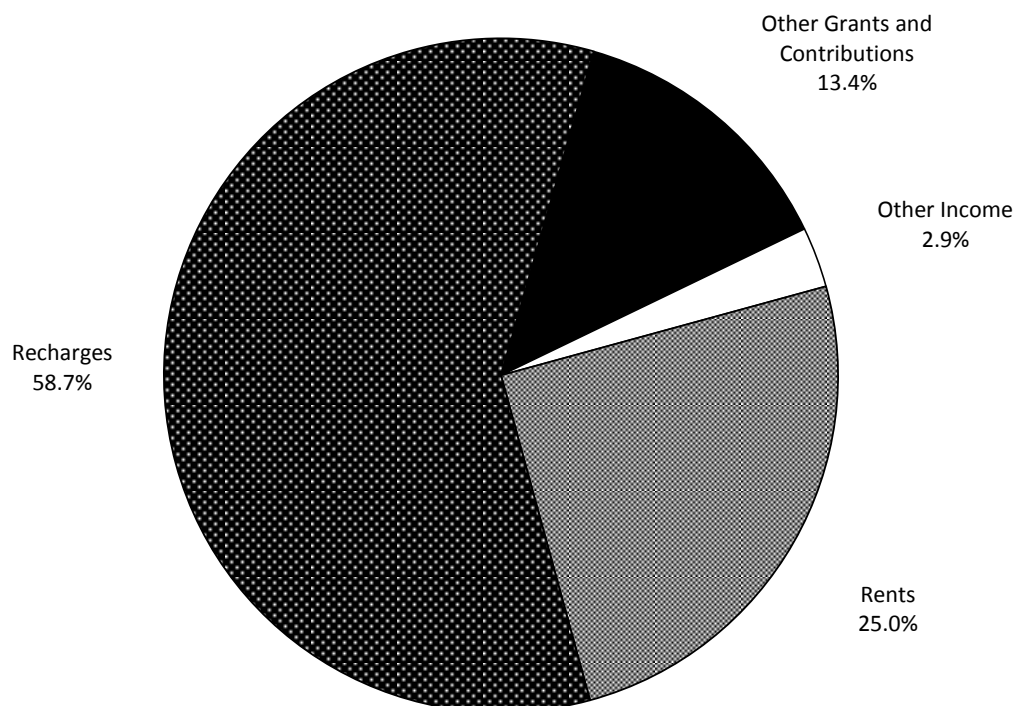
FINANCE**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

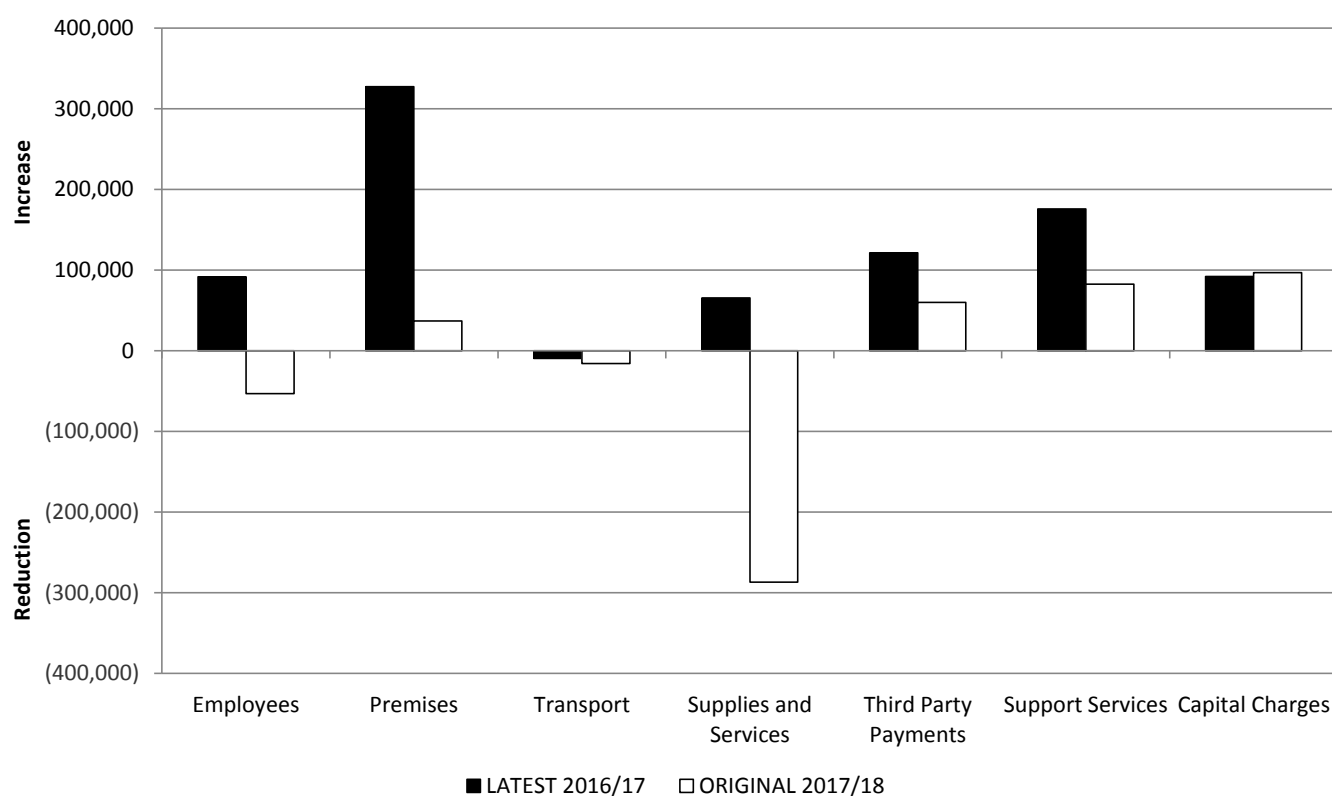
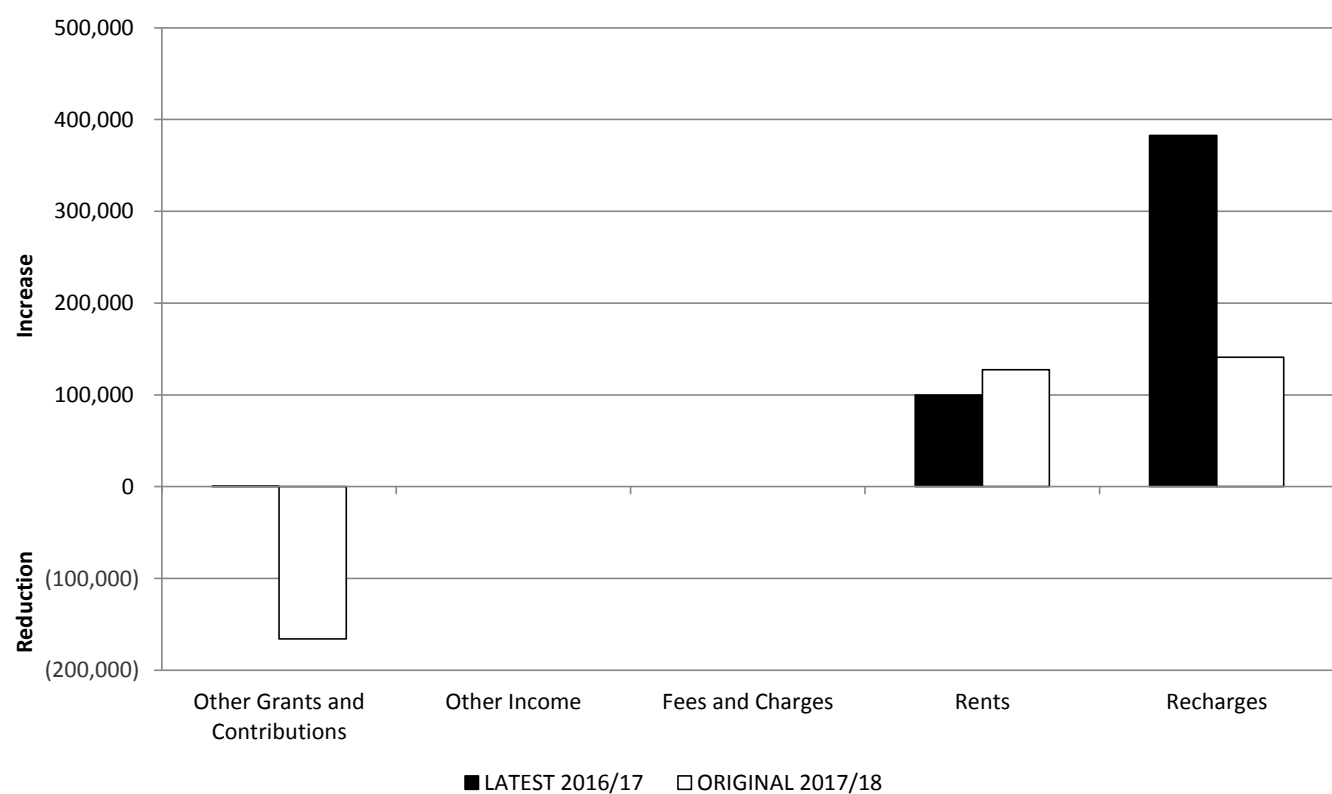
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>HEALTH & COMMUNITY PROTECTION</u>				
S1001 COMMUNITY DEVELOPMENT	1,028,601	587,400	903,400	579,500
S1045 CCTV	115,921	208,700	169,200	170,500
S1640 SMALL GRANTS	33,183	29,400	30,900	30,300
S2102 COMMUNITY FORUMS	33,159	35,000	48,200	35,000
S2110 COMMUNITY PARTNERSHIP	176,801	180,700	181,600	168,900
S2141 CIVIL CONTINGENCIES	101,095	100,600	86,000	88,600
S2300 OFFICE ACCOMMODATION	-	3,400	-	-
S2360 LICENSING & REGISTRATION	117,111	21,100	66,500	75,300
S4210 EH ENVIRONMENTAL HEALTH CORE	(42,353)	(43,600)	20,600	22,200
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	427,144	431,900	416,900	434,300
S4300 ENVIRONMENTAL PROTECTION	638,375	666,700	620,400	562,900
S4350 COMMUNITY SAFETY	203,746	141,900	203,600	206,800
S4810 ALLEVIATION OF FLOODING	168,489	147,600	177,300	178,900
TOTAL HEALTH & COMMUNITY PROTECTION	3,001,272	2,510,800	2,924,600	2,553,200
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,772,727	1,793,800	1,670,800	1,668,600
Premises	342,393	346,800	370,500	376,700
Transport	42,307	56,800	54,300	52,000
Supplies and Services	937,559	732,100	767,400	725,200
Third Party Payments	102,537	56,600	163,500	69,200
Support Services	1,484,049	1,490,900	1,489,500	1,515,000
Capital Charges	747,605	307,600	622,600	299,300
TOTAL EXPENDITURE	5,429,177	4,784,600	5,138,600	4,706,000
<u>INCOME:</u>				
Government Grants	(835)	(3,000)	(90,100)	(3,000)
Other Grants and Contributions	(209,853)	(25,000)	(25,000)	(25,000)
Other Income	(52,377)	(11,400)	(11,900)	(11,400)
Fees and Charges	(366,074)	(401,300)	(402,000)	(412,900)
Recharges	(1,798,766)	(1,833,100)	(1,685,000)	(1,700,500)
TOTAL INCOME	(2,427,905)	(2,273,800)	(2,214,000)	(2,152,800)
NET COST OF GENERAL FUND SERVICES	3,001,272	2,510,800	2,924,600	2,553,200

HEALTH & COMMUNITY PROTECTION**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

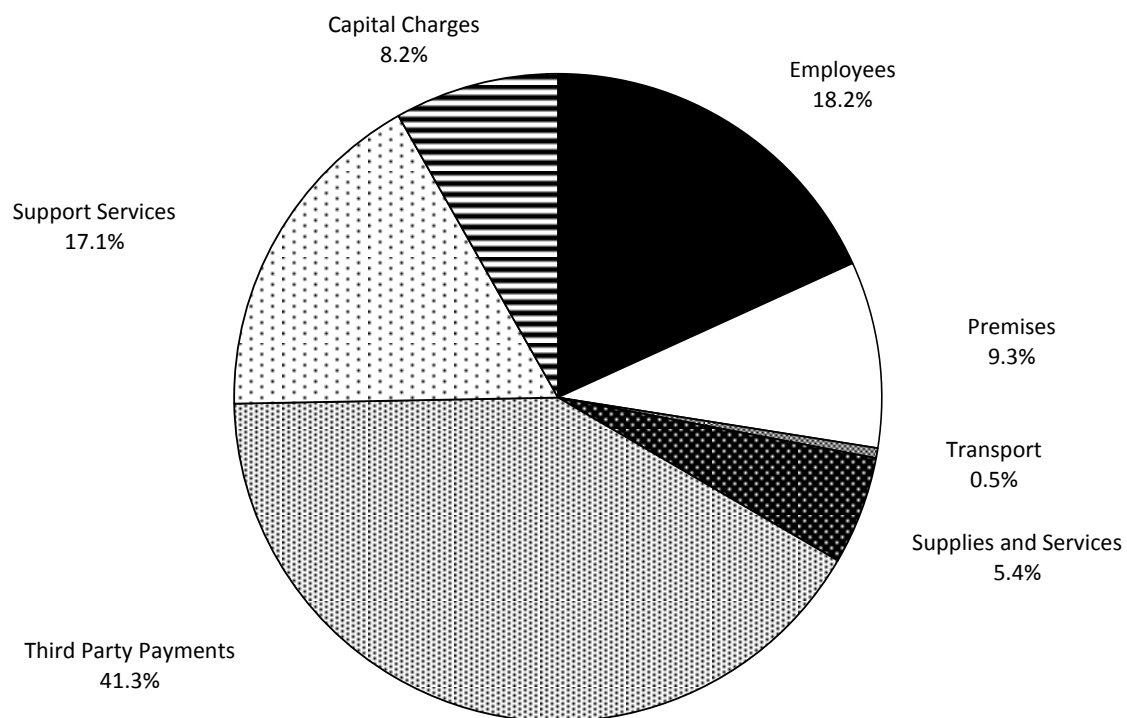
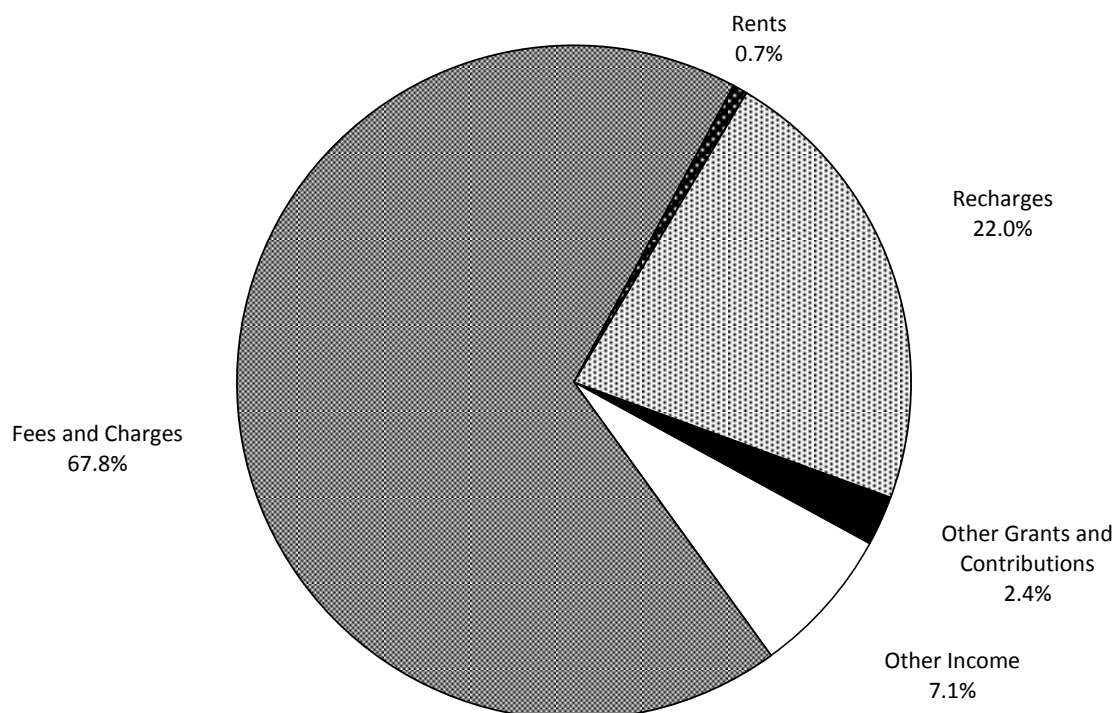
HEALTH & COMMUNITY PROTECTION**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

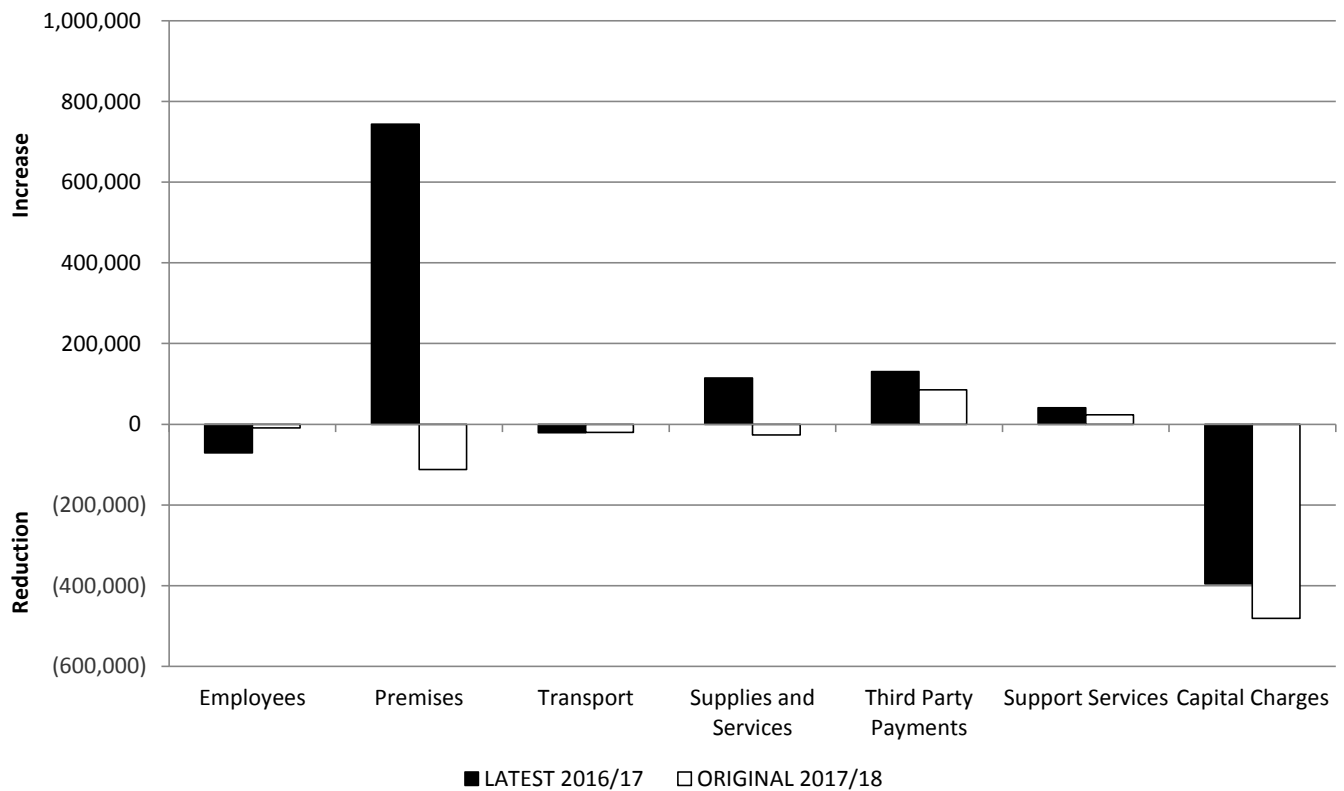
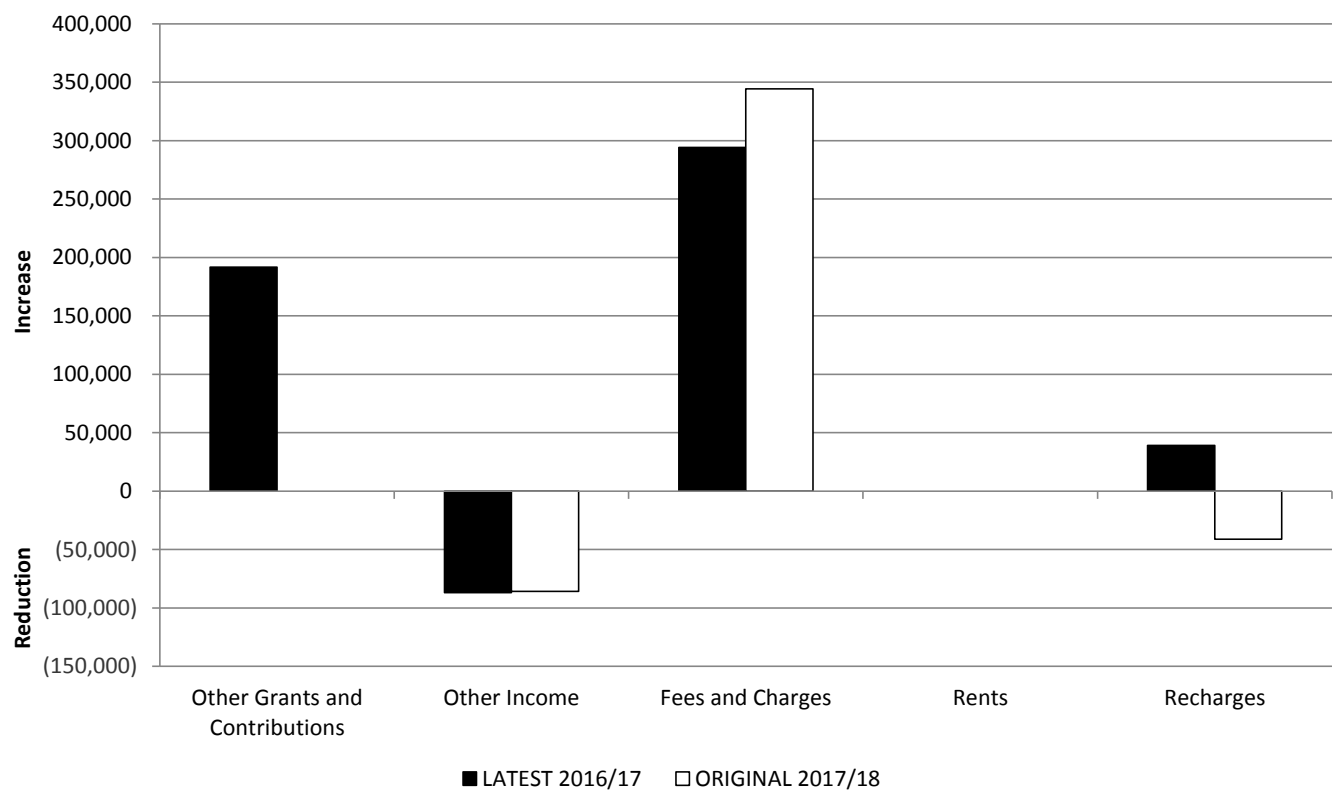
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>HOUSING & PROPERTY SERVICES</u>				
S1050 PUBLIC CONVENIENCES	209,971	181,400	242,700	196,200
S1590 HOMELESSNESS/HOUSING ADVICE	516,194	582,800	575,400	557,100
S1605 HOUSING STRATEGY	383,135	324,900	438,600	180,500
S1610 OTHER HOUSING PROPERTY	(9,939)	(100)	(2,600)	(2,400)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	707,858	560,100	617,400	566,000
S1645 ASSET MANAGEMENT	296	152,900	-	-
S1650 ESTATE MANAGEMENT	(168,612)	(206,000)	(11,700)	(186,600)
S1660 WARWICK PLANT MAINTENANCE	-	21,900	-	-
S2300 OFFICE ACCOMMODATION	(1,420,493)	(30,100)	-	-
S3465 CHASE MEADOW COMMUNITY CENTRE	2,603	4,600	4,700	3,300
S4780 WDC HIGHWAYS	195,902	139,200	234,200	235,900
SW000 CORPORATE R+M UNALLOCATED	-	420,500	434,900	420,500
TOTAL HOUSING & PROPERTY SERVICES	454,815	2,190,000	2,571,500	2,008,400
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,585,348	1,689,800	1,781,700	1,636,700
Premises	679,094	1,079,500	1,406,800	1,116,600
Transport	40,331	50,800	41,500	35,000
Supplies and Services	837,593	587,600	653,000	300,700
Third Party Payments	278,829	106,400	228,000	166,400
Support Services	1,455,060	1,233,700	1,409,400	1,316,200
Capital Charges	(432,695)	782,100	874,100	879,100
TOTAL EXPENDITURE	4,443,560	5,529,900	6,394,500	5,450,700
 <u>INCOME:</u>				
Government Grants	(761)	-	-	-
Other Grants and Contributions	(992,058)	(626,800)	(627,200)	(461,000)
Other Income	(13,427)	(8,300)	(8,300)	(8,300)
Fees and Charges	(89,933)	(91,200)	(91,200)	(91,200)
Rents	(708,505)	(734,900)	(834,900)	(862,200)
Recharges	(2,184,061)	(1,878,700)	(2,261,400)	(2,019,600)
TOTAL INCOME	(3,988,745)	(3,339,900)	(3,823,000)	(3,442,300)
 NET COST OF GENERAL FUND SERVICES	 454,815	 2,190,000	 2,571,500	 2,008,400

HOUSING & PROPERTY SERVICES**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

HOUSING & PROPERTY SERVICES**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>NEIGHBOURHOOD SERVICES</u>				
S1020 NEIGHBOURHOOD SERVICES	-	14,000	-	-
S1105 CAR PARKS	(1,293,308)	(202,900)	(941,400)	(1,255,300)
S1250 WCC HIGHWAYS	16,552	21,200	21,300	21,100
S1258 GREEN SPACES CONTRACT MGT	476,543	491,900	468,800	469,400
S1270 GREEN SPACE DEVELOPMENT	672,279	759,100	1,432,300	1,187,000
S1320 BEREAVEMENT SERVICES	451,190	(524,500)	(400,700)	(648,200)
S3100 ONE STOP SHOPS	200	39,000	(20,100)	-
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	59,200	(37,100)	-
S3400 PAYMENT CHANNELS	55	9,200	-	-
S3450 CUSTOMER SERVICE CENTRE	-	(41,300)	-	-
S4060 STREET CLEANSING	1,171,775	1,073,800	1,298,100	1,308,200
S4090 WASTE MANAGEMENT	857,674	970,800	1,078,000	1,083,000
S4130 WASTE COLLECTION	2,163,494	2,085,900	1,960,900	1,833,200
S4180 ABANDONED VEHICLES	1,201	300	1,800	1,100
S4810 ALLEVIATION OF FLOODING	(3,831)	1,900	(200)	(200)
TOTAL NEIGHBOURHOOD SERVICES	4,513,824	4,757,600	4,861,700	3,999,300
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,203,764	2,000,100	1,929,300	1,991,000
Premises	1,374,662	1,127,700	1,871,600	1,015,400
Transport	31,644	69,000	48,200	48,800
Supplies and Services	1,112,827	614,000	728,800	587,500
Third Party Payments	4,842,475	4,427,700	4,558,200	4,513,100
Support Services	2,483,496	1,848,500	1,889,100	1,871,800
Capital Charges	1,638,793	1,376,100	980,200	894,500
TOTAL EXPENDITURE	13,687,661	11,463,100	12,005,400	10,922,100
<u>INCOME:</u>				
Other Grants and Contributions	(1,529,282)	(167,400)	(359,200)	(167,400)
Sales	(550)	-	-	-
Other Income	(540,288)	(575,400)	(488,400)	(489,500)
Fees and Charges	(4,427,577)	(4,346,700)	(4,641,000)	(4,691,100)
Rents	(71,271)	(51,300)	(51,300)	(51,300)
Recharges	(2,604,869)	(1,564,700)	(1,603,800)	(1,523,500)
TOTAL INCOME	(9,173,837)	(6,705,500)	(7,143,700)	(6,922,800)
NET COST OF GENERAL FUND SERVICES	4,513,824	4,757,600	4,861,700	3,999,300

NEIGHBOURHOOD SERVICES**EXPENDITURE - 2017/18 BUDGETS****INCOME - 2017/18 BUDGETS**

NEIGHBOURHOOD SERVICES**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>STRATEGIC LEADERSHIP</u>				
S2000 CHIEF EXECUTIVE'S OFFICE	20,000	(45,600)	20,000	20,000
S2016 CORPORATE PROJECTS	24,710	8,600	4,100	-
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	742	2,400	2,800	2,800
S2060 HUMAN RESOURCES	9,615	47,500	9,000	8,300
S2080 MEMBER TRAINING	5,948	5,600	4,600	4,600
S2100 ORGANISATIONAL DEVELOPMENT	-	(343,300)	(101,700)	(66,700)
S2121 CONSULTATION	-	-	4,600	-
S2200 COMMITTEE SERVICES	-	45,400	-	-
S2220 DEMOCRATIC REPRESENTATION	924,768	913,800	904,300	870,400
S2240 ELECTIONS	197,222	50,400	94,800	74,400
S2260 ELECTORAL REGISTRATION	284,912	222,500	263,900	232,700
S2280 CHAIR OF THE COUNCIL	61,931	54,700	60,300	61,100
S2315 ASSISTED TRAVEL PASSES	50	-	-	-
S2340 MEDIA ROOM	28,148	13,300	-	-
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	50,725	54,400	13,700	8,000
S3350 CSTEAM	-	19,700	-	-
S3452 CUSTOMER CONTACT MANAGER	-	25,400	-	-
S3470 WEB SERVICES	-	16,700	-	-
S3500 ICT SERVICES	(7,482)	79,000	(12,800)	(8,400)
S4870 LEGAL SERVICES (IN-HOUSE WDC)	900	400	1,000	900
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	4,500	-	-
TOTAL STRATEGIC LEADERSHIP	1,602,189	1,175,400	1,268,600	1,208,100

SUBJECTIVE ANALYSIS:**EXPENDITURE:**

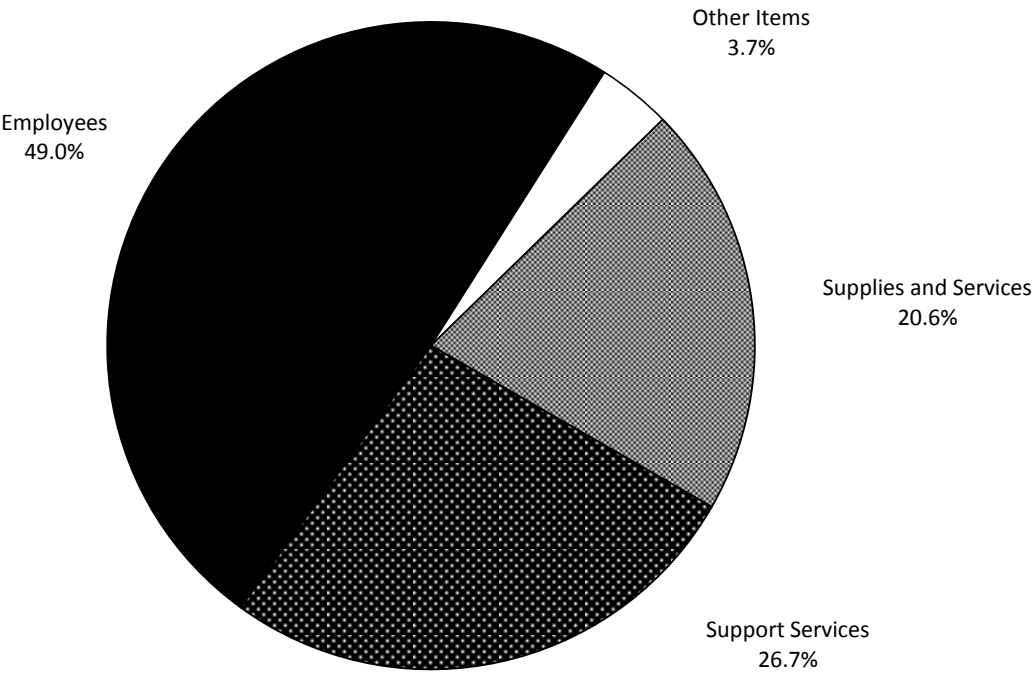
Employees	2,965,998	2,504,200	2,633,200	2,603,600
Premises	74,725	31,200	35,200	30,600
Transport	13,676	(118,600)	19,500	(21,800)
Supplies and Services	1,270,523	989,200	1,146,300	1,097,400
Third Party Payments	204,551	136,300	221,100	94,900
Support Services	1,552,086	1,395,800	1,541,100	1,422,800
Capital Charges	121,497	61,200	55,400	90,900
TOTAL EXPENDITURE	6,203,056	4,999,300	5,651,800	5,318,400

INCOME:

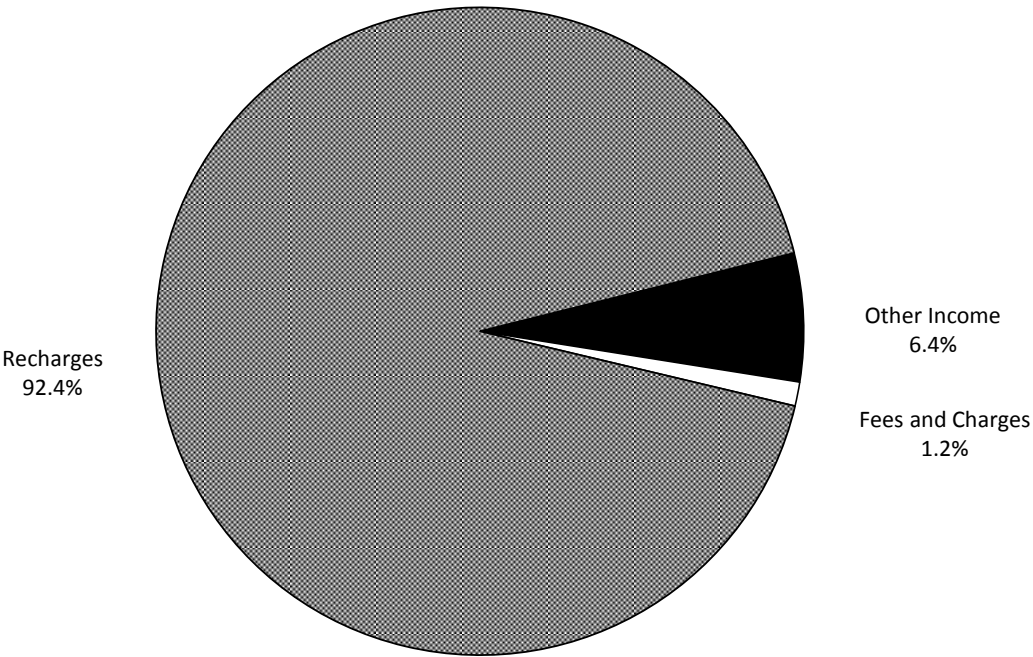
Government Grants	(10,963)	-	-	-
Other Grants and Contributions	(46,668)	-	-	-
Sales	(2,181)	(2,400)	(2,400)	(2,400)
Other Income	(477,965)	(263,400)	(262,600)	(261,900)
Fees and Charges	(54,123)	(39,000)	(49,000)	(49,000)
Recharges	(4,008,967)	(3,519,100)	(4,069,200)	(3,797,000)
TOTAL INCOME	(4,600,867)	(3,823,900)	(4,383,200)	(4,110,300)
NET COST OF GENERAL FUND SERVICES	1,602,189	1,175,400	1,268,600	1,208,100

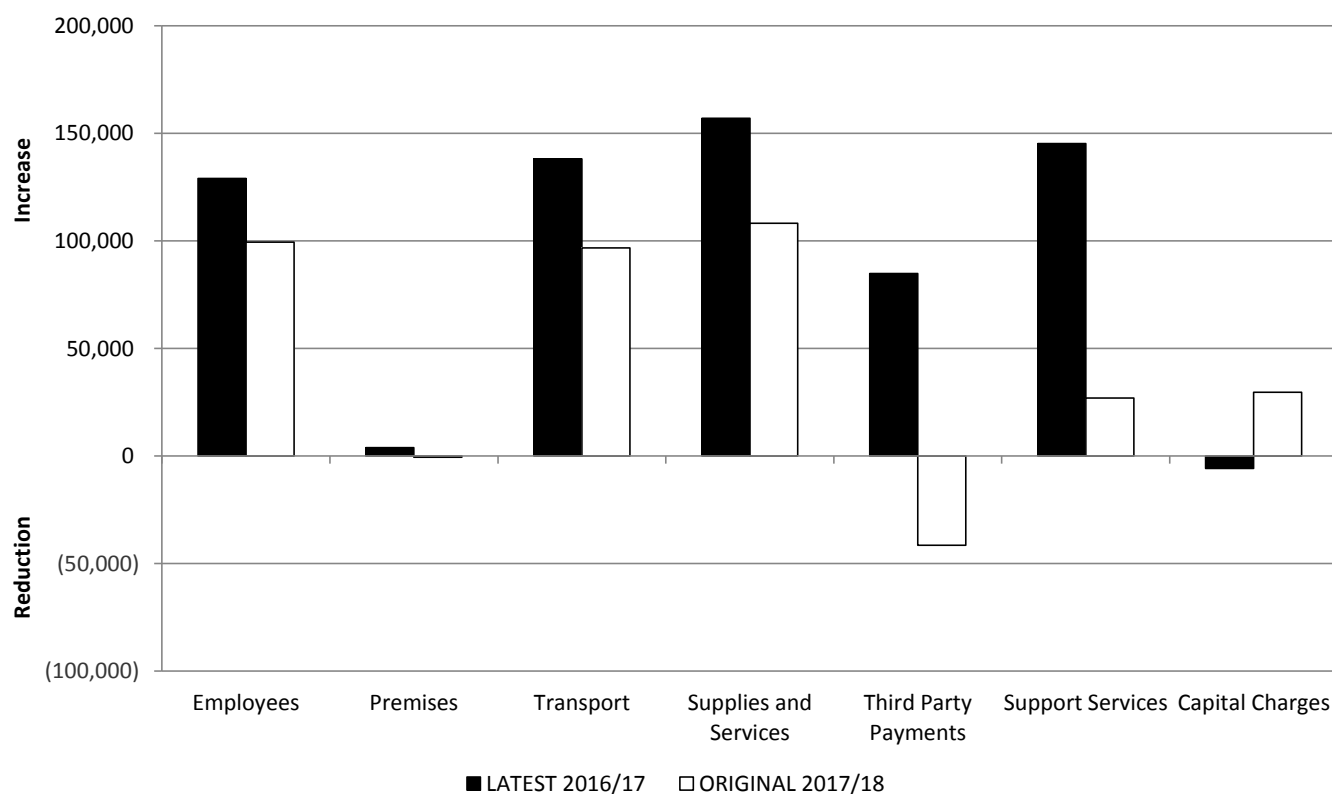
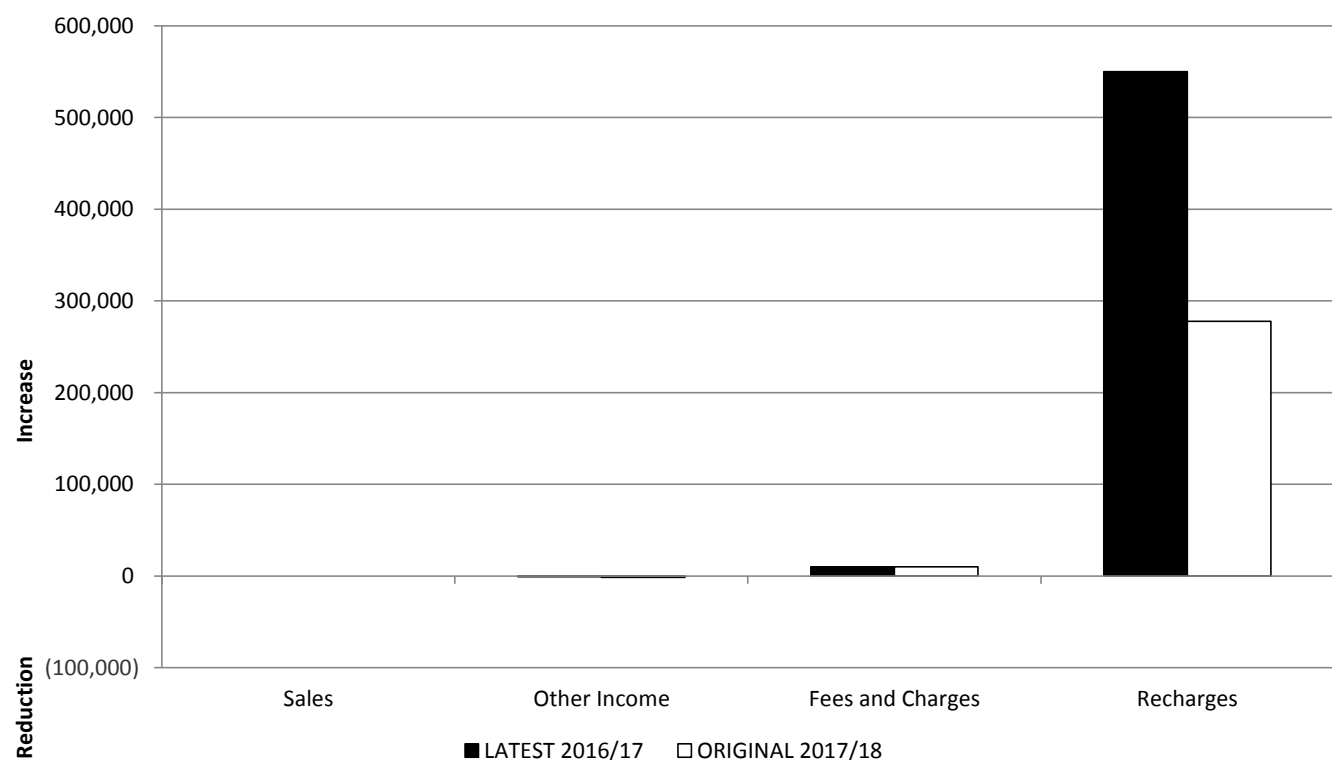
STRATEGIC LEADERSHIP

EXPENDITURE - 2017/18 BUDGETS

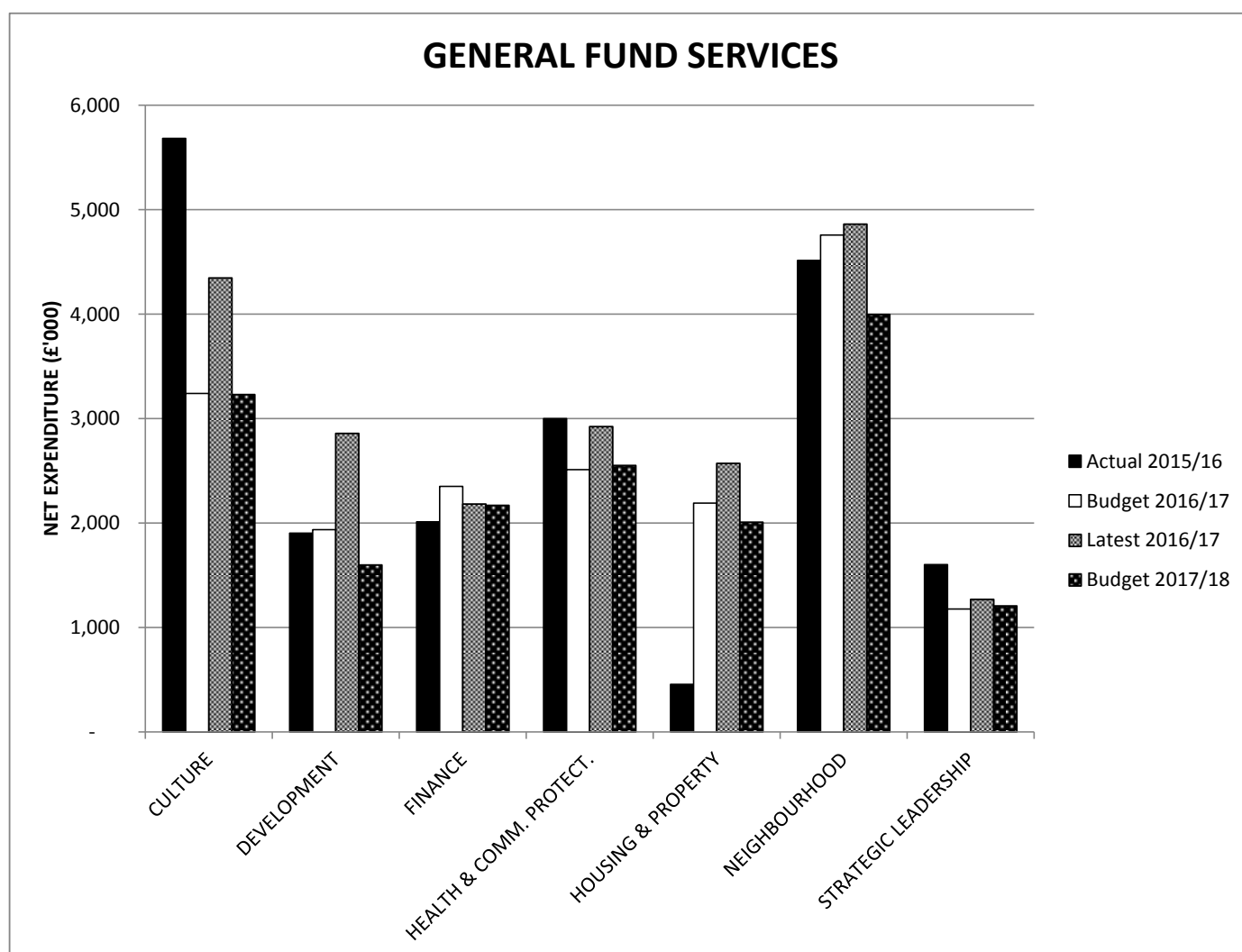


INCOME - 2017/18 BUDGETS



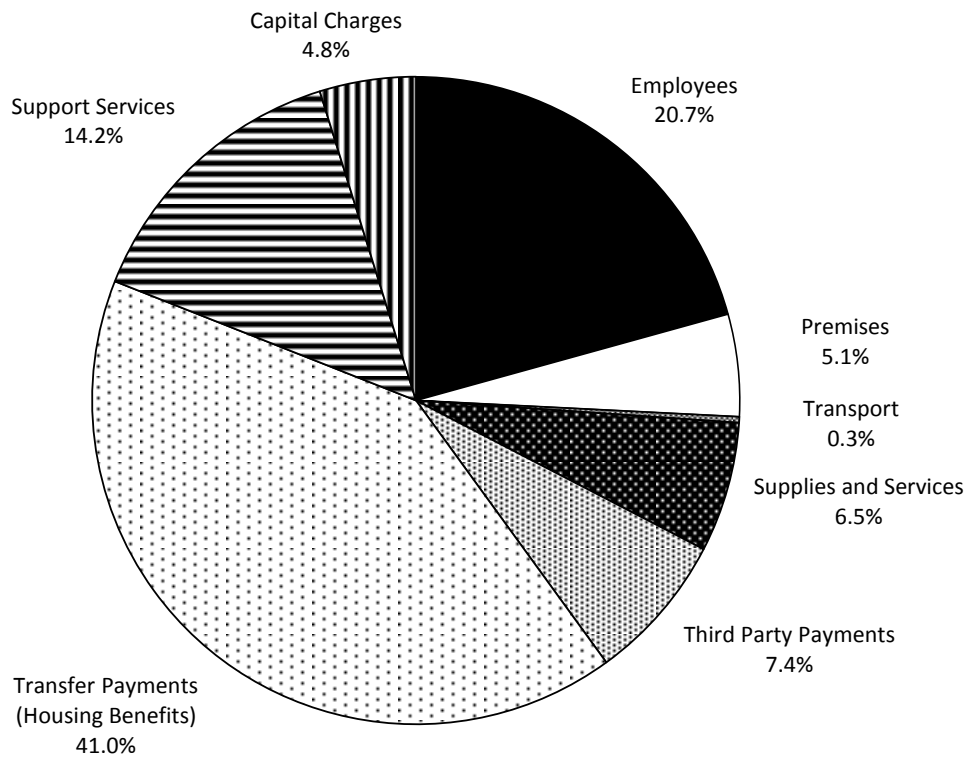
STRATEGIC LEADERSHIP**EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)****INCOME: CHANGE FROM 2016/17 ORIGINAL (£)**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
CULTURAL SERVICES	5,682,140	3,240,200	4,347,900	3,229,900
DEVELOPMENT SERVICES	1,902,706	1,938,400	2,859,100	1,599,500
FINANCE	2,010,981	2,352,300	2,183,300	2,169,500
HEALTH & COMMUNITY PROTECTION	3,001,272	2,510,800	2,924,600	2,553,200
HOUSING & PROPERTY SERVICES	454,815	2,190,000	2,571,500	2,008,400
NEIGHBOURHOOD SERVICES	4,513,824	4,757,600	4,861,700	3,999,300
STRATEGIC LEADERSHIP	1,602,189	1,175,400	1,268,600	1,208,100
NET COST OF GENERAL FUND SERVICES	19,167,927	18,164,700	21,016,700	16,767,900
Replacement of Notional with Actual Cost of Capital				
- Deduct Notional Capital Financing Charges in Budgets	(5,185,150)	(3,629,700)	(4,634,300)	(3,374,500)
- Add Cost of Loan Repayments, Revenue Contributions and Interest paid	34,904	4,000	4,000	2,800
Revenue Contributions to Capital	1,830,203	466,100	546,000	538,100
Contributions to / (from) Reserves	1,259,670	(846,294)	(3,942,200)	(294,200)
Net External Investment Interest Received	(329,436)	(368,200)	(320,800)	(194,200)
IAS19 Adjustments	(988,535)	(1,011,400)	(565,300)	(602,900)
Accumulated Absences Account	6,891	-	-	-
Contributions to / (from) General Fund Balance	(293,724)	(75,400)	(307,100)	-
NET EXPENDITURE FOR DISTRICT PURPOSES	15,502,750	12,703,806	11,797,000	12,843,000
Less: Revenue Support Grant	(2,499,485)	(1,586,731)	(1,586,731)	(793,675)
Less: Business Rates Income	(3,718,387)	(876,500)	(139,000)	(3,829,000)
Less: General Grants:				
- Council Tax Freeze Grant	(82,070)	-	-	-
- Council Tax New Burdens	(23,430)	-	-	-
- New Homes Bonus	(1,622,900)	(2,257,600)	(2,257,600)	-
- Social Mobility Grant	(70,657)	-	-	-
- New Homes Bonus - Returned Funding	(10,137)	(10,000)	(10,000)	(10,000)
- Transition Grant	-	(39,600)	(39,600)	(39,600)
- Council Tax Annex Discount Grant	(1,699)	-	-	-
- Transparency Set-up Costs	(8,103)	-	-	-
Collection Fund (Surplus) / Deficit	-	(55,000)	(55,000)	-
(Savings Required) / Surplus	-	-	169,306	97,196
EXPENDITURE BOURNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL	7,465,882	7,878,375	7,878,375	8,267,921

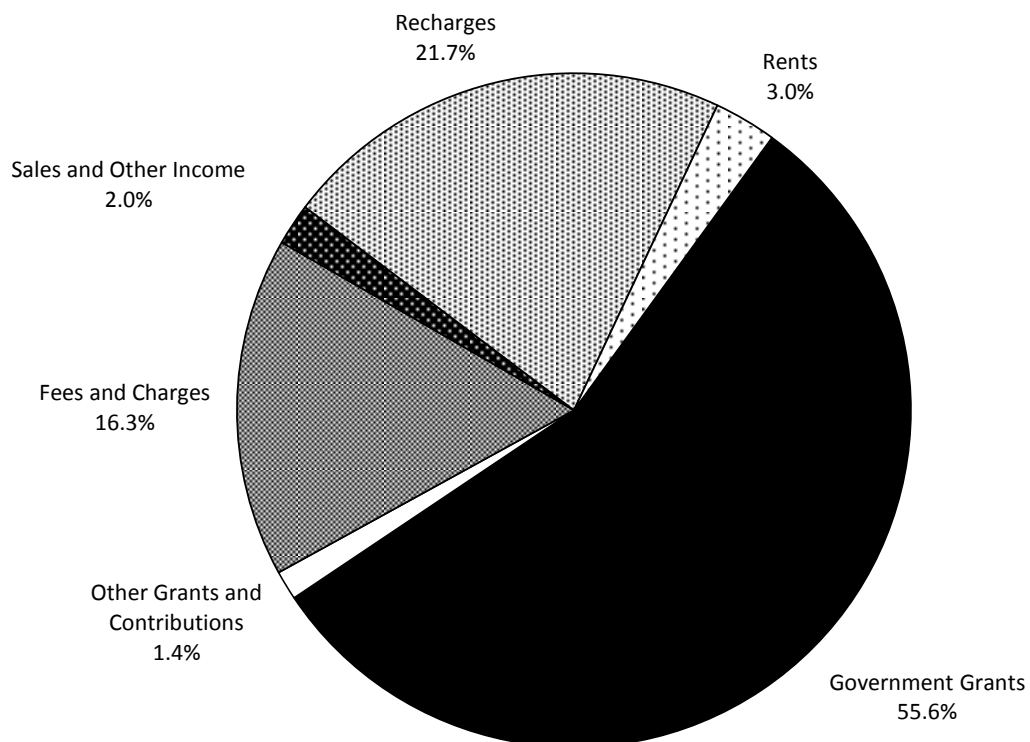


	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
EXPENDITURE:				
Employees	16,308,872	16,186,800	16,023,300	14,645,100
Premises	4,289,884	4,267,200	5,684,600	3,573,700
Transport	227,635	171,700	269,100	209,100
Supplies and Services	6,694,791	5,066,100	5,470,600	4,623,800
Third Party Payments	6,407,329	5,140,100	5,944,700	5,272,600
Transfer Payments (Housing Benefits)	30,430,017	29,949,200	28,966,900	28,969,500
Support Services	13,342,671	10,681,000	11,377,900	10,022,300
Capital Charges	5,185,151	3,629,700	4,634,300	3,374,500
TOTAL EXPENDITURE	82,886,350	75,091,800	78,371,400	70,690,600
INCOME:				
Government Grants	(31,457,400)	(30,896,200)	(30,103,600)	(29,964,900)
Other Grants and Contributions	(3,110,561)	(919,600)	(1,115,900)	(753,500)
Sales	(191,686)	(170,100)	(167,900)	(145,400)
Other Income	(1,430,445)	(1,018,200)	(928,500)	(925,300)
Fees and Charges	(10,660,843)	(9,984,200)	(10,336,300)	(8,789,300)
Rents	(1,455,647)	(1,482,300)	(1,555,200)	(1,613,200)
Recharges	(15,411,841)	(12,456,500)	(13,147,300)	(11,731,100)
TOTAL INCOME	(63,718,423)	(56,927,100)	(57,354,700)	(53,922,700)
NET COST OF GENERAL FUND SERVICES	19,167,927	18,164,700	21,016,700	16,767,900

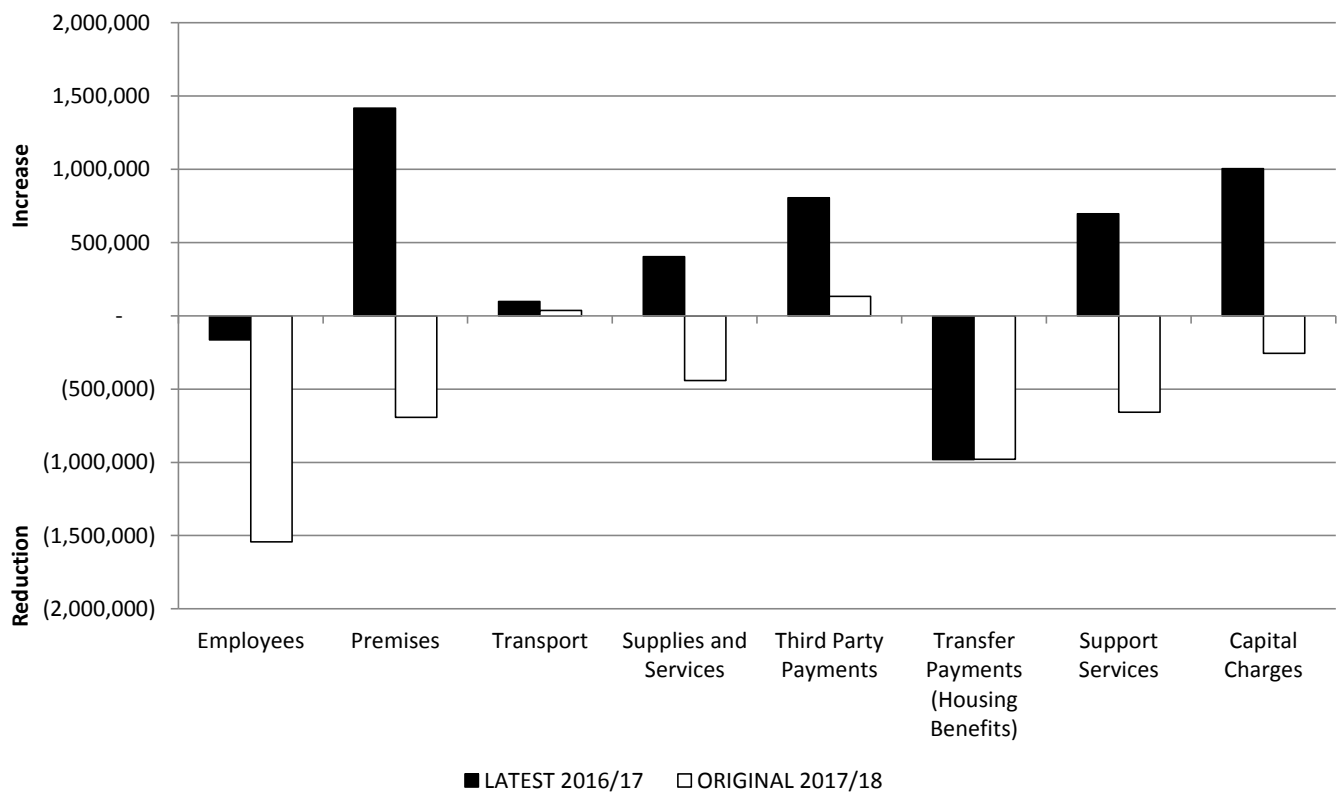
EXPENDITURE - 2017/18 BUDGETS



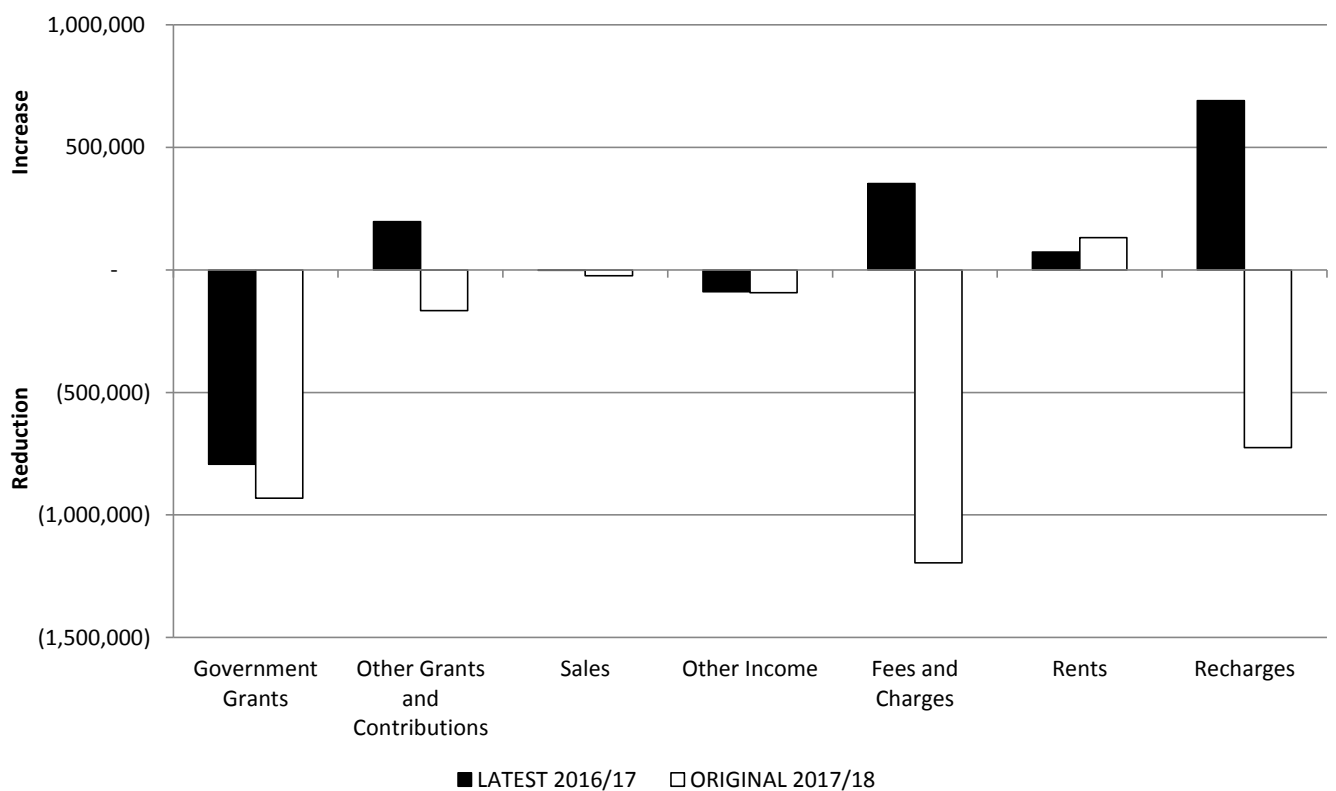
INCOME - 2017/18 BUDGETS



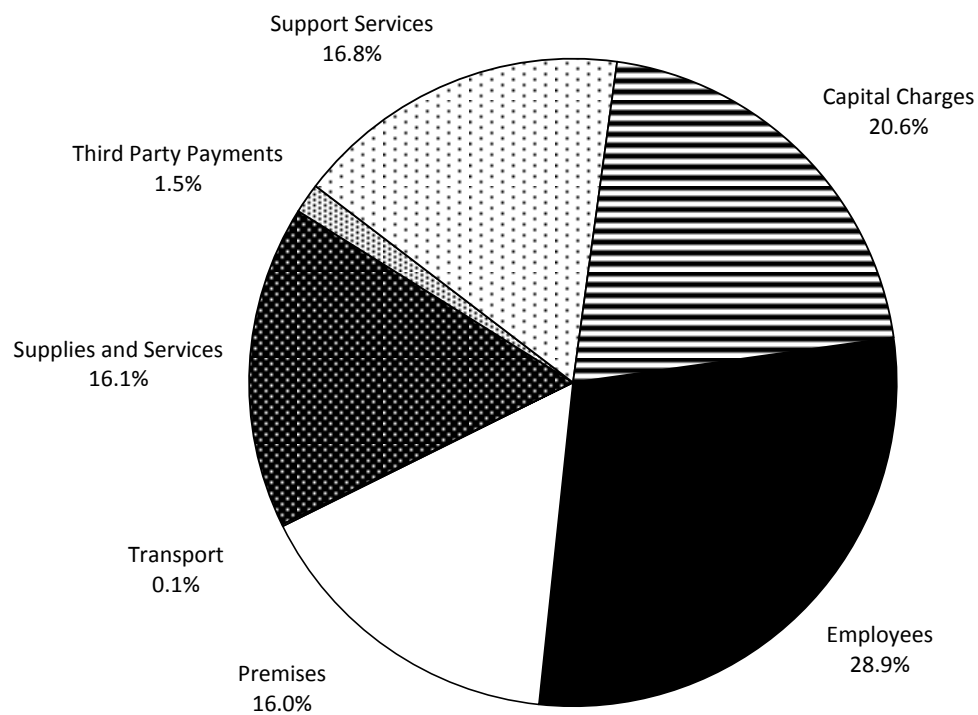
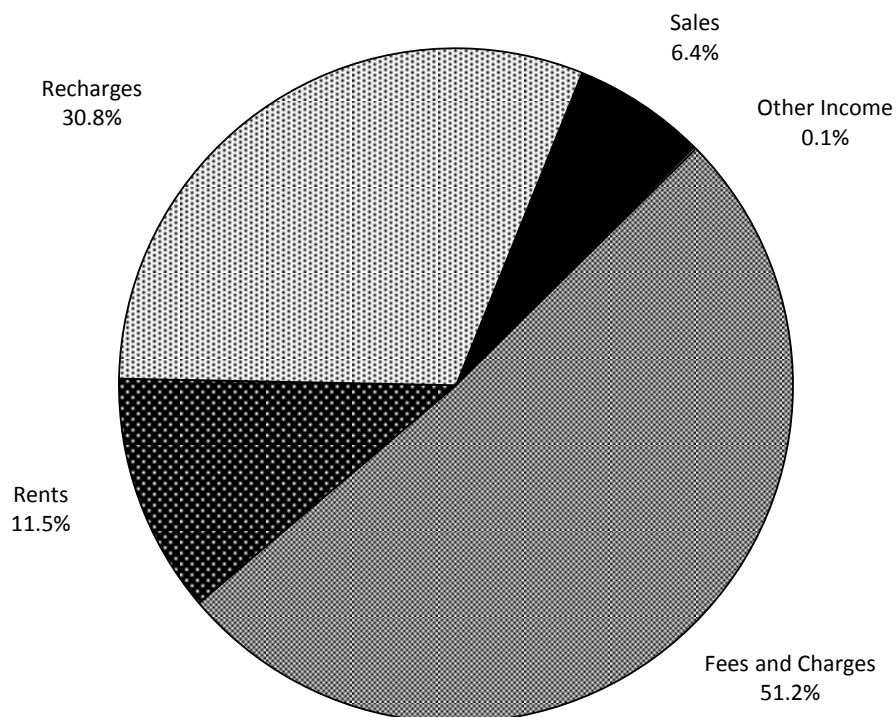
EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



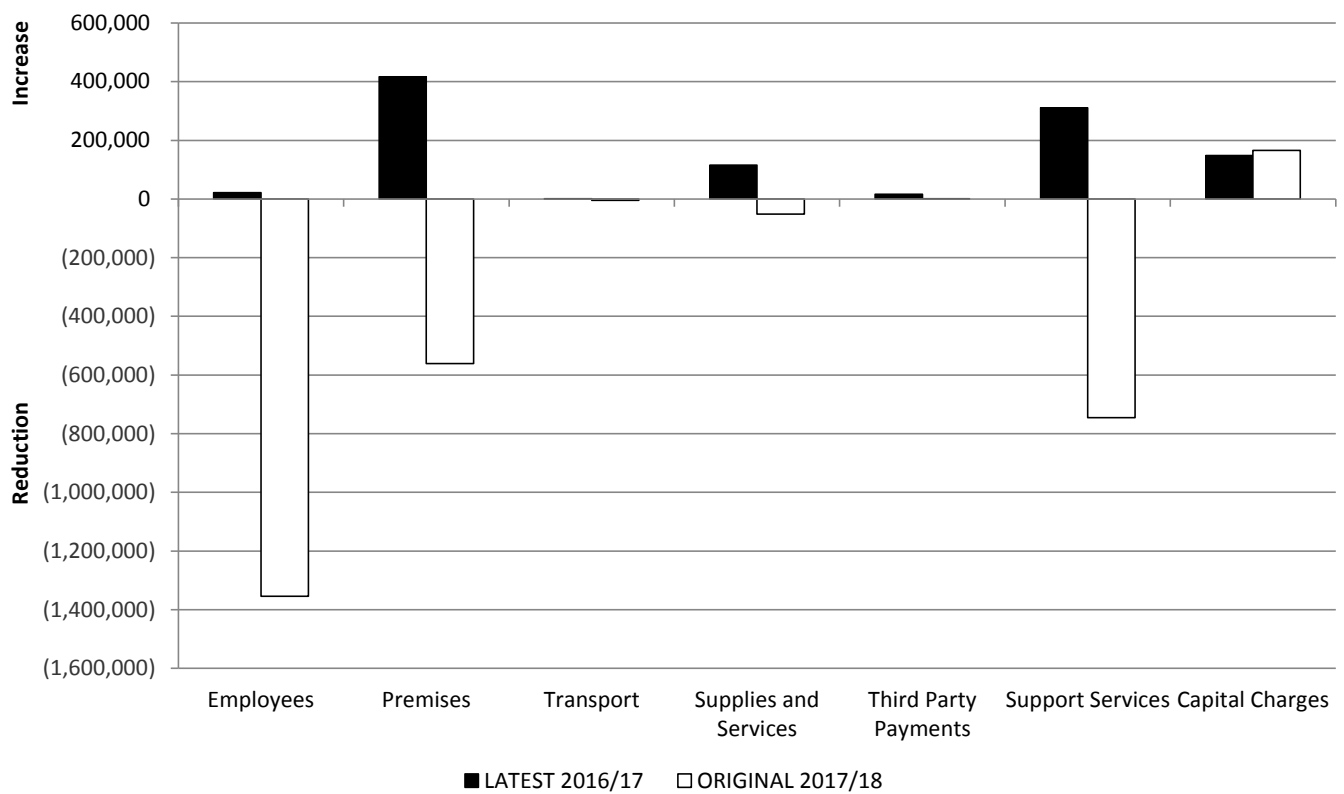
INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



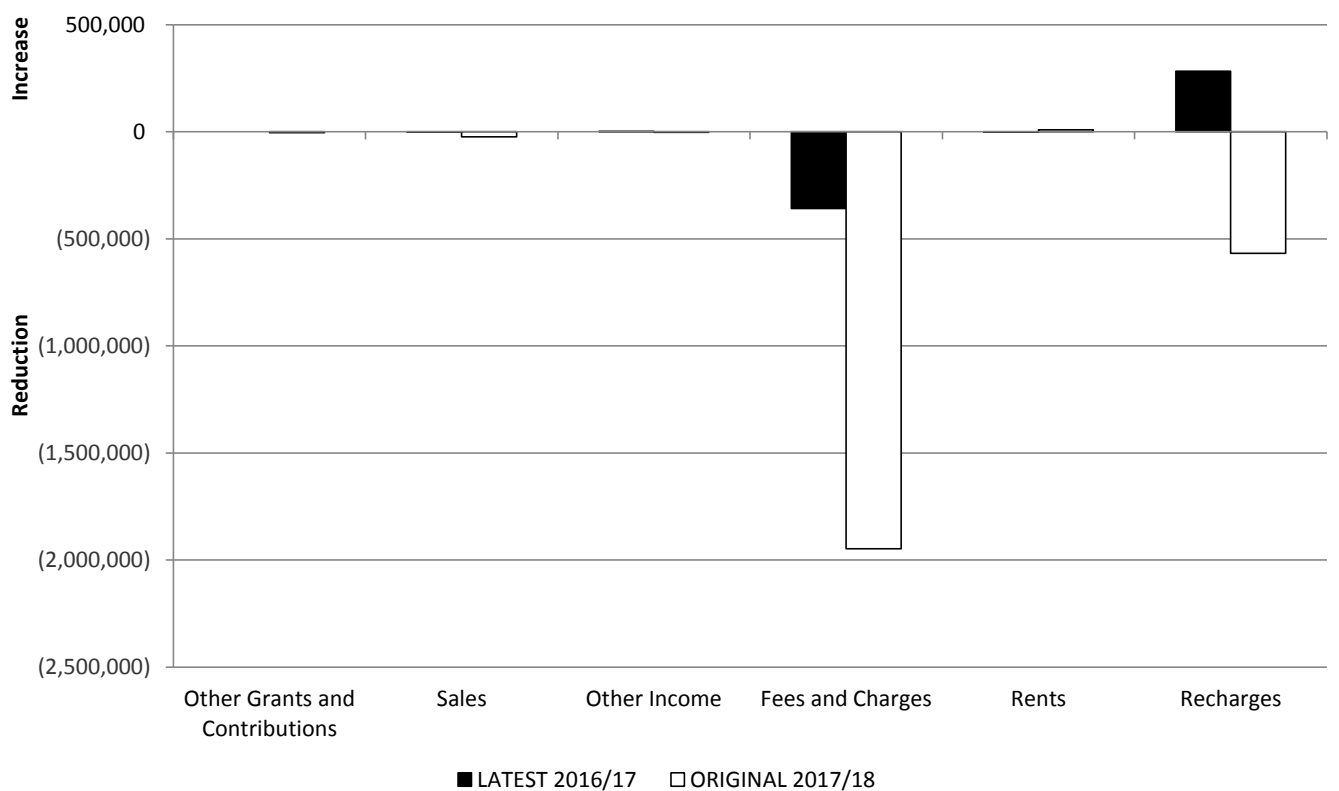
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>CULTURAL SERVICES</u>				
S1270 GREEN SPACE DEVELOPMENT	-	100	-	-
S1275 GOLF COURSE	(544,186)	(4,600)	21,000	17,300
S1280 EDMONDSCOTE SPORTS TRACK	106,570	94,300	122,000	103,500
S1289 OPEN SPACES	164,104	204,900	222,900	189,900
S1295 LILLINGTON COMMUNITY CENTRE	4,790	3,300	5,100	6,000
S1297 CLIENT MONITORING TEAM	-	-	-	266,400
S1305 YOUTH SPORT DEVELOPMENT	150,400	133,200	135,900	114,900
S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM	-	21,600	-	500
S1330 TOWN HALL FACILITIES	1,159,867	23,200	-	-
S1335 ROYAL SPA CENTRE	1,121,223	726,200	832,200	796,900
S1356 CATERING CONTRACT	(35,467)	(57,000)	(49,400)	(63,300)
S1365 SPORTS FACILITIES ADMIN	80	21,000	-	-
S1370 ST. NICHOLAS PARK LC	603,342	337,500	597,800	247,200
S1375 ABBEY FIELDS SP	435,101	358,000	419,300	160,000
S1380 NEWBOLD COMYN LC	491,332	302,400	790,700	399,900
S1385 CASTLE FARM RC	249,347	137,600	219,300	86,000
S1390 MYTON SCHOOL DUAL USE	19,378	34,000	14,900	6,600
S1400 MEADOW COMMUNITY SPORTS CENTRE	53,695	65,500	46,500	12,800
S1405 ROYAL PUMP ROOMS	1,702,564	839,000	969,700	885,300
TOTAL CULTURAL SERVICES	5,682,140	3,240,200	4,347,900	3,229,900
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,955,181	2,873,600	2,895,500	1,519,800
Premises	1,599,323	1,400,000	1,816,100	838,700
Transport	7,825	9,600	9,700	5,600
Supplies and Services	1,132,248	896,200	1,011,200	844,600
Third Party Payments	334,687	79,700	96,400	81,100
Support Services	2,097,220	1,628,700	1,940,000	883,300
Capital Charges	2,674,328	919,700	1,067,900	1,085,800
TOTAL EXPENDITURE	10,800,812	7,807,500	8,836,800	5,258,900
 <u>INCOME:</u>				
Other Grants and Contributions	(33,533)	(4,600)	(4,600)	-
Sales	(174,977)	(154,200)	(152,200)	(129,700)
Other Income	(9,895)	(4,400)	(4,600)	(1,500)
Fees and Charges	(3,052,700)	(2,986,600)	(2,627,500)	(1,039,200)
Rents	(221,295)	(224,500)	(224,300)	(233,100)
Recharges	(1,626,272)	(1,193,000)	(1,475,700)	(625,500)
TOTAL INCOME	(5,118,672)	(4,567,300)	(4,488,900)	(2,029,000)
 NET COST OF GENERAL FUND SERVICES	 5,682,140	 3,240,200	 4,347,900	 3,229,900

EXPENDITURE - 2017/18 BUDGETS**INCOME - 2017/18 BUDGETS**

EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1270 GREEN SPACE DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Premises	-	100	-	-
	<u>-</u>	<u>100</u>	<u>-</u>	<u>-</u>
NET (INCOME) / EXPENDITURE TO SUMMARY	<u>-</u>	<u>100</u>	<u>-</u>	<u>-</u>

S1275 GOLF COURSE

DIRECT EXPENDITURE				
Premises	12,995	6,500	9,700	10,200
Third Party Payments	528	-	-	-
	<u>13,523</u>	<u>6,500</u>	<u>9,700</u>	<u>10,200</u>
TOTAL DIRECT EXPENDITURE	<u>13,523</u>	<u>6,500</u>	<u>9,700</u>	<u>10,200</u>
DIRECT INCOME				
Rents	(22,589)	(24,000)	(24,000)	(24,000)
	<u>(22,589)</u>	<u>(24,000)</u>	<u>(24,000)</u>	<u>(24,000)</u>
TOTAL DIRECT INCOME	<u>(22,589)</u>	<u>(24,000)</u>	<u>(24,000)</u>	<u>(24,000)</u>
NET DIRECT (INCOME) / EXPENDITURE	<u>(9,066)</u>	<u>(17,500)</u>	<u>(14,300)</u>	<u>(13,800)</u>
Support Services	23,121	12,400	19,300	15,100
Capital Charges	(558,241)	500	16,000	16,000
	<u>(544,186)</u>	<u>(4,600)</u>	<u>21,000</u>	<u>17,300</u>
NET (INCOME) / EXPENDITURE TO SUMMARY	<u>(544,186)</u>	<u>(4,600)</u>	<u>21,000</u>	<u>17,300</u>

Variations:**Capital Charges:**

Increased depreciation charges based on 2015/16 valuation	15,500	15,500
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1280 EDMONDSCOTE SPORTS TRACK</u>				
DIRECT EXPENDITURE				
Premises	12,821	12,500	24,300	13,100
Supplies and Services	1,076	1,500	1,500	1,500
Third Party Payments	7,581	11,700	11,700	11,800
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TOTAL DIRECT EXPENDITURE	21,478	25,700	37,500	26,400
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Fees and Charges	(17,272)	(15,500)	(15,700)	(15,900)
Rents	(244)	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT INCOME	(17,516)	(15,700)	(15,900)	(16,100)
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NET DIRECT (INCOME) / EXPENDITURE	3,962	10,000	21,600	10,300
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Support Services	33,058	18,900	24,300	16,000
Capital Charges	69,550	65,400	76,100	77,200
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NET (INCOME) / EXPENDITURE TO SUMMARY	106,570	94,300	122,000	103,500
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Premises:

Revised Repairs and Maintenance programme

11,000

-

Capital Charges:

Increased depreciation charges based on 2015/16 valuation

10,700

11,800

CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1289 OPEN SPACES</u>				
DIRECT EXPENDITURE				
Premises	183,509	96,500	150,900	121,600
Transport	-	-	300	300
Supplies and Services	39,511	52,000	6,700	6,700
Third Party Payments	53,210	51,700	51,700	52,100
TOTAL DIRECT EXPENDITURE	276,230	200,200	209,600	180,700
DIRECT INCOME				
Fees and Charges	(21,472)	(23,700)	(29,700)	(30,400)
Rents	(14,800)	(15,100)	(14,900)	(14,900)
TOTAL DIRECT INCOME	(36,272)	(38,800)	(44,600)	(45,300)
NET DIRECT (INCOME) / EXPENDITURE	239,958	161,400	165,000	135,400
Support Services	27,205	15,700	19,600	16,200
Capital Charges	(103,059)	27,800	38,300	38,300
NET (INCOME) / EXPENDITURE TO SUMMARY	164,104	204,900	222,900	189,900

Variations:Premises:

Increased cost of electricity	12,700	14,500
Revised Repairs and Maintenance programme	32,000	-

Supplies and Services:

Bowls Championships transferred to Neighbourhood Services	(48,300)	(48,300)
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Capital Charges:

Increased depreciation charges based on 2015/16 valuation	10,500	10,500
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1295 LILLINGTON COMMUNITY CENTRE</u>				
DIRECT EXPENDITURE				
Employees	2,873	4,200	4,200	4,200
Premises	2,944	2,600	2,800	2,700
Supplies and Services	269	200	200	200
TOTAL DIRECT EXPENDITURE	6,086	7,000	7,200	7,100
DIRECT INCOME				
Rents	(5,535)	(6,100)	(6,100)	(6,100)
TOTAL DIRECT INCOME	(5,535)	(6,100)	(6,100)	(6,100)
NET DIRECT (INCOME) / EXPENDITURE	551	900	1,100	1,000
Support Services	1,899	1,000	1,700	2,700
Capital Charges	2,340	1,400	2,300	2,300
NET (INCOME) / EXPENDITURE TO SUMMARY	4,790	3,300	5,100	6,000

S1297 CLIENT MONITORING TEAM

DIRECT EXPENDITURE				
Employees	-	-	-	165,100
Transport	-	-	-	1,400
Supplies and Services	-	-	-	11,200
TOTAL DIRECT EXPENDITURE	-	-	-	177,700
Support Services	-	-	-	88,700
NET (INCOME) / EXPENDITURE TO SUMMARY	-	-	-	266,400

Variations:

New cost centre following transfer of Leisure Centres

CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1305 YOUTH SPORT DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Employees	42,358	45,000	42,500	11,500
Transport	673	2,300	2,200	2,100
Supplies and Services	35,237	33,400	34,800	33,400
TOTAL DIRECT EXPENDITURE	78,268	80,700	79,500	47,000
DIRECT INCOME				
Fees and Charges	(887)	(1,500)	(1,500)	(1,500)
TOTAL DIRECT INCOME	(887)	(1,500)	(1,500)	(1,500)
NET DIRECT (INCOME) / EXPENDITURE	77,381	79,200	78,000	45,500
Support Services	73,019	54,000	57,900	69,400
NET (INCOME) / EXPENDITURE TO SUMMARY	150,400	133,200	135,900	114,900

Variations:**Employees:**

Staff transferred to new Client Monitoring Team	-	(32,700)
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Support Services:

Changes in allocations	-	15,400
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1310 CULTURAL SERVICES TECHNICAL SUPPORT TEAM</u>				
DIRECT EXPENDITURE				
Employees	196,005	197,600	166,400	84,900
Premises	3	-	-	-
Transport	628	900	800	-
Supplies and Services	12,373	8,100	8,100	-
Third Party Payments	428	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	209,437	206,600	175,300	84,900
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Other Income	(4,559)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT INCOME	(4,559)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
NET DIRECT (INCOME) / EXPENDITURE	204,878	206,600	175,300	84,900
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	60,024	72,700	69,400	(3,900)
Recharges	(264,902)	(257,700)	(244,700)	(80,500)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	21,600	-	500
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:**Employees:**

Staff transferred to new Client Monitoring Team / restructure	(16,000)	(112,200)
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Support Services:

Revised allocations	-	(76,600)
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Recharges:

Change in costs to be reallocated	13,000	177,200
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1330 TOWN HALL FACILITIES</u>				
DIRECT EXPENDITURE				
Employees	170,635	168,600	165,600	169,700
Premises	118,280	114,400	178,100	125,100
Transport	163	-	-	-
Supplies and Services	12,573	13,000	12,900	12,900
Third Party Payments	1,884	1,200	1,200	1,200
TOTAL DIRECT EXPENDITURE	303,535	297,200	357,800	308,900
DIRECT INCOME				
Fees and Charges	(76,666)	(87,300)	(77,500)	(87,300)
Rents	(26,702)	(27,400)	(27,400)	(27,400)
TOTAL DIRECT INCOME	(103,368)	(114,700)	(104,900)	(114,700)
NET DIRECT (INCOME) / EXPENDITURE	200,167	182,500	252,900	194,200
Support Services	169,188	102,500	220,200	167,200
Capital Charges	1,245,804	56,200	70,800	70,800
Recharges	(455,292)	(318,000)	(543,900)	(432,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	1,159,867	23,200	-	-

Variations:**Premises:**

Increased utility costs	8,600	10,600
Revised Repairs and Maintenance programme	55,400	-

Support Services:

Revised allocations	117,700	64,700
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Capital Charges:

Increased depreciation charges based on 2015/16 valuation	14,600	14,600
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Recharges:

Change in costs to be reallocated	(225,900)	(114,200)
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1335 ROYAL SPA CENTRE</u>				
DIRECT EXPENDITURE				
Employees	475,825	442,000	445,000	443,800
Premises	130,998	139,200	207,700	149,300
Transport	530	300	700	300
Supplies and Services	741,384	559,700	676,700	677,000
Third Party Payments	1,468	4,200	4,200	4,200
TOTAL DIRECT EXPENDITURE	1,350,205	1,145,400	1,334,300	1,274,600
DIRECT INCOME				
Sales	(144,499)	(126,600)	(126,600)	(126,600)
Fees and Charges	(816,274)	(636,800)	(763,800)	(764,800)
TOTAL DIRECT INCOME	(960,773)	(763,400)	(890,400)	(891,400)
NET DIRECT (INCOME) / EXPENDITURE	389,432	382,000	443,900	383,200
Support Services	218,942	185,000	208,200	204,100
Capital Charges	512,849	159,200	180,100	209,600
NET (INCOME) / EXPENDITURE TO SUMMARY	1,121,223	726,200	832,200	796,900

Variations:**Premises:**

Increased utility costs	8,700	10,000
Revised Repairs and Maintenance programme	59,700	-

Supplies and Services:

Increased non-WDC Artist Fees	117,500	117,500
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Fees and Charges:

Increased fee income	(127,000)	(128,000)
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Support Services:

Revised allocations	23,200	19,100
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Capital Charges:

Increased depreciation charges based on 2015/16 valuation	20,900	50,400
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1356 CATERING CONTRACT</u>				
DIRECT EXPENDITURE				
Premises	26,323	22,400	23,400	24,000
Supplies and Services	2,167	-	-	-
Third Party Payments	114	3,400	3,400	3,400
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT EXPENDITURE	28,604	25,800	26,800	27,400
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
DIRECT INCOME				
Rents	(73,808)	(82,800)	(82,800)	(95,900)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT INCOME	(73,808)	(82,800)	(82,800)	(95,900)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET DIRECT (INCOME) / EXPENDITURE	(45,204)	(57,000)	(56,000)	(68,500)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Support Services	9,737	-	6,600	5,200
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET (INCOME) / EXPENDITURE TO SUMMARY	(35,467)	(57,000)	(49,400)	(63,300)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Variations:Rents:

Rent increases	-	(13,100)
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1365 SPORTS FACILITIES ADMIN</u>				
DIRECT EXPENDITURE				
Employees	180,926	175,000	205,500	79,500
Premises	-	35,700	38,700	-
Transport	3,623	4,500	4,200	-
Supplies and Services	36,813	32,300	32,300	-
Third Party Payments	268,086	4,100	23,100	5,000
TOTAL DIRECT EXPENDITURE	489,448	251,600	303,800	84,500
Support Services	384,890	354,800	351,300	9,000
Capital Charges	29,120	29,200	29,300	16,600
Recharges	(903,378)	(614,600)	(684,400)	(110,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	80	21,000	-	-

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Employees:

Sports and Leisure Options Appraisal temporary staff 50,800 25,000

Third Party Payments:

Sports and Leisure Options Appraisal legal costs 14,000 -

Support Services:

Revised allocations (3,500) (345,800)

Capital Charges:

Change in depreciation charges based on 2015/16 valuation - (12,600)

Recharges:

Change in costs to be reallocated (69,800) 504,500

CULTURAL SERVICES**S1370 ST. NICHOLAS PARK LC**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	425,115	421,400	454,900	62,600
Premises	287,541	222,300	255,400	38,900
Supplies and Services	25,567	26,900	26,900	2,800
Third Party Payments	495	1,400	200	1,400
TOTAL DIRECT EXPENDITURE	738,718	672,000	737,400	105,700
DIRECT INCOME				
Sales	(4,352)	(7,100)	(5,600)	(200)
Other Income	(750)	(900)	(800)	-
Fees and Charges	(566,443)	(624,600)	(533,700)	(38,200)
Rents	(7,456)	(2,400)	(2,400)	(400)
TOTAL DIRECT INCOME	(579,001)	(635,000)	(542,500)	(38,800)
NET DIRECT (INCOME) / EXPENDITURE	159,717	37,000	194,900	66,900
Support Services	304,775	166,200	260,700	38,100
Capital Charges	138,850	134,300	142,200	142,200
NET (INCOME) / EXPENDITURE TO SUMMARY	603,342	337,500	597,800	247,200

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Employees:

Regrades and back dated underpayments	30,000	-
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Premises:

Increased utility costs	18,900	-
Revised Repairs and Maintenance programme	14,200	-

Fees and Charges:

Business Interruption: reduced fee income during improvement works	90,900	-
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Support Services:

Revised allocations	94,500	-
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CULTURAL SERVICES**S1375 ABBEY FIELDS SP**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	272,014	298,200	294,000	49,700
Premises	183,493	136,900	178,400	38,300
Supplies and Services	19,504	20,600	20,600	3,200
Third Party Payments	248	300	300	300
TOTAL DIRECT EXPENDITURE	475,259	456,000	493,300	91,500
DIRECT INCOME				
Sales	(4,241)	(6,200)	(6,200)	(1,000)
Other Income	(524)	(900)	(900)	(100)
Fees and Charges	(255,706)	(278,500)	(278,500)	(46,400)
Rents	(2,011)	(2,000)	(2,000)	(300)
TOTAL DIRECT INCOME	(262,482)	(287,600)	(287,600)	(47,800)
NET DIRECT (INCOME) / EXPENDITURE	212,777	168,400	205,700	43,700
Support Services	129,657	97,100	112,800	15,500
Capital Charges	92,667	92,500	100,800	100,800
NET (INCOME) / EXPENDITURE TO SUMMARY	435,101	358,000	419,300	160,000

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Premises:

Increased utility costs	12,300	-
Revised Repairs and Maintenance programme	29,300	-

Fees and Charges:

Reduced fee income during improvement works business interruption	90,900	-
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Support Services:

Revised allocations	15,700	-
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CULTURAL SERVICES**S1380 NEWBOLD COMYN LC**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	593,342	543,500	545,500	82,100
Premises	339,571	295,000	327,000	45,900
Supplies and Services	47,812	43,600	43,600	3,500
Third Party Payments	100	1,300	200	1,300
TOTAL DIRECT EXPENDITURE	980,825	883,400	916,300	132,800
DIRECT INCOME				
Sales	(15,651)	(12,300)	(11,800)	-
Other Income	(1,472)	(1,600)	(1,500)	-
Fees and Charges	(989,758)	(990,700)	(599,200)	-
TOTAL DIRECT INCOME	(1,006,881)	(1,004,600)	(612,500)	-
NET DIRECT (INCOME) / EXPENDITURE	(26,056)	(121,200)	303,800	132,800
Support Services	293,088	237,900	257,000	37,200
Capital Charges	224,300	185,700	229,900	229,900
NET (INCOME) / EXPENDITURE TO SUMMARY	491,332	302,400	790,700	399,900

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Premises:

Increased utility costs 26,100 -

Fees and Charges:

Reduced fee income during improvement works business interruption 391,500 -

Support Services:

Revised allocations 19,100 -

Capital Charges:

Change in depreciation charges based on 2015/16 valuation 44,200 44,200

CULTURAL SERVICES**S1385 CASTLE FARM RC**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	158,273	136,000	138,900	23,400
Premises	73,942	74,300	102,800	27,100
Supplies and Services	9,456	8,400	8,400	1,300
Third Party Payments	-	400	400	400
TOTAL DIRECT EXPENDITURE	241,671	219,100	250,500	52,200
DIRECT INCOME				
Sales	-	(100)	(100)	-
Fees and Charges	(184,456)	(198,400)	(198,400)	(33,100)
Rents	2,186	(700)	(700)	(100)
TOTAL DIRECT INCOME	(182,270)	(199,200)	(199,200)	(33,200)
NET DIRECT (INCOME) / EXPENDITURE	59,401	19,900	51,300	19,000
Support Services	134,942	57,700	117,300	16,300
Capital Charges	55,004	60,000	50,700	50,700
NET (INCOME) / EXPENDITURE TO SUMMARY	249,347	137,600	219,300	86,000

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Premises:

Revised Repairs and Maintenance programme

24,200

-

Support Services:

Revised allocations

59,600

-

Capital Charges:

Change in depreciation charges based on 2015/16 valuation

(9,300)

(9,300)

CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1390 MYTON SCHOOL DUAL USE</u>				
DIRECT EXPENDITURE				
Employees	36,295	47,500	46,800	7,900
Premises	14,864	12,400	13,300	2,300
Supplies and Services	1,290	1,700	1,700	300
TOTAL DIRECT EXPENDITURE	52,449	61,600	61,800	10,500
DIRECT INCOME				
Fees and Charges	(64,024)	(72,800)	(72,800)	(12,200)
TOTAL DIRECT INCOME	(64,024)	(72,800)	(72,800)	(12,200)
NET DIRECT (INCOME) / EXPENDITURE	(11,575)	(11,200)	(11,000)	(1,700)
Support Services	30,953	45,200	25,900	8,300
NET (INCOME) / EXPENDITURE TO SUMMARY	19,378	34,000	14,900	6,600

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Support Services:

Revised allocations	(19,300)	(36,900)
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S1400 MEADOW COMMUNITY SPORTS CENTRE

DIRECT EXPENDITURE				
Employees	67,106	64,800	63,400	10,800
Premises	15,262	14,800	14,800	2,500
Supplies and Services	2,970	3,300	3,300	600
TOTAL DIRECT EXPENDITURE	85,338	82,900	81,500	13,900
DIRECT INCOME				
Fees and Charges	(56,080)	(56,700)	(56,700)	(9,400)
TOTAL DIRECT INCOME	(56,080)	(56,700)	(56,700)	(9,400)
NET DIRECT (INCOME) / EXPENDITURE	29,258	26,200	24,800	4,500
Support Services	24,437	39,300	21,700	8,300
NET (INCOME) / EXPENDITURE TO SUMMARY	53,695	65,500	46,500	12,800

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Support Services:

Revised allocations	(17,600)	(31,000)
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CULTURAL SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1405 ROYAL PUMP ROOMS</u>				
DIRECT EXPENDITURE				
Employees	334,414	329,800	322,800	324,600
Premises	196,777	214,400	288,800	237,700
Transport	2,208	1,600	1,500	1,500
Supplies and Services	144,246	91,500	133,500	90,000
Third Party Payments	545	-	-	-
TOTAL DIRECT EXPENDITURE	678,190	637,300	746,600	653,800
DIRECT INCOME				
Other Grants and Contributions	(33,533)	(4,600)	(4,600)	-
Sales	(6,234)	(1,900)	(1,900)	(1,900)
Other Income	(2,590)	(1,000)	(1,400)	(1,400)
Fees and Charges	(3,662)	(100)	-	-
Rents	(70,336)	(63,800)	(63,800)	(63,800)
TOTAL DIRECT INCOME	(116,355)	(71,400)	(71,700)	(67,100)
NET DIRECT (INCOME) / EXPENDITURE	561,835	565,900	674,900	586,700
Support Services	178,285	168,300	166,100	169,900
Capital Charges	965,144	107,500	131,400	131,400
Recharges	(2,700)	(2,700)	(2,700)	(2,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	1,702,564	839,000	969,700	885,300

Variations:**Premises:**

Increased utility costs	19,600	22,500
Revised Repairs and Maintenance programme	54,400	-

Supplies and Services:

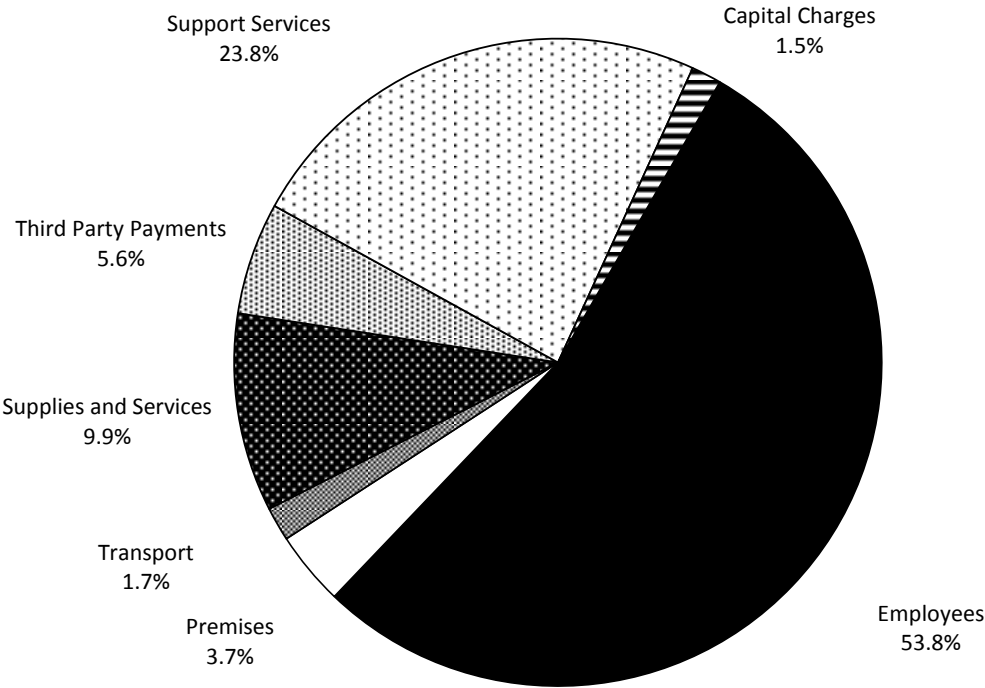
Externally funded Exhibits and Exhibitions	32,000	-
Arts Development Programme	9,100	-

Capital Charges:

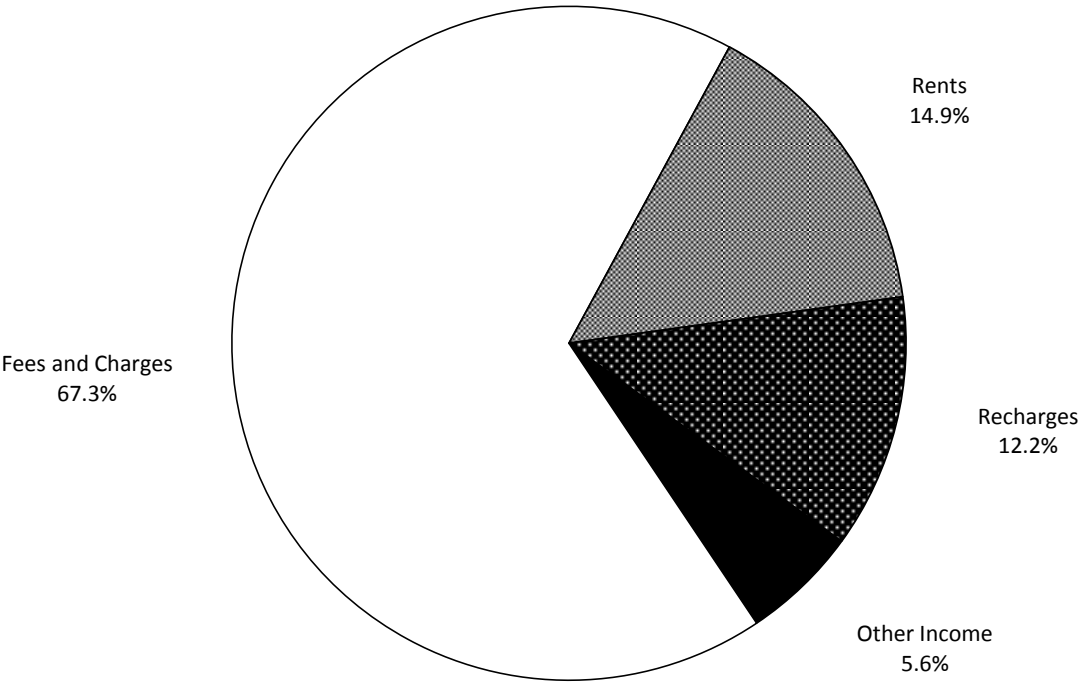
Increased depreciation charges based on 2015/16 valuation	23,900	23,900
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	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>DEVELOPMENT SERVICES</u>				
S1025 TCM - LEAMINGTON	49,288	49,000	-	-
S1030 TCM - KENILWORTH	50,126	50,800	-	-
S1035 CHRISTMAS ILLUMINATIONS	49,964	36,500	25,400	25,500
S1040 TCM - WARWICK	47,702	48,200	-	-
S1240 MARKETS	(16,464)	(20,400)	(29,900)	(30,600)
S1245 MOPS	17,506	8,400	17,300	13,100
S1289 OPEN SPACES	260,299	(40,500)	303,100	75,600
S2100 ORGANISATIONAL DEVELOPMENT	8	(40,200)	-	-
S3170 KENILWORTH PUBLIC SERVICE CENTRE	(24,805)	59,500	56,800	51,600
S3550 TOURISM	212,908	205,400	199,900	188,200
S3600 ECONOMIC DEVELOPMENT	189,515	81,600	953,100	143,500
S3650 ECONOMIC REGENERATION	140,529	142,200	82,600	80,200
S3660 ENTERPRISE DEVELOPMENT	42,486	12,400	21,700	24,600
S3676 26HT	(6,585)	(6,700)	(5,800)	(5,600)
S4510 DEVELOPMENT SERVICES MGT	-	(49,400)	-	-
S4540 DEVELOPMENT CONTROL	358,129	795,500	310,600	371,600
S4570 POLICY, PROJECTS & CONSERVATION	482,272	498,600	813,500	570,300
S4600 BUILDING CONTROL	151,275	171,700	206,900	186,600
S4840 LOCAL LAND CHARGES	(101,447)	(64,200)	(96,100)	(95,100)
TOTAL DEVELOPMENT SERVICES	1,902,706	1,938,400	2,859,100	1,599,500
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,624,154	2,717,300	2,543,400	2,545,100
Premises	205,890	180,500	171,800	173,400
Transport	83,574	89,000	83,700	78,300
Supplies and Services	801,402	427,700	449,200	469,700
Third Party Payments	537,330	226,600	574,400	267,800
Support Services	2,261,545	1,352,900	1,186,400	1,124,800
Capital Charges	334,702	126,600	980,500	71,300
TOTAL EXPENDITURE	6,848,597	5,120,600	5,989,400	4,730,400
 <u>INCOME:</u>				
Government Grants	(192,608)	-	-	-
Other Grants and Contributions	(224,564)	(20,700)	(20,700)	(20,700)
Sales	(13,978)	(13,500)	(13,300)	(13,300)
Other Income	(166,399)	(144,100)	(141,500)	(141,500)
Fees and Charges	(2,288,939)	(1,712,400)	(2,125,600)	(2,105,900)
Rents	(454,576)	(471,600)	(444,700)	(466,600)
Recharges	(1,604,827)	(819,900)	(384,500)	(382,900)
TOTAL INCOME	(4,945,891)	(3,182,200)	(3,130,300)	(3,130,900)
 NET COST OF GENERAL FUND SERVICES	 1,902,706	 1,938,400	 2,859,100	 1,599,500

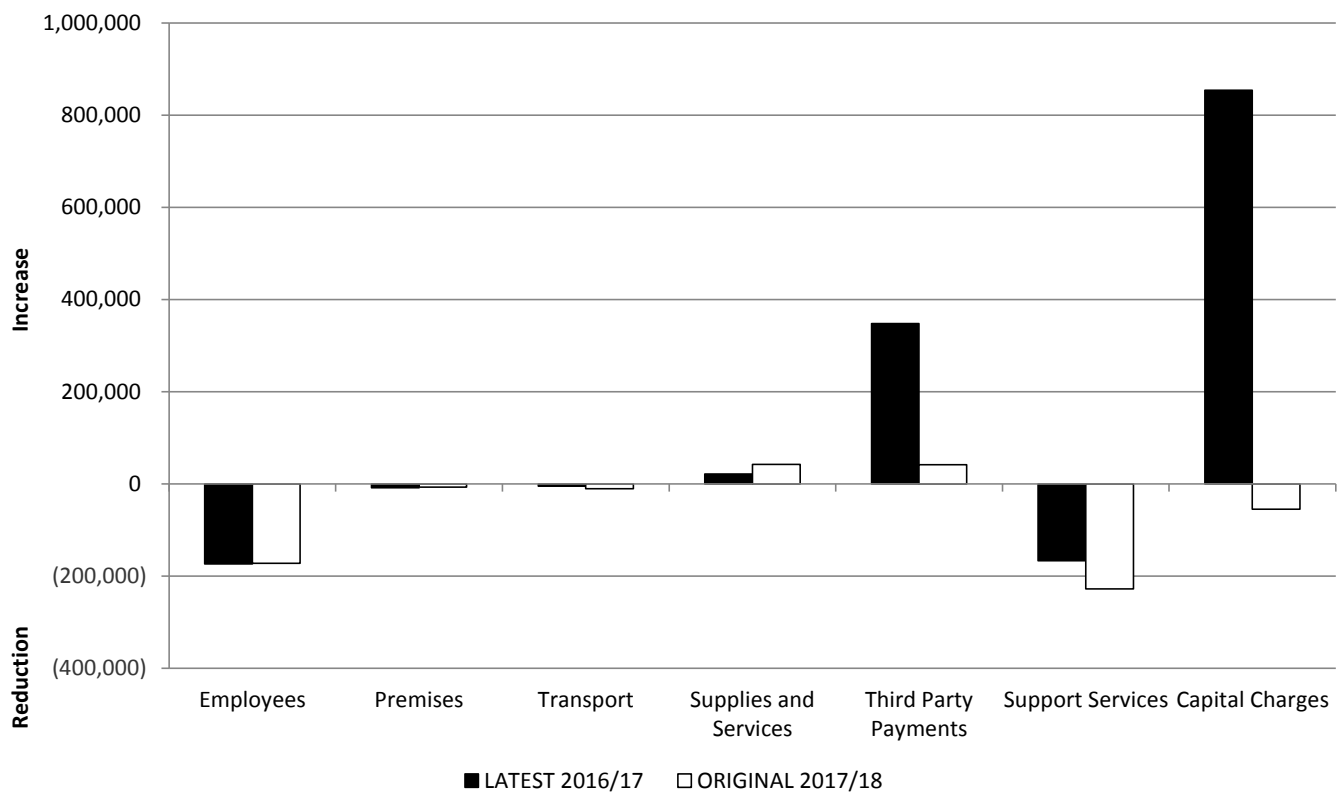
EXPENDITURE - 2017/18 BUDGETS



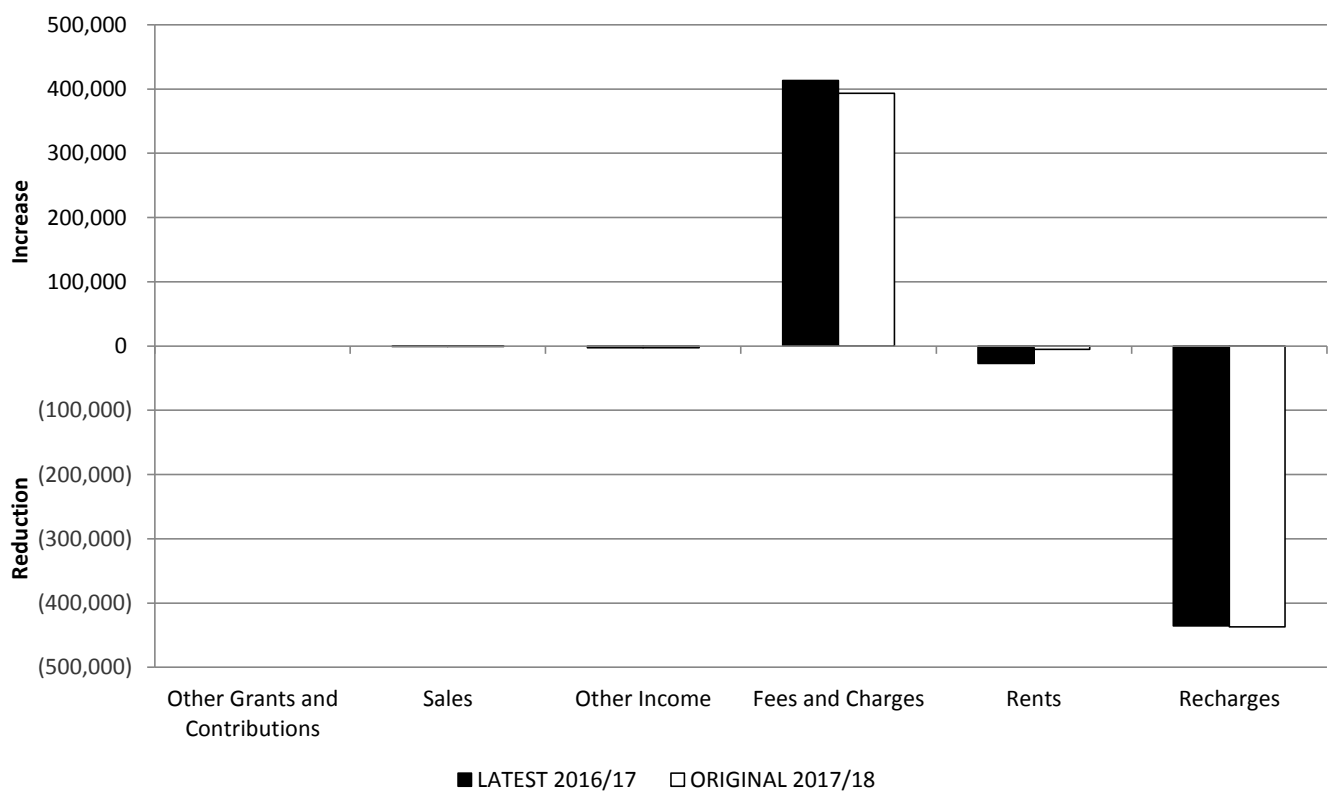
INCOME - 2017/18 BUDGETS



EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1025 TCM - LEAMINGTON</u>				
DIRECT EXPENDITURE				
Employees	37,898	37,300	-	-
Transport	553	600	-	-
Supplies and Services	10,456	10,400	-	-
TOTAL DIRECT EXPENDITURE	48,907	48,300	-	-
DIRECT INCOME				
Other Grants and Contributions	(8,298)	(7,900)	-	-
TOTAL DIRECT INCOME	(8,298)	(7,900)	-	-
NET DIRECT (INCOME) / EXPENDITURE	40,609	40,400	-	-
Support Services	20,579	24,500	-	-
Recharges	(11,900)	(15,900)	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	49,288	49,000	-	-

Variations:

Development Services restructure - budgets transferred to Events Team in Open Spaces

S1030 TCM - KENILWORTH

DIRECT EXPENDITURE				
Employees	39,755	41,000	-	-
Transport	168	600	-	-
Supplies and Services	9,700	9,900	-	-
TOTAL DIRECT EXPENDITURE	49,623	51,500	-	-
DIRECT INCOME				
Other Grants and Contributions	(3,940)	(5,000)	-	-
Other Income	(115)	-	-	-
TOTAL DIRECT INCOME	(4,055)	(5,000)	-	-
NET DIRECT (INCOME) / EXPENDITURE	45,568	46,500	-	-
Support Services	20,758	22,100	-	-
Recharges	(16,200)	(17,800)	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	50,126	50,800	-	-

Variations:

Development Services restructure - budgets transferred to Events Team in Open Spaces

DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1035 CHRISTMAS ILLUMINATIONS</u>				
DIRECT EXPENDITURE				
Premises	2,376	-	-	-
Supplies and Services	80,337	59,700	59,700	59,700
TOTAL DIRECT EXPENDITURE	82,713	59,700	59,700	59,700
DIRECT INCOME				
Other Income	(46,436)	(36,400)	(36,400)	(36,400)
TOTAL DIRECT INCOME	(46,436)	(36,400)	(36,400)	(36,400)
NET DIRECT (INCOME) / EXPENDITURE	36,277	23,300	23,300	23,300
Support Services	13,687	13,200	2,100	2,200
NET (INCOME) / EXPENDITURE TO SUMMARY	49,964	36,500	25,400	25,500

Variations:**Support Services:**

Revised allocations	(11,100)	(11,000)
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S1040 TCM - WARWICK

DIRECT EXPENDITURE				
Employees	40,949	41,600	-	-
Transport	865	600	-	-
Supplies and Services	12,403	10,000	-	-
TOTAL DIRECT EXPENDITURE	54,217	52,200	-	-
DIRECT INCOME				
Other Grants and Contributions	(6,500)	(6,300)	-	-
Other Income	(4,519)	-	-	-
TOTAL DIRECT INCOME	(11,019)	(6,300)	-	-
NET DIRECT (INCOME) / EXPENDITURE	43,198	45,900	-	-
Support Services	15,004	25,600	-	-
Recharges	(10,500)	(23,300)	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	47,702	48,200	-	-

Variations:

Development Services restructure - budgets transferred to Events Team in Open Spaces

DEVELOPMENT SERVICES**S1240 MARKETS**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Premises	4,631	4,700	4,700	4,700
Supplies and Services	1,576	600	600	600
Third Party Payments	120	-	-	-
TOTAL DIRECT EXPENDITURE	6,327	5,300	5,300	5,300
DIRECT INCOME				
Rents	(30,792)	(37,000)	(37,000)	(37,000)
TOTAL DIRECT INCOME	(30,792)	(37,000)	(37,000)	(37,000)
NET DIRECT (INCOME) / EXPENDITURE	(24,465)	(31,700)	(31,700)	(31,700)
Support Services	8,001	11,300	1,800	1,100
NET (INCOME) / EXPENDITURE TO SUMMARY	(16,464)	(20,400)	(29,900)	(30,600)

Variations:Support Services:

Revised allocations	(9,500)	(10,200)
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S1245 MOPS

DIRECT EXPENDITURE				
Supplies and Services	1	-	-	-
Third Party Payments	7,339	10,700	10,700	10,700
TOTAL DIRECT EXPENDITURE	7,340	10,700	10,700	10,700
DIRECT INCOME				
Fees and Charges	(6,937)	(11,000)	(11,000)	(11,000)
TOTAL DIRECT INCOME	(6,937)	(11,000)	(11,000)	(11,000)
NET DIRECT (INCOME) / EXPENDITURE	403	(300)	(300)	(300)
Support Services	17,103	8,700	17,600	13,400
NET (INCOME) / EXPENDITURE TO SUMMARY	17,506	8,400	17,300	13,100

DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1289 OPEN SPACES</u>				
DIRECT EXPENDITURE				
Employees	77,357	76,700	148,500	154,100
Premises	25,430	16,900	8,600	8,800
Transport	861	1,600	3,000	2,900
Supplies and Services	18,814	17,900	84,800	84,800
Third Party Payments	1,608	10,900	10,900	10,900
TOTAL DIRECT EXPENDITURE	124,070	124,000	255,800	261,500
DIRECT INCOME				
Other Grants and Contributions	-	(1,500)	(20,700)	(20,700)
Fees and Charges	(65,630)	(67,700)	(58,200)	(58,200)
Rents	(149,814)	(153,200)	(136,600)	(153,200)
TOTAL DIRECT INCOME	(215,444)	(222,400)	(215,500)	(232,100)
NET DIRECT (INCOME) / EXPENDITURE	(91,374)	(98,400)	40,300	29,400
Support Services	77,073	82,000	110,800	94,200
Capital Charges	300,000	-	200,000	-
Recharges	(25,400)	(24,100)	(48,000)	(48,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	260,299	(40,500)	303,100	75,600

Variations:**Employees:**

Town Centre Management Staff transferred	110,200	110,200
Strategic Economic Development Officer transferred to Policy	(36,800)	(36,800)

Supplies and Services:

Bowls Championships transferred from Culture	39,600	39,600
Town Centre Management budgets transferred	30,300	30,300

Other Grants and Contributions:

Budgets transferred from Town Centre Management	(19,200)	(19,200)
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Fees and Charges:

Parks income transferred to Neighbourhood Services	9,500	9,500
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Rents:

WMRFC Rent Refund	16,600	-
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Support Services:

Revised allocations	28,800	12,200
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Capital Charges:

Slippage from 2015/16 capital programme:		
- WMRFC Building	100,000	-
- St. Mary's Land	50,000	-
Warwick Racing Club	50,000	-

Recharges:

Change in costs to be reallocated	(23,900)	(23,900)
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DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2100 ORGANISATIONAL DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Employees	90,911	76,100	3,500	-
Transport	60	900	800	-
Supplies and Services	1,801	1,200	1,200	-
TOTAL DIRECT EXPENDITURE	92,772	78,200	5,500	-
Support Services	62,525	63,400	19,700	21,100
Recharges	(155,289)	(181,800)	(25,200)	(21,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	8	(40,200)	-	-

Variations:

Prosperity Agenda redesign - budgets transferred to other services

S3170 KENILWORTH PUBLIC SERVICE CENTRE

DIRECT EXPENDITURE				
Premises	52,142	62,700	50,800	51,600
Supplies and Services	127	1,500	1,500	1,500
Third Party Payments	266	9,200	9,200	9,200
TOTAL DIRECT EXPENDITURE	52,535	73,400	61,500	62,300
DIRECT INCOME				
Fees and Charges	(21)	-	-	-
Rents	(50,541)	(47,300)	(37,000)	(42,300)
TOTAL DIRECT INCOME	(50,562)	(47,300)	(37,000)	(42,300)
NET DIRECT (INCOME) / EXPENDITURE	1,973	26,100	24,500	20,000
Support Services	30,987	15,200	14,100	13,300
Capital Charges	(57,765)	18,200	18,200	18,300
NET (INCOME) / EXPENDITURE TO SUMMARY	(24,805)	59,500	56,800	51,600

Variations:**Premises:**

Business Rates transferred to tenants (17,200) (17,100)

Rents:

Reduced service charges due to business rates now paid directly by tenants 17,200 17,100

DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3550 TOURISM</u>				
DIRECT EXPENDITURE				
Employees	26,880	29,500	28,300	28,400
Premises	15,689	15,900	15,900	16,000
Supplies and Services	160,009	138,100	139,600	139,600
Third Party Payments	-	500	500	500
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	202,578	184,000	184,300	184,500
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Sales	(13,336)	(12,800)	(13,300)	(13,300)
Fees and Charges	-	(500)	(500)	(500)
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TOTAL DIRECT INCOME	(13,336)	(13,300)	(13,800)	(13,800)
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NET DIRECT (INCOME) / EXPENDITURE	189,242	170,700	170,500	170,700
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	23,666	34,700	29,400	17,500
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	212,908	205,400	199,900	188,200
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Variations:**Support Services:**

Revised allocations	(5,300)	(17,200)
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DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3600 ECONOMIC DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Employees	155,237	153,300	103,200	47,400
Transport	3,267	3,600	1,400	1,000
Supplies and Services	14,290	11,200	46,400	11,200
Third Party Payments	38,471	-	137,000	-
TOTAL DIRECT EXPENDITURE	211,265	168,100	288,000	59,600
Support Services	106,450	84,700	106,100	83,900
Capital Charges	-	-	559,000	-
Recharges	(128,200)	(171,200)	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	189,515	81,600	953,100	143,500

Variations:**Employees:**

Staff transferred to Asset Management	(41,500)	(41,500)
Staff reductions following Prosperity Agenda redesign	(39,000)	(51,800)
Redundancy payment	42,100	-
IAS10 Pension adjustments	(10,600)	(11,300)

Supplies and Services:

LEP Grant	31,200	-
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Third Party Payments:

Skills Development slippage from 2015/16	28,200	-
St. Mary's Lands Masterplan	81,800	-
Prosperity Agenda Research Resource slipped from 2015/16	27,000	-

Capital Charges:

Fen End Grant slipped from 2015/16	559,000	-
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Recharges:

Change in costs to be reallocated	171,200	171,200
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DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3650 ECONOMIC REGENERATION</u>				
DIRECT EXPENDITURE				
Supplies and Services	52,292	20,000	20,000	20,000
TOTAL DIRECT EXPENDITURE	52,292	20,000	20,000	20,000
DIRECT INCOME				
Other Income	(262)	-	-	-
TOTAL DIRECT INCOME	(262)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	52,030	20,000	20,000	20,000
Support Services	88,499	122,200	62,600	60,200
NET (INCOME) / EXPENDITURE TO SUMMARY	140,529	142,200	82,600	80,200

Variations:**Support Services:**

Revised allocations	(59,600)	(62,000)
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S3660 ENTERPRISE DEVELOPMENT

DIRECT EXPENDITURE				
Employees	43,802	49,500	48,000	49,100
Premises	86,721	66,500	77,100	77,500
Transport	1,877	2,500	2,500	2,700
Supplies and Services	18,229	23,900	23,900	23,800
Third Party Payments	8,526	2,600	2,600	2,600
TOTAL DIRECT EXPENDITURE	159,155	145,000	154,100	155,700
DIRECT INCOME				
Fees and Charges	(21,421)	(15,100)	(15,100)	(15,100)
Rents	(200,748)	(204,600)	(204,600)	(204,600)
TOTAL DIRECT INCOME	(222,169)	(219,700)	(219,700)	(219,700)
NET DIRECT (INCOME) / EXPENDITURE	(63,014)	(74,700)	(65,600)	(64,000)
Support Services	53,769	30,800	35,100	36,400
Capital Charges	51,731	56,300	52,200	52,200
NET (INCOME) / EXPENDITURE TO SUMMARY	42,486	12,400	21,700	24,600

DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3676 26HT</u>				
DIRECT EXPENDITURE				
Premises	5,912	6,300	7,200	7,300
Supplies and Services	8,758	15,900	15,900	15,900
Third Party Payments	1,054	-	-	-
TOTAL DIRECT EXPENDITURE	15,724	22,200	23,100	23,200
DIRECT INCOME				
Fees and Charges	(176)	-	-	-
Rents	(22,681)	(29,500)	(29,500)	(29,500)
TOTAL DIRECT INCOME	(22,857)	(29,500)	(29,500)	(29,500)
NET DIRECT (INCOME) / EXPENDITURE	(7,133)	(7,300)	(6,400)	(6,300)
Support Services	548	600	600	700
NET (INCOME) / EXPENDITURE TO SUMMARY	(6,585)	(6,700)	(5,800)	(5,600)

S4510 DEVELOPMENT SERVICES MGT

DIRECT EXPENDITURE				
Employees	87,960	85,500	83,100	85,000
Transport	376	500	500	500
Supplies and Services	12,241	12,800	12,800	12,800
TOTAL DIRECT EXPENDITURE	100,577	98,800	96,400	98,300
Support Services	50,363	74,900	52,300	52,900
Capital Charges	847	900	800	800
Recharges	(151,787)	(224,000)	(149,500)	(152,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	(49,400)	-	-

Variations:**Support Services:**

Revised allocations	74,500	72,000
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Recharges:

Change in costs to be reallocated	74,500	72,000
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DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4540 DEVELOPMENT CONTROL</u>				
DIRECT EXPENDITURE				
Employees	944,157	958,200	920,000	933,500
Transport	21,375	21,700	18,000	16,300
Supplies and Services	67,518	57,300	(1,000)	61,300
Third Party Payments	303,552	108,800	158,900	136,200
TOTAL DIRECT EXPENDITURE	1,336,602	1,146,000	1,095,900	1,147,300
DIRECT INCOME				
Government Grants	-	-	-	-
Sales	(642)	(700)	-	-
Other Income	(121)	(100)	(100)	(100)
Fees and Charges	(1,296,406)	(730,500)	(1,138,200)	(1,118,500)
TOTAL DIRECT INCOME	(1,297,169)	(731,300)	(1,138,300)	(1,118,600)
NET DIRECT (INCOME) / EXPENDITURE	39,433	414,700	(42,400)	28,700
Support Services	443,774	439,700	411,900	401,800
Recharges	(125,078)	(58,900)	(58,900)	(58,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	358,129	795,500	310,600	371,600

Variations:**Employees:**

IAS19 Pension adjustments	(33,400)	(20,000)
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Supplies and Services:

Previous contribution to Subsidence Compensation Provision returned	(62,300)	-
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Fees and Charges:

Increased activity	(407,700)	(388,000)
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Support Services:

Revised allocations	-	-
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Recharges:

Change in costs to be reallocated	(27,800)	(37,900)
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DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4570 POLICY, PROJECTS & CONSERVATION</u>				
DIRECT EXPENDITURE				
Employees	348,691	345,600	465,300	487,000
Transport	1,679	1,500	1,400	1,400
Supplies and Services	127,438	2,400	7,700	2,400
Third Party Payments	125,266	36,500	143,400	36,500
TOTAL DIRECT EXPENDITURE	603,074	386,000	617,800	527,300
DIRECT INCOME				
Government Grants	(65,000)	-	-	-
Other Grants and Contributions	(154,259)	-	-	-
TOTAL DIRECT INCOME	(219,259)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	383,815	386,000	617,800	527,300
Support Services	142,768	145,600	129,600	127,200
Capital Charges	39,889	51,200	150,300	-
Recharges	(84,200)	(84,200)	(84,200)	(84,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	482,272	498,600	813,500	570,300

Variations:**Employees:**

Prosperity Agenda Redesign	125,400	171,000
Temporary post falling out	-	(41,200)

Third Party Payments:

Core Strategy Legal Fees	103,000	-
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Support Services:

Revised allocations	(16,000)	(18,400)
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Capital Charges:

Barford Wall Repairs	134,000	-
Conservation Grant programme ceasing	(34,900)	(51,200)

DEVELOPMENT SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4600 BUILDING CONTROL</u>				
DIRECT EXPENDITURE				
Employees	720,284	785,800	743,400	760,500
Premises	12,989	7,500	7,500	7,500
Transport	52,493	54,700	55,900	53,500
Supplies and Services	69,828	26,000	26,000	26,000
Third Party Payments	1,847	15,700	55,700	15,700
TOTAL DIRECT EXPENDITURE	857,441	889,700	888,500	863,200
DIRECT INCOME				
Other Grants and Contributions	(51,567)	-	-	-
Other Income	(114,946)	(107,000)	(105,000)	(105,000)
Fees and Charges	(710,305)	(727,600)	(727,600)	(727,600)
TOTAL DIRECT INCOME	(876,818)	(834,600)	(832,600)	(832,600)
NET DIRECT (INCOME) / EXPENDITURE	(19,377)	55,100	55,900	30,600
Support Services	1,066,925	135,300	169,700	174,700
Recharges	(896,273)	(18,700)	(18,700)	(18,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	151,275	171,700	206,900	186,600

Variations:**Employees:**

IAS19 Pension adjustments	(22,200)	(18,500)
Vacancies	(19,800)	-

Third Party Payments:

Marketing Consultants funded from Building Control Reserve	40,000	-
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Support Services:

Revised allocations	34,400	39,400
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DEVELOPMENT SERVICES

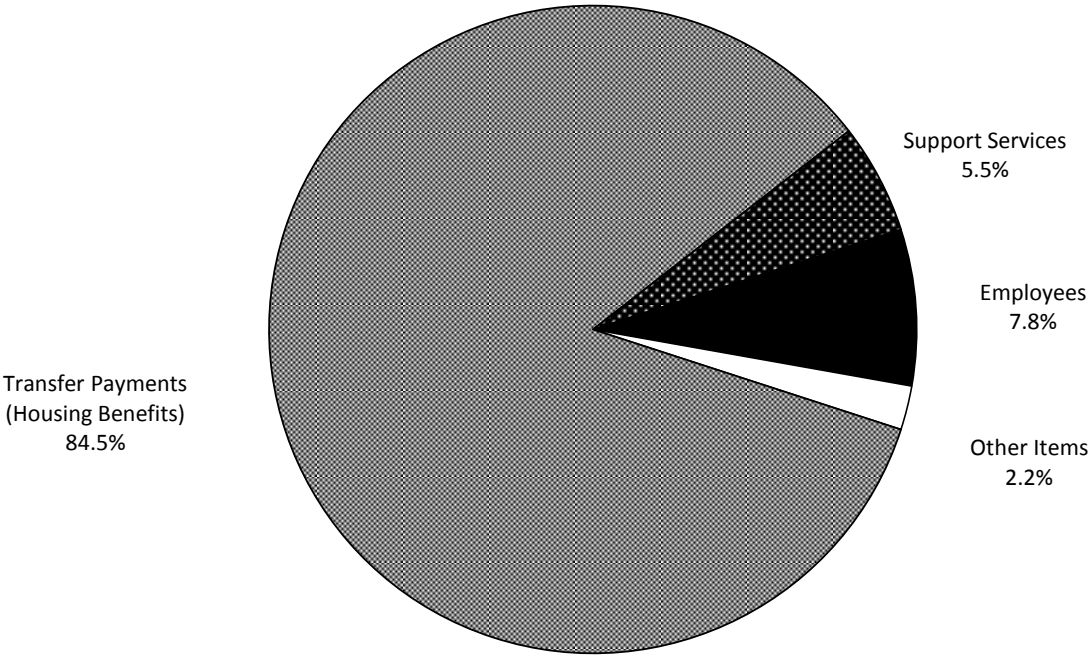
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4840 LOCAL LAND CHARGES</u>				
DIRECT EXPENDITURE				
Employees	10,273	37,200	100	100
Transport	-	200	200	-
Supplies and Services	135,584	8,900	10,100	10,100
Third Party Payments	49,281	31,700	45,500	45,500
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT EXPENDITURE	195,138	78,000	55,900	55,700
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
DIRECT INCOME				
Government Grants	(127,608)	-	-	-
Other Income	-	(600)	-	-
Fees and Charges	(188,043)	(160,000)	(175,000)	(175,000)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT INCOME	(315,651)	(160,600)	(175,000)	(175,000)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET DIRECT (INCOME) / EXPENDITURE	(120,513)	(82,600)	(119,100)	(119,300)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Support Services	19,066	18,400	23,000	24,200
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET (INCOME) / EXPENDITURE TO SUMMARY	(101,447)	(64,200)	(96,100)	(95,100)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Variations:**Employees:**

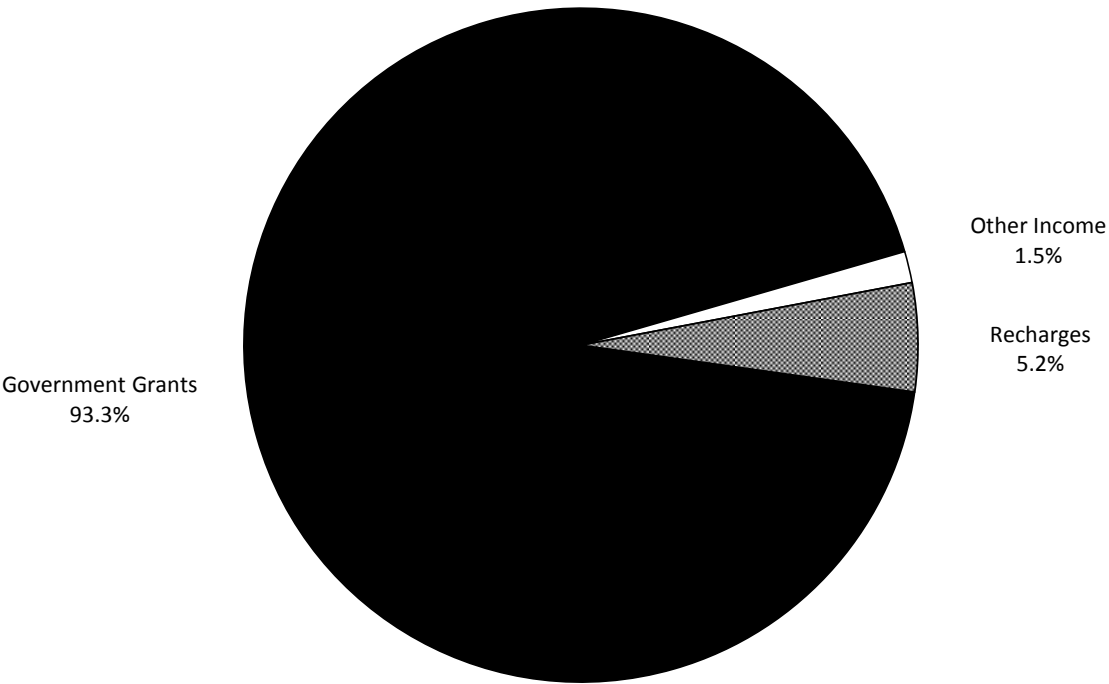
Fit For The Future Review	(37,100)	(37,100)
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	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>FINANCE</u>				
S1410 FINANCE MANAGEMENT	-	900	-	-
S1417 PROCUREMENT	-	29,500	-	-
S1418 FINANCIAL SERVICES TEAM	-	(14,800)	-	-
S1425 ACCOUNTANCY	-	15,000	-	-
S1440 NON-DISTRIBUTED COSTS	52,209	137,700	151,700	151,800
S1460 TREASURY MANAGEMENT	(42,578)	35,800	78,300	79,200
S1461 CONTINGENCY BUDGET	-	358,600	96,700	202,300
S1465 CORPORATE MANAGEMENT	618,988	509,600	693,600	642,800
S1468 CONCURRENT SERVICES	156,304	152,800	150,800	92,600
S1578 AUDIT & RISK	-	(600)	-	-
S3050 REVENUES	690,955	546,100	619,200	576,700
S3250 BENEFITS	490,004	534,200	362,900	393,900
S3661 CUP - UNITED REFORM CHURCH	45,099	47,500	30,100	30,200
TOTAL FINANCE	2,010,981	2,352,300	2,183,300	2,169,500
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,201,700	2,608,000	2,569,400	2,680,300
Premises	13,797	101,500	12,600	22,300
Transport	8,278	15,100	12,200	11,200
Supplies and Services	602,639	819,300	714,700	598,700
Third Party Payments	106,920	106,800	103,100	80,100
Transfer Payments (Housing Benefits)	30,430,017	29,949,200	28,966,900	28,969,500
Support Services	2,009,215	1,730,500	1,922,400	1,888,400
Capital Charges	100,921	56,400	53,600	53,600
TOTAL EXPENDITURE	35,473,487	35,386,800	34,354,900	34,304,100
 <u>INCOME:</u>				
Government Grants	(31,252,233)	(30,893,200)	(30,013,500)	(29,961,900)
Other Grants and Contributions	(74,603)	(75,100)	(79,200)	(79,400)
Other Income	(170,094)	(11,200)	(11,200)	(11,200)
Fees and Charges	(381,497)	(407,000)	(400,000)	(400,000)
Recharges	(1,584,079)	(1,648,000)	(1,667,700)	(1,682,100)
TOTAL INCOME	(33,462,506)	(33,034,500)	(32,171,600)	(32,134,600)
 NET COST OF GENERAL FUND SERVICES	 2,010,981	 2,352,300	 2,183,300	 2,169,500

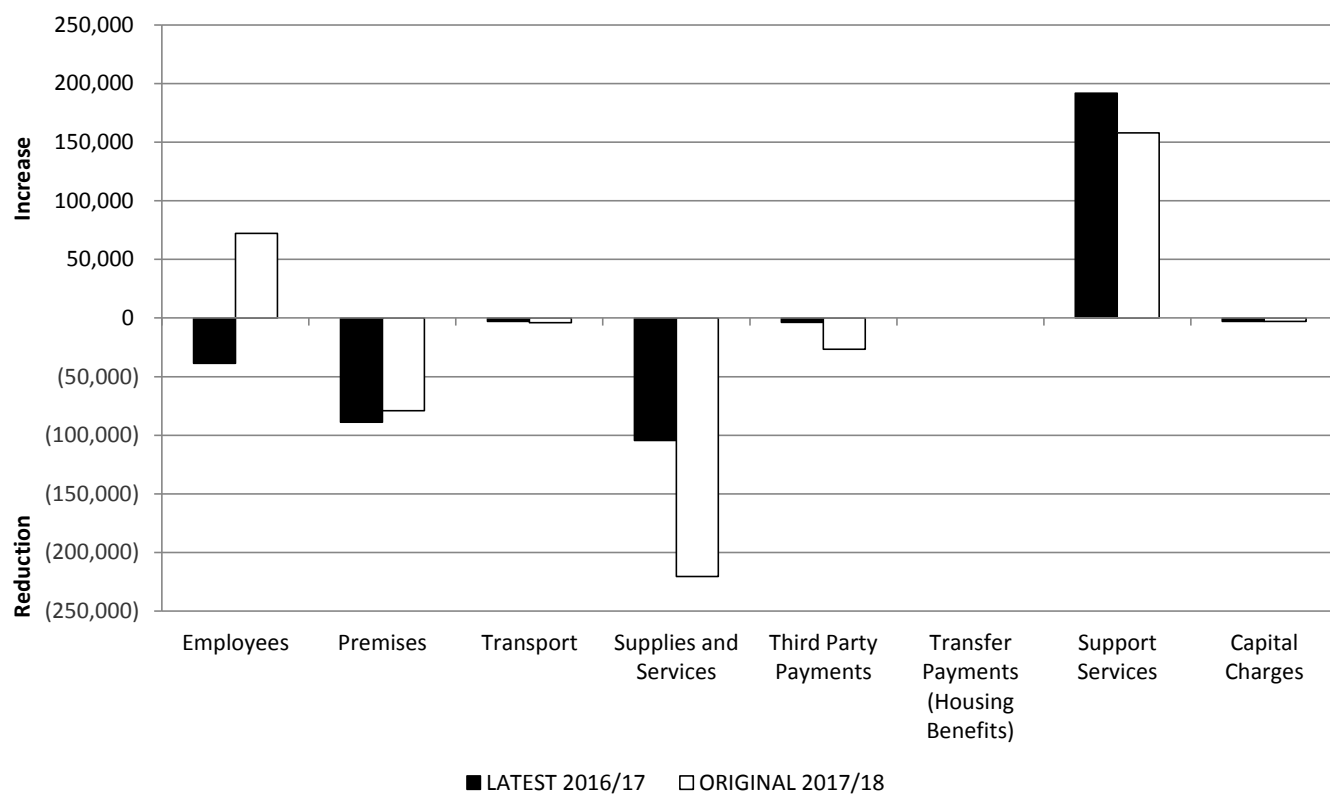
EXPENDITURE - 2017/18 BUDGETS



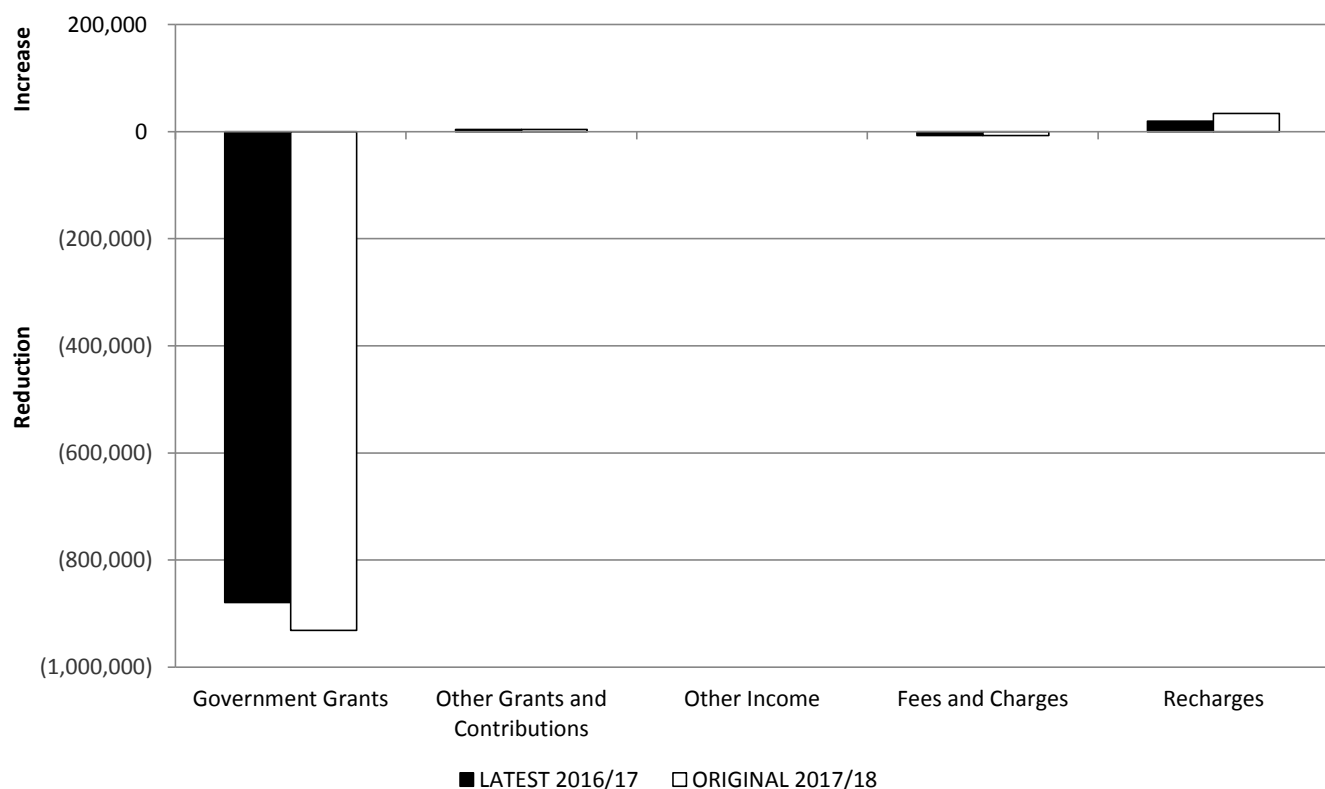
INCOME - 2017/18 BUDGETS



EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



FINANCE**S1410 FINANCE MANAGEMENT**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	108,550	108,500	104,500	106,700
Transport	257	300	300	300
Supplies and Services	6,513	7,000	7,000	7,000
Third Party Payments	314	-	-	-
TOTAL DIRECT EXPENDITURE	115,634	115,800	111,800	114,000
DIRECT INCOME				
Other Income	(20)	-	-	-
TOTAL DIRECT INCOME	(20)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	115,614	115,800	111,800	114,000
Support Services	47,639	47,000	55,300	55,900
Recharges	(163,253)	(161,900)	(167,100)	(169,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	900	-	-

FINANCE**S1417 PROCUREMENT**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	89,488	131,500	99,800	97,700
Transport	268	800	800	800
Supplies and Services	1,528	3,100	1,300	3,100
Third Party Payments	343	600	2,400	600
TOTAL DIRECT EXPENDITURE	91,627	136,000	104,300	102,200
DIRECT INCOME				
Other Income	(2,774)	-	-	-
TOTAL DIRECT INCOME	(2,774)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	88,853	136,000	104,300	102,200
Support Services	25,380	14,500	28,900	30,300
Recharges	(114,233)	(121,000)	(133,200)	(132,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	29,500	-	-

Variations:**Employees:**

Staff vacancies	(28,600)	(25,400)
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Support Services:

Revised allocations	14,400	15,800
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Recharges:

Change in costs to be reallocated	(12,200)	(11,500)
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FINANCE**S1418 FINANCIAL SERVICES TEAM**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	167,128	183,800	170,400	182,600
Transport	62	100	100	100
Supplies and Services	8,530	7,000	8,700	9,000
TOTAL DIRECT EXPENDITURE	175,720	190,900	179,200	191,700
DIRECT INCOME				
Other Grants and Contributions	(8,500)	(8,500)	(8,500)	(8,500)
TOTAL DIRECT INCOME	(8,500)	(8,500)	(8,500)	(8,500)
NET DIRECT (INCOME) / EXPENDITURE	167,220	182,400	170,700	183,200
Support Services	86,023	54,500	66,300	66,700
Recharges	(253,243)	(251,700)	(237,000)	(249,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	(14,800)	-	-

Variations:**Support Services:**

Revised allocations	11,800	12,200
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Recharges:

Change in costs to be reallocated	14,700	1,800
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FINANCE**S1425 ACCOUNTANCY**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	475,916	480,400	486,300	475,800
Transport	471	1,000	1,000	1,000
Supplies and Services	46,500	52,400	52,400	52,400
TOTAL DIRECT EXPENDITURE	522,887	533,800	539,700	529,200
DIRECT INCOME				
Other Income	(6)	-	-	-
TOTAL DIRECT INCOME	(6)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	522,881	533,800	539,700	529,200
Support Services	130,279	116,200	112,200	119,100
Recharges	(653,160)	(635,000)	(651,900)	(648,300)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	15,000	-	-

Variations:Recharges:

Change in costs to be reallocated	(16,900)	(13,300)
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S1440 NON-DISTRIBUTED COSTS

DIRECT EXPENDITURE				
Employees	608	147,300	147,500	147,600
TOTAL DIRECT EXPENDITURE	608	147,300	147,500	147,600
Capital Charges	75,690	12,500	28,500	28,500
Recharges	(24,089)	(22,100)	(24,300)	(24,300)
NET (INCOME) / EXPENDITURE TO SUMMARY	52,209	137,700	151,700	151,800

Variations:Capital Charges:

Increased depreciation charges based on 2015/16 valuation	16,000	16,000
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FINANCE**S1460 TREASURY MANAGEMENT**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Supplies and Services	46,716	35,800	35,800	35,800
Third Party Payments	-	2,100	2,100	2,100
TOTAL DIRECT EXPENDITURE	46,716	37,900	37,900	37,900
DIRECT INCOME				
Other Income	(129,023)	-	-	-
TOTAL DIRECT INCOME	(129,023)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	(82,307)	37,900	37,900	37,900
Support Services	42,830	900	43,400	44,300
Recharges	(3,101)	(3,000)	(3,000)	(3,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	(42,578)	35,800	78,300	79,200

Variations:**Support Services:**

Revised allocations

42,500

43,400

FINANCE**S1461 CONTINGENCY BUDGET**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	-	-	-	105,500
Premises	-	101,500	12,600	22,300
Supplies and Services	-	264,100	84,100	74,500
TOTAL DIRECT EXPENDITURE	-	365,600	96,700	202,300
DIRECT INCOME				
Fees and Charges	-	(7,000)	-	-
TOTAL DIRECT INCOME	-	(7,000)	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	-	358,600	96,700	202,300

Variations:**Employees:**

Increase in Superannuation Lump Sum	-	63,800
IAS19 Pension adjustment changes	-	41,700

Premises:

Office Cleaning Contract not being re-let - contingency not required	(88,900)	(88,900)
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Supplies and Services:

Contingency Budget top-up from 2015/16 surplus	231,700	-
Contingency Budget reallocated to services	(411,700)	-
Contingency Budget 2016/17 only	-	(239,600)
General inflation provision	-	50,000

S1465 CORPORATE MANAGEMENT

DIRECT EXPENDITURE				
Employees	-	18,900	19,200	19,400
Supplies and Services	73,850	59,400	89,900	63,400
TOTAL DIRECT EXPENDITURE	73,850	78,300	109,100	82,800
Support Services	563,238	449,400	602,600	578,100
Recharges	(18,100)	(18,100)	(18,100)	(18,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	618,988	509,600	693,600	642,800

Variations:**Supplies and Services:**

Municipal Mutual Insurance Limited - levy payment	30,500	-
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Support Services:

Changes in allocations	153,200	128,700
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FINANCE**S1468 CONCURRENT SERVICES**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Supplies and Services	100,485	95,000	95,000	63,400
Third Party Payments	53,240	53,200	53,200	26,500
TOTAL DIRECT EXPENDITURE	153,725	148,200	148,200	89,900
Support Services	2,579	4,600	2,600	2,700
NET (INCOME) / EXPENDITURE TO SUMMARY	156,304	152,800	150,800	92,600

Variations:Supplies and Services:

Reduction in Council Tax Support Grant	-	(31,600)
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Third Party Payments:

Reduction in Concurrent Services grants	-	(26,700)
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S1578 AUDIT & RISK

DIRECT EXPENDITURE				
Employees	233,725	232,600	225,400	230,000
Transport	757	1,400	1,100	1,100
Supplies and Services	33,717	31,900	32,200	32,200
Third Party Payments	8,500	5,000	9,500	5,000
TOTAL DIRECT EXPENDITURE	276,699	270,900	268,200	268,300
DIRECT INCOME				
Other Income	(16,588)	(11,200)	(11,200)	(11,200)
TOTAL DIRECT INCOME	(16,588)	(11,200)	(11,200)	(11,200)
NET DIRECT (INCOME) / EXPENDITURE	260,111	259,700	257,000	257,100
Support Services	51,026	63,900	54,500	54,400
Recharges	(311,137)	(324,200)	(311,500)	(311,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	(600)	-	-

Variations:Support Services:

Revised allocations	(9,400)	(9,500)
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Recharges:

Change in costs to be reallocated	12,700	12,700
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FINANCE**S3050 REVENUES**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	582,701	590,000	609,500	590,300
Transport	1,846	2,700	2,300	2,500
Supplies and Services	108,405	101,200	111,800	97,200
Third Party Payments	30,168	25,800	30,800	25,800
TOTAL DIRECT EXPENDITURE	723,120	719,700	754,400	715,800
DIRECT INCOME				
Government Grants	(214,945)	(214,400)	(214,400)	(214,400)
Other Grants and Contributions	(66,103)	(66,600)	(70,700)	(70,900)
Fees and Charges	(378,812)	(400,000)	(400,000)	(400,000)
TOTAL DIRECT INCOME	(659,860)	(681,000)	(685,100)	(685,300)
NET DIRECT (INCOME) / EXPENDITURE	63,260	38,700	69,300	30,500
Support Services	627,695	507,400	549,900	546,200
NET (INCOME) / EXPENDITURE TO SUMMARY	690,955	546,100	619,200	576,700

Variations:**Employees:**

IAS19 Pension adjustment changes	(11,900)	(10,600)
Staff changes	30,900	-

Supplies and Services:

Business Rates Appeals Consultants	15,000	-
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Support Services:

Revised allocations	42,500	38,800
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FINANCE**S3250 BENEFITS**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	543,584	715,000	706,800	724,700
Transport	4,617	8,800	6,600	5,400
Supplies and Services	176,395	162,400	196,500	160,700
Third Party Payments	12,620	20,100	5,100	20,100
Housing Benefits	30,430,017	29,949,200	28,966,900	28,969,500
TOTAL DIRECT EXPENDITURE	31,167,233	30,855,500	29,881,900	29,880,400
DIRECT INCOME				
Government Grants	(31,037,288)	(30,678,800)	(29,799,100)	(29,747,500)
Other Income	(21,683)	-	-	-
Fees and Charges	(2,685)	-	-	-
TOTAL DIRECT INCOME	(31,061,656)	(30,678,800)	(29,799,100)	(29,747,500)
NET DIRECT (INCOME) / EXPENDITURE	105,577	176,700	82,800	132,900
Support Services	428,190	468,500	401,700	385,600
Recharges	(43,763)	(111,000)	(121,600)	(124,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	490,004	534,200	362,900	393,900

Variations:**Employees:**

IAS19 Pension adjustment changes	(11,900)	(10,600)
Staff changes	30,900	-

Supplies and Services:

Software changes funded from grants	34,300	-
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Third Party Payments:

Reduced legal costs	(15,000)	-
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Housing Benefits:

Reduced payments	(982,300)	(979,700)
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Government Grants:

Reduced Housing Benefit payments	914,800	914,800
Software changes funded from grants	(34,300)	-
Reduced Local Council Tax Support Subsidy Grant	-	16,000

Support Services:

Revised allocations	(66,800)	(82,900)
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Recharges:

Change in costs to be reallocated	(10,600)	(13,600)
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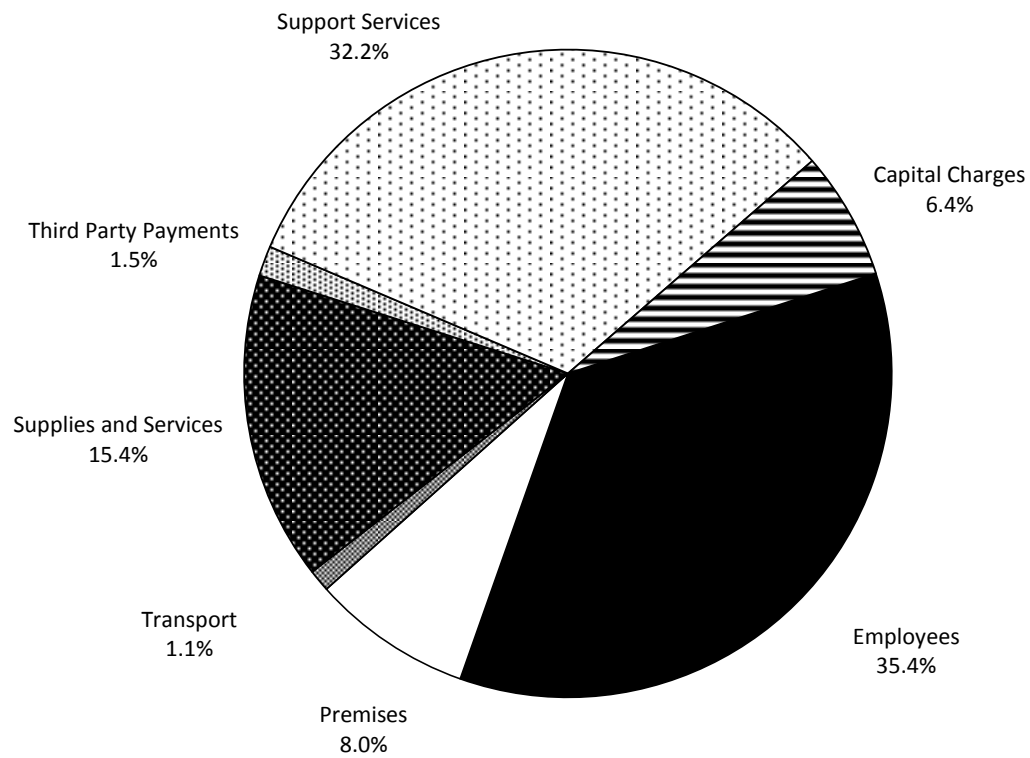
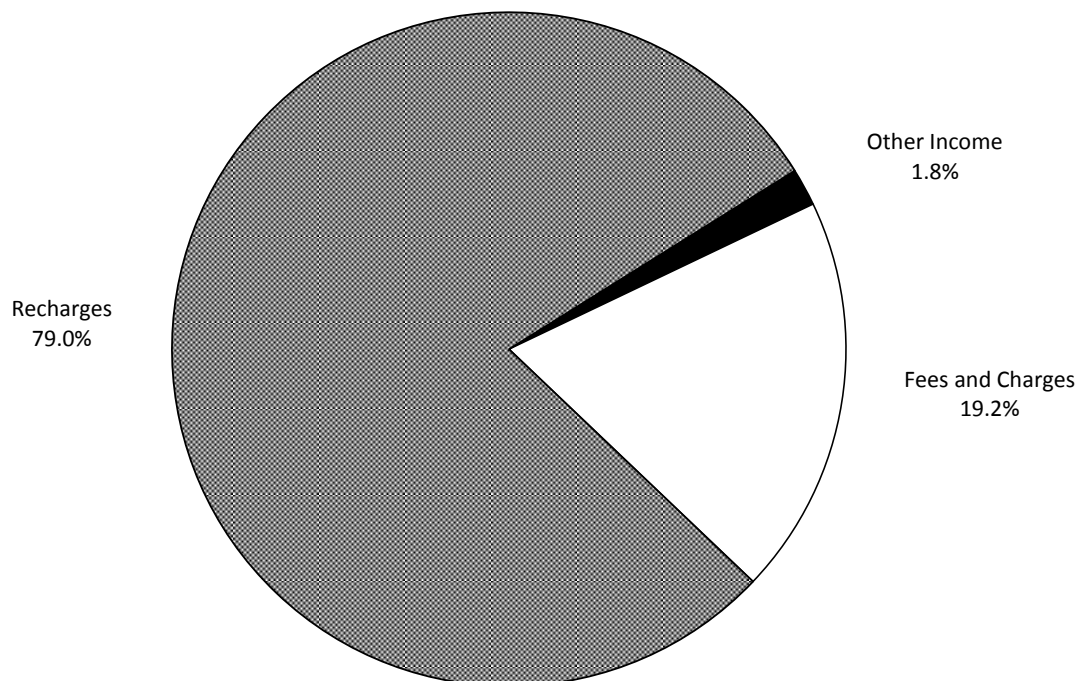
FINANCE

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3661 CUP - UNITED REFORM CHURCH</u>				
DIRECT EXPENDITURE				
Premises	13,797	-	-	-
Third Party Payments	1,735	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	15,532	-	-	-
Support Services	4,336	3,600	5,000	5,100
Capital Charges	25,231	43,900	25,100	25,100
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	45,099	47,500	30,100	30,200
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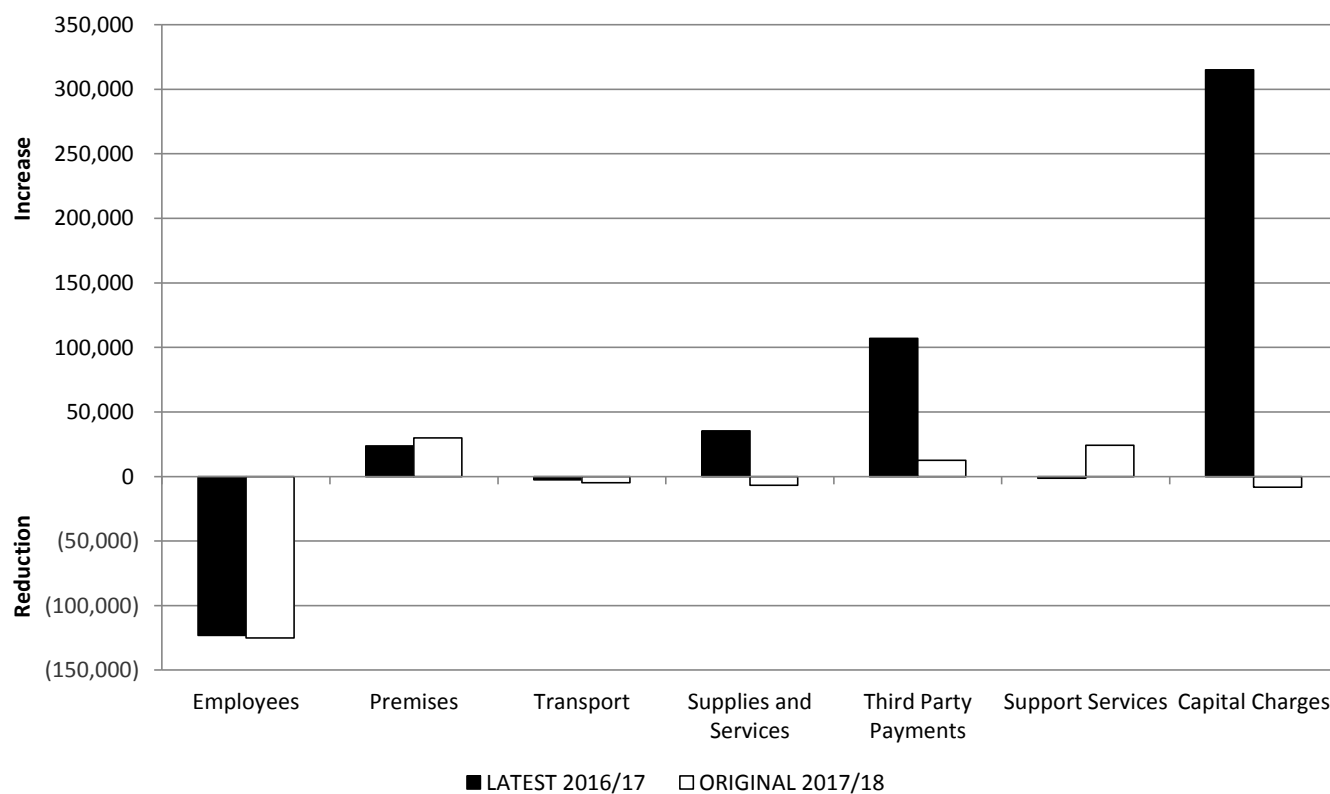
Variations:Capital Charges:

Changes in depreciation charges based on 2015/16 valuation	(18,800)	(18,800)
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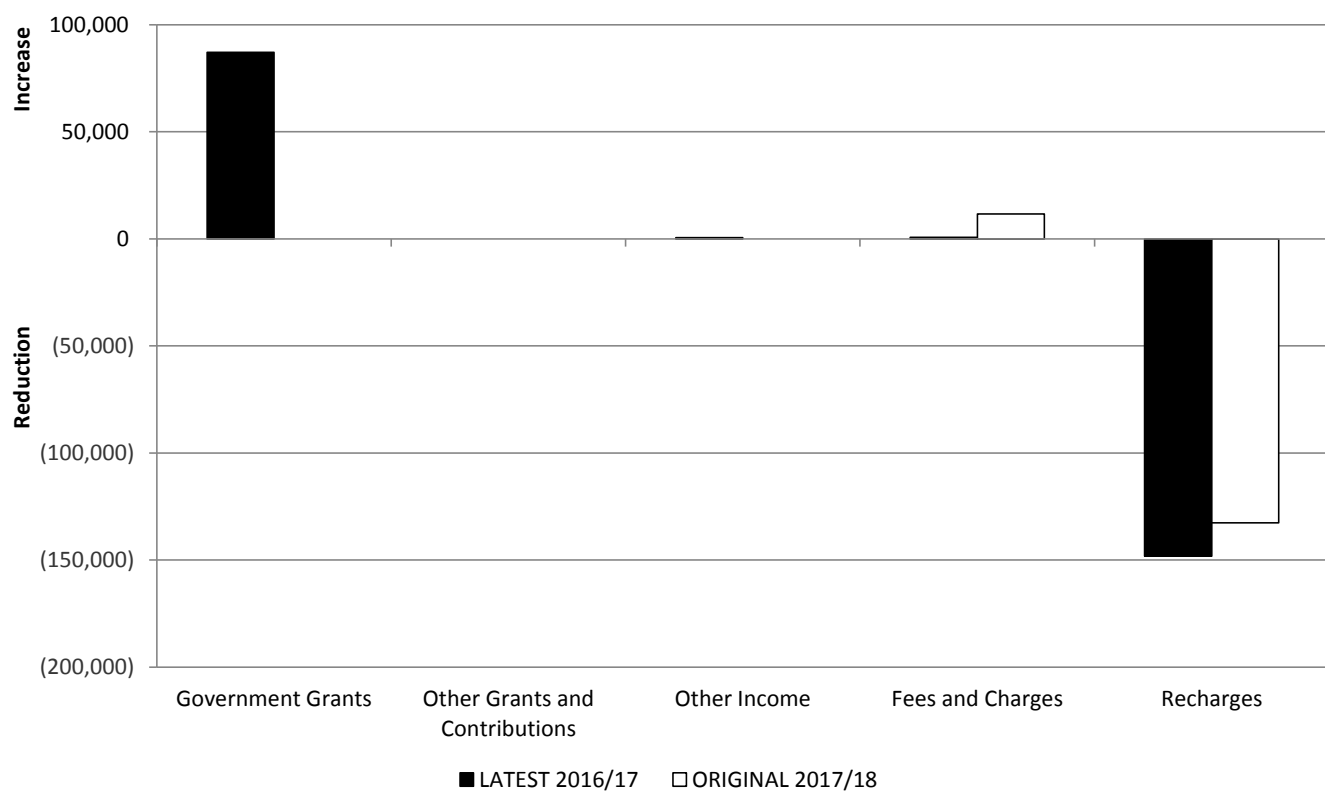
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>HEALTH & COMMUNITY PROTECTION</u>				
S1001 COMMUNITY DEVELOPMENT	1,028,601	587,400	903,400	579,500
S1045 CCTV	115,921	208,700	169,200	170,500
S1640 SMALL GRANTS	33,183	29,400	30,900	30,300
S2102 COMMUNITY FORUMS	33,159	35,000	48,200	35,000
S2110 COMMUNITY PARTNERSHIP	176,801	180,700	181,600	168,900
S2141 CIVIL CONTINGENCIES	101,095	100,600	86,000	88,600
S2300 OFFICE ACCOMMODATION	-	3,400	-	-
S2360 LICENSING & REGISTRATION	117,111	21,100	66,500	75,300
S4210 EH ENVIRONMENTAL HEALTH CORE	(42,353)	(43,600)	20,600	22,200
S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH	427,144	431,900	416,900	434,300
S4300 ENVIRONMENTAL PROTECTION	638,375	666,700	620,400	562,900
S4350 COMMUNITY SAFETY	203,746	141,900	203,600	206,800
S4810 ALLEVIATION OF FLOODING	168,489	147,600	177,300	178,900
TOTAL HEALTH & COMMUNITY PROTECTION	3,001,272	2,510,800	2,924,600	2,553,200
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,772,727	1,793,800	1,670,800	1,668,600
Premises	342,393	346,800	370,500	376,700
Transport	42,307	56,800	54,300	52,000
Supplies and Services	937,559	732,100	767,400	725,200
Third Party Payments	102,537	56,600	163,500	69,200
Support Services	1,484,049	1,490,900	1,489,500	1,515,000
Capital Charges	747,605	307,600	622,600	299,300
TOTAL EXPENDITURE	5,429,177	4,784,600	5,138,600	4,706,000
<u>INCOME:</u>				
Government Grants	(835)	(3,000)	(90,100)	(3,000)
Other Grants and Contributions	(209,853)	(25,000)	(25,000)	(25,000)
Other Income	(52,377)	(11,400)	(11,900)	(11,400)
Fees and Charges	(366,074)	(401,300)	(402,000)	(412,900)
Recharges	(1,798,766)	(1,833,100)	(1,685,000)	(1,700,500)
TOTAL INCOME	(2,427,905)	(2,273,800)	(2,214,000)	(2,152,800)
NET COST OF GENERAL FUND SERVICES	3,001,272	2,510,800	2,924,600	2,553,200

EXPENDITURE - 2017/18 BUDGETS**INCOME - 2017/18 BUDGETS**

EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1001 COMMUNITY DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Supplies and Services	334,281	333,700	333,700	333,700
TOTAL DIRECT EXPENDITURE	334,281	333,700	333,700	333,700
Support Services	32,315	33,700	34,000	32,500
Capital Charges	662,005	220,000	535,700	213,300
NET (INCOME) / EXPENDITURE TO SUMMARY	1,028,601	587,400	903,400	579,500

Variations:**Capital Charges:**

Bishops Tachbrook Community Centre

315,700

-

S1045 CCTV

DIRECT EXPENDITURE				
Employees	216,936	229,800	194,200	198,900
Premises	7,783	5,400	8,100	8,500
Transport	688	1,500	300	300
Supplies and Services	147,306	135,500	135,500	135,500
Third Party Payments	-	300	300	300
TOTAL DIRECT EXPENDITURE	372,713	372,500	338,400	343,500
DIRECT INCOME				
Other Grants and Contributions	(14,700)	-	-	-
Other Income	(8,169)	(8,000)	(8,000)	(8,000)
TOTAL DIRECT INCOME	(22,869)	(8,000)	(8,000)	(8,000)
NET DIRECT (INCOME) / EXPENDITURE	349,844	364,500	330,400	335,500
Support Services	93,551	104,700	99,300	95,500
Capital Charges	40,426	40,400	40,400	40,400
Recharges	(367,900)	(300,900)	(300,900)	(300,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	115,921	208,700	169,200	170,500

Variations:**Employees:**

Staffing review

(28,000)

(28,000)

HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1640 SMALL GRANTS</u>				
DIRECT EXPENDITURE				
Supplies and Services	13,982	11,200	11,200	11,200
TOTAL DIRECT EXPENDITURE	13,982	11,200	11,200	11,200
Support Services	19,201	18,200	19,700	19,100
NET (INCOME) / EXPENDITURE TO SUMMARY	33,183	29,400	30,900	30,300
 <u>S2102 COMMUNITY FORUMS</u>				
DIRECT EXPENDITURE				
Supplies and Services	108,159	35,000	48,200	35,000
TOTAL DIRECT EXPENDITURE	108,159	35,000	48,200	35,000
DIRECT INCOME				
Other Grants and Contributions	(75,000)	-	-	-
TOTAL DIRECT INCOME	(75,000)	-	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	33,159	35,000	48,200	35,000

Variations:**Supplies and Services:**

Slippage from 2015/16

13,200

-

HEALTH & COMMUNITY PROTECTION**S2110 COMMUNITY PARTNERSHIP**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	175,786	151,600	165,700	151,300
Premises	1,261	1,700	1,700	1,800
Transport	1,180	1,400	1,300	1,300
Supplies and Services	5,373	3,100	3,600	3,600
Third Party Payments	13	400	400	400
TOTAL DIRECT EXPENDITURE	183,613	158,200	172,700	158,400
DIRECT INCOME				
Other Grants and Contributions	(33,154)	(25,000)	(25,000)	(25,000)
TOTAL DIRECT INCOME	(33,154)	(25,000)	(25,000)	(25,000)
NET DIRECT (INCOME) / EXPENDITURE	150,459	133,200	147,700	133,400
Support Services	71,342	92,500	78,900	80,500
Recharges	(45,000)	(45,000)	(45,000)	(45,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	176,801	180,700	181,600	168,900

Variations:Employees:

Temporary increased hours	16,100	-
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Support Services:

Revised allocations	(13,600)	(12,000)
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S2141 CIVIL CONTINGENCIES

DIRECT EXPENDITURE				
Supplies and Services	12,142	12,700	6,500	10,700
TOTAL DIRECT EXPENDITURE	12,142	12,700	6,500	10,700
Support Services	88,953	87,900	79,500	77,900
NET (INCOME) / EXPENDITURE TO SUMMARY	101,095	100,600	86,000	88,600

Variations:Support Services:

Revised allocations	(8,400)	(10,000)
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HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2300 OFFICE ACCOMMODATION</u>				
DIRECT EXPENDITURE				
Premises	329,123	333,600	333,300	339,600
Supplies and Services	20,339	28,200	28,200	28,200
Third Party Payments	-	4,800	4,800	4,800
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT EXPENDITURE	349,462	366,600	366,300	372,600
Recharges	(349,462)	(363,200)	(366,300)	(372,600)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	3,400	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

S2360 LICENSING & REGISTRATION

DIRECT EXPENDITURE				
Employees	114,037	115,300	114,600	117,400
Transport	853	1,400	1,300	1,300
Supplies and Services	20,540	18,800	18,800	18,800
Third Party Payments	16,058	17,300	17,300	27,300
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT EXPENDITURE	151,488	152,800	152,000	164,800
DIRECT INCOME				
Other Income	(975)	-	-	-
Fees and Charges	(324,551)	(365,300)	(365,300)	(375,300)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL DIRECT INCOME	(325,526)	(365,300)	(365,300)	(375,300)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET DIRECT (INCOME) / EXPENDITURE	(174,038)	(212,500)	(213,300)	(210,500)
Support Services	291,149	236,900	283,100	289,100
Recharges	-	(3,300)	(3,300)	(3,300)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET (INCOME) / EXPENDITURE TO SUMMARY	117,111	21,100	66,500	75,300
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Variations:**Third Party Payments:**

Increased legal costs - new challenges, offset by increased income - 10,000

Fees and Charges:

Increased income from checks - (10,000)

Support Services:

Revised allocations 46,200 52,200

HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4210 EH ENVIRONMENTAL HEALTH CORE</u>				
DIRECT EXPENDITURE				
Employees	93,807	93,200	90,400	92,300
Transport	1,541	4,200	2,500	2,400
Supplies and Services	47,810	60,900	61,500	59,900
Third Party Payments	-	7,000	7,000	7,000
TOTAL DIRECT EXPENDITURE	143,158	165,300	161,400	161,600
DIRECT INCOME				
Other Income	-	-	(500)	-
TOTAL DIRECT INCOME	-	-	(500)	-
NET DIRECT (INCOME) / EXPENDITURE	143,158	165,300	160,900	161,600
Support Services	91,404	116,300	84,000	86,900
Capital Charges	733	-	-	-
Recharges	(277,648)	(325,200)	(224,300)	(226,300)
NET (INCOME) / EXPENDITURE TO SUMMARY	(42,353)	(43,600)	20,600	22,200

Variations:Support Services:

Revised allocations	(32,300)	(29,400)
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Recharges:

Change in costs to be reallocated	100,900	98,900
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HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4270 FOOD+OCCUPATIONAL SAFETY+HEALTH</u>				
DIRECT EXPENDITURE				
Employees	424,887	434,100	409,100	420,000
Transport	12,472	15,200	14,600	13,600
Supplies and Services	2,172	1,700	1,700	1,600
Third Party Payments	25,079	8,000	8,000	8,000
TOTAL DIRECT EXPENDITURE	464,610	459,000	433,400	443,200
DIRECT INCOME				
Other Income	(1,142)	-	-	-
Fees+Charges General	(8,665)	(4,800)	(4,800)	(5,600)
TOTAL DIRECT INCOME	(9,807)	(4,800)	(4,800)	(5,600)
NET DIRECT (INCOME) / EXPENDITURE	454,803	454,200	428,600	437,600
Support Services	95,941	81,800	92,400	100,800
Recharges	(123,600)	(104,100)	(104,100)	(104,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	427,144	431,900	416,900	434,300

Variations:**Employees:**

IAS19 Pension adjustment changes	(14,800)	(12,500)
Staff changes	(10,100)	-

Support Services:

Revised allocations	10,600	19,000
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HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4300 ENVIRONMENTAL PROTECTION</u>				
DIRECT EXPENDITURE				
Employees	447,889	471,200	400,400	386,400
Premises	-	1,200	1,800	1,900
Transport	17,005	24,300	25,900	25,600
Supplies and Services	52,600	43,900	71,200	39,900
Third Party Payments	50,416	14,200	121,100	16,800
TOTAL DIRECT EXPENDITURE	567,910	554,800	620,400	470,600
DIRECT INCOME				
Government Grants	(835)	(3,000)	(90,100)	(3,000)
Other Grants and Contributions	(9,473)	-	-	-
Other Income	(155)	-	-	-
Fees and Charges	(20,126)	(17,900)	(18,600)	(18,700)
TOTAL DIRECT INCOME	(30,589)	(20,900)	(108,700)	(21,700)
NET DIRECT (INCOME) / EXPENDITURE	537,321	533,900	511,700	448,900
Support Services	400,633	430,900	406,900	413,600
Capital Charges	4,221	4,000	3,900	2,500
Recharges	(303,800)	(302,100)	(302,100)	(302,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	638,375	666,700	620,400	562,900

Variations:**Employees:**

IAS19 Pension adjustment changes	(16,700)	(16,800)
Fit For the Future savings	(36,100)	(36,100)
Vacancies	(12,500)	-
Temporary post ending	-	(37,200)

Supplies and Services:

Electric vehicles slipped from 2015/16	27,000	-
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Third Party Payments:

Heat Distribution Network Units - work slipped form 2015/16	17,200	-
Heat Distribution Network Units - grant funded work	87,100	-

Government Grants:

Heat Distribution Network Units - grant	(87,100)	-
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Support Services:

Revised allocations	(24,000)	(17,300)
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HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4350 COMMUNITY SAFETY</u>				
DIRECT EXPENDITURE				
Employees	299,385	298,600	296,400	302,300
Transport	8,568	8,800	8,400	7,500
Supplies and Services	161,355	47,400	47,300	47,100
Third Party Payments	7,482	4,100	4,100	4,100
TOTAL DIRECT EXPENDITURE	476,790	358,900	356,200	361,000
DIRECT INCOME				
Other Grants and Contributions	(77,526)	-	-	-
Other Income	(41,936)	(3,400)	(3,400)	(3,400)
Fees and Charges	(12,732)	(13,300)	(13,300)	(13,300)
TOTAL DIRECT INCOME	(132,194)	(16,700)	(16,700)	(16,700)
NET DIRECT (INCOME) / EXPENDITURE	344,596	342,200	339,500	344,300
Support Services	190,010	188,500	202,600	208,200
Capital Charges	496	500	500	500
Recharges	(331,356)	(389,300)	(339,000)	(346,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	203,746	141,900	203,600	206,800

Variations:**Support Services:**

Revised allocations	14,100	19,700
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Recharges:

Change in costs to be reallocated	50,300	43,100
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HEALTH & COMMUNITY PROTECTION

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4810 ALLEVIATION OF FLOODING</u>				
DIRECT EXPENDITURE				
Premises	4,226	4,900	25,600	24,900
Supplies and Services	11,500	-	-	-
Third Party Payments	3,489	500	500	500
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	19,215	5,400	26,100	25,400
Support Services	109,550	99,500	109,100	110,900
Capital Charges	39,724	42,700	42,100	42,600
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	168,489	147,600	177,300	178,900
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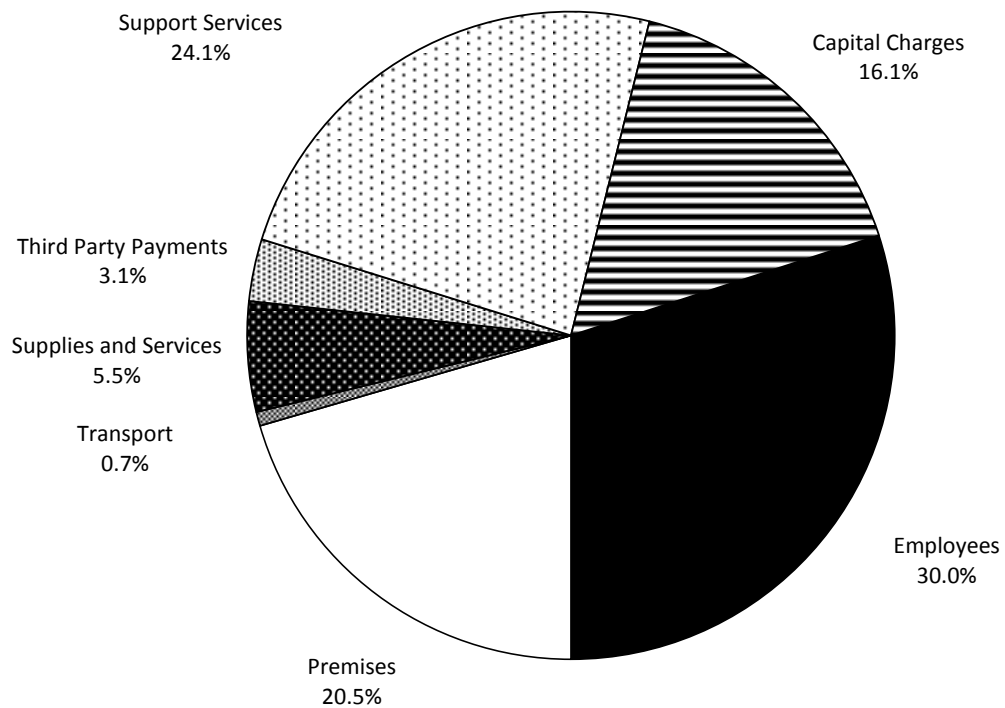
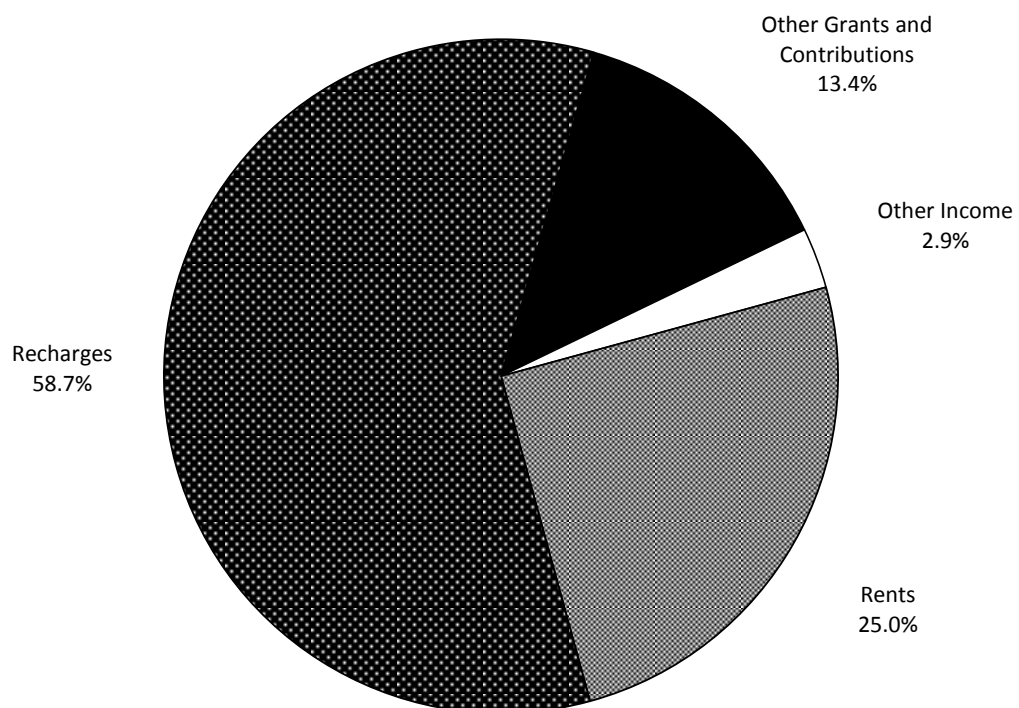
Variations:Premises:

Transfer of private pumping stations from Neighbourhood Services	14,500	14,500
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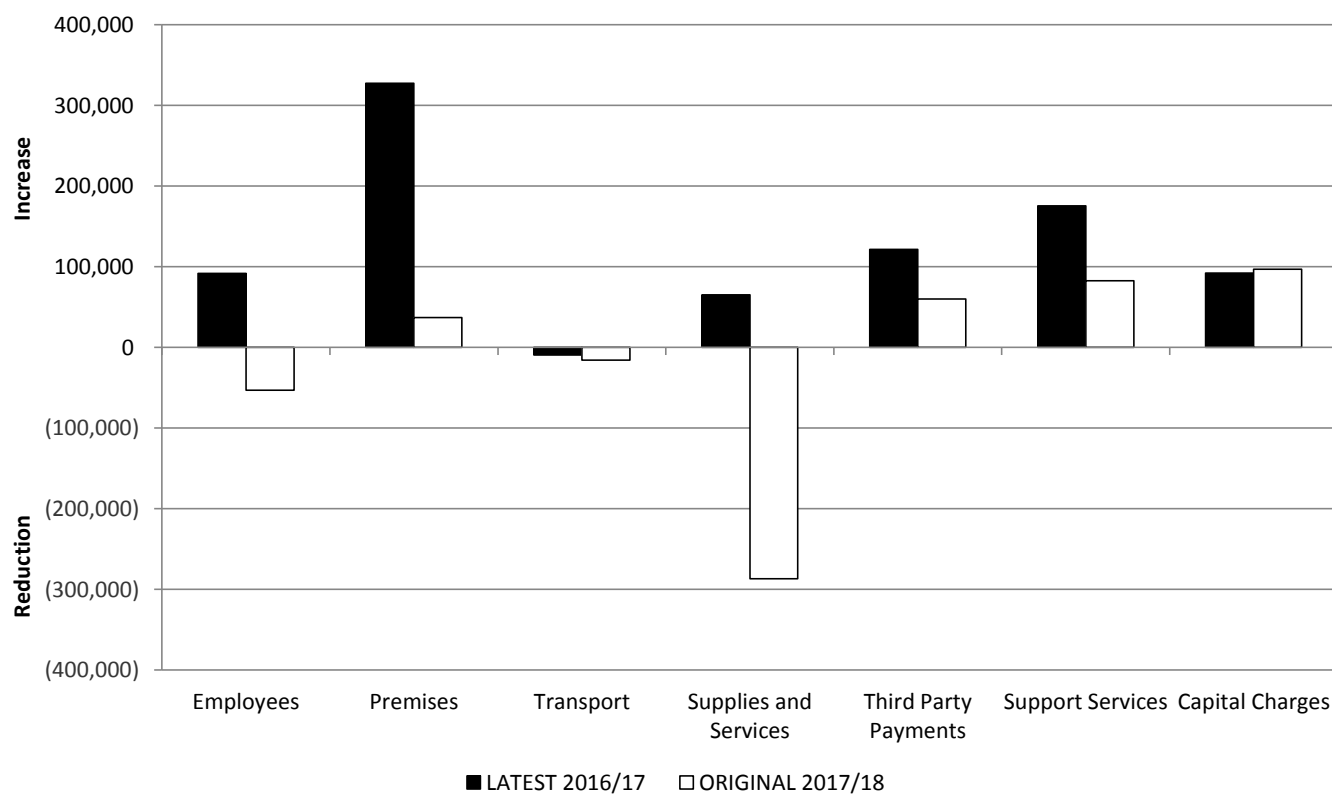
Support Services:

Revised allocations	9,600	11,400
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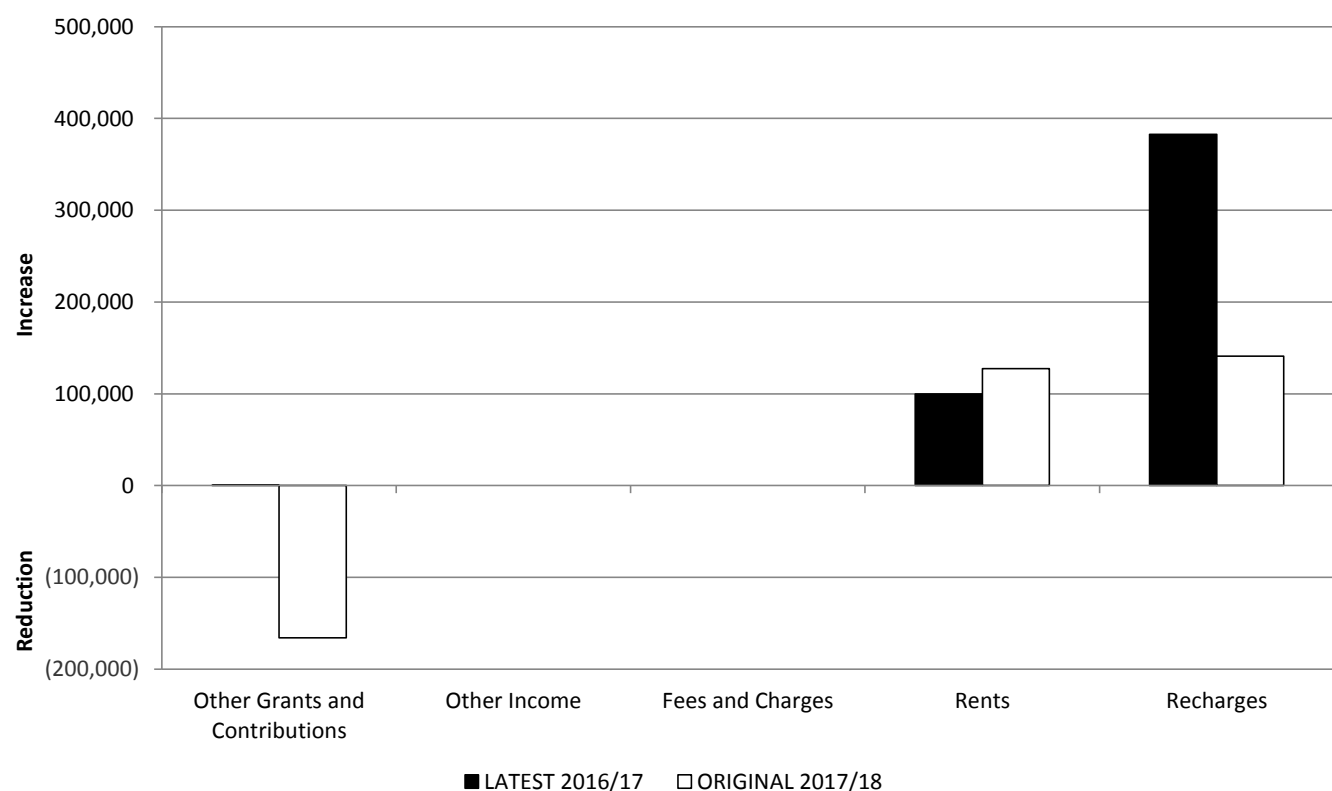
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>HOUSING & PROPERTY SERVICES</u>				
S1050 PUBLIC CONVENIENCES	209,971	181,400	242,700	196,200
S1590 HOMELESSNESS/HOUSING ADVICE	516,194	582,800	575,400	557,100
S1605 HOUSING STRATEGY	383,135	324,900	438,600	180,500
S1610 OTHER HOUSING PROPERTY	(9,939)	(100)	(2,600)	(2,400)
S1615 CONTRIBUTIONS TO HRA	37,900	37,900	37,900	37,900
S1625 SUPPORTING PEOPLE TO HRA	-	-	-	-
S1630 PRIVATE SECTOR HOUSING	707,858	560,100	617,400	566,000
S1645 ASSET MANAGEMENT	296	152,900	-	-
S1650 ESTATE MANAGEMENT	(168,612)	(206,000)	(11,700)	(186,600)
S1660 WARWICK PLANT MAINTENANCE	-	21,900	-	-
S2300 OFFICE ACCOMMODATION	(1,420,493)	(30,100)	-	-
S3465 CHASE MEADOW COMMUNITY CENTRE	2,603	4,600	4,700	3,300
S4780 WDC HIGHWAYS	195,902	139,200	234,200	235,900
SW000 CORPORATE R+M UNALLOCATED	-	420,500	434,900	420,500
TOTAL HOUSING & PROPERTY SERVICES	454,815	2,190,000	2,571,500	2,008,400
 <u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	1,585,348	1,689,800	1,781,700	1,636,700
Premises	679,094	1,079,500	1,406,800	1,116,600
Transport	40,331	50,800	41,500	35,000
Supplies and Services	837,593	587,600	653,000	300,700
Third Party Payments	278,829	106,400	228,000	166,400
Support Services	1,455,060	1,233,700	1,409,400	1,316,200
Capital Charges	(432,695)	782,100	874,100	879,100
TOTAL EXPENDITURE	4,443,560	5,529,900	6,394,500	5,450,700
 <u>INCOME:</u>				
Government Grants	(761)	-	-	-
Other Grants and Contributions	(992,058)	(626,800)	(627,200)	(461,000)
Other Income	(13,427)	(8,300)	(8,300)	(8,300)
Fees and Charges	(89,933)	(91,200)	(91,200)	(91,200)
Rents	(708,505)	(734,900)	(834,900)	(862,200)
Recharges	(2,184,061)	(1,878,700)	(2,261,400)	(2,019,600)
TOTAL INCOME	(3,988,745)	(3,339,900)	(3,823,000)	(3,442,300)
 NET COST OF GENERAL FUND SERVICES	 454,815	 2,190,000	 2,571,500	 2,008,400

EXPENDITURE - 2017/18 BUDGETS**INCOME - 2017/18 BUDGETS**

EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1050 PUBLIC CONVENIENCES</u>				
DIRECT EXPENDITURE				
Premises	132,860	137,100	191,400	145,400
Supplies and Services	177	-	-	-
TOTAL DIRECT EXPENDITURE	133,037	137,100	191,400	145,400
Support Services	20,909	17,000	24,100	23,600
Capital Charges	56,025	27,300	27,200	27,200
NET (INCOME) / EXPENDITURE TO SUMMARY	209,971	181,400	242,700	196,200

Variations:**Premises:**

Revised repairs and maintenance programme
Increased cleaning contract costs

38,400
8,900

-

HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1590 HOMELESSNESS/HOUSING ADVICE</u>				
DIRECT EXPENDITURE				
Employees	370,666	417,700	404,800	409,800
Premises	93,061	101,900	102,500	102,600
Transport	4,987	5,400	5,200	5,200
Supplies and Services	162,311	166,600	232,700	219,000
Third Party Payments	2,122	-	6,000	-
TOTAL DIRECT EXPENDITURE	633,147	691,600	751,200	736,600
DIRECT INCOME				
Other Grants and Contributions	(44,059)	(14,000)	(14,000)	(14,000)
Other Income	(8)	-	-	-
Fees and Charges	(2,832)	(2,800)	(2,800)	(2,800)
Rents	(141,271)	(146,100)	(246,100)	(246,100)
TOTAL DIRECT INCOME	(188,170)	(162,900)	(262,900)	(262,900)
NET DIRECT (INCOME) / EXPENDITURE	444,977	528,700	488,300	473,700
Support Services	466,357	401,100	434,100	430,400
Recharges	(395,140)	(347,000)	(347,000)	(347,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	516,194	582,800	575,400	557,100

Variations:**Employees:**

IAS19 Pension charge adjustments	(16,500)	(13,500)
Social Mobility grant funded work time limited	-	(16,900)

Premises:

Reduced Rent Budget	-	(10,000)
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Supplies and Services:

Bed and Breakfast Costs	100,000	100,000
Court Desk Service - Fit for the Future Review	(18,200)	(18,200)
Social Mobility grant funded work time limited	-	(17,500)

Rents:

Additional Housing Benefits	(100,000)	(100,000)
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Support Services:

Revised allocations	33,000	29,300
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HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1605 HOUSING STRATEGY</u>				
DIRECT EXPENDITURE				
Employees	47,630	47,000	47,300	48,200
Transport	559	1,300	1,300	1,300
Supplies and Services	129,955	182,800	182,800	2,200
Third Party Payments	155,559	20,100	135,700	80,100
TOTAL DIRECT EXPENDITURE	333,703	251,200	367,100	131,800
Support Services	168,454	93,400	91,200	68,400
Recharges	(119,022)	(19,700)	(19,700)	(19,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	383,135	324,900	438,600	180,500

Variations:**Supplies and Services:**

New Homes Bonus payment to Waterloo HA one-off	-	(178,500)
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Third Party Payments:

Lillington Development Study slipped from 2015/16	30,000	-
Strategic Opportunity slipped from 2015/16	85,600	-
Housing Market Assessment	-	60,000

Support Services:

Revised allocations	-	(25,000)
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S1610 OTHER HOUSING PROPERTY

DIRECT EXPENDITURE				
Premises	1,477	100	100	100
TOTAL DIRECT EXPENDITURE	1,477	100	100	100
DIRECT INCOME				
Fees and Charges	(220)	-	-	-
Rents	(44,457)	(35,600)	(35,600)	(35,600)
TOTAL DIRECT INCOME	(44,677)	(35,600)	(35,600)	(35,600)
NET DIRECT (INCOME) / EXPENDITURE	(43,200)	(35,500)	(35,500)	(35,500)
Support Services	8,291	8,300	9,400	9,600
Capital Charges	24,970	27,100	23,500	23,500
NET (INCOME) / EXPENDITURE TO SUMMARY	(9,939)	(100)	(2,600)	(2,400)

HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1615 CONTRIBUTIONS TO HRA</u>				
DIRECT EXPENDITURE				
Supplies and Services	37,900	37,900	37,900	37,900
NET (INCOME) / EXPENDITURE TO SUMMARY	37,900	37,900	37,900	37,900

S1625 SUPPORTING PEOPLE TO HRA

DIRECT EXPENDITURE				
Supplies and Services	463,739	154,600	155,000	-
TOTAL DIRECT EXPENDITURE	463,739	154,600	155,000	-
DIRECT INCOME				
Other Grants and Contributions	(463,739)	(154,600)	(155,000)	-
TOTAL DIRECT INCOME	(463,739)	(154,600)	(155,000)	-
NET (INCOME) / EXPENDITURE TO SUMMARY	-	-	-	-

Variations:Supplies and Services:

Funding ceased	-	(154,600)
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Other Grants and Contributions:

Scheme discontinued by Warwickshire County Council	-	154,600
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HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1630 PRIVATE SECTOR HOUSING</u>				
DIRECT EXPENDITURE				
Employees	371,283	327,400	348,500	341,500
Transport	8,787	9,500	6,800	6,000
Supplies and Services	19,450	18,800	18,800	18,000
Third Party Payments	23,612	11,400	11,400	11,400
TOTAL DIRECT EXPENDITURE	423,132	367,100	385,500	376,900
DIRECT INCOME				
Government Grants	(761)	-	-	-
Other Grants and Contributions	(484,097)	(458,200)	(458,200)	(447,000)
Other Income	(2,054)	(1,000)	(1,000)	(1,000)
Fees and Charges	(83,231)	(84,100)	(84,100)	(84,100)
TOTAL DIRECT INCOME	(570,143)	(543,300)	(543,300)	(532,100)
NET DIRECT (INCOME) / EXPENDITURE	(147,011)	(176,200)	(157,800)	(155,200)
Support Services	239,576	257,900	251,900	231,500
Capital Charges	726,668	593,100	638,000	593,100
Recharges	(111,375)	(114,700)	(114,700)	(103,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	707,858	560,100	617,400	566,000

Variations:**Employees:**

Post omitted from original budget	28,700	28,700
HIA Project time limited	-	(17,100)

Other Grants and Contributions:

HIA Project time limited	-	11,200
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Support Services:

Revised allocations	(6,000)	(26,400)
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Capital Charges:

Environmental Improvement Grants - slippage from 2015/16	44,900	-
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Recharges:

HIA Project time limited	-	11,300
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HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1645 ASSET MANAGEMENT</u>				
DIRECT EXPENDITURE				
Employees	672,833	778,600	871,000	818,700
Transport	17,197	25,700	20,700	18,900
Supplies and Services	11,839	19,800	18,300	18,300
Third Party Payments	2,067	3,900	3,900	3,900
TOTAL DIRECT EXPENDITURE	703,936	828,000	913,900	859,800
Support Services	221,833	192,000	211,100	217,800
Recharges	(925,473)	(867,100)	(1,125,000)	(1,077,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	296	152,900	-	-

Variations:**Employees:**

Prosperity Agenda Redesign - staff transferred from Development Services	41,800	41,800
Asset Management Supplementary Resources	70,000	-
IAS19 Pension adjustments	(17,800)	(13,900)

Support Services:

Revised allocations	19,100	25,800
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Recharges:

Change in costs to be recharged	(257,900)	(210,500)
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HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1650 ESTATE MANAGEMENT</u>				
DIRECT EXPENDITURE				
Premises	158,966	123,000	325,100	130,700
Supplies and Services	4,011	5,100	5,500	5,200
Third Party Payments	87,473	71,000	71,000	71,000
TOTAL DIRECT EXPENDITURE	250,450	199,100	401,600	206,900
DIRECT INCOME				
Other Grants and Contributions	(163)	-	-	-
Insurances	(9,904)	(7,300)	(7,300)	(7,300)
Fees and Charges	(3,150)	(4,300)	(4,300)	(4,300)
Rents	(522,777)	(553,200)	(553,200)	(580,500)
TOTAL DIRECT INCOME	(535,994)	(564,800)	(564,800)	(592,100)
NET DIRECT (INCOME) / EXPENDITURE	(285,544)	(365,700)	(163,200)	(385,200)
Support Services	112,269	155,000	146,800	144,100
Capital Charges	4,663	4,700	4,700	54,500
NET (INCOME) / EXPENDITURE TO SUMMARY	(168,612)	(206,000)	(11,700)	(186,600)

Variations:**Premises:**

Revised repairs and maintenance programme

196,600

-

Rents:

Vacant properties re-let

-

(27,300)

Support Services:

Revised allocations

(8,200)

(10,900)

Capital Charges:

2nd Warwick Sea Scouts Headquarters Grant

-

49,800

HOUSING & PROPERTY SERVICES**S1660 WARWICK PLANT MAINTENANCE**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	124,685	119,100	110,100	18,500
Transport	8,801	8,900	7,500	3,600
Supplies and Services	1,000	500	500	100
TOTAL DIRECT EXPENDITURE	134,486	128,500	118,100	22,200
Support Services	11,819	6,000	12,400	2,000
Recharges	(146,305)	(112,600)	(130,500)	(24,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	21,900	-	-

Variations:

2017/18: Effects of privatisation of Leisure Centre Management

Recharges:

Change in costs to be reallocated	(17,900)	-
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S2300 OFFICE ACCOMMODATION

DIRECT EXPENDITURE				
Premises	220,825	217,900	258,900	221,100
Supplies and Services	6,290	-	-	-
Third Party Payments	5,945	-	-	-
TOTAL DIRECT EXPENDITURE	233,060	217,900	258,900	221,100
Support Services	97,141	58,700	103,800	64,800
Capital Charges	(1,263,948)	110,900	161,800	161,800
Recharges	(486,746)	(417,600)	(524,500)	(447,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	(1,420,493)	(30,100)	-	-

Variations:**Premises:**

Revised repairs and maintenance programme	12,200	-
Increased cost of electricity	29,300	33,600
Riverside House repairs - time limited work	-	(30,000)

Support Services:

Revised allocations	50,900	50,900
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Capital Charges:

Changes in depreciation charges based on 2015/16 valuation	50,900	50,900
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Recharges:

Change in costs to be reallocated	(106,900)	(30,100)
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HOUSING & PROPERTY SERVICES**S3465 CHASE MEADOW COMMUNITY CENTRE**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Premises	1,519	3,100	3,100	3,200
Supplies and Services	905	1,500	1,500	-
Third Party Payments	2,051	-	-	-
TOTAL DIRECT EXPENDITURE	4,475	4,600	4,600	3,200
DIRECT INCOME				
Other Income	(1,461)	-	-	-
Fees and Charges	(500)	-	-	-
TOTAL DIRECT INCOME	(1,961)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	2,514	4,600	4,600	3,200
Support Services	89	-	100	100
NET (INCOME) / EXPENDITURE TO SUMMARY	2,603	4,600	4,700	3,300

S4780 WDC HIGHWAYS

DIRECT EXPENDITURE				
Employees	(1,749)	-	-	-
Premises	70,386	75,900	90,800	93,000
Supplies and Services	16	-	-	-
TOTAL DIRECT EXPENDITURE	68,653	75,900	90,800	93,000
Support Services	108,322	44,300	124,500	123,900
Capital Charges	18,927	19,000	18,900	19,000
NET (INCOME) / EXPENDITURE TO SUMMARY	195,902	139,200	234,200	235,900

Variations:Premises:

Increased cost of electricity	14,900	17,100
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Support Services:

Revised allocations	80,200	79,600
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HOUSING & PROPERTY SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>SW000 CORPORATE R+M UNALLOCATED</u>				
DIRECT EXPENDITURE				
Premises	-	420,500	434,900	420,500
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	420,500	434,900	420,500
	<hr/>	<hr/>	<hr/>	<hr/>

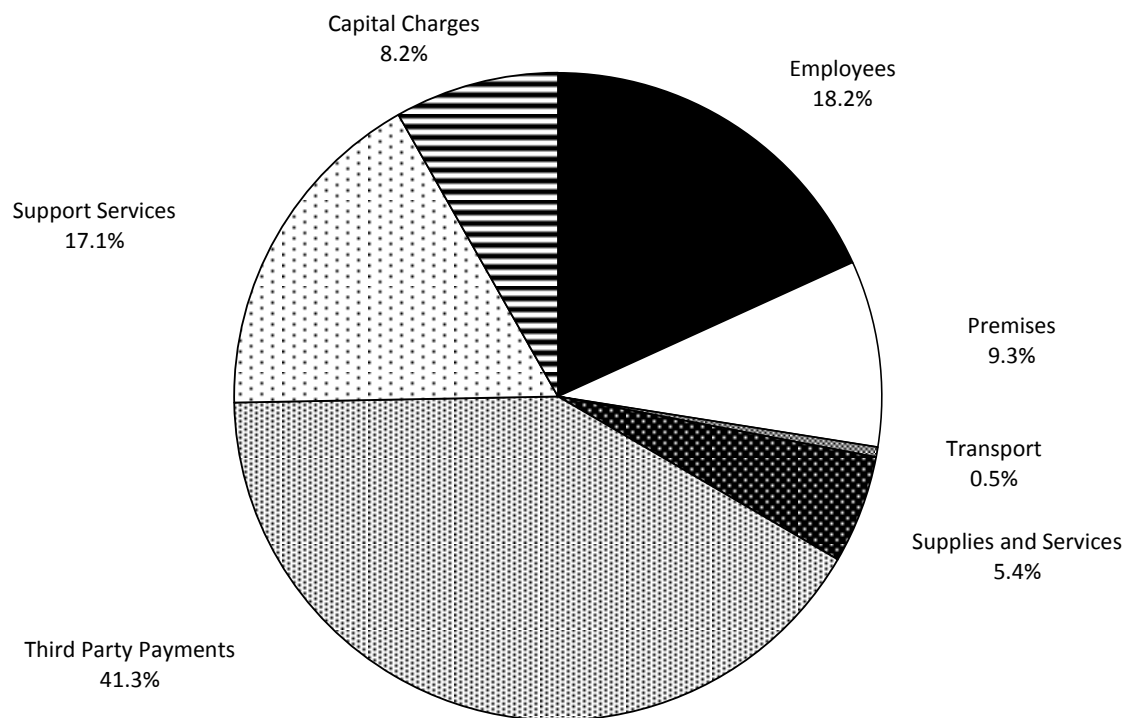
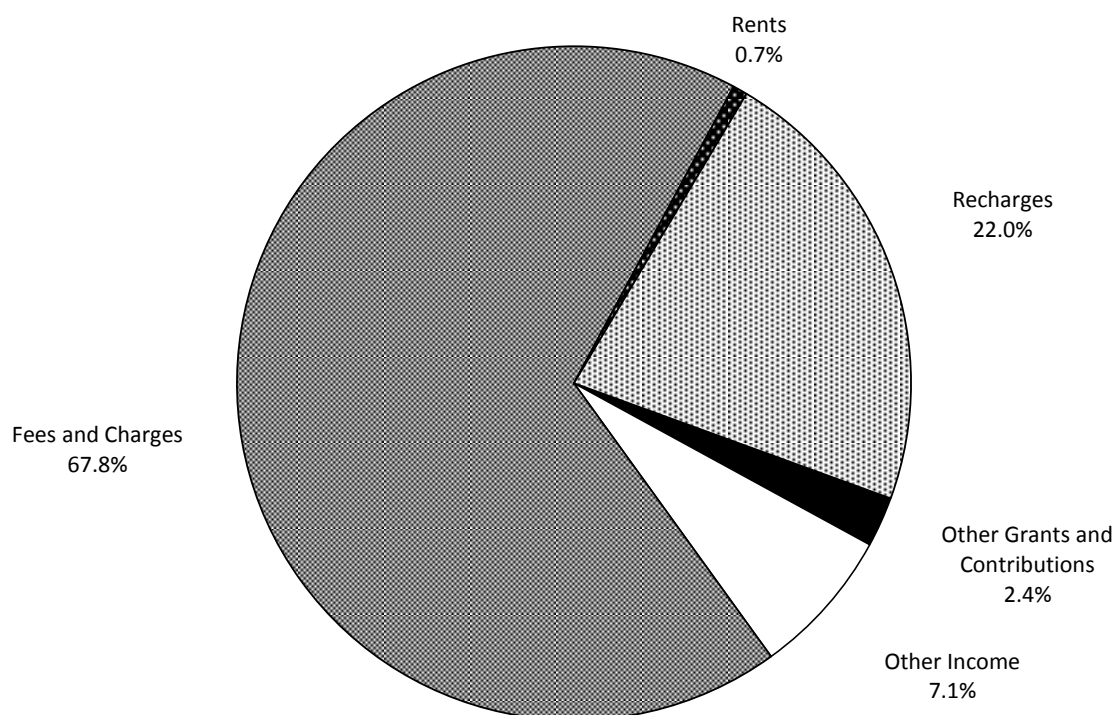
Variations:Premises:

Revised repairs and maintenance programme

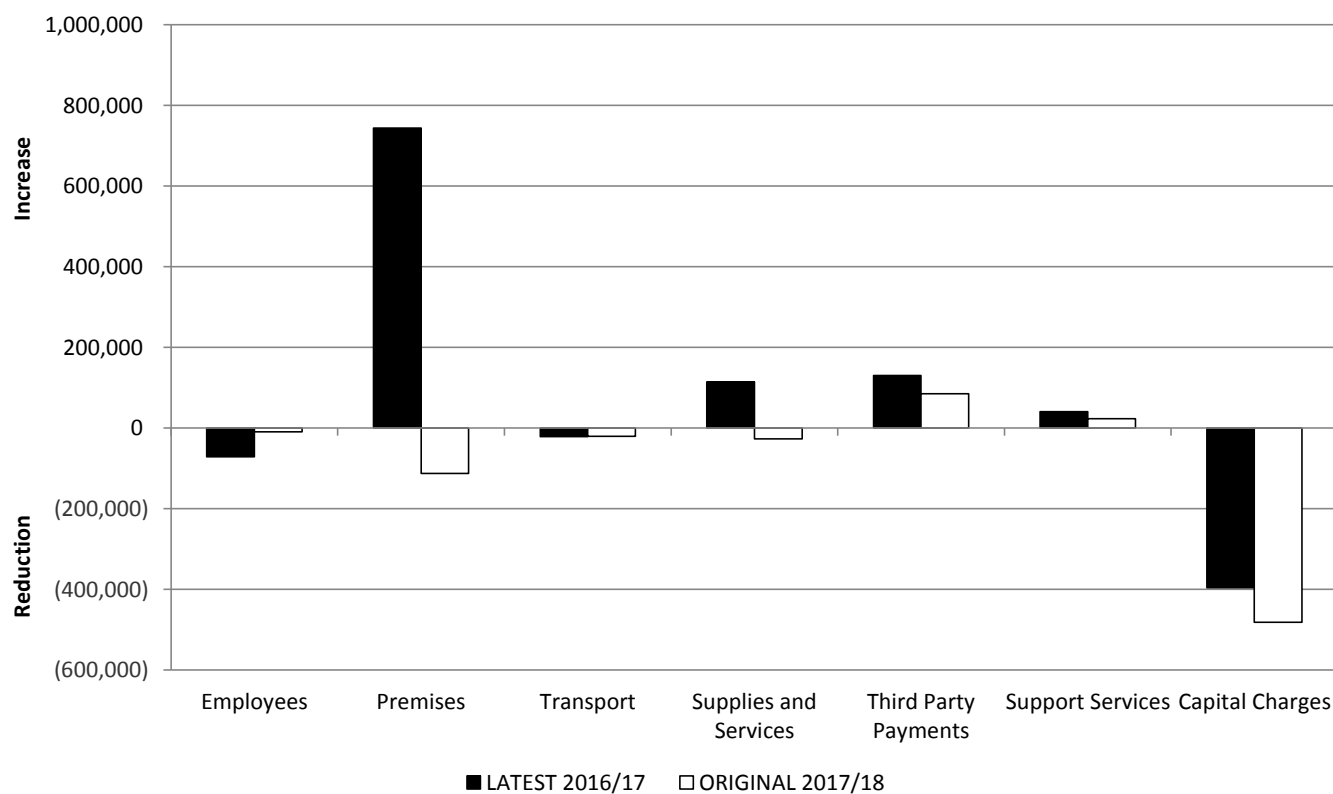
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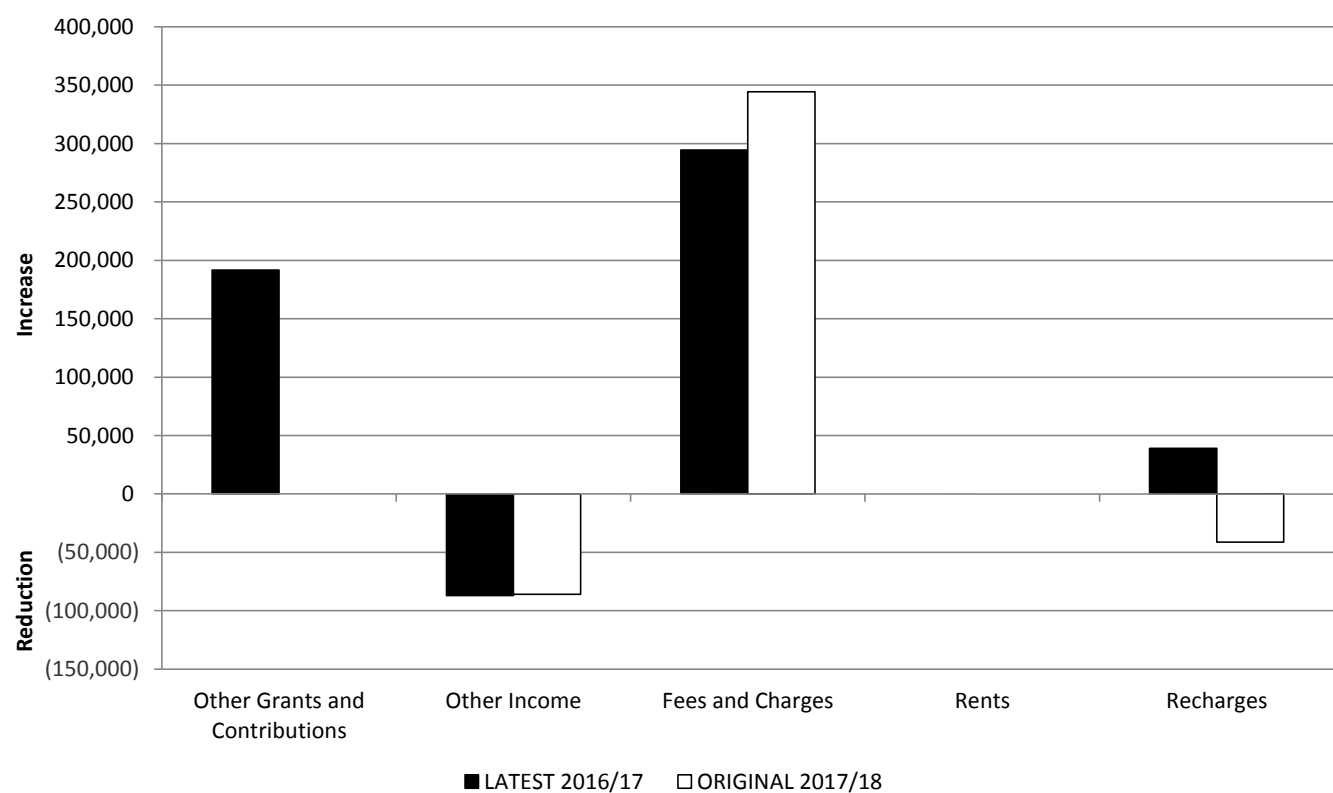
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>NEIGHBOURHOOD SERVICES</u>				
S1020 NEIGHBOURHOOD SERVICES	-	14,000	-	-
S1105 CAR PARKS	(1,293,308)	(202,900)	(941,400)	(1,255,300)
S1250 WCC HIGHWAYS	16,552	21,200	21,300	21,100
S1258 GREEN SPACES CONTRACT MGT	476,543	491,900	468,800	469,400
S1270 GREEN SPACE DEVELOPMENT	672,279	759,100	1,432,300	1,187,000
S1320 BEREAVEMENT SERVICES	451,190	(524,500)	(400,700)	(648,200)
S3100 ONE STOP SHOPS	200	39,000	(20,100)	-
S3200 RECEPTION FACILITIES & LEAMINGTON OSS	-	59,200	(37,100)	-
S3400 PAYMENT CHANNELS	55	9,200	-	-
S3450 CUSTOMER SERVICE CENTRE	-	(41,300)	-	-
S4060 STREET CLEANSING	1,171,775	1,073,800	1,298,100	1,308,200
S4090 WASTE MANAGEMENT	857,674	970,800	1,078,000	1,083,000
S4130 WASTE COLLECTION	2,163,494	2,085,900	1,960,900	1,833,200
S4180 ABANDONED VEHICLES	1,201	300	1,800	1,100
S4810 ALLEVIATION OF FLOODING	(3,831)	1,900	(200)	(200)
TOTAL NEIGHBOURHOOD SERVICES	4,513,824	4,757,600	4,861,700	3,999,300
<u>SUBJECTIVE ANALYSIS:</u>				
<u>EXPENDITURE:</u>				
Employees	2,203,764	2,000,100	1,929,300	1,991,000
Premises	1,374,662	1,127,700	1,871,600	1,015,400
Transport	31,644	69,000	48,200	48,800
Supplies and Services	1,112,827	614,000	728,800	587,500
Third Party Payments	4,842,475	4,427,700	4,558,200	4,513,100
Support Services	2,483,496	1,848,500	1,889,100	1,871,800
Capital Charges	1,638,793	1,376,100	980,200	894,500
TOTAL EXPENDITURE	13,687,661	11,463,100	12,005,400	10,922,100
<u>INCOME:</u>				
Other Grants and Contributions	(1,529,282)	(167,400)	(359,200)	(167,400)
Sales	(550)	-	-	-
Other Income	(540,288)	(575,400)	(488,400)	(489,500)
Fees and Charges	(4,427,577)	(4,346,700)	(4,641,000)	(4,691,100)
Rents	(71,271)	(51,300)	(51,300)	(51,300)
Recharges	(2,604,869)	(1,564,700)	(1,603,800)	(1,523,500)
TOTAL INCOME	(9,173,837)	(6,705,500)	(7,143,700)	(6,922,800)
NET COST OF GENERAL FUND SERVICES	4,513,824	4,757,600	4,861,700	3,999,300

EXPENDITURE - 2017/18 BUDGETS**INCOME - 2017/18 BUDGETS**

EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1020 NEIGHBOURHOOD SERVICES</u>				
DIRECT EXPENDITURE				
Employees	85,058	82,400	83,000	84,900
Transport	61	100	100	100
Supplies and Services	30	1,000	1,000	1,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	85,149	83,500	84,100	86,000
Support Services	41,299	38,200	36,200	34,900
Recharges	(126,448)	(107,700)	(120,300)	(120,900)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	14,000	-	-
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
S1105 CAR PARKS				
DIRECT EXPENDITURE				
Employees	456,819	563,000	72,800	99,700
Premises	698,745	606,400	832,900	515,000
Transport	5,982	31,300	18,500	20,500
Supplies and Services	167,130	167,000	180,100	183,300
Third Party Payments	332,580	157,400	157,400	138,500
TOTAL DIRECT EXPENDITURE	1,661,256	1,525,100	1,261,700	957,000
DIRECT INCOME				
Other Grants and Contributions	(57,695)	-	-	-
Other Income	(50,953)	(63,900)	(43,900)	(45,000)
Fees and Charges	(2,939,408)	(2,776,100)	(2,966,100)	(2,973,000)
Rents	(11,720)	(9,400)	(9,400)	(9,400)
TOTAL DIRECT INCOME	(3,059,776)	(2,849,400)	(3,019,400)	(3,027,400)
NET DIRECT (INCOME) / EXPENDITURE	(1,398,520)	(1,324,300)	(1,757,700)	(2,070,400)
Support Services	484,101	406,800	413,100	408,100
Capital Charges	(51,289)	714,600	403,200	407,000
Recharges	(327,600)	-	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	(1,293,308)	(202,900)	(941,400)	(1,255,300)

Variations:**Employees:**

Ranger Services transferred	(452,000)	(452,000)
IAS19 Pension adjustments	(48,500)	(46,400)
Temporary Car Park Project Officer	16,400	39,900

Premises:

Revised repairs and maintenance programme	206,900	(120,000)
Increased cost of electricity	20,000	22,900

Transport:

Budget transferred to Supplies and Services	(12,000)	(10,000)
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Supplies and Services:

Budget transferred from Transport	12,000	10,000
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Third Party Payments:

Consultants Fees time limited	-	(20,000)
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Other Income:

Revised assessment	20,000	18,900
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Fees and Charges:

Fees and Charges Review	(190,000)	(196,900)
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Support Services:

Revised allocations	(311,400)	(307,600)
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Capital Charges:

Changes in depreciation charges based on 2015/16 valuation	(311,400)	(307,600)
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1250 WCC HIGHWAYS</u>				
DIRECT EXPENDITURE				
Third Party Payments	100,434	106,500	106,500	107,400
TOTAL DIRECT EXPENDITURE	100,434	106,500	106,500	107,400
DIRECT INCOME				
Other Grants and Contributions	(113,311)	(112,300)	(112,300)	(112,300)
TOTAL DIRECT INCOME	(113,311)	(112,300)	(112,300)	(112,300)
NET DIRECT (INCOME) / EXPENDITURE	(12,877)	(5,800)	(5,800)	(4,900)
Support Services	29,429	27,000	27,100	26,000
NET (INCOME) / EXPENDITURE TO SUMMARY	16,552	21,200	21,300	21,100

S1258 GREEN SPACES CONTRACT MGT

DIRECT EXPENDITURE				
Premises	4,315	11,000	12,300	12,400
Supplies and Services	221,146	193,700	193,700	193,700
Third Party Payments	115,234	135,200	135,200	137,600
TOTAL DIRECT EXPENDITURE	340,695	339,900	341,200	343,700
DIRECT INCOME				
Other Grants and Contributions	(40,043)	(35,600)	(35,600)	(35,600)
Sales	(550)	-	-	-
Other Income	(3,703)	-	-	-
TOTAL DIRECT INCOME	(44,296)	(35,600)	(35,600)	(35,600)
NET DIRECT (INCOME) / EXPENDITURE	296,399	304,300	305,600	308,100
Support Services	180,144	187,600	163,200	161,300
NET (INCOME) / EXPENDITURE TO SUMMARY	476,543	491,900	468,800	469,400

Variations:**Support Services:**

Revised allocations

(24,400)

(26,300)

NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1270 GREEN SPACE DEVELOPMENT</u>				
DIRECT EXPENDITURE				
Employees	-	-	228,300	235,600
Premises	221,885	143,300	451,100	118,900
Transport	-	-	5,400	5,000
Supplies and Services	53,010	45,000	112,300	45,000
Third Party Payments	59,597	29,000	133,200	29,000
TOTAL DIRECT EXPENDITURE	334,492	217,300	930,300	433,500
DIRECT INCOME				
Other Grants and Contributions	(933,680)	(2,600)	(194,400)	(2,600)
Other Income	(6,369)	(13,400)	(4,400)	(4,400)
Legal Fees	(5,150)	-	(1,200)	-
Rents	(646)	-	-	-
TOTAL DIRECT INCOME	(945,845)	(16,000)	(200,000)	(7,000)
NET DIRECT (INCOME) / EXPENDITURE	(611,353)	201,300	730,300	426,500
Support Services	790,905	319,700	489,700	481,000
Capital Charges	492,727	238,100	212,300	279,500
NET (INCOME) / EXPENDITURE TO SUMMARY	672,279	759,100	1,432,300	1,187,000

Variations:**Employees:**

Neighbourhood Services restructure	209,100	209,100
IAS19 Pension adjustments	16,300	17,700

Premises:

Revised repairs and maintenance programme	231,600	(25,900)
Slippage from 2015/16 - St Marys' Lands: demolition of unsafe structures	50,200	-
St. Mary's Lands - additional clearance costs	25,000	-

Third Party Payments:

Release of covenant on Harbury Lane site	103,000	-
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Support Services:

Revised allocations	170,000	161,300
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Capital Charges:

Changes in depreciation charges based on 2015/16 valuation and Play Equipment Programmes	(25,800)	41,400
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S1320 BEREAVEMENT SERVICES</u>				
DIRECT EXPENDITURE				
Employees	236,255	235,500	229,500	235,300
Premises	386,027	302,000	510,400	308,600
Transport	5,236	6,300	6,100	5,800
Supplies and Services	123,802	92,400	103,500	92,600
Third Party Payments	137,449	121,500	121,500	122,500
TOTAL DIRECT EXPENDITURE	888,769	757,700	971,000	764,800
DIRECT INCOME				
Other Grants and Contributions	(13,636)	(2,900)	(2,900)	(2,900)
Other Income	(4,471)	(100)	(100)	(100)
Fees and Charges	(1,423,435)	(1,523,600)	(1,548,700)	(1,593,100)
Rents	(25,905)	(23,900)	(23,900)	(23,900)
TOTAL DIRECT INCOME	(1,467,447)	(1,550,500)	(1,575,600)	(1,620,000)
NET DIRECT (INCOME) / EXPENDITURE	(578,678)	(792,800)	(604,600)	(855,200)
Support Services	77,474	89,700	84,100	86,900
Capital Charges	952,394	178,600	119,800	120,100
NET (INCOME) / EXPENDITURE TO SUMMARY	451,190	(524,500)	(400,700)	(648,200)

Variations:**Premises:**

Revised repairs and maintenance programme	179,400	-
Slippage from 2015/16 - Rebranding of Crematorium	24,000	-

Supplies and Services:

Slippage from 2015/16 - Generator	11,000	-
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Fees and Charges:

Fees and Charges Review	(25,100)	(69,500)
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Capital Charges:

Changes in depreciation charges based on 2015/16 valuation	(58,800)	(58,500)
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3100 ONE STOP SHOPS</u>				
DIRECT EXPENDITURE				
Employees	204,319	232,800	194,900	220,500
Transport	236	700	700	700
Supplies and Services	(5,192)	2,700	2,700	(47,300)
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	199,363	236,200	198,300	173,900
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Other Income	(961)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT INCOME	(961)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
NET DIRECT (INCOME) / EXPENDITURE	198,402	236,200	198,300	173,900
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	21,926	19,800	14,800	17,300
Recharges	(220,128)	(217,000)	(233,200)	(191,200)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	200	39,000	(20,100)	-
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Employees:

Staff vacancies	(10,500)	-
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Supplies and Services:

Fit For The Future Review	-	(50,000)
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Recharges:

Change in costs to be reallocated	(16,200)	25,800
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3200 RECEPTION FACILITIES & LEAMINGTON OSS</u>				
DIRECT EXPENDITURE				
Employees	173,734	217,200	147,700	189,000
Transport	20	300	-	300
Supplies and Services	2,051	1,700	9,000	8,700
TOTAL DIRECT EXPENDITURE	175,805	219,200	156,700	198,000
Support Services	125,060	109,700	137,000	132,900
Recharges	(300,865)	(269,700)	(330,800)	(330,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	59,200	(37,100)	-

Variations:**Employees:**

Neighbourhood Services restructure	(20,900)	(20,900)
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Support Services:

Revised allocations	27,300	23,200
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Recharges:

Change in costs to be reallocated	(61,100)	(61,200)
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S3400 PAYMENT CHANNELS

DIRECT EXPENDITURE				
Supplies and Services	30,569	21,500	29,900	21,500
Third Party Payments	139,763	85,000	100,000	120,000
TOTAL DIRECT EXPENDITURE	170,332	106,500	129,900	141,500
Support Services	20,945	13,600	30,900	35,700
Recharges	(191,222)	(110,900)	(160,800)	(177,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	55	9,200	-	-

Variations:**Third Party Payments:**

Change in method of calculation charges	15,000	35,000
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Support Services:

Revised allocations	17,300	22,100
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Recharges:

Change in costs to be reallocated	(49,900)	(66,300)
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3450 CUSTOMER SERVICE CENTRE</u>				
DIRECT EXPENDITURE				
Employees	491,597	60,800	24,600	-
Transport	2,831	-	-	-
Supplies and Services	405,219	-	7,600	-
Third Party Payments	32,295	-	11,300	-
TOTAL DIRECT EXPENDITURE	931,942	60,800	43,500	-
DIRECT INCOME				
Other Grants and Contributions	(352,498)	-	-	-
TOTAL DIRECT INCOME	(352,498)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	579,444	60,800	43,500	-
Support Services	43,736	47,400	-	-
Recharges	(623,180)	(149,500)	(43,500)	-
NET (INCOME) / EXPENDITURE TO SUMMARY	-	(41,300)	-	-

Variations:**Employees:**

Deletion of IAS19 Pension adjustments	(53,500)	(53,500)
Share of WCC Redundancy Payment	24,600	-
Deletion of Employee Insurances	(7,300)	(7,300)

Supplies and Services:

Project expenses	7,600	-
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Third Party Payments:

Project Consultants Fees	11,300	-
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Support Services:

Revised allocations	(47,400)	(47,400)
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Recharges:

Change in costs to be reallocated	106,000	149,500
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4060 STREET CLEANSING</u>				
DIRECT EXPENDITURE				
Premises	24,315	25,000	25,000	20,100
Transport	800	800	800	900
Supplies and Services	34,818	28,900	28,900	28,900
Third Party Payments	980,115	880,300	1,125,300	1,142,300
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TOTAL DIRECT EXPENDITURE	1,040,048	935,000	1,180,000	1,192,200
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Support Services	131,727	138,800	118,100	116,000
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NET (INCOME) / EXPENDITURE TO SUMMARY	1,171,775	1,073,800	1,298,100	1,308,200
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Variations:Third Party Payments:

Budget review - vired from Waste Management	245,000	245,000
New properties	-	10,000

Support Services:

Revised allocations	(20,700)	(22,800)
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4090 WASTE MANAGEMENT</u>				
DIRECT EXPENDITURE				
Employees	555,982	608,400	948,500	926,000
Premises	25,887	26,200	26,100	26,600
Transport	15,678	28,700	16,600	15,500
Supplies and Services	75,874	56,200	56,200	56,200
Third Party Payments	819,596	840,700	595,700	602,200
TOTAL DIRECT EXPENDITURE	1,493,017	1,560,200	1,643,100	1,626,500
DIRECT INCOME				
Rents	(33,000)	(18,000)	(18,000)	(18,000)
TOTAL DIRECT INCOME	(33,000)	(18,000)	(18,000)	(18,000)
NET DIRECT (INCOME) / EXPENDITURE	1,460,017	1,542,200	1,625,100	1,608,500
Support Services	213,083	138,500	168,100	177,800
Recharges	(815,426)	(709,900)	(715,200)	(703,300)
NET (INCOME) / EXPENDITURE TO SUMMARY	857,674	970,800	1,078,000	1,083,000

Variations:**Employees:**

Neighbourhood Services restructure	296,300	296,300
IAS19 Pension adjustments	19,000	22,200
Temporary Senior Contract Officer (funded from One-Stop-Shop vacancy)	20,900	-

Third Party Payments:

Budget review - vired to Street Cleansing	(245,000)	(245,000)
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Support Services:

Revised allocations	29,600	39,300
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NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4130 WASTE COLLECTION</u>				
DIRECT EXPENDITURE				
Transport	800	800	-	-
Supplies and Services	4,370	3,900	3,900	3,900
Third Party Payments	2,125,412	2,072,100	2,072,100	2,113,600
TOTAL DIRECT EXPENDITURE	2,130,582	2,076,800	2,076,000	2,117,500
DIRECT INCOME				
Other Income	-	(78,000)	-	-
Recycling Credit Income	(473,831)	(420,000)	(440,000)	(440,000)
Fees and Charges	(59,584)	(47,000)	(125,000)	(125,000)
TOTAL DIRECT INCOME	(533,415)	(545,000)	(565,000)	(565,000)
NET DIRECT (INCOME) / EXPENDITURE	1,597,167	1,531,800	1,511,000	1,552,500
Support Services	321,366	309,300	205,000	192,800
Capital Charges	244,961	244,800	244,900	87,900
NET (INCOME) / EXPENDITURE TO SUMMARY	2,163,494	2,085,900	1,960,900	1,833,200

Variations:**Third Party Payments:**

Contract inflation	-	16,500
Additional properties	-	25,000

Other Income:

Reclassified as Fees and Charges income	78,000	78,000
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Recycling Credit Income:

Increased activity	-	(20,000)
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Fees and Charges:

Other income reclassified	(78,000)	(78,000)
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Support Services:

Revised allocations	(104,300)	(116,500)
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Capital Charges:

Depreciation charges: previous years' charges dropping out	-	(156,900)
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S4180 ABANDONED VEHICLES**INDIRECT EXPENDITURE**

Support Services	1,201	300	1,800	1,100
NET (INCOME) / EXPENDITURE TO SUMMARY	1,201	300	1,800	1,100

NEIGHBOURHOOD SERVICES

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4810 ALLEVIATION OF FLOODING</u>				
DIRECT EXPENDITURE				
Premises	13,488	13,800	13,800	13,800
TOTAL DIRECT EXPENDITURE	13,488	13,800	13,800	13,800
DIRECT INCOME				
Other Grants and Contributions	(18,419)	(14,000)	(14,000)	(14,000)
TOTAL DIRECT INCOME	(18,419)	(14,000)	(14,000)	(14,000)
NET DIRECT (INCOME) / EXPENDITURE	(4,931)	(200)	(200)	(200)
Support Services	1,100	2,100	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	(3,831)	1,900	(200)	(200)

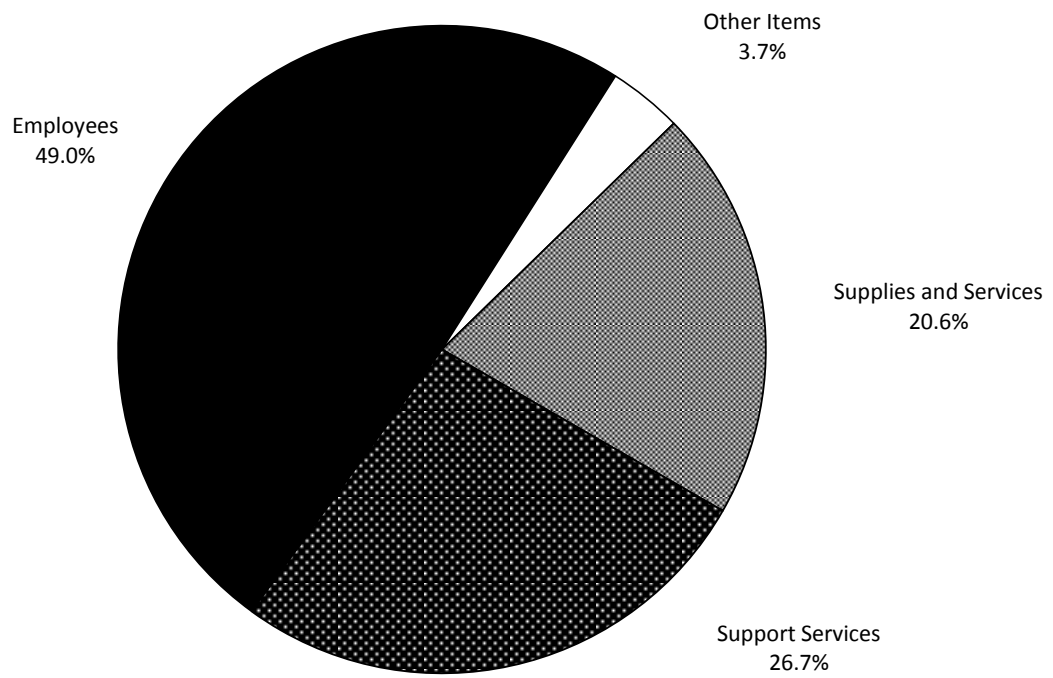
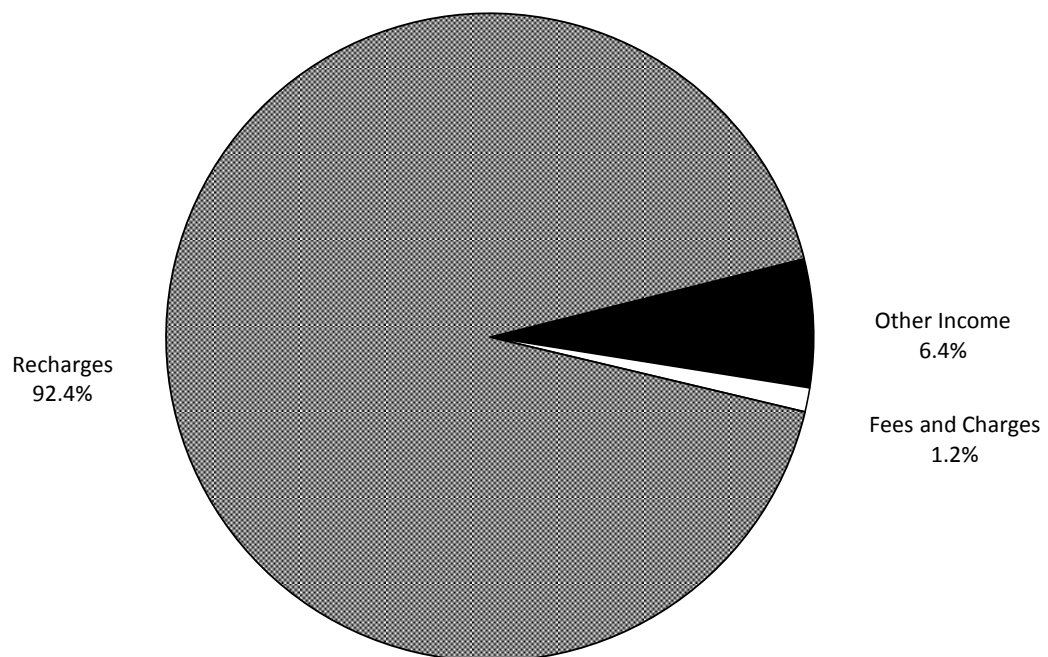
	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>STRATEGIC LEADERSHIP</u>				
S2000 CHIEF EXECUTIVE'S OFFICE	20,000	(45,600)	20,000	20,000
S2016 CORPORATE PROJECTS	24,710	8,600	4,100	-
S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE	742	2,400	2,800	2,800
S2060 HUMAN RESOURCES	9,615	47,500	9,000	8,300
S2080 MEMBER TRAINING	5,948	5,600	4,600	4,600
S2100 ORGANISATIONAL DEVELOPMENT	-	(343,300)	(101,700)	(66,700)
S2121 CONSULTATION	-	-	4,600	-
S2200 COMMITTEE SERVICES	-	45,400	-	-
S2220 DEMOCRATIC REPRESENTATION	924,768	913,800	904,300	870,400
S2240 ELECTIONS	197,222	50,400	94,800	74,400
S2260 ELECTORAL REGISTRATION	284,912	222,500	263,900	232,700
S2280 CHAIR OF THE COUNCIL	61,931	54,700	60,300	61,100
S2315 ASSISTED TRAVEL PASSES	50	-	-	-
S2340 MEDIA ROOM	28,148	13,300	-	-
S3210 ASSIST TRAVEL-TRANSPORT TOKENS	50,725	54,400	13,700	8,000
S3350 CSTEAM	-	19,700	-	-
S3452 CUSTOMER CONTACT MANAGER	-	25,400	-	-
S3470 WEB SERVICES	-	16,700	-	-
S3500 ICT SERVICES	(7,482)	79,000	(12,800)	(8,400)
S4870 LEGAL SERVICES (IN-HOUSE WDC)	900	400	1,000	900
S4871 LEGAL SERVICES (SHARED SERVICE WCC)	-	4,500	-	-
TOTAL STRATEGIC LEADERSHIP	1,602,189	1,175,400	1,268,600	1,208,100

SUBJECTIVE ANALYSIS:**EXPENDITURE:**

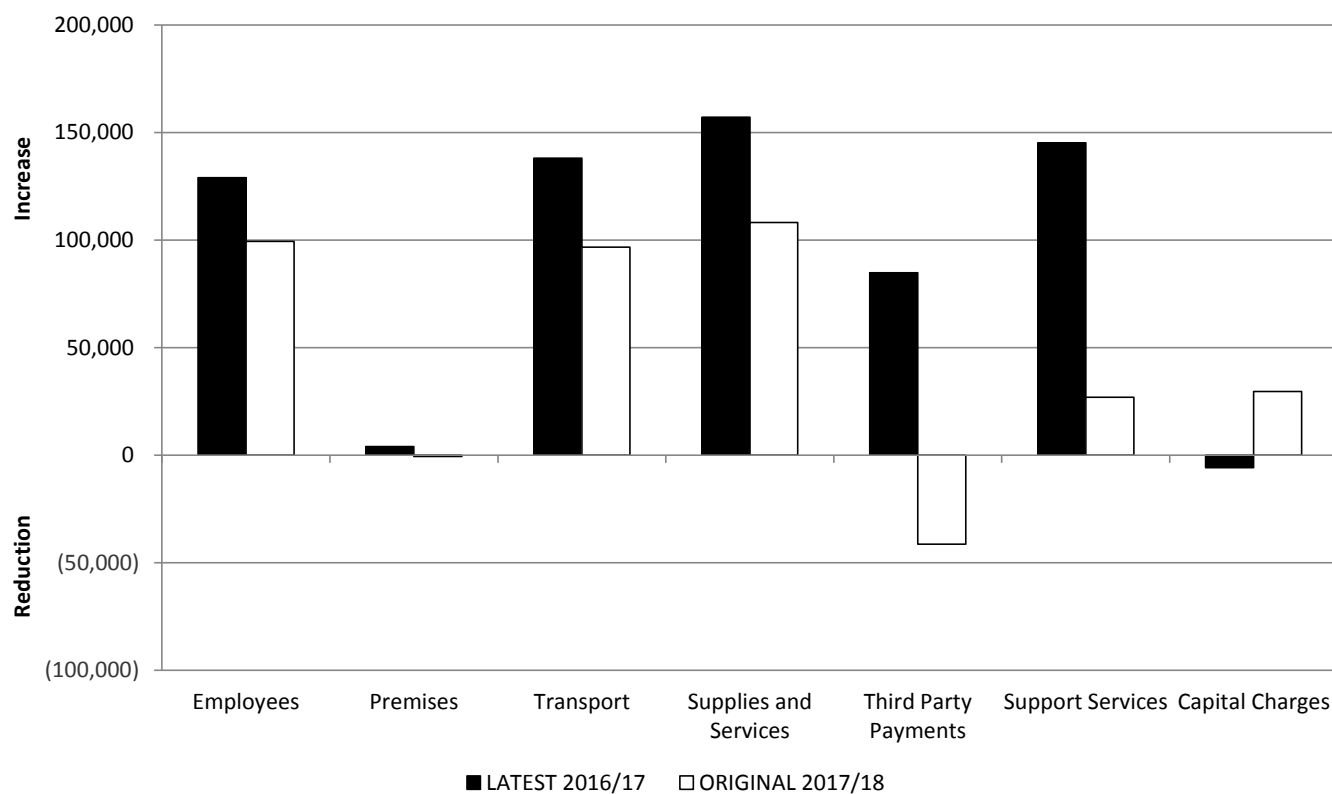
Employees	2,965,998	2,504,200	2,633,200	2,603,600
Premises	74,725	31,200	35,200	30,600
Transport	13,676	(118,600)	19,500	(21,800)
Supplies and Services	1,270,523	989,200	1,146,300	1,097,400
Third Party Payments	204,551	136,300	221,100	94,900
Support Services	1,552,086	1,395,800	1,541,100	1,422,800
Capital Charges	121,497	61,200	55,400	90,900
TOTAL EXPENDITURE	6,203,056	4,999,300	5,651,800	5,318,400

INCOME:

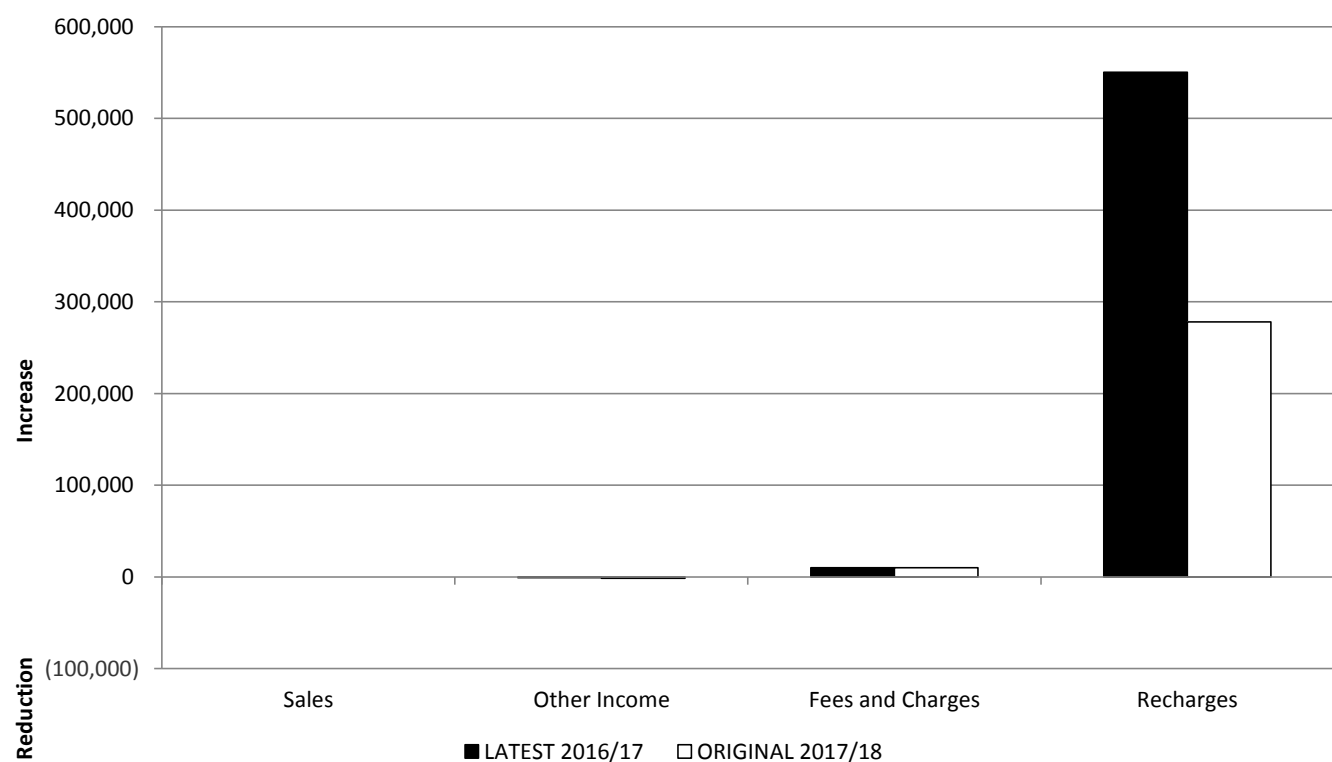
Government Grants	(10,963)	-	-	-
Other Grants and Contributions	(46,668)	-	-	-
Sales	(2,181)	(2,400)	(2,400)	(2,400)
Other Income	(477,965)	(263,400)	(262,600)	(261,900)
Fees and Charges	(54,123)	(39,000)	(49,000)	(49,000)
Recharges	(4,008,967)	(3,519,100)	(4,069,200)	(3,797,000)
TOTAL INCOME	(4,600,867)	(3,823,900)	(4,383,200)	(4,110,300)
NET COST OF GENERAL FUND SERVICES	1,602,189	1,175,400	1,268,600	1,208,100

EXPENDITURE - 2017/18 BUDGETS**INCOME - 2017/18 BUDGETS**

EXPENDITURE: CHANGE FROM 2016/17 ORIGINAL (£)



INCOME: CHANGE FROM 2016/17 ORIGINAL (£)



STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2000 CHIEF EXECUTIVE'S OFFICE</u>				
DIRECT EXPENDITURE				
Employees	422,183	418,400	397,400	395,100
Transport	619	2,200	2,100	2,100
Supplies and Services	29,950	31,400	31,400	29,800
Third Party Payments	18,660	22,100	25,700	22,100
TOTAL DIRECT EXPENDITURE	471,412	474,100	456,600	449,100
DIRECT INCOME				
Other Income	(720)	-	-	-
TOTAL DIRECT INCOME	(720)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	470,692	474,100	456,600	449,100
Support Services	80,794	87,000	81,900	80,800
Recharges	(531,486)	(606,700)	(518,500)	(509,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	20,000	(45,600)	20,000	20,000

Variations:**Employees:**

IAS19 Pension adjustments	(12,500)	(11,000)
Vacant post transferred to Electoral Services	(8,500)	(8,500)

Recharges:

Change in costs to be reallocated	88,200	96,800
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STRATEGIC LEADERSHIP**S2016 CORPORATE PROJECTS**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT EXPENDITURE				
Employees	116,730	-	73,000	-
Transport	448	-	-	-
Supplies and Services	818	-	-	-
Third Party Payments	66,810	400	100,800	-
TOTAL DIRECT EXPENDITURE	184,806	400	173,800	-
DIRECT INCOME				
Other Grants and Contributions	(46,668)	-	-	-
TOTAL DIRECT INCOME	(46,668)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	138,138	400	173,800	-
Support Services	8,223	8,200	1,900	-
Recharges	(121,651)	-	(171,600)	-
NET (INCOME) / EXPENDITURE TO SUMMARY	24,710	8,600	4,100	-

Variations:**Employees:**

Corporate Project Officer posts extended	66,900	-
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Third Party Payments:

Riverside House Relocation	87,100	-
St Michael's Leper Hospital slippage from 2015/16 plus grant funding	13,300	-

Recharges:

Change in costs to be reallocated	(171,600)	-
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S2020 CORPORATE MANAGEMENT - CHIEF EXECUTIVE

DIRECT INCOME				
Supplies and Services	382	2,400	2,400	2,400
TOTAL DIRECT EXPENDITURE	382	2,400	2,400	2,400
Support Services	360	-	400	400
NET (INCOME) / EXPENDITURE TO SUMMARY	742	2,400	2,800	2,800

STRATEGIC LEADERSHIP**S2060 HUMAN RESOURCES**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT INCOME				
Employees	422,060	396,400	384,800	436,300
Transport	453	1,300	1,200	1,200
Supplies and Services	40,872	48,500	77,400	53,000
Third Party Payments	24,641	23,400	23,400	23,400
TOTAL DIRECT EXPENDITURE	488,026	469,600	486,800	513,900
DIRECT INCOME				
Fees and Charges	(33)	-	-	-
TOTAL DIRECT INCOME	(33)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	487,993	469,600	486,800	513,900
Support Services	119,595	96,100	136,900	119,000
Recharges	(597,973)	(518,200)	(614,700)	(624,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	9,615	47,500	9,000	8,300

Variations:Employees:

Apprenticeship Levy	-	39,700
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Supplies and Services:

Staff Engagement	18,400	-
Slippage from 2015/16 - Payroll development costs	11,000	-

Support Services

Revised allocations	40,800	22,900
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Recharges:

Change in costs to be reallocated	(96,500)	(106,400)
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S2080 MEMBER TRAINING

DIRECT INCOME				
Employees	5,948	4,600	4,600	4,600
TOTAL DIRECT EXPENDITURE	5,948	4,600	4,600	4,600
Support Services	-	1,000	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	5,948	5,600	4,600	4,600

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2100 ORGANISATIONAL DEVELOPMENT</u>				
DIRECT INCOME				
Employees	-	(99,300)	(14,300)	-
Transport	-	(140,000)	(1,600)	(42,700)
Supplies and Services	-	(104,000)	(85,800)	(24,000)
	<u>-</u>	<u>(343,300)</u>	<u>(101,700)</u>	<u>(66,700)</u>
NET (INCOME) / EXPENDITURE TO SUMMARY	<u>-</u>	<u>(343,300)</u>	<u>(101,700)</u>	<u>(66,700)</u>

Variations:Fit For the Future Savings:

Budget savings vired to appropriate services	241,600	278,100
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S2121 CONSULTATION

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

S2200 COMMITTEE SERVICES

DIRECT INCOME				
Employees	182,973	158,900	144,100	150,700
Transport	187	400	400	400
Supplies and Services	20,220	20,700	20,700	20,700
Third Party Payments	30,330	38,000	38,000	38,000
	<u>233,710</u>	<u>218,000</u>	<u>203,200</u>	<u>209,800</u>
TOTAL DIRECT EXPENDITURE	<u>233,710</u>	<u>218,000</u>	<u>203,200</u>	<u>209,800</u>
Support Services	103,130	75,700	104,300	102,700
Recharges	(336,840)	(248,300)	(307,500)	(312,500)
	<u>-</u>	<u>45,400</u>	<u>-</u>	<u>-</u>
NET (INCOME) / EXPENDITURE TO SUMMARY	<u>-</u>	<u>45,400</u>	<u>-</u>	<u>-</u>

Variations:Employees:

IAS19 Adjustments	(8,400)	(7,400)
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Support Services

Revised allocations	28,600	27,000
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Recharges:

Change in costs to be reallocated	(59,200)	(64,200)
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STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2220 DEMOCRATIC REPRESENTATION</u>				
DIRECT INCOME				
Employees	5,546	24,500	21,600	22,900
Transport	5,286	8,900	8,500	8,300
Supplies and Services	317,537	319,300	319,400	319,300
Third Party Payments	3,178	9,700	14,700	9,700
TOTAL DIRECT EXPENDITURE	331,547	362,400	364,200	360,200
Support Services	665,424	623,600	612,300	582,400
Capital Charges	1,297	1,300	1,300	1,300
Recharges	(73,500)	(73,500)	(73,500)	(73,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	924,768	913,800	904,300	870,400

Variations:Support Services

Revised allocations	(11,300)	(41,200)
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S2240 ELECTIONS

DIRECT INCOME				
Employees	273,807	104,700	104,700	105,800
Premises	74,725	27,800	32,400	27,800
Transport	418	1,000	1,000	1,000
Supplies and Services	173,717	78,700	86,000	78,700
TOTAL DIRECT EXPENDITURE	522,667	212,200	224,100	213,300
DIRECT INCOME				
Other Income	(403,480)	(203,500)	(203,500)	(203,500)
TOTAL DIRECT INCOME	(403,480)	(203,500)	(203,500)	(203,500)
NET DIRECT (INCOME) / EXPENDITURE	119,187	8,700	20,600	9,800
Support Services	78,035	41,700	74,200	64,600
NET (INCOME) / EXPENDITURE TO SUMMARY	197,222	50,400	94,800	74,400

Variations:Support Services

Revised allocations	32,500	22,900
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STRATEGIC LEADERSHIP**S2260 ELECTORAL REGISTRATION**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT INCOME				
Employees	100,143	106,100	111,700	115,000
Premises	-	2,800	2,800	2,800
Transport	1,366	500	500	500
Supplies and Services	120,198	69,100	97,300	69,100
Third Party Payments	2,954	-	-	-
TOTAL DIRECT EXPENDITURE	224,661	178,500	212,300	187,400
DIRECT INCOME				
Government Grants	(10,963)	-	-	-
Sales	(2,181)	(2,400)	(2,400)	(2,400)
TOTAL DIRECT INCOME	(13,144)	(2,400)	(2,400)	(2,400)
NET DIRECT (INCOME) / EXPENDITURE				
Support Services	89,095	62,100	69,700	63,400
Recharges	(15,700)	(15,700)	(15,700)	(15,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	284,912	222,500	263,900	232,700

Variations:**Supplies and Services:**

Individual Electoral Registration - work slipped from 2015/16

28,200

-

S2280 CHAIR OF THE COUNCIL

DIRECT INCOME				
Employees	29,280	25,800	25,800	26,400
Premises	-	600	-	-
Transport	2,572	1,400	2,000	2,100
Supplies and Services	27,867	19,200	19,100	19,200
TOTAL DIRECT EXPENDITURE	59,719	47,000	46,900	47,700
DIRECT INCOME				
Other Income	(10,701)	-	-	-
TOTAL DIRECT INCOME	(10,701)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	49,018	47,000	46,900	47,700
Support Services	12,913	10,300	16,000	16,000
Recharges	-	(2,600)	(2,600)	(2,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	61,931	54,700	60,300	61,100

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S2315 ASSISTED TRAVEL PASSES</u>				
DIRECT INCOME				
Third Party Payments	1,570	-	-	-
TOTAL DIRECT EXPENDITURE	1,570	-	-	-
DIRECT INCOME				
Other Income	(1,520)	-	-	-
TOTAL DIRECT INCOME	(1,520)	-	-	-
NET (INCOME) / EXPENDITURE TO SUMMARY	50	-	-	-

S2340 MEDIA ROOM

DIRECT INCOME				
Employees	215,274	209,200	199,800	201,800
Transport	35	900	800	800
Supplies and Services	56,734	75,200	77,700	74,800
Third Party Payments	-	400	400	400
TOTAL DIRECT EXPENDITURE	272,043	285,700	278,700	277,800
DIRECT INCOME				
Other Income	(54,924)	(58,400)	(58,400)	(58,400)
Fees and Charges	(4,830)	(4,000)	(4,000)	(4,000)
TOTAL DIRECT INCOME	(59,754)	(62,400)	(62,400)	(62,400)
NET DIRECT (INCOME) / EXPENDITURE	212,289	223,300	216,300	215,400
Support Services	86,109	91,100	93,700	88,200
Capital Charges	31,173	1,100	-	-
Recharges	(301,423)	(302,200)	(310,000)	(303,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	28,148	13,300	-	-

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3210 ASSIST TRAVEL-TRANSPORT TOKENS</u>				
DIRECT INCOME				
Supplies and Services	530	200	200	-
Third Party Payments	45,125	40,000	5,000	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	45,655	40,200	5,200	-
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Other Income	(5,520)	(1,500)	(700)	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT INCOME	(5,520)	(1,500)	(700)	-
	<hr/>	<hr/>	<hr/>	<hr/>
NET DIRECT (INCOME) / EXPENDITURE	40,135	38,700	4,500	-
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	10,590	15,700	9,200	8,000
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	50,725	54,400	13,700	8,000
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:Third Party Payments

Service discontinued

(35,000)

(40,000)

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3350 CSTEAM</u>				
DIRECT INCOME				
Employees	171,403	171,500	167,800	164,000
Transport	77	400	400	400
Supplies and Services	8,434	10,400	30,400	10,400
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	179,914	182,300	198,600	174,800
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Other Income	(1,100)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT INCOME	(1,100)	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
NET DIRECT (INCOME) / EXPENDITURE	178,814	182,300	198,600	174,800
	<hr/>	<hr/>	<hr/>	<hr/>
Support Services	64,240	67,900	71,100	66,200
Capital Charges	5,516	-	-	-
Recharges	(248,570)	(230,500)	(269,700)	(241,000)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	19,700	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:**Supplies and Services**

Scanning work - slippage from 2015/16

20,000

-

Recharges:

Change in costs to be reallocated

(39,200)

(10,500)

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S3452 CUSTOMER CONTACT MANAGER</u>				
DIRECT INCOME				
Employees	51,714	20,900	53,500	-
Transport	81	-	-	-
Supplies and Services	2,336	4,500	9,000	-
TOTAL DIRECT EXPENDITURE	54,131	25,400	62,500	-
Support Services	10,151	-	5,100	-
Recharges	(64,282)	-	(67,600)	-
NET (INCOME) / EXPENDITURE TO SUMMARY	-	25,400	-	-

Variations:Employees:

Redundancy	40,500	-
Temporary post now concluded	-	(20,900)

Recharges:

Change in costs to be reallocated	(67,600)	-
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S3470 WEB SERVICES

DIRECT INCOME				
Employees	47,788	48,300	46,700	47,500
Transport	-	100	100	100
Supplies and Services	62,655	29,200	70,200	30,200
Third Party Payments	960	1,000	-	-
TOTAL DIRECT EXPENDITURE	111,403	78,600	117,000	77,800
Support Services	25,224	20,100	60,900	29,000
Recharges	(136,627)	(82,000)	(177,900)	(106,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	16,700	-	-

Variations:Supplies and Services:

Digital Transformation slippage from 2015/16	40,000	-
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Support Services

Revised allocations	40,800	8,900
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Recharges:

Change in costs to be reallocated	(95,900)	(24,800)
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STRATEGIC LEADERSHIP**S3500 ICT SERVICES**

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
DIRECT INCOME				
Employees	921,149	914,200	912,000	933,500
Transport	2,134	4,300	4,100	4,000
Supplies and Services	408,273	384,400	390,900	413,800
Third Party Payments	10,922	-	7,200	-
TOTAL DIRECT EXPENDITURE	1,342,478	1,302,900	1,314,200	1,351,300
DIRECT INCOME				
Fees and Charges	(48,271)	(35,000)	(45,000)	(45,000)
TOTAL DIRECT INCOME	(48,271)	(35,000)	(45,000)	(45,000)
NET DIRECT (INCOME) / EXPENDITURE	1,294,207	1,267,900	1,269,200	1,306,300
Support Services	183,390	181,200	187,400	187,100
Capital Charges	83,511	58,800	54,100	89,600
Recharges	(1,568,590)	(1,428,900)	(1,523,500)	(1,591,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	(7,482)	79,000	(12,800)	(8,400)

Variations:**Employees:**

Adjustment of salary vacancy reduction	22,100	22,100
IAS19 Pension adjustments	(24,100)	(20,300)
Pay award / superannuation increase	-	12,900

Supplies and Services:

Increase in ICT replacement programme	-	29,300
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Fees and Charges:

Increased income for Street Naming and Numbering service	(10,000)	(10,000)
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Capital Charges:

Depreciation charges: old items dropping out and new items added	(4,700)	30,800
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Recharges:

Change in costs to be reallocated	(94,600)	(162,500)
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S4870 LEGAL SERVICES (IN-HOUSE WDC)

INDIRECT INCOME				
Support Services	900	400	1,000	900
NET (INCOME) / EXPENDITURE TO SUMMARY	900	400	1,000	900

STRATEGIC LEADERSHIP

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S4871 LEGAL SERVICES (SHARED SERVICE WCC)</u>				
DIRECT INCOME				
Third Party Payments	(599)	1,300	1,300	1,300
TOTAL DIRECT EXPENDITURE	(599)	1,300	1,300	1,300
DIRECT INCOME				
Legal Fees	(989)	-	-	-
TOTAL DIRECT INCOME	(989)	-	-	-
NET DIRECT (INCOME) / EXPENDITURE	(1,588)	1,300	1,300	1,300
Support Services	13,913	13,700	15,100	14,100
Recharges	(12,325)	(10,500)	(16,400)	(15,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	-	4,500	-	-

CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2016/17 BUDGETS

		Latest Budget 2016/17 £'000	Original Budget 2017/18 £'000
NOTIONAL CAPITAL FINANCING CHARGES	BASE BUDGET	(3,630)	(3,630)
(Line 2 re Table in Paragraph 14.1)	LATEST BUDGET	(4,634)	(3,374)
	CHANGE	(1,004)	256
Depreciation :			
Effect of revaluations, impairments, re-lives, transfers & current and past capital programmes		214	247
Revenue Expenditure Financed From Capital Under Statute (REFCUS):			
Effect of current and past capital programmes		(1,218)	8
Intangible Assets:			
Effect of current and past capital programmes		-	1
COST OF LOAN REPAYMENTS, etc.	BASE BUDGET	4	4
(Line 3 re Table in Paragraph 14.1)	LATEST BUDGET	4	3
	CHANGE	-	(1)
Falling out of photocopiers minimum revenue provision		-	(1)
REVENUE CONTRIBUTIONS TO CAPITAL	BASE BUDGET	466	466
(Line 4 re Table in Paragraph 14.1)	LATEST BUDGET	546	538
	CHANGE	80	72
Additional General Fund revenue contributions to capital outlay re refuse containers		80	72
CONTRIBUTIONS TO / (FROM) RESERVES	BASE BUDGET	(846)	(846)
(Line 5 re Table in Paragraph 14.1)	LATEST BUDGET	(3,942)	(294)
	CHANGE	(3,096)	552
General Fund expenditure met from 2015/16 Earmarked Reserves		(307)	-
2015/16 Earmarked Reserves falling out		-	42
Contributions to/from Reserves generally re service expenditure		(2,036)	(1,209)
Transfers to/(from) Business Rate Volatility Reserve		(753)	1,719
NET EXTERNAL INVESTMENT INTEREST RECEIVED	BASE BUDGET	(368)	(368)
(Line 6 re Table in Paragraph 14.1)	LATEST BUDGET	(321)	(194)
	CHANGE	47	174
Changes in interest rates		159	312
Changes due to variations in levels and periods of investments		(101)	(64)
change in interest on balances paid to H.R.A. due to variations in balances & interest rates		(11)	(74)
IAS 19 ADJUSTMENTS (PENSIONS)	BASE BUDGET	(1,011)	(1,011)
(Line 7 re Table in Paragraph 14.1)	LATEST BUDGET	(565)	(603)
	CHANGE	446	408
Net IAS19 changes for retirement benefits		485	467
Employer contributions to pension fund		198	175
Pension Interest and Rate of Return on Assets		(237)	(234)

CAPITAL AND RESERVE FINANCING VARIATIONS FROM ORIGINAL 2016/17 BUDGETS

		Latest Budget 2016/17 £'000	Original Budget 2017/18 £'000
CONTRIBUTIONS TO / (FROM) GENERAL FUND BALANCE	BASE BUDGET	(75)	(75)
(Line 8 re Table in Paragraph 14.1)	LATEST BUDGET	(307)	-
	CHANGE	(232)	75
Contribution from General Fund falling out		-	75
Contribution from General Fund for Contingency Budget top-up		(232)	-

GLOSSARY OF TERMS

This section explains some uncommon terms used in this document.

Accruals

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

Actuarial gain (loss)

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

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

Agency

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

Amortisation

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

Asset

An item which has positive value to the organisation.

Band D Equivalent

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

"Below the Line"

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

Budget

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

Business Rates (National Non-Domestic Rates – NNDR)

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

Business Rate Retention Scheme

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

GLOSSARY OF TERMS

Capital expenditure

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

Capital charges

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

CIPFA

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

Collection Fund Account

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

Corporate and democratic core

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

Council Tax

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

Council Tax Base

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

Current Assets

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

Depreciation

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

Earmarked Reserves

Money set aside for a specific purpose.

General Fund Expenditure

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

GLOSSARY OF TERMS

Housing Revenue Account (HRA)

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

IAS19 Adjustments

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

IFRS

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

Intangible Assets

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

Major Repairs Reserve Account

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

Non-Current Assets

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

Precept

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

Provisions

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

Prudential Code

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

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

Rateable Value (RV)

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

GLOSSARY OF TERMS**Reserves**

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

REFCUS (previously known as Deferred Charges)


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

Revenue Expenditure

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

Support Services

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

 Executive: 30th November 2016		Agenda Item No. 4
Title	Housing Revenue Account (HRA) budgets latest 2016/17 and base 2017/18	
For further information about this report please contact	Mike Snow – Head of Finance 01926 456800 Andrew Rollins – Principal Accountant 01926 456803 Bill Hunt – Deputy Chief Executive 01926 456014	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	Executive 2 November 2016 – Budget Monitoring to 30 September 2016	
Background Papers	Executive 27 July 2016 – Budget Review to 30 June 2016; Executive 28 September 2016 – Fees and Charges 2017/18;	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes Ref 700
Equality & Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	14 th Nov	Bill Hunt
Head of Service	14 th Nov	Mike Snow
CMT	14 th Nov	
Section 151 Officer	14 th Nov	Mike Snow
Monitoring Officer	14 th Nov	Andrew Jones
Finance	14 th Nov	Andrew Rollins
Portfolio Holder(s)	14 th Nov	Councillor Phillips
Consultation Undertaken		
None		
Final Decision?	Yes	

1. Summary

- 1.1 This report presents the latest projections for Housing Revenue Account (HRA) 2016/17 Budget and the Base Budget proposals for 2017/18. The budget proposals for 2017/18 assume that Council rents will continue to have been reduced by 1% in accordance with the Government's revised HRA rent policy, implemented in July 2015. It does not commit to any other rent changes as a HRA Rent Setting report will be presented to members in February 2017.

2. Recommendations

- 2.1 That Executive recommends to Council the 2017/18 base revenue budget for Housing Revenue Account Services, as set out Appendix A
- 2.2 That Executive notes the latest revenue budget position for Housing Revenue Account Services in respect of the 2016/17 budget, as set out at Appendix A;

3. Reasons for the Recommendations

- 3.1 This report recommends the base budget requirements that will be used in the process of setting Council Housing Rents for 2017/18, which will be presented to members in February 2017. These figures reflect the costs of maintaining the current level of service plus any unavoidable changes in expenditure (for example, where the Council is contractually or statutorily committed to incur additional expenditure).
- 3.2 The report also considers the current year's budget, and includes details of proposed updates to the 2016/17 Budget. Any future changes that emerge over the coming months will be fed into the February report, ensuring that the implications for the 2017/18 base budget are considered and the Council is in a position to agree the 2017/18 Budget and the Council Housing Rents for the year.

4. Policy Framework

4.1 Framework

The Housing Revenue Account (HRA) latest budget 2016/17 and base budget 2017/18 report forms part of the Budgetary Framework 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 2016.

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

- 4.3.1 Under the 'Self Financing' regime the HRA has taken on a significant debt of £136.2m, but, with it the potential to generate surpluses that could be used to provide new homes and/or invest in HRA services and the existing stock. The HRA Business Plan projects income and expenditure over 50 years to demonstrate the ability to repay the debt, maintain the housing stock and provide new homes. The base budget for 2017/18 is calculated from the projections contained in the latest HRA Business Plan.
- 4.3.2 However, the Business Plan will need to be reviewed as the detailed provisions contained within the Housing and Planning Act are implemented. There is still considerable uncertainty as to when these changes will come into force or, indeed whether they will be implemented as originally envisaged. The Act currently contains a number of policy changes that will impact on the capacity of the HRA to support and develop the Council's landlord service. If possible, these changes will be incorporated into the 2017/18 Budget when it is reviewed in the February report.

4.4 Rent Policy

- 4.4.1 The 'base' housing rents for 2017/18 are based upon the revised Government rent policy that was introduced for 2015/16 onwards and later amended in July 2015. Increases in rent will only apply to void properties. For existing tenants rents will be reduced by 1% in 2017/18.
- 4.4.2 The changes introduced for 2015/16 increased social rent each year for ten years by the September CPI + 1%. However, in July 2015 the Government announced that with effect from April 2016, the rents charged by local authorities should instead be reduced by 1% per year, for four years.
- 4.4.3 However, the Council is able to set the base rent at the Target Social Rent (also known as Formula Rent) when a property becomes empty. This represents an increase over the social rent charged by the Council to tenanted properties but the rent set must then be reduced by 1% when the property is re-let to comply with the Government policy.
- 4.4.4 Details for 2017/18 Council Housing Rents, including rents for the Council's shared ownership homes, garages and for services charges for tenants and leaseholders 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.

5 Budgetary Framework

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

Section 9	2017/18 Base Budgets
Section 10	2016/17 Latest Budgets
Appendix 'A'	HRA 2016/17 Latest Budget and 2017/18 Base Budget.

5.2 The proposed 2017/18 Base Budgets and 2016/17 Latest Budgets are shown below. More detail is given in Appendix 'A'.

	Original Budget 2016/17 £	Latest Budget 2016/17 £	Base Budget 2017/18 £
Supervision & Management - General	2,698,500	2,848,600	2,822,700
Supervision & Management - Special	2,251,900	2,212,200	2,250,400
Supervision & Management Sub-total	4,950,400	5,060,800	5,073,100
Premises	6,353,400	6,664,900	6,004,300
Supplies and Services	455,900	455,900	455,900
Capital Charges	3,171,500	3,465,900	3,465,900
TOTAL EXPENDITURE	14,931,200	15,647,500	14,999,200
Housing Rents	(25,603,000)	(25,603,000)	(25,347,000)
Other Income	(1,449,300)	(1,449,700)	(1,294,700)
TOTAL INCOME	(27,052,300)	(27,052,700)	(26,641,700)
NET INCOME FROM SERVICES	(12,121,100)	(11,405,200)	(11,642,500)
Other Operational Expenditure / Income	4,412,300	4,412,300	4,412,300
NET OPERATIONAL INCOME	(7,708,800)	(6,992,900)	(7,230,200)
Financing and Reserve Funding Adjustments	3,169,100	2,982,100	2,814,900
Contribution to HRA Capital Investment Reserve	4,525,800	3,996,900	4,390,100
Transfer to HRA Balance	(13,900)	(13,900)	(25,200)

5.3 Section 9 of this report considers in more detail the 2017/18 Base Budgets, Section 10 covers the 2016/17 Latest Budgets.

5.4 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.

5.5 Current Base Budgets for this account show a surplus of £25,200 for 2017/18. This is simply the amount added to HRA balances to maintain the real value of this working capital after allowing for estimated general inflation.

5.6 In addition £4.4m is transferred to the HRA Capital Investment Reserve to fund future capital investment. This has increased from £3.9m transferred in 2016/17, driven primarily by a reduced painting and decorating programme being required – see section 9.3.1.

- 5.7 Appendix 'A' highlights the main changes to the 2 years proposed budgets, along with explanations for variations.
- 5.8 'Supervision and Management' - totalling £5.0m for 2017/18, as shown in the table above - is an integral part of the HRA. 'Supervision and Management' budgets are shown in Appendix 'A'.
- 5.9 'Supervision and Management - General' includes central services applicable to all tenants, such as rent collection, tenancy management and tenant participation.
- 5.10 '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.
- 5.11 For the setting of base 2017/18 revenue budgets, no inflation has been added other than where contracted or unavoidable. This is consistent with the approach for General Fund Services.
- 5.12 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 of new homes.
- 5.13 The proposed 2016/17 Latest Budget allows a contribution of £4m into the HRA Capital Investment Reserve, whilst retaining a working balance of £1.4m on the HRA.
- 5.14 The proposed 2017/18 Base Budget allows a contribution of £4.4m into the HRA Capital Investment Reserve, whilst retaining a working balance of £1.4m on the HRA.
- 5.15 Housing Rents for 2017/18 will be decided by Council in February 2017, taking into account the requirements laid down by the Government.

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
 - 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 or legal costs;
- 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;
- Levies, charges and reductions in housing stock that may result from compliance with the Housing and Planning Act.
- Government policy.

6.5 Many controls and mitigations are in place to help manage these risks. These include:

- The comprehensive Budget Review process. This requires all budget managers to review 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.
- Maintenance of a HRA Capital Investment Reserve. The current balance on this reserve stands at £20.725m and whilst this is intended for capital investment it is available to fund any unexpected HRA costs.
- In addition to the reserve, the latest 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 With effect from April 2002, rent setting for both Housing Association and Council properties was determined by Government, who imposed a formula to determine a target rent for every property. Councils and Housing Associations were required to amend and alter their rents to move towards this Target Social Rent, which was designed to align rents across the two sectors, as Council rents have traditionally been lower than those charged by Housing Associations.
- 8.2 This policy, known as Rent Convergence, was recently abandoned by the Government. However, the calculation for a Target Social rent, which determines what a council can charge remains in place.
- 8.3 Housing and Planning Act
- 8.3.1 The Housing and Planning Act received Royal Assent in May 2016. It includes a number of policy changes that will impact on the HRA Business Plan and potentially adversely affect its financial viability. However, there is still an absence of detailed regulations making it impossible to accurately predict the impact of these changes. Some informed estimates are included below, but recent intelligence is that the Government is potentially re-considering its approach to some of these elements. Whether this will result in a delay in the timing of their implementation or a fundamental review of the underpinning principles and potential impacts is not yet known so these estimates have not been built in to the Base Budget for 2017/18. If further clarity is available before the February 2017 report any relevant changes will be incorporated.
- 8.3.2 The Act extends the Right-to-Buy (RtB) policy to include Housing Association properties. However, it provides for the cost of funding the discounts given to Housing Association tenants to be covered by the Council housing sector. To ensure such funding is made available local housing authorities will have a duty (but not an obligation) to consider the sale of 'high value' properties as they become empty.
- 8.3.3 It is not yet clear how much each council will have to contribute towards the RtB policy as the Government has yet to set out the formula or criteria that will be used for the calculation or even to define what a high value property will be. As the sale of 'high value' properties will not be compulsory it is assumed that a 'levy' will be imposed on the HRA of each stock-owning Council and that this will relate in some form to the open market value of the each council's housing stock and the turnover of its stock.
- 8.3.4 In the absence of detail, it is therefore difficult to predict what the precise impact will be on the HRA, particularly given that Warwick District is a high-value housing area. However, by taking the predicted cost of extending RtB nationally, estimated at £1.5bn per annum and dividing it by the 1,682,000

council owned homes in England, a potential 'levy' of £892 per home can be calculated. By using this methodology and multiplying this figure by the Council's 5,500 homes, the potential levy for the Council could be c£4.9m per year. If this was to be met solely by high value property sales the Council would need to sell at least 35 empty properties each year. However, some forecasts, using differing methodologies, have calculated that a potential annual 'levy' could be as high as £17m per year for Warwick District Council's HRA.

8.3.5 The Act also provides for households living in social housing, where the combined income of the two highest earning members of the household exceeds £30,000 to pay a rent at, or close to, the market rent for a similar property. Housing associations will not have to charge higher rents to their high earning tenants but if they do, they will be able to keep the additional income. However, Councils will not have a choice on implementation and will be required to pay all the extra rent collected to the Government. The Act also provides for the establishment of a process for taking a sum of money from councils based on a 'notional' estimate of Pay-to-Stay income that may not reflect local circumstances or the money actually collected by the Council, another form of 'levy' on the HRA.

8.3.6 Again, it is difficult to quantify the possible cost to the HRA Business Plan but an estimate based upon Treasury predictions of the money to be raised by this measure from local authorities suggests an annual cost to this Council of circa £785,000. Some of this may however be recovered from higher earning tenants, for which the administrative arrangements are still to be determined.

8.3.7 It was originally envisaged that the Pay to Stay provisions would be implemented from April 2017 although recent indications are that this date may be slipped. Further information on this subject and the implications for the HRA Business Plan, 2017/18 Base Budget and 2017/18 Council rents will be provided in the February 2017 report provided that details have been published by the Government before that date.

8.4 Local Housing Allowance

8.4.1 With effect from April 2018 the payment limits that apply to Local Housing Allowance (LHA), payable to tenants in the private sector, will apply to all tenants whose social tenancy began after April 2016. The Council's rents are currently well below current LHA levels for family sized homes but in the case of those aged below 35 whether working or not, LHA is restricted to the cost of single room in a shared household, currently circa £67 a week, which is less than the cost of one bedroom council flat. The Council will therefore need to consider its approach to this client group, including how it can assess and then manage the financial risks to the HRA Business Plan of this policy.

9 2017/18 Base Budget

9.1 In determining the 2017/18 Base Budget, the over-riding principle is to budget for the continuation of services at the existing level, but following adjustments need to be made to the 2016/17 Original Base Budget: .

- Removal of any one-off and temporary items
- Addition of inflation (contractual services and pay 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 2017/18 HRA base budget has been calculated. Appendix 'A' provides detail of the main changes.

	£
Original Approved Net HRA Surplus 2016/17	(13,900)
Committed Growth / Income Reductions	411,400
Income / Savings	(349,900)
Changes in Supervision and Management	122,700
IAS19 Pension adjustment changes	60,900
Decrease in capital finance contributions to Major Repairs Allowance	(20,700)
Contributions to / from reserves	(235,700)
BASE NET HRA SURPLUS 2017/18	<u>(25,200)</u>

9.3 No inflation has been applied to budgets, apart from those where the Council is legally contracted to do so and 1% for an assumed pay award.

9.4 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 2017/18 and the Council's rent policy will be decided by Council in February 2017, and budgets will be updated to reflect those decisions.

9.5 The base 2017/18 budgets presented here allow for housing rents being reduced by 1% on the rent charged in 2016/17, to comply with the Government's policy on rents for social housing. In the case of void properties, the base rent will be:

- The assumed rent rate which should be what the previous tenant paid if that is already above Target Social Rent (Formula Rent) then reduced by 1% in the first relevant year and again by 1% for each successive year

or

- The formula rent for 2016/17, minus 1% in 2017/18 rent year and so on for the following four years.

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 (Formula Rent) when re-let, as approved in June 2014.

9.6 Unavoidable and previously committed growth has been included in the Base Budget, the main elements being:

- Repairs - The main area for change within repairs is for painting & decoration. Following analysis of the cyclical work requirements it was established £450,000 was required for 2016/17. However 2017/18 only a minimal budget of £100,000, for reactive works will be

required, pending the establishment of a full cycle of works from 2018/19 onwards, based on a detailed evaluation of the current Stock Condition Survey information.

- Housing Related Support - The Supporting People Grant from Warwickshire County Council ceased on 31 July 2016. The consequent reduction in income of £308,700 has been factored into the latest 2016/17 Budget, with the full year impact of £464,000 being included within the HRA Business Plan. A report on revised proposals for providing and funding the housing related support services previously funded by this grant is underway and due to be reported to Executive in January 2017. The outcome of this review will be factored into the final Base Budget for 2017/18 in the February 2017 report.
- The 2017/18 Supervision and Management base budget has been increased by £122,700, driven by revised allocations to support services £105,900.

- 9.7 Any HRA surplus above that required to maintain the appropriate HRA working balance is transferred into the HRA Capital Investment Reserve, for use on future HRA capital projects. The Base Budget allows for a £4.4m contribution to the reserve in 2017/18.
- 9.8 The Revenue Contribution to Capital Outturn (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 are not funded from the Major Repairs Reserve. An updated HIP will be presented in February 2017.
- 9.9 Appendix 'A' provides details of service expenditure and income. Explanations are provided where significant variations have been identified.

10 Latest Budgets 2016/17

- 10.1 A review of the 2016/17 budget has also been carried out in order to establish the latest budget for the current year. This then informs the base position for 2017/18 as described in Paragraph 9.1 above. Appendix 'A' provides a summary of major changes.
- 10.2 The table below summarises how the latest 2016/17 HRA budget has been calculated:

	£
Original Approved Net HRA Surplus 2016/17	(13,900)
Committed Growth / Income Reductions	311,500
Income / Savings	(400)
Changes in Supervision and Management	110,400
IAS19 Pension adjustment changes	64,900
Decrease in capital finance contributions to Major Repairs Allowance	142,500
Contributions to / from reserves	(628,900)
LATEST NET HRA SURPLUS 2016/17	<u>(13,900)</u>

- 10.3 The main item of growth in the above table is £310,800 which is in respect of revenue repairs. Of this sum £207,000 relates to sheltered schemes alarm systems, slipped from 2015/16, and £60,000 fire prevention block of flats scheme also slipped from 2015/16.
- 10.4 The Supervision and Management general budget has seen significant growth of £150,100 in 2016/17. This has been offset in part by a reduction in the special budget of £39,700. Key drivers of the increase in the Supervision and Management general budget are third party payments made for the stock condition survey £84,000, and revised allocations to support services £65,100. The reduction in the Supervision and Management special budgets has been driven primarily by IAS19 Pension adjustments and the transfer of staff from housing support to the income recovery team £25,000. Appendix 'A' provides a summary of major changes.
- 10.5 Taking into account all the changes to the 2016/17 HRA budgets, the estimated contribution to the HRA Capital Investment Reserve for the year will be £4m, a reduction of £0.5m from the Budget agreed in February 2016. This has been driven by the issues raised in 10.3 and 10.4.
- 10.6 At this moment in time there are no changes to the HRA element of the Housing Investment Programme that have not already been reported to and approved by the Executive. A full revision of the Housing Investment programme will be presented to Council in February 2017.

Appendix A
HRA 2016/17 Latest Budget and 2017/18 Base Budget

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>HOUSING REVENUE ACCOUNT</u>				
EXPENDITURE				
Housing Repairs Supervision	781,758	682,300	682,300	682,300
HRA Repairs and Maintenance	5,832,110	5,617,100	5,927,900	5,267,200
Electricity	-	300	400	400
Rates	(2,089)	1,400	2,000	2,100
Hsg Rates-Other Prop	19,675	19,700	19,700	19,700
Water Charges-Metered	35,759	32,600	32,600	32,600
Premises	6,667,213	6,353,400	6,664,900	6,004,300
Debt Recovery Agency Costs	-	3,900	3,900	3,900
Contributions To Provisions	55,639	15,000	15,000	15,000
Bad Debts Provision	215,124	437,000	437,000	437,000
Supplies and Services	270,763	455,900	455,900	455,900
Housing Services	-	-	-	-
Supervision & Management - General	2,443,765	2,698,500	2,848,600	2,822,700
Supervision & Management - Special	2,083,475	2,251,900	2,212,200	2,250,400
Support Services	4,527,240	4,950,400	5,060,800	5,073,100
Loss / (Gain) On Impairment Of Assets	(18,747,431)	-	-	-
REFCUS	48,817	100,000	-	-
Depreciation on Council Dwellings	2,638,776	2,698,700	2,913,400	2,913,400
Depreciation on Other HRA Properties	349,262	362,100	541,800	541,800
Depreciation on Equipment	24,570	10,700	10,700	10,700
Capital Charges	(15,686,006)	3,171,500	3,465,900	3,465,900
TOTAL EXPENDITURE	(4,220,790)	14,931,200	15,647,500	14,999,200
INCOME				
Other Income	(2,950)	-	-	-
Other Licences	(4,007)	(4,100)	(4,100)	(4,100)
Heating Charges	(118,298)	(102,900)	(102,900)	(102,900)
Service Charges	(131,157)	(131,200)	(131,200)	(131,200)
Service Charges Supporting People	(155,259)	(147,500)	(147,500)	(147,500)
Water Charges	(32,004)	(31,100)	(31,100)	(31,100)
Service Charges Leasehold	(1,154)	-	-	-
Rents-Houses	(25,751,983)	(25,603,000)	(25,603,000)	(25,347,000)
Rents-Shared Ownership	(22,174)	-	-	-
Rents-Garages	(501,216)	(520,000)	(520,000)	(520,000)
Rents-Others	(320,458)	(320,000)	(320,000)	(320,000)
General Fund	(37,900)	(37,900)	(37,900)	(37,900)
General Fund- SP	(463,739)	(154,600)	(155,000)	-
TOTAL INCOME	(27,542,299)	(27,052,300)	(27,052,700)	(26,641,700)

NET INCOME FROM SERVICES	(31,763,089)	(12,121,100)	(11,405,200)	(11,642,500)
Interest Payable	4,765,564	4,765,600	4,765,600	4,765,600
Interest-Balances	(198,600)	(253,300)	(253,300)	(253,300)
Capital Charges - Adj	(48,817)	(100,000)	(100,000)	(100,000)
Depreciation Adj - Other HRA Property	386,653	-	-	-
NET OPERATIONAL INCOME	(26,858,289)	(7,708,800)	(6,992,900)	(7,230,200)
<u>APPROPRIATIONS:</u>				
Appropriation Re Depn + MRA	2,486,755	3,103,100	2,730,800	2,887,900
Cap Fin-Rev Contr to Cap Outlay(GF+HIP)	357,199	219,500	439,900	119,600
Cont from Reserves	8,000	8,000	8,000	8,000
Contrib HRA Capital Invest Reserve (Dr)	5,388,163	4,525,800	3,996,900	4,390,100
fixed assets impairment charged to rev	19,498,794	-	-	-
Cont from Reserves	(3,076)	-	(100,000)	(100,000)
fixed assets impairment charged to rev	(751,363)	-	-	-
employee benefits accruals (cr)	(8,218)	-	-	-
Net IAS19 Charges for Retirement Benefits	(510,290)	(612,100)	(510,700)	(535,000)
Employers Contribs payable to Pension Fd	186,125	248,200	239,400	261,900
Pensions Interest+Rate of Return Assets	173,700	202,400	174,700	172,500
TAKEN From / (To) BALANCES	(32,500)	(13,900)	(13,900)	(25,200)
HRA Balance Brought Forward	(1,353,400)	(1,385,900)	(1,385,900)	(1,399,800)
HRA BALANCE CARRIED FORWARD	(1,385,900)	(1,399,800)	(1,399,800)	(1,425,000)

Variations:

Premises:

HRA Repairs and Maintenance		
Housing Repairs - Major - see section below	310,700	(350,000)
Housing Repairs - Responsive - see section below	100	100

Supervision & Management:

Changes in Supervision & Management - General	150,100	124,200
Changes in Supervision & Management - Special	(39,700)	(1,500)

Capital Charges:

Lettings Incentive Scheme	(100,000)	(100,000)
Changes in depreciation	394,400	394,400

Income:

Housing Rents - 1% rent reduction (pending rent setting report)	-	256,000
Supporting People Grant - scheme terminated	-	154,600

Capital Financing:

Revenue Contributions to Capital Outlay (RCCO) - Slippage from 2014/15	220,400	(99,900)
Change in adjustment from Housing Depreciation to Major Repairs Allowance	(372,300)	(215,200)

Contributions to / (from) Reserves:

Lettings Incentive Scheme	(100,000)	(100,000)
Changes in contribution to HRA Capital Investment Reserve due to all other changes	(528,900)	(135,700)

IAS19 Pension Adjustments:

Reversal of amounts charged to service accounts	101,400	77,100
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HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7010 HSG SUP+MAN GENERAL</u>				
DIRECT EXPENDITURE				
Employees	26,527	3,900	(200)	6,800
Premises	171,811	171,500	174,400	181,600
Supplies and Services	92,416	96,000	98,200	101,300
Third Party Payments	203,650	376,200	460,200	376,200
TOTAL DIRECT EXPENDITURE	494,404	647,600	732,600	665,900
DIRECT INCOME				
Other Grants and Contributions	(23,884)	(20,000)	(20,000)	(20,000)
Other Income	(35,603)	(41,000)	(41,000)	(41,000)
Fees and Charges	(93,720)	(119,800)	(119,800)	(119,800)
TOTAL DIRECT INCOME	(153,207)	(180,800)	(180,800)	(180,800)
NET DIRECT (INCOME) / EXPENDITURE	341,197	466,800	551,800	485,100
Support Services	2,884,327	2,914,000	2,979,100	3,019,900
Recharges	(781,758)	(682,300)	(682,300)	(682,300)
NET (INCOME) / EXPENDITURE TO SUMMARY	2,443,766	2,698,500	2,848,600	2,822,700

Variations:

Premises:

Increased premises insurance costs	-	10,100
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Third Party Payments:

Stock Condition Survey	84,000	-
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Support Services:

Revised allocations	65,100	105,900
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HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7200 HOUSING SERVICES</u>				
DIRECT EXPENDITURE				
Employees	1,332,967	1,487,800	1,505,700	1,512,000
Premises	412	-	-	-
Transport	38,600	44,400	42,400	39,900
Supplies and Services	158,315	192,800	295,400	297,100
Third Party Payments	101,148	146,100	154,100	163,700
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TOTAL DIRECT EXPENDITURE	1,631,442	1,871,100	1,997,600	2,012,700
	<hr/>	<hr/>	<hr/>	<hr/>
DIRECT INCOME				
Other Income	(41,302)	(39,600)	(39,600)	(39,600)
Fees and Charges	(45,364)	(47,000)	(47,000)	(47,000)
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TOTAL DIRECT INCOME	(86,666)	(86,600)	(86,600)	(86,600)
	<hr/>	<hr/>	<hr/>	<hr/>
NET DIRECT (INCOME) / EXPENDITURE	1,544,776	1,784,500	1,911,000	1,926,100
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Support Services	591,898	456,100	504,300	518,600
Recharges	(2,136,674)	(2,240,600)	(2,415,300)	(2,444,700)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

Variations:

Employees:

Lettings Incentive Scheme	56,000	56,000
IAS19 Pension adjustments	(38,900)	(31,300)

Supplies and Services:

Lettings Incentive Scheme - transferred from capital	100,000	100,000
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Third Party Payments:

Court of appeal ruling increases warrant application cost	-	18,600
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Support Services:

Revised allocations	48,200	62,500
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Recharges:

Change in costs to be reallocated	(174,700)	(204,100)
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HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7015 HSG SUP+MAN SPECIAL</u>				
S7410 WARWICK RESPONSE	625,032	681,500	669,700	685,200
S7440 HOUSING SUPPORT	394,104	446,900	429,400	435,900
S7450 CENTRAL HEATING	159,907	137,100	150,600	153,900
S7460 COMMUNITY CENTRES	3,650	9,900	9,800	9,900
S7620 HSG OPEN SPACES	382,190	386,300	379,500	381,900
S7630 HSG COMMUNAL AREAS	341,212	383,600	365,400	372,500
S7635 ESTATE SUPERVISORS	131,392	157,300	158,500	161,800
7928 REPM FIRE RISK ASSESSMENTS- COMMUNAL	45,991	49,300	49,300	49,300
TOTAL S7015 HSG SUP+MAN SPECIAL	2,083,478	2,251,900	2,212,200	2,250,400

S7410 WARWICK RESPONSE

DIRECT EXPENDITURE

Employees	585,879	622,200	596,300	606,700
Premises	7,237	5,100	6,800	7,100
Transport	35,987	45,900	38,400	35,400
Supplies and Services	111,934	109,500	141,100	138,900
Third Party Payments	387	300	300	300

TOTAL DIRECT EXPENDITURE

741,424	783,000	782,900	788,400
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DIRECT INCOME

Other Grants and Contributions	(348)	-	-	-
Other Income	(8,727)	-	(32,000)	(30,000)
Fees and Charges	(252,233)	(250,300)	(250,300)	(250,300)

TOTAL DIRECT INCOME

(261,308)	(250,300)	(282,300)	(280,300)
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NET DIRECT (INCOME) / EXPENDITURE

480,116	532,700	500,600	508,100
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Support Services	144,916	148,800	169,100	177,100
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NET (INCOME) / EXPENDITURE TO S&M SUMMARY

625,032	681,500	669,700	685,200
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Variations:

Employees:

IAS19 Pension adjustments	(11,400)	(10,400)
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Supplies and Services:

Cost of Lifeline Units	30,000	30,000
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Other Income:

Cost of Lifeline Units recovered from recipients	(30,000)	(30,000)
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Support Services:

Revised allocations	20,300	28,300
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HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7440 HOUSING SUPPORT</u>				
DIRECT EXPENDITURE				
Employees	238,710	286,800	247,800	254,800
Premises	7,298	8,800	8,700	8,800
Transport	10,595	14,900	11,200	10,100
Supplies and Services	58,452	77,700	78,700	78,700
Third Party Payments	4,643	-	-	-
TOTAL DIRECT EXPENDITURE	319,698	388,200	346,400	352,400
DIRECT INCOME				
Other Grants and Contributions	(145)	-	-	-
Other Income	-	(200)	(200)	(200)
Fees and Charges	(5,534)	(3,100)	(3,100)	(3,100)
TOTAL DIRECT INCOME	(5,679)	(3,300)	(3,300)	(3,300)
NET DIRECT (INCOME) / EXPENDITURE	314,019	384,900	343,100	349,100
Support Services	80,085	64,200	88,500	89,000
Recharges	-	(2,200)	(2,200)	(2,200)
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	394,104	446,900	429,400	435,900

Variations:

Employees:

IAS19 Pension adjustments	(10,200)	(9,200)
Staff transferred to Income Recovery Team	(25,000)	(25,000)

Support Services:

Revised allocations	24,300	24,800
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S7450 CENTRAL HEATING

DIRECT EXPENDITURE				
Premises	157,993	134,800	148,400	151,700
Supplies and Services	1,651	1,900	1,900	1,900
TOTAL DIRECT EXPENDITURE	159,644	136,700	150,300	153,600
Support Services	263	400	300	300
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	159,907	137,100	150,600	153,900

Variations:

Premises:

Increased cost of electricity	13,600	16,900
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HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7460 COMMUNITY CENTRES</u>				
DIRECT EXPENDITURE				
Premises	4,197	6,100	6,300	6,400
Supplies and Services	173	4,200	4,200	4,200
TOTAL DIRECT EXPENDITURE	4,370	10,300	10,500	10,600
DIRECT INCOME				
Other Income	(720)	(700)	(700)	(700)
TOTAL DIRECT INCOME	(720)	(700)	(700)	(700)
NET DIRECT (INCOME) / EXPENDITURE	3,650	9,600	9,800	9,900
Support Services	-	300	-	-
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	3,650	9,900	9,800	9,900
 <u>S7620 HSG OPEN SPACES</u>				
DIRECT EXPENDITURE				
Premises	4,537	30,200	30,200	30,200
Supplies and Services	914	3,000	3,000	3,000
Third Party Payments	319,904	290,300	290,300	292,800
TOTAL DIRECT EXPENDITURE	325,355	323,500	323,500	326,000
Support Services	56,835	62,800	56,000	55,900
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	382,190	386,300	379,500	381,900
 <u>S7630 HSG COMMUNAL AREAS</u>				
DIRECT EXPENDITURE				
Premises	263,692	322,900	297,300	304,200
Supplies and Services	215	600	600	600
TOTAL DIRECT EXPENDITURE	263,907	323,500	297,900	304,800
Support Services	77,305	60,100	67,500	67,700
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	341,212	383,600	365,400	372,500

Variations:

Premises:

Increased cost of electricity	20,200	25,100
Provision for re-letting Cleaning Contract not required	(45,000)	(45,000)

HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7635 ESTATE SUPERVISORS</u>				
DIRECT EXPENDITURE				
Employees	128,820	143,000	142,700	147,200
Premises	6,841	15,900	16,100	16,100
Transport	2,113	2,200	4,700	3,900
Supplies and Services	4,037	6,300	6,300	6,300
Third Party Payments	461	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DIRECT EXPENDITURE	142,272	167,400	169,800	173,500
Support Services	16,120	16,900	15,700	15,300
Recharges	(27,000)	(27,000)	(27,000)	(27,000)
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO S&M SUMMARY	131,392	157,300	158,500	161,800

7928 REPM FIRE RISK ASSESSMENTS- COMMUNAL

DIRECT EXPENDITURE				
Premises	45,991	49,300	49,300	49,300
	<hr/>	<hr/>	<hr/>	<hr/>
NET (INCOME) / EXPENDITURE TO SUMMARY	45,991	49,300	49,300	49,300

HOUSING REVENUE ACCOUNT

	ACTUAL 2015/16 £	ORIGINAL BUDGET 2016/17 £	LATEST BUDGET 2016/17 £	BUDGET 2017/18 £
<u>S7900 HOUSING REPAIRS - MAJOR</u>				
7900 REPM PAINTING & DECORATIONS	948,316	450,000	450,000	100,000
7901 REPM CONCRETE REPAIRS	30,786	40,000	40,000	40,000
7903 REPM COMMUNAL FLOORING/CARPETS	29,244	-	-	-
7905 EMR REPM COMMUNAL FLOORING CARPETS	-	-	10,700	-
7910 REPM ELECTRICAL REPAIRS	531,764	601,400	601,400	601,400
7912 REPM GAS/HEATING MAINTENANCE	557,800	594,100	594,100	594,100
7914 REPM HRA LIFT MAINTENANCE	18,677	39,400	39,400	39,400
7916 REPM DOOR ENTRY & SECURITY MAINTENANCE	58,754	60,000	60,000	60,000
7918 REPM SHOP MAINTENANCE	14,697	10,700	10,700	10,700
7920 REPM HRA STAIRLIFT MAINTENANCE	10,340	75,400	75,400	75,400
7922 REPM LEGIONELLA TESTING	10,741	34,600	34,600	34,600
7923 EMR MOBILITY SCOOTER STORE (REPM FIRE PR	-	-	33,000	-
7925 EMR FIRE PREV BLOCKS OF FLATS (REPM FIRE	-	-	60,000	-
7926 REPM FIRE PREVENTION WORKS	52,450	150,000	150,000	150,000
7929 EMR SHELTERED SCHEMES ALARM SYSTEMS	-	-	207,000	-
7930 REPM HRA PATHS AND SURFACING	86,794	100,000	100,000	100,000
7940 REPM HRA ASBESTOS WORKS	683,076	637,600	637,600	637,600
H070 LOT7 GAS OB PAYMENT	-	-	-	-
H071 LOT7 GAS OVERHEADS	-	-	-	-
TOTAL S7900 HOUSING REPAIRS - MAJOR	3,033,439	2,793,200	3,103,900	2,443,200

Variations:

Painting and Decorations:

Substantial painting and decorating done in 2015/16. Programme reduced for 2016/17 and further for 2017/18

- (350,000)

Communal Flooring / Carpets:

Slippage from 2015/16

10,700 -

Mobility Scooter Store (Fire Prevention Work):

Slippage from 2015/16

33,000 -

Fire Prevention Blocks of Flats:

Slippage from 2015/16

60,000 -


Sheltered Schemes Alarm Systems:

Slippage from 2015/16

207,000 -

S7950 HOUSING REPAIRS - RESPONSIVE

7960 REPR VOID REPAIR CONTRACT	1,158,341	1,271,400	1,271,500	1,271,500
7964 REPR OUT OF HOURS CONTRACT	683	-	-	-
7966 REPR DAY TO DAY REPAIRS CONTRACT	1,605,237	1,493,800	1,493,800	1,493,800
7968 REPR GARAGES: RESPONSIVE REPAIRS	34,410	58,700	58,700	58,700
H050 LOT5 REPAIR/VOID OB PAYMENT	-	-	-	-
H051 LOT5 REPAIR/VOID OVERHEADS	-	-	-	-
TOTAL S7950 HOUSING REPAIRS - RESPONSIVE	2,798,671	2,823,900	2,824,000	2,824,000

 30th November 2016		Agenda Item No. 5
Title	Housing Revenue Account Rent Arrears Policy	
For further information about this report please contact	John Gallagher Income Recovery and Financial Inclusion Manager 01926 456411 john.gallagher@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	2006	
Background Papers	Draft Rent Arrears Policy	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes, 748
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	8/11/16	Bill Hunt
Head of Service		
CMT	14/11/16	Chris Elliot
Section 151 Officer	14/11/16	Mike Snow
Monitoring Officer	14/11/16	Andy Jones
Finance	14/11/16	Andrew Rollins
Legal Services	14/11/16	Sheelagh Willis
Portfolio Holder(s)	14/11/16	Peter Phillips
Consultation & Community Engagement		
This report was agreed by the Housing Advisory Group (HAG) on 13 th September 2016. HAG is a representative body of councillors and tenants set up to scrutinise the work of Housing and Property Services.		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
This will be a recommendation to Council on 25 January 2016		

1. **Summary**

- 1.1 The Council's current Rent Arrears Policy relating to Council Housing Tenants was introduced in 2003. The Rent Arrears Policy has been reviewed to help the Council mitigate the risks of greater arrears that may arise from changes to the benefit and welfare system and to take account of the delivery of financial inclusion services to tenants, the pre-action protocol for possession claims for social landlords, as set out by the Ministry of Justice, the provision of a rent arrears policy and procedure for those purchasing Shared Ownership Properties, and amendments to the way we collect former tenant arrears.

2. **Recommendation**

- 2.1 That Executive recommends to Council that the revised Housing Revenue Account Rent Arrears Policy, attached at Appendix One, is approved.

3. **Reasons for the Recommendation**

- 3.1 The revised Housing Revenue Account Rent Arrears Policy, attached as Appendix 1, sets out the Council's proposed approach to the prevention and collection of rent arrears from Council tenants. The Policy recognises that tenants can experience financial hardship for a variety of reasons and that by offering advice and support at every stage of the arrears recovery process the Council can help individuals to reduce the risk of legal action being taken to recover monies due which could result in re-possession of their home.
- 3.2 The revised policy specifically addresses the following issues:
 - 3.2.1 Social Security: The Council recognises that changes to welfare benefits, including the introduction of Universal Credit, may cause financial difficulty to tenants and their families while they are adjusting to the changes that are being introduced. The revised policy sets out clear guidance for the support and help that will be offered to tenants.
 - 3.2.2 Pre-action Protocol: The revised policy will ensure that the Council is following the Ministry of Justice's Pre-action protocol for Possession Claims by social landlords as set out in Appendix 2. The aims of the pre-action protocol are:
 - To encourage more pre-court contact and exchange of information between landlords and tenants
 - To enable parties to avoid litigation by settling the matter if possible without the need to commence possession proceedings
 - To enable court time to be used more effectively if proceedings are necessaryCourts are expected to take into account whether the protocol has been followed when considering what orders to make. If the protocol has not been followed, the courts may not grant orders to support the timely recovery of rent arrears or, in extremis, possession of property owned by the Council.
 - 3.2.3 Shared Ownership: The Council now provides properties for sale on a shared ownership basis, where the Council sells a share of a home to a purchaser and then charges rent on the remaining share. The current Policy has no provision for managing the collection rent arrears in the case of such properties and this is rectified within the revised policy.

- 3.2.4 **Former Tenants Arrears:** The national collection rates for former tenant debts vary between 5% and 18%. The Council last year collected 15% of such debts, and set aside £215,000 for bad debt provision. Information provided by the Midlands Best Practice Group show that housing providers that fare better than the national average for the recovery of former tenants' arrears are those that have structures in place to negotiate concessions to tenants for repayment of such debts. The revised policy provides for such an arrangement to be offered by this Council:

Level of Debt	Concession available (full payment)	Concession available (-staged repayment over a negotiated period)
£100 - £1000	5-20%	10%
£1000+	10-25%	10%

4. **Policy Framework**

- 4.1 The **Sustainable Communities Strategy** will benefit in the following ways:
- 4.2 **Housing:** The Rent Arrears Policy should have a positive effect on income collection. The recommendation in this report is consistent with and supports the delivery of the Council's adopted Housing Strategy 2014-17 action point 1.3: "working with our partners across all sectors to support people in financial difficulties".
- 4.3 **Prosperity:** By providing financial inclusion services for our tenants we will increase the prosperity of the local communities as more income will be available for local goods and services
- 4.4 **Health and Well Being:** The link between health and well-being and being financially excluded is well known. Without access to appropriate mainstream financial services, people pay more for goods and services and have less choice. The impacts of exclusion are not just financial but also affect education, employment, health, overall well-being and housing.
- 4.5 **Community Sustainability:** Evidence from other organisations indicate that as circumstances for tenants improve through being financially included they are more likely to engage positively with their landlord in local communities
- 4.6 **Impact Assessments:** There are no negative changes to the policy proposed in respect of Equalities.
- 4.7 **Fit for the Future:** This policy will help the Council in both the Service and Money strand of its change programme by offering appropriate support to tenants to maintain their homes (Service) and helping to ensure that the Council maximises its rental income (Money).

5. **Budgetary Framework**

- 5.1 The collection of rent and prevention of rent arrears is of critical importance in making sure the Council has sufficient income to deliver the Housing Revenue Account Business Plan. With additional financial costs falling on the HRA as a result of the Housing & Planning Act 2016, the changes proposed in the revised

Rent Arrears Policy will further improve our rent arrears performance and so help support the viability of the Council's landlord services.

- 5.2 The table below shows the historic rent arrears performance for the Income Recovery Team. The Arrears figure shown is the cumulative level of rent not paid in total by our current tenants at the end of each year. The rent collection figure is the total percentage of rent collected at the end of each financial year.

Cumulative Rent Arrears Table 2013 to date			
Year	Arrears	Rent collection	Arrears as a % of Debit
2013/14	£804,631	99.8%	3.3%
2014/15	£942,718	98.9%	3.7%
2015/16	£820,611	100.3%	3.05
To 6/11/16	£766,445	102.1%	3.01%

- 5.3 The arrears expressed as a percentage of the debit is a figure usually used to benchmark our service. We currently use HouseMark benchmarking data which currently lists us in the bottom quartile compared with 36 other Borough or District Councils. We are already on a continuous improvement journey and aim to be in the top half of our benchmarking group which would currently require our arrears as a percentage of our debit being below 1.8%.
- 5.4 We aim to achieve this in the medium term (within 3 years) despite the continuing impact of welfare reform cuts and the introduction of Universal Credit. Performance at the moment is strong and the Council has bucked the national trend since April 2015 by collecting in excess of 100% of the rent debit. We will provide annual information to HAG members on what we have achieved in the year and our aspirations for the forthcoming year.

6. Risks

- 6.1 There are no major risks arising from this proposal. Indeed the new Rent Arrears Policy reduces risk in certain areas of activity.
- 6.2 If the Council failed to adhere to the pre-action protocol then there is a high risk that when it applied to the County Court for a possession hearing the case could be dismissed by the District Judge. This would mean a cost to the Council as it would have to re-submit the case once the pre-action protocol has been adhered to. It would also damage the reputation that the Council has with the District Judges.
- 6.3 If the Council did not operate a positive financial inclusion policy then it would be at risk of rent arrears increasing as a result of tenants falling into what may be avoidable financial hardship. This in turn increases the risks of tenants falling behind with their rent payments, adding to the costs of income recovery for the HRA and the risk of eviction and loss of home for the tenants.
- 6.4 The loss of income will cause problems when the Housing Revenue Account is going to be under severe financial pressures due to the Housing and Planning Act which will the costs to the Council of being a landlord.

7. Alternative Option(s) considered

- 7.1 The rent arrears policy could remain unchanged but this would mean that the Council would not have a policy to make sure that it is able to adhere to the pre-action court protocol. Neither would it be able to make a commitment to deliver financial inclusion services to its tenants and so help reduce financial risks to both the Council and individual households. It would mean that there would be no provision of a rent arrears policy and procedure for those purchasing Shared Ownership Properties, and no amendments to the way we collect former tenant arrears, resulting in reduced income to the HRA.

8. Background

- 8.1 Financial Inclusion is now at the core of services delivered to tenants by the Sustaining Tenancies team. Financial inclusion means belonging to a modern mainstream financial system that is fit-for-purpose for everyone, regardless of their income. It is essential for anyone wanting to participate fairly and fully in everyday life. Without access to appropriate mainstream financial services, people pay more for goods and services and have less choice. The impacts of exclusion are not just financial but also affect education, employment, health, housing, and overall well-being.
- 8.2 While financial exclusion affects a wide range of people at different times in their lives, it mainly impacts on people with low or unstable incomes, or who have experienced a significant life shock. Lone parents, single pensioners, migrants, long-term sick, disabled people, the long-term unemployed, and households headed by students or part-time workers are some of the groups most commonly excluded from affordable and reliable financial services and so at risk of debt arising from insecure and unpredictable incomes.

WARWICK DISTRICT COUNCIL

HOUSING & PROPERTY SERVICES

RENT ARREARS POLICY and PRACTICE

DRAFT

1. OBJECTIVES

- 1.1 Warwick District Council (the Council) will endeavour to collect all rent due by striking a balance between the financial needs of the Council and the social needs of tenants. The Council will take into account the impact on tenants of any changes that may be introduced to the social security system.
- 1.2 The Council has the responsibility for reducing rent arrears and for prevention of further debt by giving advice and assistance to existing tenants and to new tenants.
- 1.3 Where rent arrears occur, the Council will adopt a firm but fair approach to help tenants rectify the situation and wherever possible keep their tenancy and their home. It understands that tenant's circumstances change for a variety of reasons and this often makes it difficult to pay the rent. A sensitive approach will be adopted for those tenants adversely affected by changes to social security and in their personal circumstances.
- 1.4 Warwick District Council's aim is to collect 100% of all rent due. To do this, the Council's Rent Arrears Policy is designed to minimise the level of rent arrears in a sensitive, but effective manner. To do this, the Council will provide assistance and guidance to help tenants to maximise their income and provide sound advice on making the payments necessary to keep their rent accounts up to date. This will include helping those tenants whose accounts do fall into arrears recover the situation and bring their accounts up to date.
- 1.5 The Council wants to sustain tenancies by addressing the underlying causes of debt by reducing financial and social inclusion through its financial inclusion strategy. This includes helping people to have a better understanding of personal financial accountability, effective budgeting and access to affordable financial advice and appropriate financial products.

2. POLICY AIMS

- 2.1 This Policy applies to all tenanted and shared ownership properties managed by Warwick District Council.
- 2.2 Warwick District Council's Sustaining Tenancies division will:
 - Monitor levels of rent arrears and make early interventions to prevent rent arrears arising
 - Offer early appropriate professional support and guidance to tenants to reduce rent arrears

- Take appropriate action in accordance with the level of rent arrears to recover the rent due to the Council
- Provide a wide range of payment options, and review these options regularly to make sure that tenants have as wide a range as possible of viable and accessible payment methods
- Wherever possible, prevent homelessness arising from rent arrears.
- The Council will pursue all possible avenues of recovery; this may involve legal remedies resulting in repossession of the property. However, legal action will only be taken when all other means of recovery of rent arrears have been exhausted. Evictions will only be considered as a last resort where all other alternative actions and remedies have failed.
- Avoid unnecessary court action
- Use eviction as a last resort where repayment arrangements have not been maintained.

3 DIVERSITY

- 3.1 The Council will adopt a firm but fair approach to recovering rent arrears. It understands that tenant's circumstances change for a variety of reasons and this often makes it difficult to pay the rent.
- 3.2 The Council will ensure that no individual is discriminated against on grounds of marital status, sex, disability, age, sexual orientation, racial ground or other personal attributes including religious beliefs or political opinions.
- 3.3 The Council will act proportionately taking into consideration the relevant legislation and case law, with particular reference to Housing Acts 1985 & 1996; Equality Act 2010; Civil Procedure Rules 1988 and Manchester City Council v Pinnock & Ors (2010)

4 PREVENTION OF RENT ARREARS

- 4.1 The Council have set up robust procedures to support the County Court protocol for applications for possession based on rent. The Protocol relates to "pre-action" events, and is primarily to be used before issuing a case to Court.
- 4.2 The Income Recovery Team, a service within the Sustaining Tenancies division, is responsible for making sure that the protocol is followed. **(See appendix 2)**
- 4.3 The Council will offer tenants a range of support to try and prevent arrears occurring and when they do, from increasing. ensure their arrears do not escalate. This includes early contact; persistent awareness raising of the service; affordable payment plans; signposting to other services that can help tenants increase their income, manage their budgets and reduce financial problems; internal debt and money advice and partnership working to develop and tailor financial inclusion services across the district.

4.4 Financial Inclusion is at the heart of our Rent Arrears Policy and strategy in making sure our tenants have the financial capability to sustain their homes we will:

- Conduct pre-tenancy discussions to ensure that new and transferring tenants can afford their new tenancy, carry out a financial health-check and refer to specialist services if required, to encourage tenants to make paying their rent their first financial priority
- Establish the extent of financial exclusion among our residents
- Investigate sources of affordable credit, such as Credit Unions and promote those Credit Unions that are sustainable
- Offer suitable and cost effective contents insurance to our residents
- Raise awareness of ways to reduce fuel poverty
- Provide money and debt advice internally
- Provide information about, and referrals to debt and benefits advice
- Aim to maximise our tenants' income and benefits take-up
- Provide information about basic bank accounts
- Ensure our staff are trained and equipped to recognise financial exclusion
- Keep up-to-date with latest developments and good practice

5 TENANTS RESPONSIBILITIES

5.1 The term 'tenant' includes sole and any joint tenants.

5.2 If two or more people have signed the tenancy agreement (joint tenants), they are jointly and severally liable for the payment of rent. This means that each person is fully responsible for the payment of all rent and all of any arrears of rent.

5.3 All tenants have an obligation under the Terms and Conditions of their Tenancy Agreement to pay rent due, in advance or before the end of the specific rental period set out in the agreement.

5.4 It is the tenant's responsibility to notify the Council of any changes in their circumstances, which may affect their ability to pay their rent.

5.5 Tenants are able to pay their rent using one of the following methods: -

- Standing Order
- Direct Debit
- Credit or Debit Card
- By phone
- On-line over the Internet
- Allpay points

6 INCOME RECOVERY PROCESS (Current tenant rent arrears)

6.1 Our approach to preventing and collecting rent arrears will include:

- Offer a private interview either at a Council office or at the tenant's home
 - Assist in maximising income by signposting and referring for specialist money advice, including where appropriate, help and support claiming social security
 - Support tenants to increase their understanding of Universal Credit and any other relevant social security options
 - Help tenants and to be able to effectively manage their budgets
 - Calculate and agree reasonable repayment plans for those cases where tenants fall into arrears
 - Encourage contact by phone
- 6.2 Where tenants do owe the Council rent, we will take all reasonable action to recover the rent due. At each stage in the arrears process **(see appendix 1)**, we will contact tenants and ask them to pay the money owed.
- In all circumstances we will ask the tenant to clear the balance of the debt in its entirety. However, where this is not possible we will make an arrangement plan based on the tenant's ability to pay. Should a tenant keep to the arrangement, we will not take further action. Should the tenant fail to make the agreed payments, legal action will follow.

7 INTRODUCTORY TENANCIES

- 7.1 An Introductory Tenancy is a one year probationary tenancy which applies to all new tenants.
- 7.2 An Introductory Tenancy does not have the same rights as a Secure Council Tenancy and Mandatory Possession would be awarded if the case progressed to Court within the first year of that tenancy.
- 7.3 Once the Notice of Possession has been served the tenant has the right to appeal the decision to end an Introductory Tenancy. The decision is considered by elected members through the Housing Review Panel (HARP) **(see appendix 3)**

8 FORMER TENANT ARREARS

- 8.1 Tenants who end a tenancy are known as former tenants. If they leave any rent outstanding on their account, then this is known as Former Tenant Arrears (FTA). The approach to collecting current arrears is also applied to former tenant arrears in that the Council will provide advice and offer a reasonable opportunity for the tenant to pay before further legal and recovery action is taken.
- 8.2 Former tenants are contacted and given an opportunity to clear the debt. If the former tenant cannot be traced or refuses to accept responsibility for the debt it will be forwarded to a debt collection agency to collect. If after extensive research and trace activity the debtor cannot be traced the debt will be considered for 'write off'.

- 8.3 An FTA is 'written off' only for accounting purposes. Should the debtor contact the Council later, for whatever reason including an offer to clear the outstanding arrears the debt will be 'written on' and recovery action will recommence.
- 8.4 To help encourage the repayment of FTAs, the Council offers a concession for timely repayments. These concessions will be offered at the discretion of the Council and will be used primarily for negotiating full settlement of outstanding balances. The concessions available are set out below

Level of Debt	Concession available (full payment)	Concession available (-staged repayment over a negotiated period)
£100 - £1000	5-20%	10%
£1000+	10-25%	10%

9 **SHARED OWNERSHIP**

- 9.1 The Council expects all Shared Ownership Leaseholders (SOL) to pay their rent and other charges in line with their lease. It will regularly monitor such rent accounts and contact those who fall into arrears.
- 9.2 In the case of SOLs who fall into arrears we will normally expect those arrears cleared within a six month instalment. There may be discretion to widen this limit to 12 months if a substantial payment is made first. If an SOL has been found to sublet their home we will seek the full repayment of any debt in one payment as they will be classed as a commercial landlord.
- 9.3 If the Council is unable to recover the debt from the SOL or their mortgage provider then the Council will start legal proceedings. Any legal action will be:
- Reviewed by either the Sustaining Tenancy Manager or the Business Support Manager
 - Authorised by the Head of Housing and Property Services
- 9.4 If an SOL fails to clear the arrears and their mortgage provider refuses to pay the arrears, a 28 day notice will be given to the SOL and its lender that the Council intends to serve a Section 8 Notice Seeking Possession. If no payments are received and there are more than one month's rent arrears, a Section 8 Notice will be served. A court date will be allocated for a possession hearing and an outright possession will be sought of the SOL's property.
- 9.5 We will notify SOLs in advance of any legal action we intend to take. Any legal costs incurred by the Council in recovering the debt will

be added to the debt. Any possession proceedings will only be carried out after careful consideration of individual cases and will be authorised by the Head of Housing and Property Services.

10 GARAGE ARREARS

- 10.1 Garage rent accounts should not be in arrears. Any arrears must be cleared in full. If garage arrears persist, then the Council will give one week's notice to repossess the garage and will pursue the garage arrears in line with above Former Tenants' Arrears process.
- 10.2 Any goods and possessions remaining in a garage once the Council take possession will be removed and disposed of.

11 LEGAL PROCEEDINGS AND COURT COSTS

- 11.1 Proceedings through the County Courts will only be taken as a final resort. The Council will request an order for Court Costs. The tenant will be responsible for any Court Costs as well as any outstanding rent arrears

12 REVIEW AND MONITORING

- 12.1 The Council will formally review its Rent Arrears Policy at least once every five years taking into consideration the Council's strategic aims and objectives and agreed performance indicators. It will also follow the Council's continued aim to draw on best practice and to deliver any government led initiatives which will enable the effective recovery of rent arrears
- 12.2 The Council will monitor performance on rent arrears using the following Performance Indicators
 - Arrears expressed as percentage of the debit
 - Evictions expressed as a percentage of the overall stock
 - Number of cases 7 weeks in arrears
- 12.3 In addition to the Council have may periodically set local performance indicators that are measured and targeted on a monthly basis to ensure the continued improvement in its performance.

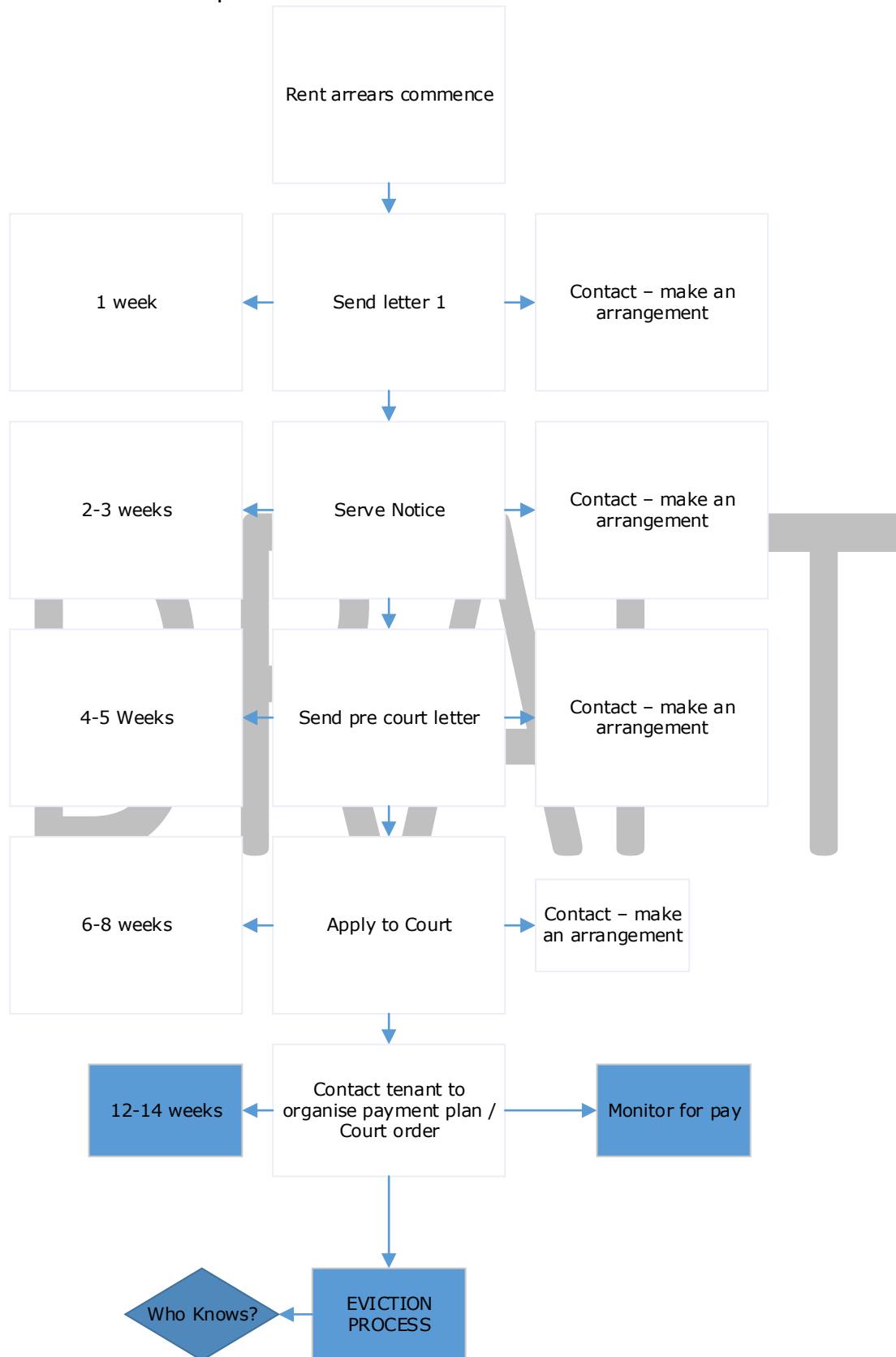
13 COMPLAINTS

- 13.1 The Council operates a Complaints Procedure that is available to any person who is not satisfied with the way in which their case has been dealt with. Details of the Complaints Procedure can be obtained from the Council's Offices and on the internet
- 13.2 Separate from the Complaints Procedure any tenant who disputes the amount of rent arrears or any repayment programme can ask for an explanation or ask for an appointment with the Income

Recovery and Financial Inclusion Manager. The manager will review the case and in the event of any dispute will refer the case to the Sustaining Tenancies Manager.

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APPENDIX 1 Simplified Rent Arrears Process



APPENDIX 2 PRE-COURT PROTOCOL **(Red indicates how we comply)**

1. The landlord should contact the tenant as soon as reasonably possible if the tenant falls into arrears to discuss the cause of the arrears, the tenant's financial circumstances, the tenant's entitlement to benefits and repayment of the arrears. Where contact is by letter, the landlord should write separately to each named tenant. **(letter1)**
2. The landlord and tenant should try to agree affordable sums for the tenant to pay towards arrears, based upon the tenant's income and expenditure (where such information has been supplied in response to the landlord's enquiries). The landlord should clearly set out in pre-action correspondence any time limits with which the tenant should comply. **(arrangements)**
3. The landlord should provide, on a quarterly basis, rent statements in a comprehensible format showing rent due and sums received for the past 13 weeks. The landlord should, upon request, provide the tenant with copies of rent statements in a comprehensible format from the date when arrears first arose showing all amounts of rent due, the dates and amounts of all payments made, whether through housing benefit or by the tenant, and a running total of the arrears.
4. (a) If the landlord is aware that the tenant has difficulty in reading or understanding information given, the landlord should take reasonable steps to ensure that the tenant understands any information given. The landlord should be able to demonstrate that reasonable steps have been taken to ensure that the information has been appropriately communicated in ways that the tenant can understand. **(Home visits & use of the Big Word translation service)**

(b) If the landlord is aware that the tenant is under 18 or is particularly vulnerable, the landlord should consider at an early stage –
 - (i) whether or not the tenant has the mental capacity to defend possession proceedings and, if not, make an application for the appointment of a litigation friend in accordance with CPR 21;
 - (ii) whether or not any issues arise under Disability Discrimination Act 1995; and
 - (iii) in the case of a local authority landlord, whether or not there is a need for a community care assessment in accordance with National Health Service and Community

Care Act 1990. **(Ensure Proportionality Assessment undertaken in order to comply with Pinnock)**

5. If the tenant meets the appropriate criteria, the landlord should arrange for arrears to be paid by the Department for Work and Pensions from the tenant's benefit. **(3rd party deductions)**
6. The landlord should offer to assist the tenant in any claim the tenant may have for housing benefit.
7. Possession proceedings for rent arrears should not be started against a tenant who can demonstrate that he has –
 - (a) provided the local authority with all the evidence required to process a housing benefit claim;
 - (b) a reasonable expectation of eligibility for housing benefit; and
 - (c) paid other sums due not covered by housing benefit.

The landlord should make every effort to establish effective ongoing liaison with housing benefit departments and, with the tenant's consent, make direct contact with the relevant housing benefit department before taking enforcement action. The landlord and tenant should work together to resolve any housing benefit problems. **(Court authorisation)**

8. Bearing in mind that rent arrears may be part of a general debt problem, the landlord should advise the tenant to seek assistance from CAB, debt advice agencies or other appropriate agencies as soon as possible. **(In house – CAB – Breathing Space)**

After service of statutory notices

9. After service of a statutory notice but before the issue of proceedings, the landlord should make reasonable attempts to contact the tenant, to discuss the amount of the arrears, the cause of the arrears, repayment of the arrears and the housing benefit position. **(Home Visits & Court warning letter)**
10. If the tenant complies with an agreement to pay the current rent and a reasonable amount towards arrears, the landlord should agree to postpone court proceedings so long as the tenant keeps to such agreement. If the tenant ceases to comply with such agreement, the landlord should warn the tenant of the intention to bring proceedings and give the tenant clear time limits within which to comply. **(Court warning letter)**

Alternative dispute resolution

11. The parties should consider whether it is possible to resolve the issues between them by discussion and negotiation without recourse to litigation. The parties may be required by the court to provide evidence that alternative means of resolving the dispute were considered. Courts take the view that litigation should be a last resort, and that claims should not be issued prematurely when a settlement is still actively being explored. **(Agreements)**

Court proceedings


12. Not later than ten days before the date set for the hearing, the landlord should –
 - (a) provide the tenant with up to date rent statements; **(Court Hearing date letter)**
 - (b) disclose what knowledge he possesses of the tenant's housing benefit position to the tenant. **(court hearing date letter)**
13.
 - (a) The landlord should inform the tenant of the date and time of any court hearing and the order applied for. The landlord should advise the tenant to attend the hearing as the tenant's home is at risk. Records of such advice should be kept. **(Court Hearing date letter)**
 - (b) If the tenant complies with an agreement made after the issue of proceedings to pay the current rent and a reasonable amount towards arrears, the landlord should agree to postpone court proceedings so long as the tenant keeps to such agreement. **(Postponements now out of fashion – SPO fine)**
 - (c) If the tenant ceases to comply with such agreement, the landlord should warn the tenant of the intention to restore the proceedings and give the tenant clear time limits within which to comply.
14. If the landlord unreasonably fails to comply with the terms of the protocol, the court may impose one or more of the following sanctions –
 - (a) an order for costs;
 - (b) in cases other than those brought solely on mandatory grounds, adjourn, strike out or dismiss claims.
15. If the tenant unreasonably fails to comply with the terms of the protocol, the court may take such failure into account when considering whether it is reasonable to make possession orders.

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Appendix Four



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 Executive 30 November 2016		Agenda Item No. 6
Title	Appointment of External Auditor	
For further information about this report please contact	Mike Snow 01926 456800	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	14/11/2016	Chris Elliott
Head of Service	14/11/2016	Mike Snow
CMT	14/11/2016	
Section 151 Officer	14/11/2016	Mike Snow
Monitoring Officer	14/11/2016	Andrew Jones
Finance	14/11/2016	Mike Snow
Portfolio Holder(s)	14/11/2016	Cllr Peter Whiting
Consultation & Community Engagement		
PSAA Advisory Board and has consulted widely with other Section 151 Officers.		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 Following the demise of the Audit Commission new arrangements were needed for the appointment of external auditors. The Local Audit and Accountability Act 2014 requires authorities to either opt in to the appointing person regime or to establish an auditor panel and conduct their own procurement exercise.

2. Recommendation

- 2.1 To recommend to Full Council that this Council opts in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.

3. Reasons for the Recommendation

- 3.1 It is likely that a sector wide procurement conducted by PSAA will produce better outcomes for the Council than any procurement undertaken alone or with a limited number of partners. Use of the PSAA will also be less resource intensive than establishing an auditor panel and procuring alone.
- 3.2 Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by Full Council (authority meeting as a whole). To comply with this regulation Executive is asked to make the recommendation above to Council.

4. Policy Framework

4.1 Policy Framework –

It is a legal requirement for the Council's accounts to be externally audited and to ensure that an external auditor is appropriately appointed.

- 4.2 **Fit for the Future** – Part of the requirements upon the external auditors when reviewing the accounts, is also to consider value for money. In recent years the Council's Fit for the Future programme has been one of the main areas considered here.

5. Budgetary Framework

- 5.1 If PSAA is not used some additional resource may be needed to establish an auditor panel and conduct the procurement process. Until either procurement exercise is completed it is not possible to state what additional resource may be required for audit fees for 2018/19, although it is anticipated that any increase will be minimised through using PSAA.

6. Risks


- 6.1 As set out in the report, use of PSAA minimises the risks inherent in undertaking our own procurement.

7. Alternative Option(s) considered

- 7.1 To establish an auditor panel and conduct our own procurement. This is not recommended as it will be a far more resource intensive process and, without the bulk buying power of the sector led procurement, would be likely to result in a more costly service.

8. **Background**

- 8.1 As part of closing the Audit Commission the Government novated external audit contracts to PSAA on 1 April 2015. The audits were due to expire following conclusion of the audits of the 2016/17 accounts, but could be extended for a period of up to three years by PSAA, subject to approval from the Department for Communities and Local Government.
- 8.2 In October 2015 the Secretary of State confirmed that the transitional provisions would be amended to allow an extension of the contracts for a period of one year. This meant that for the audit of the 2018/19 accounts it would be necessary for authorities to either undertake their own procurements or to opt in to the appointed person regime.
- 8.3 There was a degree of uncertainty around the appointed person regime until July 2016 when PSAA were specified by the Secretary of State as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. The appointing person is sometimes referred to as the sector led body and PSAA has wide support across most of local government. PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission and is a company owned by the Local Government Association's Improvement and Development Agency (IDeA).
- 8.4 The date by which authorities will need to opt in to the appointing person arrangements is not yet finalised. However, it is anticipated that invitations to opt in will be issued in December 2016 and a response will be required before February. Accordingly, this report is being brought to members now to enable time for Council consideration and approval to be given.
- 8.5 The main advantages of using PSAA are set out in its prospectus and are copied below; these can also be viewed as the disadvantages if the Council was to decide to undertake its own procurement.
- Assure timely auditor appointments
 - Manage independence of auditors
 - Secure highly competitive prices
 - Save on procurement costs
 - Save time and effort needed on auditor panels
 - Focus on audit quality
 - Operate on a not for profit basis and distribute any surplus funds to scheme members.

 Executive 30 November 2016		Agenda Item No. 7
Title	Minor Amendments to the Constitution	
For further information about this report please contact	Graham Leach, Democratic Services Manager & Deputy Monitoring Officer graham.leach@warwickdc.gov.uk Richard Lunwood, Green Space Development Officer richard.lunwood@warwickdc.gov.uk	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	14/11/2016	Chris Elliott
Head of Service	10/11/2016 10/11/2016	Rob Hoof, Tracy Darke, Mike Snow
CMT		
Section 151 Officer	10/11/2016	Mike Snow
Monitoring Officer	14/11/2016	Andrew Jones
Finance	10/11/2016	Mike Snow
Portfolio Holder(s)	14/11/2016	David Shilton, Stephen Cross, Andrew Mobbs
Consultation & Community Engagement		
John Gregory – Solicitor Acting for the Council – 10/11/2016		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
This will be a recommendation to Council on 25 January 2016		

1. **Summary**

- 1.1 This report brings forward some minor amendments to the Council's Constitution to provide clarifications and appropriate delegations to ensure that work is undertaken at an appropriate level.

2. **Recommendation**

- 2.1 The Executive recommends to Council the following amendments to the Constitution as set out at Appendix 1 of the report.

3. **Reasons for the Recommendation**

Section 106 Agreements

- 3.1 Warwick District Council receives a number of payments from developers via Section 106 Agreements to help deliver capital improvements to public open spaces. It also receives commuted sums (which would also fall part of a Section 106 agreement) to provide for a limited period of maintenance on new public open space provision.
- 3.2 In some areas (normally rural), Warwick District Council does not own or manage any of these public open spaces. Ownership and responsibility instead falls to the appropriate Parish or Town Council.
- 3.3 As the Planning Authority, Warwick District Council is a legal party to the Section 106 Agreements and is bound by the conditions therein. The District Council also collects the contributions from the developer. However, in the circumstances set out at 3.2 above, it is often expedient for the funds to be transferred from the District Council to the relevant Parish or Town Council so that they can provide the relevant infrastructure and/or maintenance.
- 3.4 S106 Agreements include clauses holding the District Council responsible for the appropriate use of financial contributions, and providing a way for developers to recover payments with interest if they are not used for the purpose specified within a given timeframe (usually 5-7 years). However, as the Parish or Town Councils are not parties to the S106 Agreements they are not bound by these terms.
- 3.5 This means that, in situations where the District Council wishes to transfer funds to the Town or Parish Council, there is presently no mechanism under which the District Council can control how the money is spent, or require its repayment in the event that it has not been used in accordance with the terms of the S106 Agreement. That is, should a developer wish to reclaim their commuted sums due to inappropriate use, the District Council would remain solely liable for reimbursement of the funds to the Developer, without having control of how the Parish Council has spent the money or having a mechanism under which it can recover the funds from the Parish or Town Council.
- 3.6 This has not been an issue in the past as transfers have been rare, and individual agreements were made on a case by case basis as the situation arose. With the huge increase in development within the district, this is no longer an appropriate approach.

- 3.7 A new legal agreement has been drawn up to ensure that the District Council's position is protected when funding is passed on to Town and Parish Councils. The Agreement covers how the money is to be spent and provides for repayment by the relevant Town or Parish Council in the event that the money is not spent appropriately, or at all, together with the addition of interest. However, there is currently no appropriate delegated authority to enter into such Agreements.
- 3.8 Delegated authority is therefore sought to enable the Head of Development Services to enter in Legal Agreements with Parish and Town Councils that will govern the terms of any transfer of Section 106 funding to them in circumstances where they are providing the relevant infrastructure or maintenance covered by the Section 106 Agreement.

Chief Executive delegation – Severance Payment

- 3.10 At present the Chief Executive has approved delegation to provide severance payments to members of staff in specific circumstances. This amendment is to provide clarification that it could be anyone of those three circumstances (as has been normal practice) and not a combination of all three.

Delegation to more than one service area – Street/Road Closures

- 3.11 This amendment is brought forward to enable the Head of Development Services to authorise road closure orders. This is as a result of the team responsible for running events now being located within this service area.

4. Policy Framework

- 4.1 The report does not bring forward any proposals that are contrary to the Policy Framework.
- 4.2 **Fit for the Future** – The proposals within the report contribute to Fit for the Future in respect of ensuring the Council can continue to deliver services effectively and appropriate arrangements are in place to achieve this.

5. Budgetary Framework

- 5.1 The report does not impact on the Budgetary Framework of the Council.

6. Risks

- 6.1 The main risks are associated with the proposal for Section 106 transfers not being approved, therefore potentially leaving the Council open to challenge on the use of Section 106 monies by Parish / Town Councils. The proposal is therefore brought forward to mitigate the risks to this Council.

7. Alternative Option(s) considered

- 7.1 It would be possible to leave the current situation in place. However, this is not considered appropriate because of the inherent risk to the Council.
- 7.2 Councillors could require Executive approval for each transfer as they come forward, but this would be extremely time consuming and would prevent Parishes from accessing their funds in a timely manner.

Part 3

Section 4 Scheme of Delegation

(Additional/new wording included in *italics*, deleted text ~~struck through~~)


DS (81) *To enter into Agreements providing for the transfer of funds (for capital works or commuted sums for a limited period of maintenance) received as a result of planning obligations under Section 106 of the Town and Country Planning Act 1990 to a Parish or Town Council, where it is deemed appropriate for the Parish or Town Council to provide the infrastructure which is the subject of the planning obligation.*

CE (16) Approve severance payment which *either*:-
(i) are, in their opinion, in the Council's interests; or
(ii) result in savings which recoup all initial costs of severance, subsequent staff regradings and any other consequential cost increases, within a period of 12 months of the severance; or
(iii) result in a post being deleted from the establishment though not necessarily the same post as the one from which the person was severed.

(NB the value of the payment must be agreed in line with the requirements of the Chief Executives delegated authority to determine urgent items between meetings CE(4))

A (7) Authority to carry out the necessary procedure and make orders under Town Police Clauses Act 1847 for the temporary closure of roads.

Head of Development Services, Head of Neighbourhood Services and Head of Health and Community Protection, following consultation with a solicitor acting on behalf of the Council.

 EXECUTIVE 30th November 2016		Agenda Item No. 8
Title	Delivery Stage Planning for the Masterplan proposals for St Mary's Lands, Warwick	
For further information about this report please contact	Chris Elliott chris.elliott@warwickdc.gov.uk (01926) 456003	
Wards of the District directly affected	Aylesford, Warwick	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive meeting 06 th April 2016, min 132 Executive meeting 3 rd September 2015, min 34 Full Council 19 th November 2014, min 50 Executive meeting 1 st October 2014, min 56 Executive meeting 16 th April 2014, min 189 Executive meeting 11 th September 2013, min 55 Executive meeting 19 th June 2013, min 13 Executive meeting 12 th December 2012, min 107	
Background Papers	See above reports plus draft delivery plan and project timetable and a report on the outcomes of public consultation.	
Contrary to the policy framework:		No
Contrary to the budgetary framework:		No
Key Decision?		Yes
Included within the Forward Plan? (If yes include reference number)		Yes 821
Equality & Sustainability Impact Assessment Undertaken		No
Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	14.11.16	Author
CMT	14.11.16	Author, Bill Hunt, Andy Jones
Section 151 Officer	14.11.16	Mike Snow
Monitoring Officer	14.11.16	Andy Jones
Heads of Service	14.11.16	Tracy Darke, Rose Winship, Robert Hoof, Marianne Rolfe,
Legal Services	14.11.16	Peter Endall
Portfolio Holder(s)	14.11.16	Councillor Butler
Consultation & Community Engagement		
Consultation with the St Mary's Lands Working Party and with wider public		
Final Decision?		
Yes, a decision on the next steps to develop and implement a range of capital improvement projects is required to achieve the outcomes of the master planning process that was endorsed during the public consultation programme.		

1 SUMMARY

- 1.1 Members will recall that approval was given in April 2016 to consult the general public on the wide range of proposals that had been developed by the St. Mary's Lands Working Party. It was agreed that an update on the outcomes of the consultation would be brought back to Members for their further consideration before agreeing to the next steps.
- 1.2 A set of proposals have been consulted upon and attached to this report is a summary of the outcomes of the consultation and recommendations for developing the project in more detail.
- 1.3 In order to develop the project the Council has asked its consultant, Plincke Landscape Ltd to prepare a Delivery Plan that identifies how the individual elements of the Master Plan might be developed and delivered. The Delivery Plan includes an assessment of the timescales and funding required, including the potential to use any Council funding as a lever to attract additional funding from external sources. The report seeks authority to agree the implementation of projects of immediate priority and for the remainder to be more fully considered in February 2017 as part of the process of setting the capital programme for 2017/18 and then for 2018/19 and possibly beyond.
- 1.4 The Delivery Plan recognises the complex relationship between the multiple stakeholders with an interest in the success of St. Mary's Lands. The Working Party has continued to work together constructively to ensure that many of the master plan ideas are now viable projects, including a number of 'quick wins'. These now require agreement from the Council to financially support a range of community, environmental and economic improvements set out within the Delivery Plan.
- 1.5 The Master Plan has sought to clarify the role of St. Mary's Lands as a publicly accessible open space and one that supports a range of businesses that make an indirect contribution to the local economy and a direct contribution to the Council. Even within Warwick, a significant number of respondents to the consultation perceive St. Mary's Lands to be 'the racecourse' and not a free to use public open space. The purpose of St. Mary's Lands is little promoted and understood whilst a lack of access to play facilities and toilets marginalises it further to a local and niche group of users. The importance of the historical, cultural, and environmental significance site is little understood, resulting in a low public profile. There is considerable potential, through the adoption of these proposals to better present St. Mary's Lands as an asset for the whole town and as destination within Warwick's wider offer to visitors from further afield. By lifting the site's profile, an upward spiral of investment can be encouraged that will assist in sustaining the open space into the future.
- 1.6 Following consultation on this draft report, the Delivery Plan has been prioritised in terms of community support and a greater emphasis on the revenue implications has been added. Elements that relate to the wider car parking strategy have been retained within the context of this report. It was suggested by some that parking was excluded and dealt with via the town centre parking strategy. However, by keeping the proposals for parking within the overall scheme, the inter-relationship between potential income generation and revenue costs can be more accurately assessed.

2 RECOMMENDATIONS

- 2.1 That the Executive notes the work of the St Mary's Lands Working Party to date and thanks the constituent members of the St Mary's Lands Working Party for their continued work.
- 2.2 That the Executive notes the results and recommendations of the public consultation process set out in Appendix 1.
- 2.3 That the Executive notes the progress already being made in implementing proposals from previously agreed funding decisions.
- 2.4 That Executive notes the Delivery Plan prepared by the Working Group as the mechanism to implement the Master Plan, as set out at Appendix 2.
- 2.5 That Executive approves the following items within the Delivery Plan, funded from the previously agreed budget of £50,000 for the financial year 2016/17:
 - A review of the management and maintenance plan (MMP) at an estimated cost of £10,000 which will allow recommendations for improving landscape character and increasing biodiversity to be brought back to a future Executive.
 - An ecological survey to support the review of the MMP at an estimated cost of £3,000 will be funded by volunteer time.
 - Match funding of £5,000 to support Hill Close Gardens to improve the setting of the gardens, including new paving at the main entrance and vegetation management.
 - The seeking of quotations to allow the Council to commission an assessment of hotel provision/bed space capacity in Warwick and the immediate surroundings and an economic impact assessment of a hotel in the proposed location, as per the brief set out at Appendix 3, to inform the future consideration of a hotel development at St. Mary's Lands, at an estimated cost of £12,500.
 - A contribution of £10,000 towards pedestrian access improvements, including improvements at Hampton Road/Gog Brook as part of a package whose overall costs would be in the order of £25,000 with the balance being funded through small grant schemes or community payback labour.
- 2.6 That authority is delegated to the Chief Executive, in consultation with the Business Portfolio Holder, to how the remainder of the existing budget, estimated to be £12,500 if the above proposals are approved, is used, either as a contingency for the proposals above or to support other projects forming part of the masterplan. Any exercise of this delegated authority would be reported to a subsequent Executive.
- 2.7 That Executive notes the progress made on agreeing a permissive cycle link from Hampton Street to Saltisford Brook to complete this section of the Sustran's National Cycle Route number 41. Warwickshire County Council, in association with Sustran, are considering the funding of signage, lighting and markings of the new route.
- 2.8 That Executive notes that the following provisions within the Delivery Plan will be considered as part of the 2017/18 budget setting process and, where appropriate, recommendations will be included within the February 2017 report on the proposed 2017/18 General Fund Budget:
 1. A potential match funding contribution (possibly as in kind) towards the cycleway improvements referred to in 2.7 above. The estimated costs of this

project are £80,000 during 2017/18 and the allocation of funding is subject to receipt of a satisfactory safety audit by Sustran's technical engineers.

2. A potential allocation of £18,000 to modify the existing toilets and provide a new disabled toilet and baby change facility within the Golf Centre building in return for a management agreement to provide public access to the toilets.
3. A potential allocation of £110,000 to create an additional net 20 parking spaces at the Saltisford Brook car park, subject to consultation with residents of Bread and Meat Close, a satisfactory road safety audit of the proposals and further consideration of the emerging car parking strategy for Warwick.
4. A potential allocation of £60,000 for complementing landscape and public realm improvements, subject to the Jockey Club bringing forward proposals, at a cost in excess of £200,000, to replace its existing turnstile building at the entrance to St. Mary's Lands and undertaking their own programme of planting and building works.
5. A potential allocation of £8,000 to Racing Club Warwick to support modifications of toilet facilities at the club to provide public facilities for users of the proposed play area.

2.9 That Executive notes that the following provisions within the Delivery Plan will be considered as part of the 2018/19 General Fund budget setting process:

6. A potential allocation of £60,000 towards the total estimated costs of £95,000 to develop a new children's play area on surplus Council land adjacent to Racing Club Warwick, opposite the Forbes Estate.
7. The potential allocation of £280,000 for surfacing works to create a long stay car park at Hampton Street, subject to further consideration of the car parking strategy. The surfacing works could develop following completion of the proposed cycle track improvements and further investigations into park and cycle and park and ride options to the town centre. The cost and timing of these works is not included within the schedule below in recommendation 2.11.
8. The potential for an allocation of funding to be made for drainage improvement works for the St. Mary's Lands playing fields to support increased access to active sport and recreation, currently limited by the frequent waterlogging of the pitches. These works may attract external funding and these options will be explored in the first instance so it is not possible to estimate the cost of any such allocation at this stage.

2.10 The Executive notes that, excluding the potential resurfacing works to provide long stay car parking, if all the potential allocations for 2017/18 (paragraph 2.8) and 2018/19 (paragraph 2.9) were made, in addition to the budget expenditure set out in recommendation 2.5, the total estimated cost to the Council would be £319,000, towards a total expenditure of £741,500, a circa 42% share of the costs.

2.11 The Executive notes the proposed funding, to be scheduled across the financial years as below with the funding for 2016-17 derived from the existing £50,000 allocation and subsequent years as part of the Council's process for setting its capital programme.

	2016 -17	2017 - 18	2018 -19	TOTALS
Total Cost Estimated	£90,500	£546,000	£95,000	£741,500
WDC Contribution by year	£50,000	£196,000	£60,000	£319,000

WDC Contribution by project	£10,000 (1) £5,000 (3) £12,500 (4) £10,000 (6) £12,500 (2.6)	£18,000 (9) £110,000 (10) £60,000 (11) £8,000 (12)	£60,000 (13)	
WDC Total	£50,000	£196,000	£60,000	£319,000
Existing budget	£50,000			£50,000
To be approved		£196,000	£60,000	£269,000

- 2.12 That authority is delegated to the Chief Executive, in consultation with the Business Portfolio Holder, to seek any statutory and other consents and alterations to existing leases, necessary in order to implement the recommendations of this report.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 In April 2016 the Executive agreed, amongst a number of things that:

- (i) That the Working Party should be thanked for their constructive approach to developing the Regeneration Master Plan for St. Mary's Lands;
- (ii) Agreed to support a consultation exercise to gauge the level of public support for the Working Party's initial Master Plan proposals;
- (iii) To receive a report on the outcomes of the consultation and any recommendations before the master plan is finalised.
- (iv) Agreed to fund the next steps in the master plan development to maintain the project momentum including,
 - 1. The next steps costing up to £5,000 from the existing budget be agreed;
 - 2. That an exemption is agreed to the Code of Procurement Practice (Section 6.3) to appoint Plincke to provide an ongoing project management role for the best part of a year ahead at a cost of not more than £25,000.
 - 3. That tenders be sought for design consultancy work of up to £50,000.
 That the additional funding of £75,000 in total is agreed from the 2016/17 Contingency Budget.

- 3.2 In essence the proposal was to extend the project management services of consultants (Plincke) to assist the Council with continuing the more facilitative and inclusive development of the work needed to bring the initial Regeneration Master Plan to a point where the public response could be assessed and after taking into consideration the results, plan a phased approach to implementing the Master Plan's recommendations.

- 3.3 When the Council appointed Plincke in October 2015, they set out a proposal based on 3 stages: (i) to review; (ii) to understand the issues; and, (iii) to build a consensus. The third stage has focused on broader project aims rather than the individual concerns of the Working Party members. This has enabled the Working Party to build consensus around the master plan proposals and a 10-year strategy for guiding the site based on four key themes:

Protect St. Mary's Lands for People and Nature

Improve Access and Enjoyment for All

<i>Support the Local Economy</i>
<i>Invest for the Future</i>

- 3.4 The public consultation process has been an important aspect in widening this consensus by understanding what level of public support exists. In this respect the third stage has sought to establish the 'legitimacy' of the Working Party's proposals. The report on the outcome of the public consultation is attached at Appendix 1 to this report.
- 3.5 The consultants anticipated a fourth stage once the outcome of the first 3 stages were complete. It was estimated that these 3 stages would cost up to £20,000 and if a fourth stage was required, further consideration and agreement would be needed as to how this is funded and procured. It was envisaged that the Working Party would re commence and would oversee the work of the consultants. This report and its recommendations now focus on that fourth stage and concerns the delivery of the master plan.
- 3.6 The Working Party has met twice since the end of the public consultation process, firstly to agree what actions were needed as a result of the consultation responses and secondly to consider the proposed delivery plan. In between these two formal Working Party meetings, numerous other meetings and discussions have taken place to develop the individual projects within the delivery plan. Working Party members have been consulted on the contents of this report.
- 3.7 It is important to note that a variety of things have already been happening to implement proposals stemming part from earlier decisions made by this Council and some of the participating organisations. These include:
- £150,000 of works on Racing Club Warwick's (RCW) ground as part of a Football Foundation/WDC bid submitted and awarded to replace changing rooms, stands, etc.;
 - £85,000 of works on RCW by this Council to clear and make secure the ground;
 - Two other bids are to be made by RCW to other funding bodies to improve the clubhouse and to create a MUGA;
 - Planning application has been submitted for a nursery in part of RCW's premises in line with its agreed business plan;
 - £50,000 of works started on the Corps of Drums premises as stage 1 of improvements. Stage 2 and 3 will bring in other funding to further improve the premises;
 - The Jockey Club have agreed to fund over £200,000 to improve the entrance to the racecourse.
 - The Golf Centre has developed a business plan to justify an investment into the premises to enhance its attractiveness and viability.
- 3.8 The Delivery Plan and proposed timescales (Appendix 2) is the beginning of the fourth stage of work to ensure that the Regeneration Master Plan proposals are developed to a point where external grant funding can be sought, tenders obtained and the works delivered. The Executive is being asked to fund those projects at Recommendation 2.5 and at 2.6 from an existing budget awarded and to consider those at Recommendation 2.8 and 2.9 as part of its budget

setting process for 2017/18 and for 2018/19 to financially support the proposals so that other grants and project partner's contributions can be secured. The rationale behind these elements of the masterplan can be summarised as follows:

1. Review of the Management and Maintenance Plan will enable many of the smaller items raised by the Working Party and the consultation to be addressed, such as seating, signage, and bins.
2. Cycle Route, working alongside the Racecourse, County Council, and Sustran a viable solution is possible to complete this section of the national cycle route, taking cyclists off of the busy Hampton Street and creating a safer route to school link. Sustran are currently preparing two scheme options for the cycle route and detailed costings will be available shortly. A decision on any funding requirements from the Council can be deferred until these detailed costings and the funding available are known. It is likely that the Council's funding contribution may be 'in-kind' and that no financial contribution may be required as the Council will be losing 10-car parking spaces to create the new route. The cost of replacing these, as set out in item 3 below, could be the Council's contribution. There would be a potential loss of revenue to the Council if the 10-car parking spaces are not re-provided.
3. Saltiford Brook Car Parking, the estimated costs of these works has reduced following further design development. The scheme comprises the construction of 30-new parking spaces (subject to a road safety audit). The total net gain is 20-parking spaces as 10-existing parking spaces are lost to create the cycle route. A loss of approximately 110m² of existing grass verge is also necessary. There is a potential increase in revenue to the Council as the scheme proposes a net gain of 20-car parking spaces.
4. Main entrance enhancements to address its current poor quality and the negative impact on the Conservation Area. The additional funding from the Council will enable a more comprehensive scheme of improvements, linking the extended car parking, main entrance and new building in an integrated scheme of public realm works. If the soft-landscape is maintained by the Jockey Club under agreement with the Council, there are few on-going revenue implications to the Council. A more attractive entrance may increase usage of the car parking, leading to a revenue benefit.
5. Improving the frontage of Hill Close Gardens. The gardens are Grade II* and have the potential to become a regionally significant tourist attraction. The current entrance is perceived as a negative feature by visitors. The likely costs of the works are in the order of £25,000 with the balance being funded by an application to the Heritage Lottery Fund and other small grant funders. The revenue implications of the works are positive to the Council, Hill Close Gardens have offered to maintain the area of verge between the gardens and the car park, reducing the area maintained by the Council. Increasing visitor numbers through the better promotion and first impression of the gardens would also increase the usage of the Council's car parking.
6. Gog Brook footpath link to improve access from the Hampton Road end of the site and Chase Meadows. The existing path is an informal, often muddy track and its formalisation would improve access and safety.

7. Publicly accessible toilets. Access to toilets was strongly supported throughout the consultation. Toilet access would also enable longer visiting and less local visiting, encouraging the site as a destination for visitors rather than just by a very local user group. The re-working of the toilets within the golf centre is seen as the most effective solution without an on-going revenue cost to the Council.
8. New play area adjacent the Forbes Estate. It is likely that funding could be applied for from a variety of other sources. The play area would meet a longstanding desire to provide a replacement play area in an area with play deficiency. The play area will have a revenue implication to the Council as the previous facility was removed some years ago, this is now a new provision.
9. Public access to toilets, Racing Club Warwick. This would enable toilet provision in very close proximity to the proposed play area at minimal capital cost with no on-going revenue implications to the Council.
10. Surfacing the remaining long stay car parking spaces. As the use grows and changes are made elsewhere within the town centre, there is potential to increase parking within a sustainable location.
11. Play field drainage. The estimated budget for the improvement works is in the order of £20,000 to construct new soakaways, install a system of lateral drains and re-instatement works. The works would significantly increase the level of play possible but its proposed that first of all external funding opportunities are explored before seeking direct Council funding.
12. Hotel study. Without such work being undertaken, there would be a likely loss of trust with the public over the necessity for a hotel and the reputational damage that might arise from promoting a scheme that may not be justified. Commissioning the study (see Appendix 3 for the brief) is a measured way of developing this aspect of the project, which has raised high levels of public interest in the past. The revenue implications of the hotel development could be significant both directly and indirectly to the wider town. The increase usage of the car parking could directly increase Council income from parking, especially evenings and night time when the car park would otherwise be under-used.

3.6 The Working Party's proposals are now at a point for the Executive to consider endorsing the recommendations of the Delivery Plan in order that a finalised version of the masterplan can move towards the implementation stage.

3.7 Given that commitment from all participating bodies to make things work and to resolve previous differences and the momentum it has created; it is important that this opportunity of momentum is not lost. This is especially so in the light of strong public support. Consequently, the Delivery Plan contains a number of early wins that could be started this financial year and that progress on the more substantive elements of the scheme are funded in the coming financial years. The early win projects can largely be accommodated within the existing budget. The other, larger elements of the project delivery require an agreement to funding. It is envisaged that any design consultancy work and subsequent implementation would be tendered.

4 POLICY FRAMEWORK

4.1 Fit for the Future (FFF)

- 4.1.1 The FFF Programme is designed to deliver the Sustainable Community Strategy (SCS) for Warwick District and to that end amongst other things it contains a number of significant projects. St Mary's Lands is one of the Council's key projects in the FFF Programme. Therefore, this report should be seen as the way forward for implementing one of the Council's key projects.
- 4.1.2 The FFF Programme has 3 strands and the impact of this report's proposals in relation to each of them is as set out below:

Service

Maintain or Improve Services – the proposals may allow for the area overall to be enhanced and more specifically enabling the existing facilities and services to continue to be operated and indeed to be enhanced.

People

Engaged and Empowered Staff – the proposals will be helpful in engagement terms as they will involve a range of staff across the Council and to empowerment since they will be helping to deliver schemes of direct benefit to the local community.

Money

Achieve and Maintain a Sustainable Balanced Budget – the proposals may help the Council in addressing its financial revenue situation via making better use of its physical assets.

4.2 Sustainable Community Strategy (SCS)

- 4.2.1 The Council has approved a Sustainable Community Strategy for Warwick District (SCS) which has Prosperity as one of its five key themes. Under this theme priorities relevant to St Mary's Lands are:
- Ensuring effective promotion of the district to attract growth;
 - Making better use of public assets to increase financial rewards;
 - Incentivising growth of existing businesses and attracting inward investment.

To do this the Council has committed itself, among other things, to:

- Using public land/assets to stimulate growth;
- Ensuring a co-ordinated approach to inward investment.

- 4.2.2 The proposals are especially important to this theme given the significant impact it has on Warwick town's local economy by virtue of the numbers of visitors it could attract each year.
- 4.2.3 The proposals are also relevant to the SCS in respect of its Health and Well Being theme since many of the organisations' activities encourage people to participate in sporting and cultural activities, especially for younger and older

people. Moreover, the SCS seeks to aid those areas of social and economic deprivation in the District to improve them to the level of the District overall. The Forbes Estate is part of one such area of deprivation. This is also likely to aid the Council's Safer Communities work.

- 4.2.4 Part of St Mary's Lands is also designated as a Local Nature Reserve (LNR) and all of it is part of a Conservation Area. There is also a significant Listed Building (the grandstand). Hill Close Gardens immediately abut St. Mary's Lands and is a popular visitor attraction. The Gardens are Listed Grade II* on the Historic England Register of Parks and Gardens, making the gardens of more than local significance. Consequently, the area is important to the Council's SCS agenda relating to promoting Sustainability. No impacts are likely in respect of the SCS's Housing theme.

4.3 Local Plan

- 4.3.1 The Council has also agreed a strategy statement "The future and sustainable prosperity for Warwick District" which amongst other things seeks to:

- Support the growth of the local economy; and
- Maintain and promote thriving town centres.

- 4.3.2 The Council has determined that a spatial masterplan should be developed for St Mary's Lands via public consultation as it recognised that it is an essential community amenity that needs to receive the necessary investment to enable its attractions and operations to prosper.

- 4.3.3 The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands as follows:

"3.142 The Council will therefore work with the operators of the Racecourse to bring forward a Masterplan for the area which;

- ensures the ongoing vitality and viability of the Racecourse;*
- protects and enhances the significance of the Listed Building and Conservation Area and their setting;*
- retains the land for public recreation;*
- protects and enhances biodiversity within the Racecourse as well as links to the open countryside and other areas; and*
- restricts uses to those associated with visitor accommodation, recreation, leisure and horse racing"*

This requirement picks up the non-Local Plan overall strategy for St Mary's Lands adopted in 1998 and the regeneration master plan agreed in 2004 which have both been reviewed as part of this work.

4.4 The Playing Pitch and Outdoor Sports Strategy

- 4.4.1 The Strategy highlights the need to support community football pyramid teams such as RCWFC with adjustments to facility provision where required. This is underpinned by a priority across the district to retain the number of grass

pitches, improve the quality of these pitches, and provide more mini and junior pitches to meet demand now and in the future.

5. BUDGETARY FRAMEWORK

- 5.1 The Executive Committee is asked to note that, excluding the long stay parking surfacing works, the total estimated costs of the items outlined in this report is £741,500. Of this amount, £319,000 is being sought from the Council (roughly 42%). The balance of £423,000 (58%) would be contributions from other project partners and grant sources. The project is seen as offering a significant opportunity to partner with a wide range of other organisations to see a step change in the presentation and management of this site.
- 5.2 The Executive had previously agreed a budget of £50,000 for design work which can be used to fund £37,000 for this year with the balance held as a contingency or to help other projects that form part of this work.
- 5.3 The proposed funding for 2017/18 and for 2018/19 will need to be made as part of the Council's normal annual budgeting processes.
- 5.4 All the estimated costs are preliminary budgets and subject to design development. It is envisaged that all the works will be tendered in a competitive environment in accordance with the Council's Code of Procurement Practice.
- 5.5 The comments above reflect the original expectation that funding for the masterplan proposals (when agreed) would be over a 10 year period and would be likely to come from a variety of sources not just this Council. The overall intention would be to use one set of funds to lever in funds from other sources. As the landowner though, the Council is likely to benefit from such investment both financially and non-financially even if these benefits cannot yet be quantified. There are positive early indications of support from other organisations, including external funding for the development of Racing Club Warwick and Jockey Club investment in the main entrance to significantly improve the visual amenity.
- 5.6 The anticipated revenue implication for the Council from these proposals are as follows:

The revenue implications for the Council are deemed to be positive when the potential increased car parking revenues are taken into consideration. Indirect benefits to the local economy are also likely to result from the investment into this project.

Project Element	Revenue Implication	
1. MMP	Enhanced maintenance	Increased expenditure 5K per annum
2. Cycle Route	Loss of 10 parking spaces	Revenue impact on parking income
3. Saltisford Brook Parking	Increases parking spaces by 30.	Increased income
4. Entrance Improvements	Significantly improved amenity	May lead to increase car parking use
5. Hill Close Entrance	Improve visitor	Revenue decrease: HCG to

Project Element	Revenue Implication	
	perceptions	maintain new soft areas and increased visitor numbers will increase parking revenues
6. Gog Brook footpath	Access improvements	No long term implications
7. Toilets at Golf Centre	Public toilet access	No long term commitment by the Council
08. New Play Area	Adds a new facility	Potential expenditure increase for maintaining and inspecting the new facility
09. Public Toilets: RCW	Public toilet access	No long term commitment by the Council
10. Long Stay Parking	Increases the level of long stay parking	Increased income from car parking charges
11. Play Fields	Improved drainage	Avoids a pressure on the Council to undertake these works
12. Hotel Report	Viability test	Sets out the ground work that may indicate that a hotel would be a new net contributor to the council's income.
Overall position		Likely to be a net increase in income.

5.7 The last report highlighted two proposals that would require some commercial/legal advice should they be supported at consultation and the Council subsequently endorses them for inclusion, these being the golf club and hotel proposals.

5.8 The recommendations following the consultation process is that an assessment of the hotel proposal is needed to provide assurance that the scheme can be justified to be included within the masterplan. This advice is likely to generate an upfront cost to the Council but would provide a level of information necessary to make an informed decision on this potential development.

5.9 The Golf Centre has prepared a draft business plan, which Council officers have commented upon, to seek loan funding from the Council to redevelop the centre. If deemed appropriate, this will be subject to a separate report to the Executive.

6 RISKS

6.1 The table below summarises the key risks and mitigations identified in the previous Executive report of the 06th April. The risks were all successfully avoided by adopting the recommended mitigation strategy.

Risks	Mitigations
1. That a masterplan cannot be agreed	1. The proposed approach seeks a

because of the relations between various parties on the SML Working Party deteriorate further and agreement cannot be reached.	<p>facilitated approach to resolving the different views and priorities of various participants so this should minimise this risk but should it still remain then as landowner the Council will have to take the determining role.</p> <p>The master plan has now been agreed in principal by the Working Party subject to further investigation into the hotel development and safety audits on the cycleway and car parking.</p>
2. A negative response to the public consultation questions the direction of the masterplan proposals.	<p>1. The masterplan has been developed by all members of the Working Party, who represent a broad cross-section of interest groups. Consideration is being given to how these groups can take a more active part in the consultation process. The risk of not involving the Working Party directly in the consultation is that it will be seen as a solely Council initiative as opposed to one with broad, organisational support.</p> <p>The involvement in the consultation process by the Working party members and especially a high representation of Councillors resulted in a much less advisory process and constructive discussions. The consultation process has demonstrated broad support for the master plan, whilst high-lighting key areas of concern.</p>
3. Loss of momentum between the Working Party developing the masterplan and its eventual adoption.	<p>1. In parallel to the consultation exercise some further project development work can be put in place. This further work can be funded from an under-spend from the originally approved budget of £20,000. The project momentum has been maintained with a number of actions and projects being developed over the summer period, including the main entrance proposals and the cycle lane connection.</p>

- 6.2 Additional risks have been listed against each of the 21-project actions in the delivery plan. These will be expanded into a more detailed risk register where the Council is to take the lead operationally. The current risks can be summarised as:

Risks	Mitigations
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1. Insufficient funding to deliver the proposals leading to a loss of momentum	1. The master plan is a 10-year strategy and can be phased over a number of years. The delivery plan identifies the most likely areas for external funding and can be expanded if any project moves forward. Mitigation is to provide business planning and funding support to under-pin the proposals to support individual organisations' self-funding or fund raising for their element of the master plan.
2. Loss of stakeholder support leading to potential project delays, cancellations and abortive time and costs.	2. The Working Party has continued to cooperate as a group in a highly constructive manner. Opportunities for joint working and collaboration at the operational level are beginning to develop. Continuing to facilitate the group and good communication is the key mitigation proposal.
3. Loss of community support due to emphasis on the hotel development	3. The potential hotel development is the least supported element of the master plan. The mitigation proposed is to undertake a viability assessment so an informed position can be agreed before the final master plan is signed off.
4. Planning, Highways or other statutory authorities do not support the master plan recommendations	4. The delivery plan has outlined the consents and approvals required and will develop dialogue with these organisations if the project moves forward.
5. Environmental impact and loss of biodiversity conflicting with other interests.	5. Requirement to consider the environmental of the scheme, including a range of protected species surveys to inform each project where relevant.

7. ALTERNATIVE OPTIONS CONSIDERED

7.1 The options that might be considered include:

1. do nothing: low initial costs but fails to invest to reduce repairs and revenue through poor quality and inefficient operations. Would have a high level of reputational damage given the awareness of the project. Fails to achieve the Council's strategic aims.
2. do the minimum: invest only as items become critical. The reputational damage to the Council would be high as the perception of neglect and failure to address the key issues identified by the Working Party and the consultation process would be on-going for many years
3. invest in the wholesale improvement. Undertaking the master plan proposals over a short period of time may achieve a high quality end product much more quickly but would require significant investment from this Council. There may

also be some loss of community support if too much happens too soon. The likelihood of securing external funding support is reduced as the more rapid programme would reduce the ability to develop and apply for a wide range of grants.

4. invest in a structured way over the 10-year period with an initial capital injection to assist with early wins that are well supported by the public, such as access to toilets and additional benches and bins, whilst a funding strategy is planned and implemented to maximise the Council's contribution as 'match funding'.

- 7.2 The Delivery Plan recommends that option 4 is adopted. Whilst this would see a slower rate of delivering the project, it brings with it a greater chance of securing other funding streams and of partnership working with key stakeholders and the wider community. In this respect option 4 is seen as a balance between managing risk, maintaining a sense of momentum and maximising the Council's finances.
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Appendix 01 - Consultation Outcomes Report

PLINCKE | SEPT 2016

1 EXECUTIVE SUMMARY

St. Mary's Lands is a significant green space that provides a link between Warwick town centre and open countryside. Its landscape character is valued as a contrast to Warwick's other more formal parks and gardens. St. Mary's Lands is important to wildlife, recognised by its status as a Local Nature Reserve. It is also important for its heritage and cultural values as recognised by its Conservation Area status. Warwick Racecourse grandstand and the Victorian detached pleasure gardens at Hill Close are important listed features for their special historic interest and whose setting is closely linked to the development of Warwick Common. The green space is also important for a variety of recreational and leisure uses from active sports to quiet relaxation and niche interests such as model aeroplane flying. St. Mary's Lands is the venue for large scale events in the town such the annual Mop faire and Bonfire night celebrations that help to build community cohesion. St. Mary's Lands is also important to the local economy, it supports a variety of business and leisure interests to Warwick that contribute to the local visitor economy.

It is no surprise that with such a diversity of interest, conflicts of opinion will arise from time to time.

The conflicting interests in such a multi-faceted space, can include the priorities for funding, rights of access, and the most appropriate uses as well as the general landscape character and appearance of the site. Many such conflicts will arise and are usually resolved through a combination of good communication and common sense. However, when significant developments are proposed that have implications for major change, these can lead to irreconcilable positions being taken between the various interest groups. In such instances an entrenchment of views leads to a stalemate, a breakdown of communication and trust. In the long-term, such a position results in a failure to implement any change, however worthwhile. This has not been the history of St. Mary's Lands from the past. The action group that resisted the development of Hill Close Gardens as a housing site evolved into a highly credible Charitable Trust to deliver the £1.3 million restoration of the Grade II* landscape in close cooperation with the District Council. Or the delivery of the first regeneration masterplan that encompassed significant changes at the site including new housing and the stables relocation.

‘Without vision, partnership working, and integrated thinking this project would not be happening. It is a model of how good planning can achieve results.’

Clive Harridge: the former RTPI Vice President | Reviewing the first St. Mary’s Lands regeneration project.

The St. Mary’s Lands Working Party has been established to enable the range of stakeholders with an interest in the open space to come together to plan a joint vision for its future. One that sets out a 10-year Regeneration Master Plan that contains the framework for safeguarding the green space whilst recognizing that change can be both beneficial and essential to the long-term social, economic and environmental sustainability of St. Mary’s Lands.

The Working Party developed the 10-year strategy over a 6-month period from October 2015 to March 2016. The group reached agreement on a set of proposals by which the strategy might be implemented. These proposals have developed to achieve four key aims:

- ***Protect St. Mary’s Lands for People and Nature***
- ***Improve Access and Enjoyment for All***
- ***Support the Local Economy***
- ***Invest for the Future***

Each of the four aims distills the individual aspirations expressed by the various stakeholders on the Working Party, these have ranged from ensuring that its wildlife value is enhanced and that there is no loss of the green space. Whilst others have expressed the need for change and investment.

In April 2016, the Executive Committee of Warwick District Council approved the recommendations of the Working Party, that the wider public should be consulted upon the proposals before these ideas were developed any further.

This report summarises the means by which the consultation took place, who were consulted, what the outcomes were, and the key recommendations for moving forward.

‘Apparently intractable differences and preconceived positions have been overcome, partly because everyone has been given the opportunity to be heard, and we have all bought into the process.’

Nigel Hamilton, Friends of St. Mary’s Lands | Correspondence in support of the proposals 05.04.16.

In summary, the consultation process has endorsed the Working Party’s recommendations. In the analysis of degrees of +/- support, none of the proposals has received a minus score. This has provided the Working Party with the confidence to draw up a delivery plan for taking the ideas forward to the next stage of development.

Validity of the Outcomes

It is acknowledged that the consultation process could only represent a snap shot in time and capture only the views of a small minority of those affected by the proposals. However, the consistency of the responses received provides a clear indication of which areas require the most review and re-appraisal. It is unlikely that the consultation outcomes would change if greater numbers were consulted. The consistency of the responses is seen to offer a high-level of reassurance that the opinions given are a valid response and broadly representative of the public's views on the proposals. It is clear that support varies across the range of ideas presented and it is also very clear that many people are passionate about St. Mary's Lands and many more would wish to be kept informed of the next steps. Individual elements of the Regeneration Master Plan will require detailed and 'targeted' consultation.

This report should not be taken as the end of the consultation process. It should be used to set the priorities for engaging with the wide range of interests, aspirations, and concerns that have been expressed to date. 'Good consultation' is not a one-off event, but is multi-layered and builds from the early planning to the implementation and aftercare of projects. The process to date sets out a solid foundation to ensure a meaningful process of consultation is achieved to reduce the risks and increase the opportunities in taking this project forward.

The Working Party is grateful to its various members and the Council officers who assisted in the planning and delivery of the consultation events. It is especially grateful to the several hundred people who took the time to participate in the consultation process, with nearly 200 of these providing us with their detailed feedback and comments. This feedback has provided an invaluable insight to assist the Working Party to make the right decisions moving forward.

In spite of the many and varied views and opinions expressed, the single most important message is that St. Mary's Lands is a public open space, available to all and must remain 'green'.

2 PURPOSE OF THE CONSULTATION

Meaningful Consultation

The Working Party members include representatives of amenity and user groups, the business organisations working at the site, Council officers and Councillor representatives of the three tiers of local government. The Councillor representatives in particular are tasked with representing the views of their constituents. The cross-section of interests helps to establish the group's legitimacy to formulate the Regeneration Master Plan for St. Mary's Lands. The representation is broad and their interests diverse. The group agreed that a consultation process needed to reflect that a lot of the ground work in forming the outline proposals had already been completed, with each respective group or member having discussed, where applicable with its own members or organisation the potential range of ideas that were possible. This had also included an assessment of the Strengths, Weaknesses, Opportunities and Threats to the site. Given the work to date, the facilitating consultants recommended that to be meaningful and genuine the consultation should focus on the specific outline proposals, in particular, that its purpose was not to ask for wide ranging and open ended views on what should happen to St. Mary's Lands. Instead the purpose of the public

consultation was to establish whether these preliminary ideas were supported; in other words, it was about sharing information, building awareness and seeking a mandate rather than saying it was a 'blank piece of paper'.

Three specific questions were set out and agreed by the Working Party in a consultation programme:

“Have we missed anything?”

Asking questions to ensure that the proposals of the Working Party meet the needs and aspirations of the wider community, articulated through consultation, rather than the Working Party assuming that they had been fully represented. Whilst the Working Party covers a very broad cross-section of users of St. Mary's Lands, the consultation's purpose was also to gain the views of non-users and how this might affect how the proposals could be adapted to engage with this part of the community.

“Did you know?”

Ensure that information about the development plan, including key projects and timescales are made widely available to build public awareness of the project. The promotion of the project was seen as important to address the public’s criticism that ‘things just happen without us knowing’. Building awareness was seen to be an essential element of building trust and reducing future friction as projects move towards implementation.

“Do you agree?”

The timing of the consultation was specifically set at the completion of the preliminary ideas before these became actual projects. Prior to developing these ideas, an endorsement was considered essential. The consultation acted as a wider sounding board of local opinion to build consensus and test the legitimacy of the proposals.

In addition to the three primary aims of the consultation, it was also intended to achieve the following outcomes:

- build potential synergy with other initiatives, partners and organisations by raising awareness of the range and scope of the masterplan
- reduce future risks by consulting early with a range of statutory consultees and interest groups.

At the April Executive Meeting of Warwick District Council, the recommendation to consult with the wider public on the ideas of the Working Party were approved.

‘A set of proposals have now been developed by the Working Party and they are now at a stage to go out to wider public consultation. This reports sets out those proposals and sets out the proposed means of consultation.’

Executive Committee Report 06.04.16 | Recommendations on the proposed format for consultation.

3 CONSULTATION FORMAT

In order to meet the purposes, set out in Section 02, the format needed to be accessible to a large audience. It also needed to address potential barriers to access. These barriers typically include physical (unable to attend an exhibition), technical (not able access the internet), or social and cultural restrictions (it doesn't affect me, I don't have time). The multi-layered approach adopted targeted a range of audiences with differing levels of information depending upon the levels of interest. The various formats included:

- Press briefing pack and presentation at Racing Club Warwick to media outlets to encourage awareness of the consultation events and the scheme
- A stakeholder presentation and consultation 'pre-view' event held at the Hill Close Gardens Visitor Centre
- On-line questionnaire and downloadable information pack
- Weekend exhibitions staffed by Working Party members, Council officers and the consultants at the Shire Hall and Market Square with questionnaires and comment sheets
- Unstaffed week-long exhibition at the Shire Hall
- Targeted presentations to the Friends of St. Mary's Lands, Warwick Society, and Warwick Town Council.

The District Council's website contained an easy to access questionnaire that was duplicated in hard copy at the exhibitions. The questionnaire comprised 16-questions expanding upon the 4-key project aims of:

1. Protecting St. Mary's Lands for People and Nature
2. Improving Access and Enjoyment for All
3. Supporting the Local Economy
4. Investing in the Future

The questions were selected to understand the levels of endorsement of eight specific proposals:

1. The proposed play area close to Racing Club Warwick
2. The proposed footpath and cycle track improvements
3. Expanding the Caravan Club without loss of green space
4. The location of the hotel
5. Extra car parking spaces
6. Improving the main entrance to St. Mary's Lands
7. Improving the frontage to Hill Close Gardens
8. Investing in the Golf Centre.

Whilst the Regeneration Master Plan contains many more ideas and proposals, these eight were selected on the basis that they could either be delivered early in the programme, were broadly representative of the range of improvements proposed or were deemed to be more controversial and required a specific measure of comment.

The Working Party had discussed a number of potential risks and the content of the consultation materials had been agreed to manage these risks. In particular:

- *It's all been decided already* - use of words such as masterplan, designs or development were avoided as these imply fixity that would undermine the openness of the consultation process. Instead words such as outline ideas or proposals were adopted
- *It's the District Council doing what it wants*
 - the consultation process needed to come from the Working Party, rather than a wholly District Council led initiative. The inclusion of Working Party members throughout the process and not 'branding' the consultation materials too heavily was seen as giving the ideas a neutrality

- *It's just the Racecourse trying to get a hotel through the backdoor* – a risk to the process was that the hotel would overshadow the other elements of the scheme. In particular, if perceived to be a Jockey Club proposal, it could undermine trust in the process. The presentations and materials emphasized that the hotel was not being sponsored by the Jockey Club, but a proposal that had been collectively reached by the whole of the Working Party

- *It's just about commercialisation of the Common* – the consultation needed to emphasize the broad range and scope of the scheme, rather than too narrow a focus on elements with a business or commercial aspect. The hotel in particular could have skewed the outcomes by creating a higher level of dissatisfaction with the scheme than would otherwise be the case. Two questions were included within the questionnaire, at the beginning and at the end, to try to establish the overall level of support by asking:

- 1.3 The outline proposals will enhance my experience of visiting St. Mary's Lands
- 4.4 Overall I support these proposals for the future of St. Mary's Lands.

The full list of questions were:

Warwick District Council in partnership with the St. Mary's Lands Working Party have developed a range of ideas for improving St. Mary's Lands and the local economy. We would like to know your views on these outline proposals by completing the short questionnaire below.

Can you tell us which of these statements you most agree or disagree with by ticking the numbers below:

1 (strongly disagree) and 5 (strongly agree). (need 5 circles after each question with a 1 to 5 in them)

1. Protecting St. Mary's Lands for People and Nature

- 1.1 St. Mary's Lands is important for nature and wildlife
- 1.2 St. Mary's Lands supports a wide range of activities for sport and recreation
- 1.3 The outline proposals will enhance my experience of visiting St. Mary's Lands
- 1.4 More of St. Mary's Lands should be managed to encourage wildlife and nature

2. Improving Access and Enjoyment for All

- 2.1 St. Mary's Lands offers something for all ages
- 2.2 The play area close to Warwick Racing Football Club is a good idea

- 2.3 The existing footpaths are well laid out and well sign posted
- 2.4 The proposed footpaths and cycle track improvements are a good idea

3. Supporting the Local Economy

- 3.1 Expanding the Caravan Club without losing green space is a good thing
- 3.2 There is a need for more hotel rooms in Warwick to support the local economy
- 3.3 The location for a hotel shown on the plans is a good suggestion
- 3.4 The extra car parking spaces are a good idea

4. Investing for the Future

- 4.1 Improving the main entrance will lift the quality of the area
- 4.2 Improving the frontage of Hill Close Gardens will make people / potential visitors more aware of the gardens
- 4.3 Investing in the Golf Centre building, parking and driving range is a good idea
- 4.4 Overall I support these proposals for the future of St. Mary's Lands

5. Do you have any comments you would like to add?

(comment box)

6. About you?

Your postcode?

Your gender?

Your age?

The questions were structured in such a way to establish the degrees of support for three main response trends:

- *There is no need to change – I like it has it is*
- *I support change*
- *I support and endorse the proposals.*

For example, strong support for questions 1.1, 1.2, 1.4, 2.1 and 2.3 would indicate a stronger preference for no need to change – I like it has it is. Whilst strong support for questions 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, and 4.3 would indicate a stronger desire for change. Strong support for questions 1.3 and 1.4 would indicate a high level of endorsement of the proposals. Whilst this is a relatively simplistic analysis, it does at least provide an indication of the level of support overall rather than to any particular idea or proposal.

No need to change

- 1.1 SML is important for nature & wildlife
- 1.2 SML supports a range of activities for sport & recreation
- 2.1 SML offers something for all ages
- 2.3 The existing footpaths are well laid out & well sign posted

Support Change (10)

- 1.4 More of SML should be managed to encourage wildlife & nature
- 2.2 The play area close to WRFC is a good idea
- 2.4 The proposed footpath & cycletrack improvements are a good idea
- 3.1 Expanding the caravan club without loss of green space is a good idea
- 3.2 There is a need for more hotel rooms in Warwick to support the local economy
- 3.3 The location for a hotel shown on the plans is a good suggestion
- 3.4 The extra car parking spaces are a good idea
- 4.1 Improving the main entrance will lift the quality of the area
- 4.2 Improving the frontage of Hill Close Gardens will make people more aware of the gardens
- 4.3 Investing in the Golf Centre building, parking & driving range is a good idea

Support the proposals:

- 1.3 The outline proposals will enhance my experience of visiting SML
- 4.4 Overall I support these proposals for SML.

4 CONSULTATION OUTCOMES

The outcomes of the 198-completed questionnaires were evaluated on the following basis:

Responses have been given a value weighting:

Ticked response

Strongly agree	+ 4 points
Agree	+ 2 points
Neither agree or disagree	0 points
Disagree	- 2 points
Strongly disagree	- 4 points

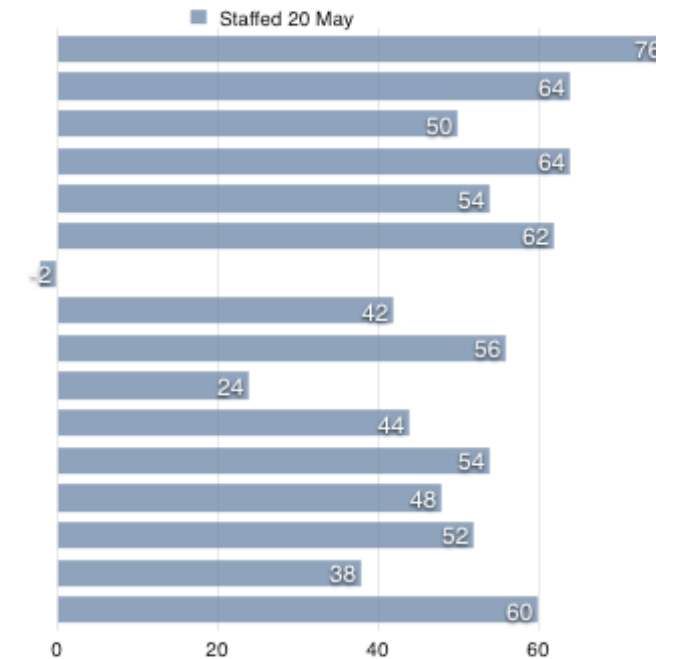
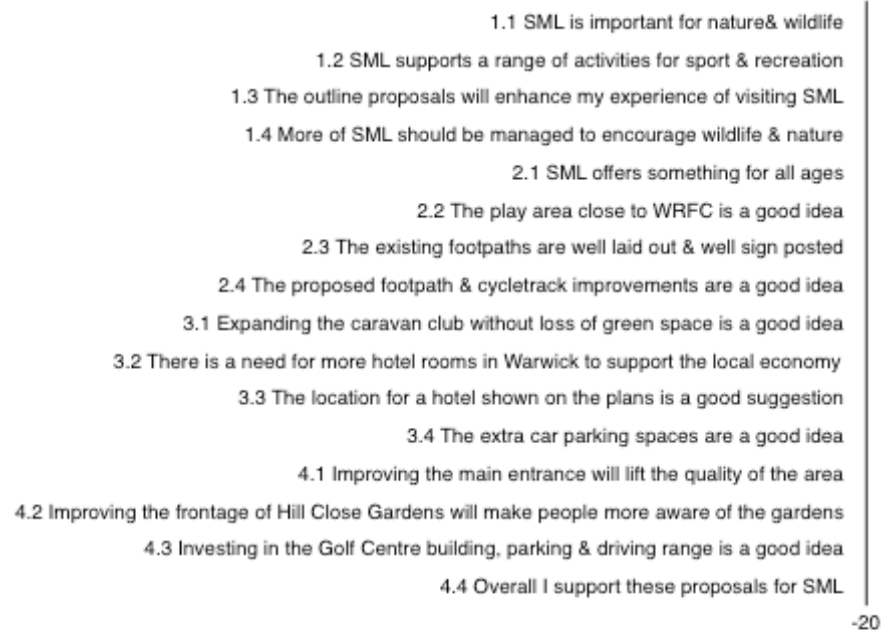
Outcomes from the various consultations are illustrated on the following pages. These have been shown as the staffed exhibitions in the first instance and then all paper responses, including those completed at the non-staffed exhibition and those returned by post. These are then followed by the electronic responses gathered from the District Council's website. Finally, both sets of data have been aggregated.

The responses gathered from the staffed exhibitions tend to be more supportive of the proposals than the electronic responses. This may indicate that when the public were able to ask questions about the scheme, they were more satisfied with the content of the proposal.

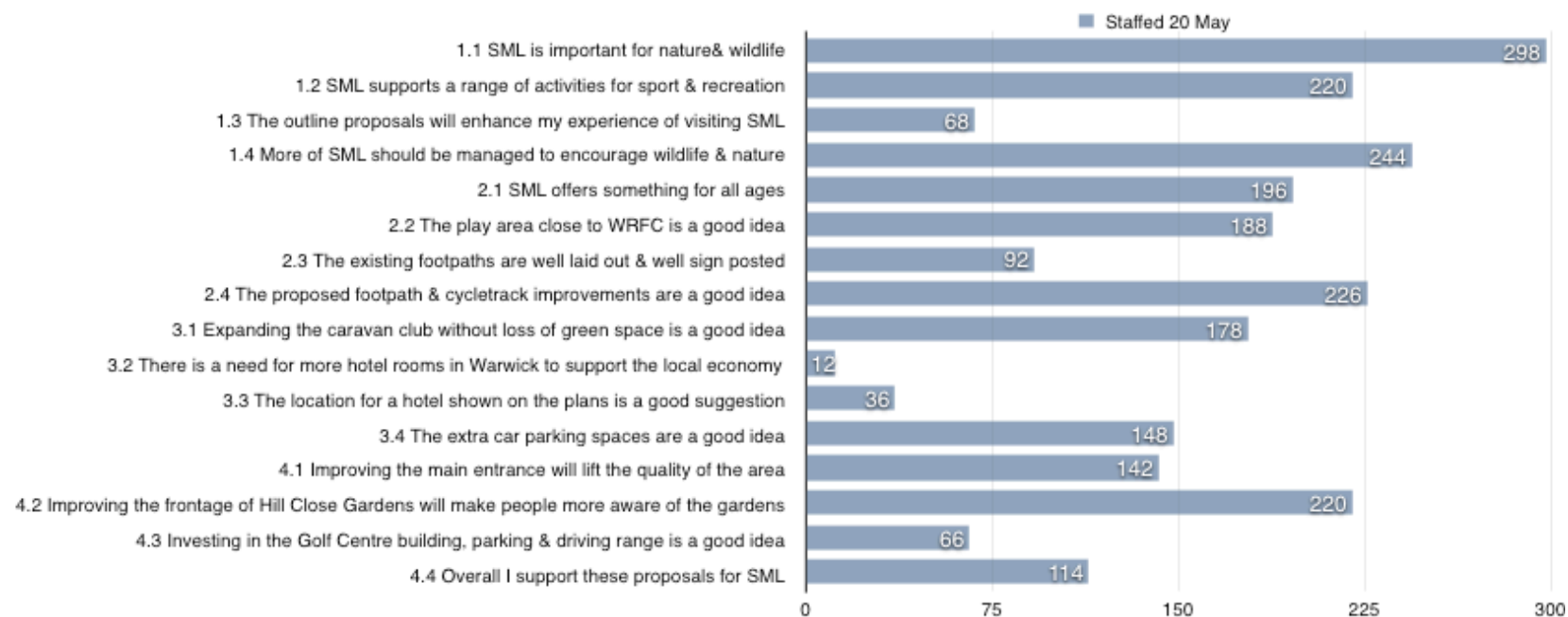
The consultation materials emphasised the partnership nature of the project.

A partnership project between the St. Mary's Lands Working Group and lead by Warwick District Council in association with Warwick Town Council and Warwickshire County Council.

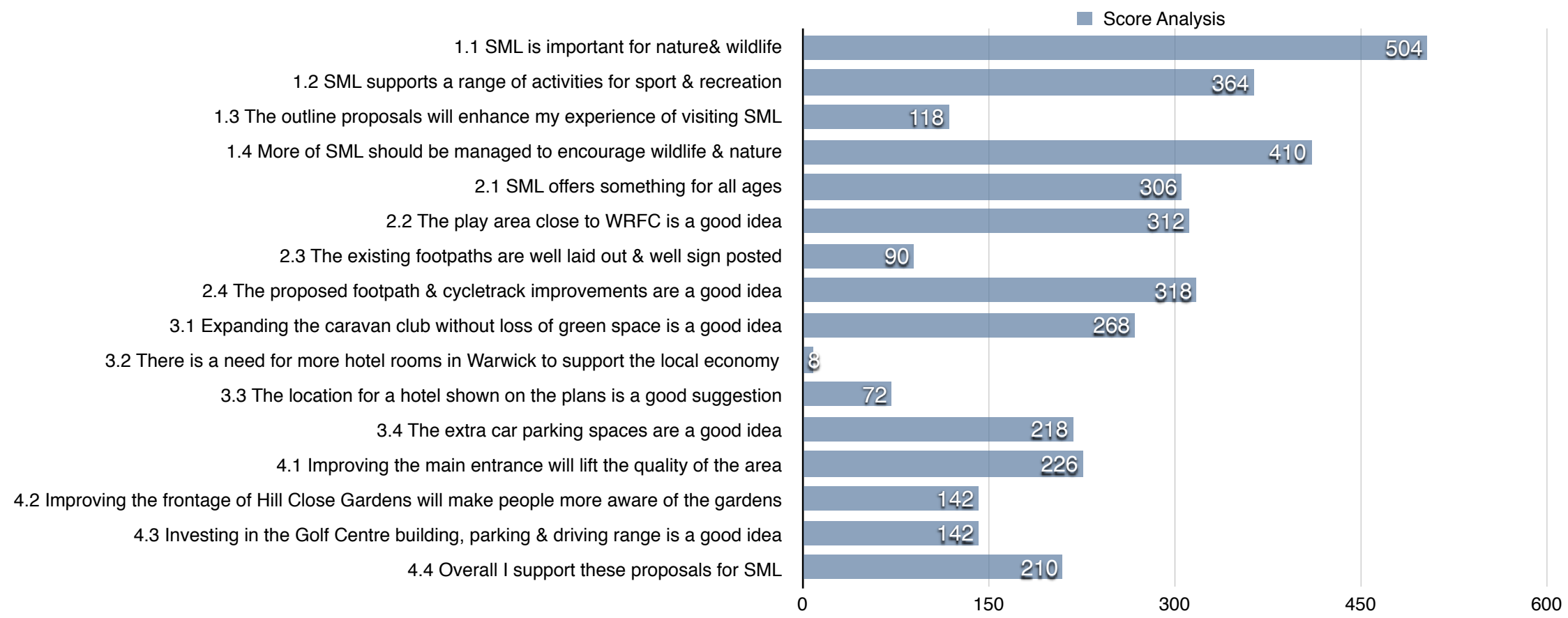
Shire Hall | **Staffed Exhibition Friday 20th May** - based on 19 responses.



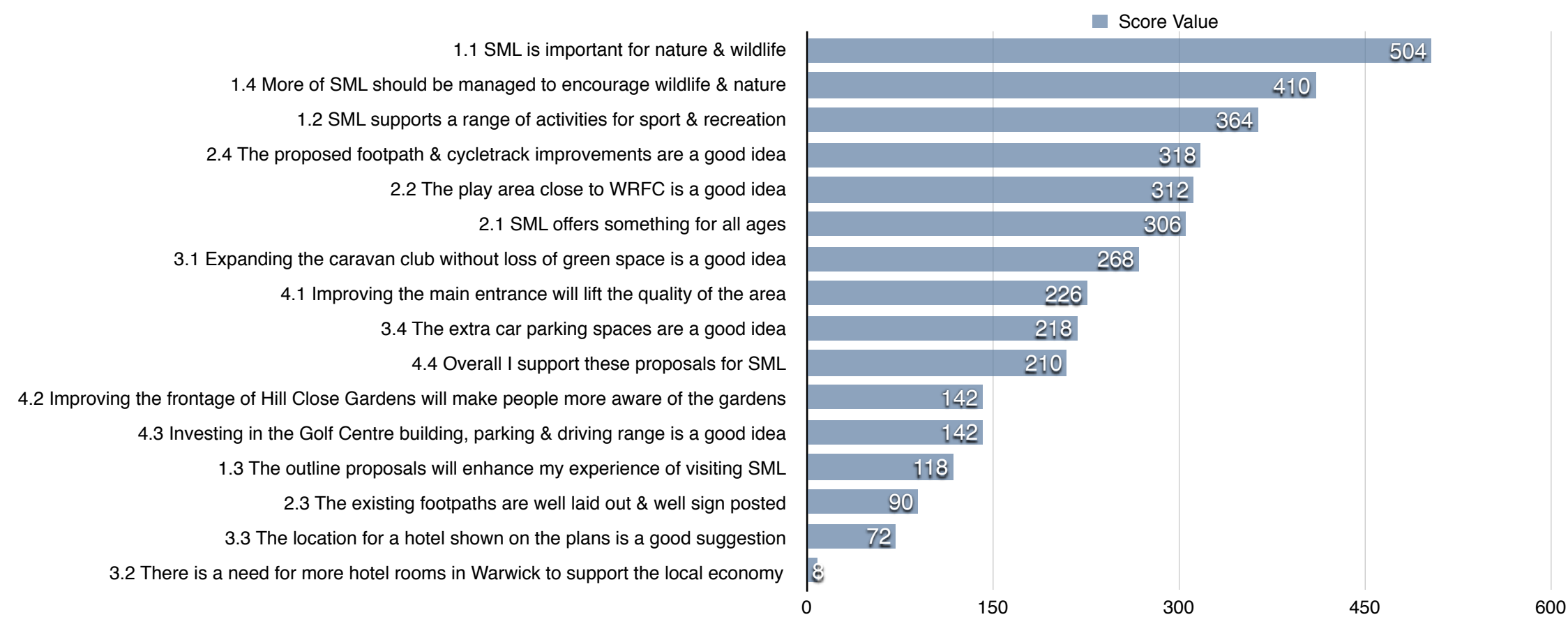
Market Square | Staffed Exhibition Saturday 28th May - based on 85 responses.



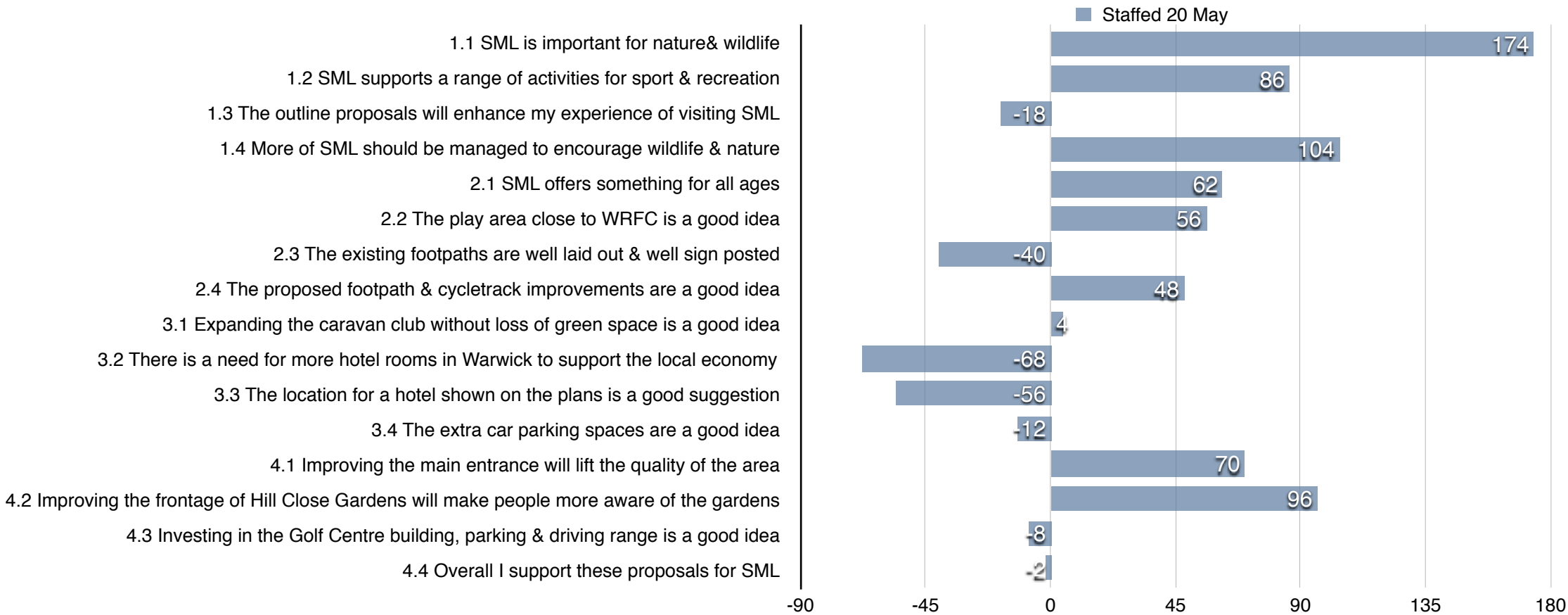
All paper responses based on 139 responses..



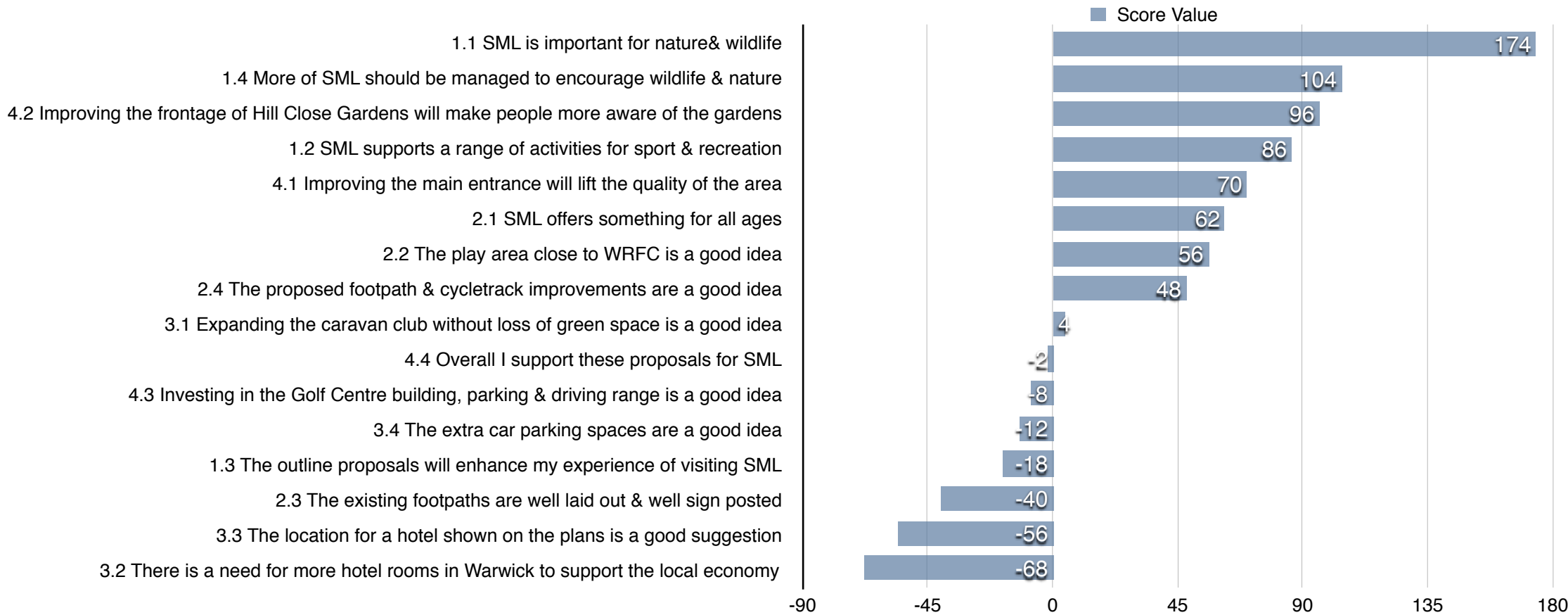
All paper responses based on 139 responses. Assessed in order of support.



Online responses - based on 59 questionnaires.

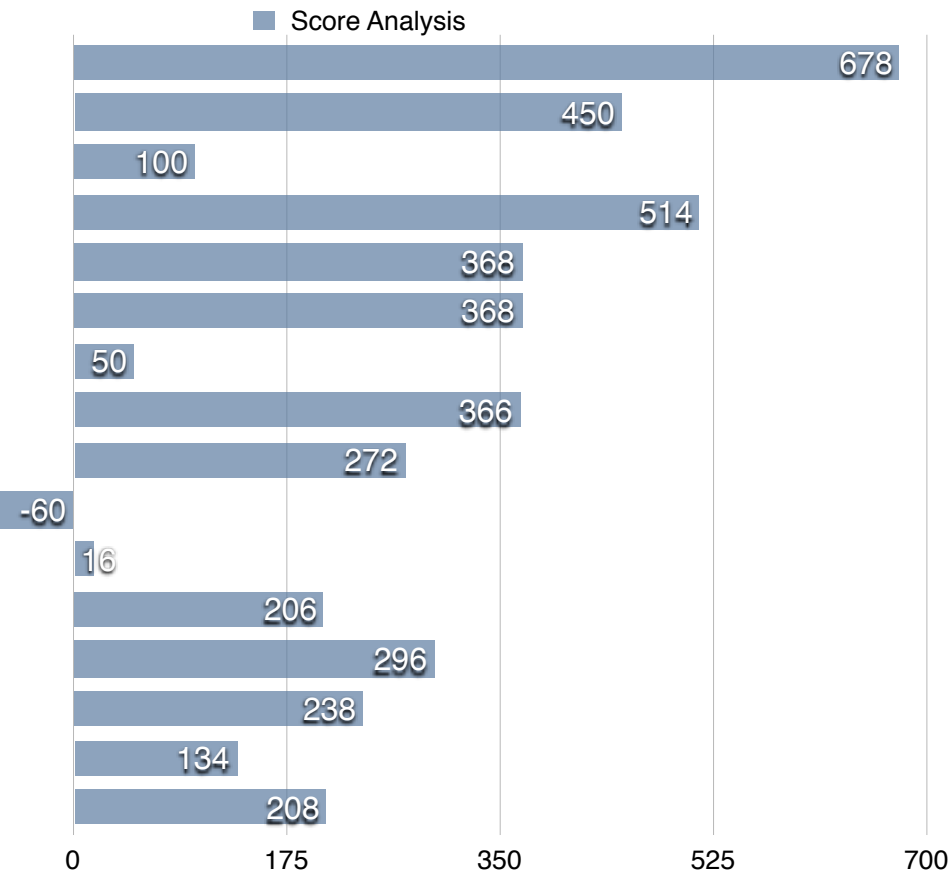


Online Questionnaire - based on 59 questionnaires. Assessed in order of support

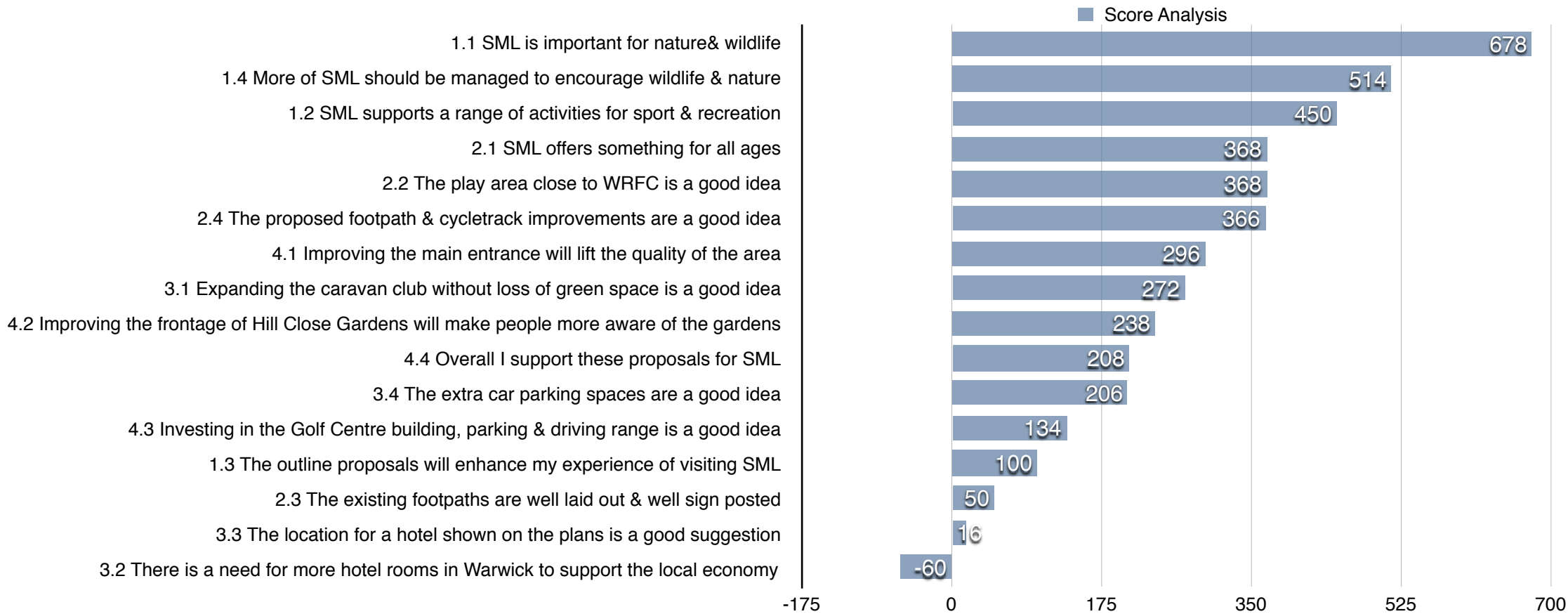


All responses based on 198 responses.

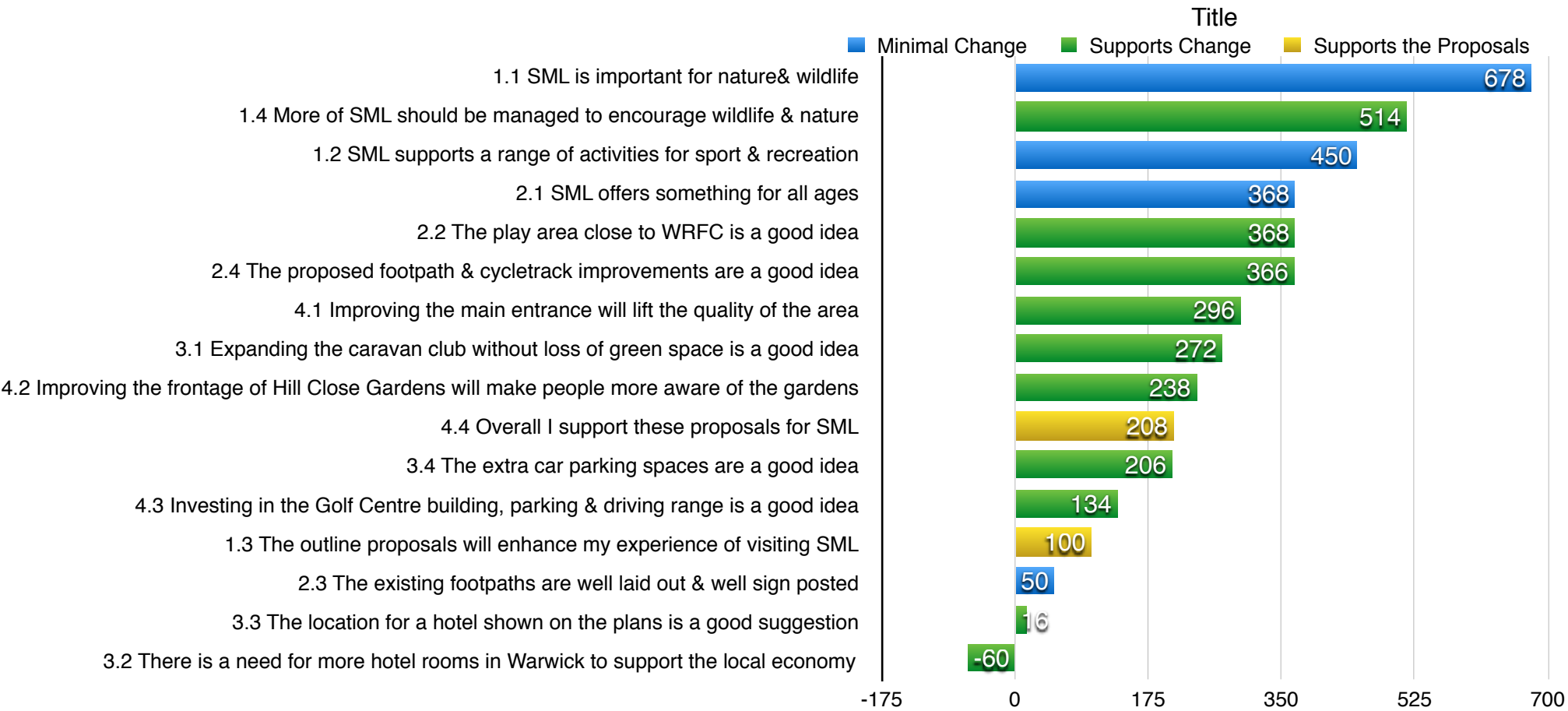
1.1 SML is important for nature& wildlife
1.2 SML supports a range of activities for sport & recreation
1.3 The outline proposals will enhance my experience of visiting SML
1.4 More of SML should be managed to encourage wildlife & nature
2.1 SML offers something for all ages
2.2 The play area close to WRFC is a good idea
2.3 The existing footpaths are well laid out & well sign posted
2.4 The proposed footpath & cycletrack improvements are a good idea
3.1 Expanding the caravan club without loss of green space is a good idea
3.2 There is a need for more hotel rooms in Warwick to support the local economy
3.3 The location for a hotel shown on the plans is a good suggestion
3.4 The extra car parking spaces are a good idea
4.1 Improving the main entrance will lift the quality of the area
4.2 Improving the frontage of Hill Close Gardens will make people more aware of the gardens
4.3 Investing in the Golf Centre building, parking & driving range is a good idea
4.4 Overall I support these proposals for SML



All responses based on 198 responses.



All responses based on 198 responses.



The three most supported statements are:

1.1 SML is important for nature & wildlife

1.4 More of SML should be managed to encourage wildlife & nature

1.2 SML supports a range of activities for sport & recreation.

The three least supported statements are:

2.3 The existing footpaths are well laid out & well sign posted

3.3 The location for a hotel shown on the plans is a good suggestion

3.2 There is a need for more hotel rooms in Warwick to support the local economy.

In addition to the questions, a substantial number of comments were also provided on the comments section. The most re-occurring comments were:

- Protecting the green space
- Prevent development
- Comments regards the suitability of the site for a hotel
- Traffic impact of the hotel
- Impact of the hotel on local business owners
- Access to toilets
- Car parking and the loss of town centre parking
- General access issues: 'it's Common land'

- Concerns over loss of access, fencing
- Historic decisions, in particular development of the golf course
- Both support and concerns in roughly equal measure over model aeroplane flying
- Concerns over safety of parking proposed opposite Bread & Meat Close
- Re-instatement of fishing at the reservoir.

Summary and Recommendations

The analysis is based on some 198 responses gathered from a range of venues and methods. This is a small sample but even so, the outcomes provide a very clear snap shot of public attitudes towards St. Mary's Lands. It was evident that had the hotel not been included at all, the levels of support for the scheme would have been significantly higher. Yet in spite of this, using the scoring analysis, even the proposed hotel location scored a positive figure in the aggregated results. Perhaps most surprising was this lower than expected objection to a proposed hotel.

However, there does remain a degree of mistrust over the more commercial elements of the scheme. In particular the hotel, but also re-development of the golf centre building and parking increases. It is clear that if the wider public are brought along with the proposals, 3-key recommendations need to be adopted:

1. That a hotel viability assessment and bedroom capacity study is commissioned to test the need for a hotel before taking this element of the proposals any further. Such a study would establish either way the justification of such a proposal and help to provide an evidential base for its need. With such an evidential base, the Council will remain open to

criticism that the scheme is being driven from behind the scenes by the Racecourse and/or that it would be a costly 'white elephant'.

2. That there should be a detailed feedback to the public via the Working Party on how it has responded to the outcomes of the consultation to build trust in the process, in particular emphasizing where further, more detailed work is being undertaken

3. That as each element of the scheme progresses, a suitable structure is put in place to consult on the detailed proposals with those elements of the public most effected by the proposals. This has already begun with dialogue opened up with the residents of Bread and Meat Close over the design and location of additional car parking over-looked by the apartment owners.

Short-term: within 18-months
Medium-term: 18-months – 3 years
Long-term: greater than 3 years

The proposals that score the highest across all categories are:

05: Main entrance improvements

02: Update the management & maintenance plan with an emphasis on biodiversity

07: Footpath and signage improvements

20: Access to public toilets

Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
1.0	Completion of the 10-year Masterplan Key Aims -	<ul style="list-style-type: none"> Complete consultations with statutory stakeholders: (planning, flood risk, highways, conservation, and ecology, including pre-app discussions). Ensure that the masterplan responds to the comments and views expressed at the public consultation Undertake a risk assessment of the business elements Hotel feasibility study to inform the physical masterplan Develop the plan for formal adaption Agree the format for its periodic review. 	<ul style="list-style-type: none"> Users and wider community SML Working Party Warwick District Council County Council Town Council Amenity groups Local business community Sustrans 	<ul style="list-style-type: none"> Non-statutory approval by the Working Party Formal adoption by Warwick District Council. Individual project elements may require specific consent and pre-app discussions are recommended.	Risks: <ul style="list-style-type: none"> Loss of early momentum Hotel feasibility delaying the overall masterplan adoption Conflicting positions between the Working Party and Statutory Consultees Funding: <ul style="list-style-type: none"> To complete the masterplan, secured: WDC Hotel feasibility to be funded. Estimated at £12,500. 	SML01	High
	<i>Protect St. Mary's Lands for People and Nature (SML01)</i>					SML02	High
	<i>Improve Access and Enjoyment for All (SML02)</i>					SML03	High
	<i>Support the Local Economy (SML03)</i>					SML04	High
	<i>Invest for the Future (SML04)</i>					The masterplan provides the strategy to guide development and decision making for the next 10-years.	
2.0	Update the Management & Maintenance Plan (MMP)	<ul style="list-style-type: none"> Meeting with WDC to agree the process and timetable for updating the MMP Initial site meeting of key stakeholders Update ecological surveys Draft revisions Discuss with WDC and key stakeholders Issue final document Set out the review and monitoring protocols 	<ul style="list-style-type: none"> Warwick District Council FoSML Jockey Club Golf Centre Model Aircraft Flyers Wildlife and amenity groups incl. Warwickshire Wildlife Trust Events and activities (incl. Rotary) 	<ul style="list-style-type: none"> Non-statutory approval by the Working Party / "management group" Formal adoption by Warwick District Council. 	Risks: <ul style="list-style-type: none"> Lack of resources within WDC to commit to the process Funding: <ul style="list-style-type: none"> To complete the MMP, secured: WDC and volunteer commitment Further consultancy advice and small scale environmental projects that might arise: £20K WDC 50% and small grant sources 50%. 	SML01	High
	Including opportunities to increase site biodiversity.					SML02	High
						SML03	Low
						SML04	Medium
						The MMP is a key document to address opportunities for improved biodiversity, maintenance standards, access and mitigating the impact of events.	
3.0	Cycle Way Connections (Sustrans National Cycle Route no 41):	<ul style="list-style-type: none"> Coordination of precise route and means of demarcation Design development and costing of lighting, signage, and surfacing Commissioning of implementation Management of works on the ground 	<ul style="list-style-type: none"> Jockey Club Warwickshire County Council Sustrans Warwick District Council 	<ul style="list-style-type: none"> Formal consent from Jockey Club to permissive use once the plans are agreed Sustrans License and designation process 	Risks: <ul style="list-style-type: none"> No formal agreement is reached with the Jockey Club Proposals fail the safety audit Funding from County Council / Section 106 not available. Funding: <ul style="list-style-type: none"> WCC / Sustrans 	SML01	Medium
	Hampton Street by-pass / Saltisford Brook.					SML02	High
						SML03	Medium
						SML04	Medium
						National Route 41 of the National Cycle Network is a long distance	

	via the Racecourse to main entrance Phase 2, Saltisford Brook continuation.			<ul style="list-style-type: none">Traffic Safety AuditPotentially planning consent for phase 2.		route that when complete will connect Bristol, Gloucester, Stratford-upon-Avon and Rugby via Warwick and Leamington. This is an important connection in the route and provides opportunities to create safer routes to school and an eventual link to Warwick Parkway Station.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
04	Extension to Saltisford Brook Car Park	<ul style="list-style-type: none">Develop outline design proposalsUndertake a traffic safety auditConsultation on the proposals with residents of Bread & Meat Close & stakeholdersFinalise proposalsTender and construction	<ul style="list-style-type: none">Warwick District CouncilResidents of Bread & Meat CloseJockey ClubHill Close GardensGolf CentreWarwickshire County CouncilSustrans	<ul style="list-style-type: none">Establish whether planning consent is required or permitted development rights applyTraffic Safety Audit	Risks: <ul style="list-style-type: none">Planning application process will delay commencementLocal residents' objections to the schemeFails the safety auditFunding not found Funding: <ul style="list-style-type: none">WDC £110,000	SML01	Low
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Rationalises the existing hard standings with minimal loss of green space. Replaces spaces lost to create the cycle route with a net overall gain in parking spaces. Assists with the reduction of town centre parking.	
05	Main entrance improvements Including uniform entrance signage, public realm improvements and replacement of unsightly buildings. Phase 1: Turnstile building and public realm Phase 2: Caretaker's house	<ul style="list-style-type: none">Develop outline design proposalsAgree division of design responsibilities between the Jockey Club and Council (public realm works and signage)Commission design services for WDC elementsUndertake pre-application planning discussionsFinalise the proposals with an integrated public realm and signage strategyConservation statement and tree replacement strategyConsultation with key stakeholdersPlanning submissionDesign development, tender and construction.	<ul style="list-style-type: none">Jockey ClubWarwick District Council (Conservation & planning)Working Party membersResidents of Bread & Meat CloseWarwickshire County Council (Highways)	<ul style="list-style-type: none">Planning permission and removal of TPO treesKey stakeholder agreement to the design proposals for the public realm and signage elements	Risks: <ul style="list-style-type: none">Planning and design aspirations exceeds the budgetFunding withdrawnPlanning objections Funding: <ul style="list-style-type: none">Building works: Jockey ClubPublic realm and signage: part WDC and part Jockey ClubDesign development of WDC elements (I.E. signage strategy & public realm): £12,000Implementation, Jockey Club £250,000 and WDC £60,000	SML01	High
						SML02	High
						SML03	High
						SML04	High
						A key project to improve the setting and access into SML, including enhanced public realm and a coordinated signage strategy. Improvement of key view lines from the town centre and reduction in the visual clutter. Positive enhancement of the Conservation Area.	
06	Improvements to Hill Close Gardens frontage	<ul style="list-style-type: none">Meeting on site to agree design approachDraw up outline proposals: vegetation clearance, management and hard paving improvementsConsultation between WDC and HCG on proposalsInitial vegetation clearancePlanting and maintenance works	<ul style="list-style-type: none">Hill Close GardensWarwick District CouncilFoSML	<ul style="list-style-type: none">211 Notice if any larger items of vegetation requires removal	Risks: <ul style="list-style-type: none">Agreement between ecology interest and an appropriate context for HCG is unresolvable Funding: <ul style="list-style-type: none">Design work covered by current commission.Implementation – combination of WDC via maintenance works, HCG volunteers and small grant fund / HLF funding. WDC, £5,000, other funding £5,000.	SML01	Medium
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Hill Close Gardens is Grade 2* Listed, making it of particular historical importance and of more than local special interest. The setting of the gardens from the main approach is of a poor and inappropriate quality and historic views lines are being lost by recent planting. Enhancement would assist with the promotion of the Gardens.	
07	Footpath and Signage Improvements	<ul style="list-style-type: none">Develop design proposal for phase 1	<ul style="list-style-type: none">Warwick District	<ul style="list-style-type: none">May require	Risks:	SML01	Medium
						SML02	High

	Phase 1: Hampton Road / Gog Brook Phase 2: Wider site area	<ul style="list-style-type: none"> (Gog Brook) and obtain costings Consider how the works might be delivered including community payback Commission the works and implementation Undertake an assessment of other access and secondary signage improvements as part of the MMP review 	<ul style="list-style-type: none"> Council FoSML Jockey Club Golf Centre Existing site users 	signage and/or Conservation Area Consent <ul style="list-style-type: none"> Forestry Commission approval for any works in Jubilee Woods 	<ul style="list-style-type: none"> Extent of phase 2 desirable works far exceeds budgets available Conflict of access 'rights' between various users Funding: <ul style="list-style-type: none"> Phase 1 potentially low cost if undertaken by community payback. £10,000. Other small grant aid Phase 2 circa £200,000 for comprehensive cycle / footpath connections. Consider 'Parks for People' Funding, County Council or other external funding sources. WDC match funding at 10% £20,000. 	<div>SML03Medium</div> <div>SML04High</div> Increasing public access via a network of well-sign posted footpath / cycle tracks including the potential for a route to Warwick Parkway station from the town centre is strongly supported during the consultation and a key aim of the FoSML. Strong links to other initiatives.
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:
08	Benches and Bins	<ul style="list-style-type: none"> FoSML consultation project to mark-up preferred locations Undertake a review of site furniture as part of the MMP update 	<ul style="list-style-type: none"> FoSML Warwick District Council 	None envisaged	Risks: <ul style="list-style-type: none"> Low risk Funding: <ul style="list-style-type: none"> Small grants scheme / sponsorship included in item 2 above under small environmental works. 	<div>SML01Medium</div> <div>SML02High</div> <div>SML03Low</div> <div>SML04Medium</div> A much supported aspect of the community consultation and a key objective of the FoSML
09	Hampton Road Attenuation Pond / Flood Mitigation Measures	<ul style="list-style-type: none"> Ecological assessment of the pool Undertake an assessment of condition of all flood mitigation measures and prepare recommendations for on-going management Silt tests for contamination Establish the need and form of any de-silting work Commission the works and implementation. 	<ul style="list-style-type: none"> Warwick District Council Warwickshire County Council Environment Agency 	Dependent on the outcomes of the silt testing whether an Environment Agency license is required.	Risks: <ul style="list-style-type: none"> Hydrocarbon from adjacent road or fertilizers from surrounding field catchment leading to sufficient contamination to be considered harmful to human health to spread silt locally That the ecological value restricts the ability to de-silt the pond Funding: <ul style="list-style-type: none"> Authority for maintaining flood works. Estimated costs £25 – 35,000 	<div>SML01Medium</div> <div>SML02Low</div> <div>SML03Medium</div> <div>SML04Medium</div> An important part of the Hampton Road flood defense works. The attenuation volume is being reduced by gradual silt accumulation. With the frequency and severity of flood events likely to increase, any loss of existing attenuation across the site should be avoided and where possible increased.
10	Reservoir Enhancement, Jubilee Wood	<ul style="list-style-type: none"> Develop options as part of the MMP review Agree preferred option with key stakeholders 	<ul style="list-style-type: none"> Jockey Club Warwick District Council Warwick & District Angling Association Warwickshire Wildlife Trust FoSML 	Potential Environment Agency for fish stocks and health checks. Potentially Forestry Commission consent for any works affecting the woodland.	Risks: <ul style="list-style-type: none"> Health & Safety assessment required in opening up the area to public access Funding: <ul style="list-style-type: none"> A variety of grant sources exist for funding pond improvement works including Countryside Stewardship. 	<div>SML01High</div> <div>SML02High</div> <div>SML03Low</div> <div>SML04Medium</div> Strongly supported at public consultation, has the potential to increase biodiversity and landscape character and addresses an unsightly feature. Increases recreational value.
11	Jubilee Woodland Improvements	<ul style="list-style-type: none"> Develop as part of the MMP review 	<ul style="list-style-type: none"> Warwick District Council FoSML 	Forestry Commission consent for any works proposed.	Risks: <ul style="list-style-type: none"> Low risks around ecological sensitivity Funding:	<div>SML01High</div> <div>SML02Medium</div> <div>SML03Low</div> <div>SML04Medium</div>

			<ul style="list-style-type: none"> Warwickshire Wildlife Trust 		<ul style="list-style-type: none"> Potential small grant aid scheme 	Enhanced management required to ensure that the woodland matures into a biodiverse and attractive environment.	
12	Increase Caravan Club Capacity	<ul style="list-style-type: none"> Evaluate the existing site capacity to establish the potential increase available Review the possibility of a motorhome / overspill caravan park on non-race days adjacent to the stables 	<ul style="list-style-type: none"> Jockey Club Caravan Club Warwick District Council 	Planning consent may be required for the changes to the existing site and overspill use of the stables parking	Risks: <ul style="list-style-type: none"> Planning to be confirmed Funding: <ul style="list-style-type: none"> Jockey / Caravan Club 	SML01	Medium
						SML02	Medium
						SML03	High
						SML04	High
						Inter-relationship between the Caravan Club and other uses of SML with potential to develop greater synergy with activities such as golf and garden visits. The site is at capacity at peak times and limited to a 10-month season.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
13	Re-surfacing of Gravel Long Stay Parking Bays	<ul style="list-style-type: none"> Update design layouts Consult on flood risk / attenuation Investigate park and ride options Integration with the Town Centre Parking Strategy Pricing the work Tender and construction 	<ul style="list-style-type: none"> Warwick District Council Jockey Club RCW 	Possible planning permission required Environment Agency permission for surface water attenuation and discharge may be required.	Risks: <ul style="list-style-type: none"> Ability to secure funding if the hotel does not progress Storm water attenuation may increase costs Funding: <ul style="list-style-type: none"> WDC linked to wider town centre parking strategy 	SML01	Low
						SML02	Low
						SML03	High
						SML04	High
						Would assist with off-setting the loss of town centre parking esp. when combined with the new cycle path connection.	
14	MUGA at Racing Club Warwick (RCW)	<ul style="list-style-type: none"> Confirmation of funding Tendering and construction 	<ul style="list-style-type: none"> RCW 	<ul style="list-style-type: none"> Planning permission and Environment Agency Flood Risk Assessment. 	Risks: <ul style="list-style-type: none"> Funding and planning Funding: <ul style="list-style-type: none"> Football Foundation and other grant sources 	SML01	Medium
						SML02	Medium
						SML03	Low
						SML04	Medium
						Provides much needed all-weather practice area for youth provision within an area of need. Addresses a community need.	
15	RCW Club House refurbishment	<ul style="list-style-type: none"> Site building assessment required to assist with a long-term development plan looking at the options to refurbish, replace, or relocate the club house facilities. Short-term minor works required to keep in operation. 	<ul style="list-style-type: none"> RCW Warwick District Council 	<ul style="list-style-type: none"> Potentially planning permission depending on the option selected. 	Risks: <ul style="list-style-type: none"> Impact upon membership and income in the short – medium term Funding: <ul style="list-style-type: none"> TBC once a preferred option is selected, ranging from £100 – 900,000 	SML01	Low
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Existing building is life-expired. Long-term aspiration to replace poor quality building to enhance the overall appearance of the area and provide fit for purpose facilities that may generate additional income streams.	
16	Play Area adjacent to RCW	<ul style="list-style-type: none"> Develop design brief Seek tenders from playground contractors Appoint and install Review toilet access with RCW 	<ul style="list-style-type: none"> Warwick District Council play team FoSML Local residents RCW 	TBC	Risks: <ul style="list-style-type: none"> Insufficient funding Funding: <ul style="list-style-type: none"> Warwick District Council financial year £60,000 Other funding sources £25,000 	SML01	Medium
						SML02	High
						SML03	Low
						SML04	Medium
						Well supported at public consultation and meets a local deficiency. A priority project for the FoSML.	
17	Corp of Drums Building Refurbishment	<ul style="list-style-type: none"> Confirmation of grant funding Tender and implementation 	<ul style="list-style-type: none"> Corp of Drums Warwick District Council 	Building Control	Risks: <ul style="list-style-type: none"> Failure to attract grant funding Funding: <ul style="list-style-type: none"> Warwick District Council has 	SML01	Low
						SML02	Medium
						SML03	Low
						SML04	Medium

					<ul style="list-style-type: none"> committed match-funding External grant funding 	A long established community facility.	
18	Golf Driving Range Improvements, including car parking	<ul style="list-style-type: none"> Develop a sustainable business strategy Undertake feasibility appraisal for modification of existing structure or complete replacement Develop preferred solution Planning permission Detailed design and tendering Construction 	<ul style="list-style-type: none"> Warwick Golf Centre Warwick District Council Working Party Members 	<ul style="list-style-type: none"> Planning Permission Conservation Area Consent 	Risks: <ul style="list-style-type: none"> Capital funding Planning & Ecology Business continuity and revenue targets being met Funding: <ul style="list-style-type: none"> Warwick Golf Centre 	SML01	Medium
						SML02	Medium
						SML03	Medium
						SML04	Medium
						The driving range is no longer fit for purpose and modification would restrict its capacity due to design limitations. A complete replacement may be required. Limited car parking adjacent to clubhouse is required to encourage evening leisure users.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
19	Golf Centre Club House Replacement	<ul style="list-style-type: none"> Develop a sustainable business strategy Undertake feasibility appraisal for modification of existing structure or complete replacement Develop preferred solution Planning permission Detailed design and tendering Construction 	<ul style="list-style-type: none"> Warwick Golf Centre Warwick District Council Working Party Members Warwick Society 	<ul style="list-style-type: none"> Planning Permission Conservation Area Consent 	Risks: <ul style="list-style-type: none"> Capital funding Planning Business continuity and revenue targets being met Funding: <ul style="list-style-type: none"> Warwick Golf Centre Potential to link to a wider project scope to attract external funding such as 'Parks for People'. 	SML01	Medium
						SML02	High
						SML03	Medium
						SML04	Medium
						The existing Club House has exceeded its viable life expectancy and is in need of substantial renovation. A complete replacement on a potentially smaller footprint may be the better longer term option. A new building has the potential to serve a range of needs at SML and could potentially attract external funding for park improvements. Replacement would enhance the Conservation Area.	
20	Access to Public Toilets	<ul style="list-style-type: none"> Minor building works to the Golf Centre to form disabled toilet and access Signage Discussions with RCW over toilet access from proposed new play area 	<ul style="list-style-type: none"> Warwick District Council Warwick Golf Centre RCW 	TBC	Risks: <ul style="list-style-type: none"> Failure to find a solution will not meet consultation outcomes Funding: <ul style="list-style-type: none"> Warwick District Council £8,000 amendments to racing Club Warwick building to make toilets publicly accessible from the proposed play area. Warwick District Council £18,000 to make publicly accessible toilets available on the Common. 	SML01	Medium
						SML02	High
						SML03	Medium
						SML04	Medium
						Extends the audience base and length of use of SML, making it more attractive as a 'destination' rather than just for very local users. Addresses concerns raised during the consultation.	
21	Improve Drainage to Playing Fields	<ul style="list-style-type: none"> Complete feasibility report into options for pitch drainage Agree attenuation and discharge with the Environment Agency Cost the options and seek potential funding Tender and implement 	<ul style="list-style-type: none"> Warwick District Council RCW Environment Agency 	<ul style="list-style-type: none"> Potentially Environment Agency depending on means of land drainage 	Risks: <ul style="list-style-type: none"> Potential disruption to the racecourse to connect to a means of draining the pitches Limited options available due to high water table Environment Agency objection Funding:	SML01	Low
						SML02	Medium
						SML03	Low
						SML04	Medium
						The playing fields are poorly drained with restricts their recreational use. Improvements would encourage greater uptake	

					<ul style="list-style-type: none"> Match funding from WDC of £15,000 towards the estimated £30,000 costs. 	and participation in active sports.	
22	Potential Hotel Location	<ul style="list-style-type: none"> Commission a hotel room availability and need / capacity survey Commission a technical viability on the proposed site Undertake planning and highways discussions Review outcomes with the Working Party 	<ul style="list-style-type: none"> Warwick District Council Jockey Club Working Party Members Warwickshire County Council Warwick Town Council Environment Agency Hampton Road residents Chamber of Trade Tourism & Visitor development Warwick Society 	<ul style="list-style-type: none"> Planning Permission and visual impact assessment Flood Risk assessment Conservation Area Consent Jockey Club consent. 	Risks: <ul style="list-style-type: none"> Public objection and planning Potential high costs in early feasibility work that may prove abortive Dependency upon the Jockey Club Funding: <ul style="list-style-type: none"> Warwick District Council £25,000 viability and technical appraisal including bedroom capacity study. 	SML01	Low
						SML02	High
						SML03	High
						SML04	High
						The revised location is seen as generally acceptable through the consultation process but only on the basis that there is a quantified need and sound economic case for a hotel. This has not been established within the minds of the wider community. Whilst the site has potential with good synergy with the adjacent car parking, the area is closely tied to the Jockey Club.	

ReReRevision 01: 07 Sept 2016

- i. WRFC changed to RCW
- ii. RCW club house minor works added to the programme
- iii. Access to public toilets amended to update available access at the Golf Centre
- iv. Note added re-access to toilets at RCW from proposed play area to be discussed

Hill Close entrance works, item changed to add potential paving works and possible HLF funding.

Revision 2: 09 Sept 2016

- i. Reference to pre-app discussions included under 01: masterplan
- ii. Additional costs added for further advice to support WDC in developing the revised MPP (item 02)
- iii. Forestry Commission added as a consultee / consent required for works to Jubilee Wood
- iv. Millennium Wood changed to Jubilee Wood
- v. 09 attenuation pond expanded to cover assessment of other flood mitigation measures.
- vi. Funding and timetable allocated to item 13, re-surfacing of the long stay car park
- vii. Chamber of Commerce amended to Chamber of Trade
- viii. Playing field drainage added.

Revision 03: 07 Oct 2016

- i. List of priority schemes identified
- ii. Minor amendments to funding based on revised Executive report version 07.

Revision 04: 01 November 2016

- i. Amendments to item 13, reference to Town Centre Parking Strategy added.

[illegible]

[illegible]

Brief for Consultants to provide a report on a Statement of Need and an Economic Impact Assessment for a Hotel/Conference Facility at St Mary's Lands, Warwick.

Background

Warwick District Council is working with stakeholders to develop a master plan for the St Mary's Lands area of Warwick. The Council owns the whole area but it is in part subject to some leases to commercial and community organisations including Warwick Racecourse (owned by the Jockey Club), Warwick Golf Centre (a private business), Hill Close Gardens (a charity), Racing Club Warwick (a community based football club) and the Warwick Corps of Drums (a charity). Other stakeholders include the Town Council, the County Council and the Friends of St Mary's Lands (a group of local people who use the area). There are also others with an interest of future of the area including the Shakespeare's England Destination Management organisation – (DMO), the Warwick Chamber of Trade, Warwick Society and Model Flyers Group.

St Mary's Lands is a complex area of largely open space within a Conservation Area and is in part a designated Local Nature Reserve, lying on the edge of the town of Warwick but also within a relatively short walk of the town centre with residential communities to the north, east and south. The Racecourse Grandstand is a Listed Building Grade II as is Hill Close Gardens and the Victorian Summer Houses within it. Part of St Mary's Lands is also within a flood risk area. Several public footpaths cross the area. A large part is a public park.

There a variety of complementary but also conflicting views and demands between and within the community and commercial interests. The future of St Mary's Lands has had in the recent past a history of controversy, especially around the idea of a hotel, albeit at a different location to the one now proposed and of a different concept. The current exercise of developing a masterplan has successfully brought together all the interested parties with a shared and agreed agenda leading to a series of proposals to enhance and protect the area.

The Commission

Amongst the proposals consulted upon include a hotel/conference facility integrated with the existing conference facilities run by the racecourse. This is part of the wider strategy to make St Mary's Lands, a destination location. The public reaction has clearly indicated that the need for and the economic impact of such a proposal needs clear evidential justification before it should be considered as part of the eventual agreed masterplan. A plan of the draft

masterplan and the proposed location of the facility is attached. (NB they aren't for the purposes of circulating the draft but will be when its finalised)

A robust report is required to answer the key question of 'need', providing evidence of demand for hotel accommodation as well as of 'frustrated demand' for events at the Racecourse and elsewhere requiring accommodation. The Council seeks therefore consultancy services who can produce a 'Statement of Need and Economic Impact' comprising the following scope of work:

1.The Statement of Need should address:

- The market area to be examined in detail in terms of current economic and tourism figures through examination of key trends and statistics and key points from the local tourism policy and (DMO);
- The Market supply of relevant hotels and new hotel supply that is forecast to enter the market and other potential opportunities that may be relevant;
- A review the performance of the competitor hotels within the market;
- The primary demand research including a review of current business at the Racecourse including race days, private events and conferencing, and "frustrated" enquiries to inform the "need" argument;
- The provision of a market model to demonstrate the likely future occupancy of the proposed hotel, as well as the impact on the existing hotel and bed and breakfast market;
- To make outline recommendations to optimum positioning, facility mix, scaling, suitable brands and most likely deal structure for a hotel development.

2.The Economic Impact Assessment should:

- Undertake an economic impact assessment showing number of FTE jobs created, "additionality" and impact on GVA to the wider District;
- Include an analysis of the impact of the hotel on the Racecourse conferencing and events businesses and the associated potential for additional revenue and job creation.

Your proposal should set out:

1. How you would address the key points above;
2. Your organisational experience of similar commissions summarising the actual outcomes;
3. Set out who would undertake the work and their personal experience and background and confirmation there would be no change of personnel during the review;


4. Your proposed timescale;
5. The overall cost and day rate;
6. Project management arrangements, including your proposals for client liaison given the background;
7. Any requirements from your perspective from the Council and its partners that you would require to undertake the commission.

It should be no longer than 10 sides of A4 in length with standard margins and 11point size as minimum. The use of hyper-links is acceptable.

The submission should be sent to..... by**To be completed**

The Council Sponsor for this commission is Chris Elliott, Chief Executive, Warwick District Council and any queries can be directed to him on chris.elliott@warwickdc.gov.uk or 01926 456003.

He is aided by Colin Burden MD of Plincke acting as Project Manager for the Master Planning work.

 Executive Report 30 November 2016		Agenda Item No. 9
Title	Development Brief for King's High, Warwick	
For further information about this report please contact	Nick Corbett, Principal Conservation & Design Officer	
Wards of the District directly affected	Warwick	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	No
To be considered as part of the planning application process.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	14 November 2016	Chris Elliott
Head of Service	14 November 2016	Tracy Darke
CMT	14 November 2016	Bill Hunt
Section 151 Officer	14 November 2016	Mike Snow
Monitoring Officer	14 November 2016	Andy Jones
Portfolio Holder(s)	14 November 2016	Councillor Stephen Cross
Consultation & Community Engagement		
<p>Consultant's acting for Warwick Independent Schools Foundation (WISF) are currently undertaking public consultation on the Development Brief, including a presentation to WDC members at a Development Review Forum, members of the WDC Conservation Area Forum (CAF), and to members of Warwick Town Council.</p>		
Final Decision?	Yes	

1. **SUMMARY**

- 1.1 The purpose of this report is for Executive to endorse a Development Brief (see Appendix 1) for sites totalling 1.1 hectares in Warwick town centre that will be vacated by King's High School (operated by Warwick Independent Schools Foundation - WISF); the sites are visually prominent and include frontages onto parts of Smith Street, Chapel Street, The Butts, and Priory Road.
- 1.2 The Development Brief sets parameters for future development and provides a degree of certainty for any future applicants/developers on the quantum of development, land-uses, and the quality of design that will be expected as part of any redevelopment proposals.

2. **RECOMMENDATION**

- 2.1 That Executive endorses the Development Brief and delegates authority to the Head of Development Services in consultation with the Development Portfolio Holder to agree any minor revisions to the final wording of the Brief that are considered necessary.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 Warwick Independent Schools Foundation (WISF) plan to move the King's High School for Girls (which has over 600 pupils) from its current location in Warwick town centre to the Foundation's main campus at Myton Road, approximately 1.2km away.
- 3.2 The endorsement of WDC Executive, (and that of WDC Planning Committee), is sought for a Development Brief produced for the King's High Sites, setting out parameters for development, so that the document may be given some weight as a material consideration for the determination of future planning applications.
- 3.3 The Development Brief has been developed following engagement with WDC Planning Officers, Conservation Officer, Historic England, and other key stakeholders including Warwickshire County Council (WCC) Archaeology and Highways Departments. Further engagement has occurred with Conservation Area Forum (CAF) and Warwick Town Council.
- 3.4 The King's High Development Brief is consistent with the objectives of both the current and emerging Warwick District Council Local Plans, and will compliment other projects and proposals for the enhancement of Warwick town centre, including those of the County Council, in collaboration with WDC, for the enhancement of the highways and public spaces within Warwick town centre.
- 3.5 The agreed objectives of the Development Brief are to:
 - Provide a sustainable mix of land uses which might include provision for residential, employment, leisure, commercial and cultural space;
 - Support WDC in meeting its housing requirements by making provision for additional residential development;
 - Support the town centre in continuing to be an attractive and safe place to both live and work;

- Protect, support and contribute to the existing strong tourism sector;
- Protect and enhance the character of Warwick town centre conservation area;
- Continue to uphold and protect the amenity of nearby occupiers and other uses of the land.

3.6 **Design Approach:** The Development Brief correctly states that Warwick District Council will be seeking a comprehensive approach to the redevelopment of the individual sites, and it also recognises that the urban grain of the Warwick Conservation Area suggests a finer textured approach is required to ensure that new development is woven into the historic built environment.

3.7 Proposals in the Development Brief are not prescriptive in terms of the detailed design of new development (as required by the NPPF), but do seek high quality design, appropriate scale and massing, layout that includes perimeter blocks with clearly defined frontages, and a palate of materials that respects the historic context of Warwick.

3.8 It is considered that the design approach set out in the Brief will provide a framework within which the re-use and redevelopment of the sites in question can be appropriately managed to protect and enhance the character of the town centre, Conservations Area and Listed Buildings.

3.9 **Land Uses:** The Development Brief includes three masterplan options based upon different land uses. (In all options new buildings would be for residential use and one option includes a new large care home building).

3.10 The first option includes all retained buildings, and all new buildings, being for residential use.

3.11 A second option proposes small business uses within the retained Old Borough School (on Chapel Row), and a hotel use in Landor House (Grade II* listed).

3.12 A third option is the same as the first option (all residential), but includes provision of a care home (adjacent to the existing sixth form building). This option would result in the highest quantum of new development and requires a new building with a large footprint occupying the width of an urban block with frontages on both The Butts and Chapel Street.

3.13 At this stage, there are considered to be no grounds on which to rule out in principle any of the proposed options each of which can be considered in further detail as the proposals progress.

3.14 **Density of Development:** The Development Brief states:

'Initial studies suggest the site could accommodate up to 70-80 residential dwellings ranging in size between 1 bed apartments and 4/5 bed town houses.'

However, officers have not yet seen these capacity studies, or the assumptions made in reaching the numbers (e.g. dwelling and room sizes) and as such it is recommended the text be amended to omit reference to specific numbers.

- 3.15 **Existing Buildings:** The Development Brief assesses the architectural merit of all of the existing buildings that will be vacated and establishes which should be retained, for example because they are listed or make a positive contribution to the Conservation Area; which should be retained but could be altered (for example to remove inappropriate extensions); and which could be redeveloped because they have a negative impact upon the Conservation Area. This work has been undertaken by Robothams Architects following meetings with WDC officers and Historic England, and the conclusions stated in the Development Brief are supported.
- 3.16 The Development Brief identifies all heritage assets and clarifies how their setting will be protected, (including the Grade II* listed Landor House, and the setting of two Schedule Ancient Monuments: Eastgate and the former College of Vicars Choral and St. Mary's College) an approach which is considered to provide an appropriate framework within which those key heritage assets will be secured.
- 3.17 **Building Heights:** The existing buildings heights in this part of the Conservation Area are generally two and three storey, (they range from one to four storeys). The Development Brief does not explicitly propose new building heights although section drawings are included that show no increase in building heights. For the avoidance of doubt, it is recommended that the text be amended to state that existing building heights will generally not be exceeded.
- 3.18 **Access and Car Parking:** Existing vehicular access points into the site are proposed to be reused and will be adapted to accommodate new development; the final junction designs will need to be agreed with the Highway Authority through the planning process.
- 3.19 Replacing a town centre school site (with over 600 pupils) with another land use is considered to be a positive benefit for the town centre in terms of future vehicle movements. An overall reduction in vehicle movements is considered to be highly likely.
- 3.20 On-site car parking provision is shown on the proposed masterplan options, but applying car parking standards appropriately to historic town centre sites is likely to be a key issue which will also be subject to detailed discussion through the planning process.

4. **POLICY FRAMEWORK**

- 4.1 The protection of the Historic Environment is a key and integral objective of the National Planning Policy Framework and both the current and emerging Warwick District Council Local Plan.
- 4.2 Whilst not yet adopted, the emerging Local Plan (Publication Draft, February 2015 and Proposed Modifications, February 2016) is currently being re-examined in public and will therefore carry weight in the determination of any subsequent planning applications. The proposals for the King's High sites were not able to be considered through the emerging Local Plan process because of the timing of completion of the relocation proposals
- 4.3 The proposals are nevertheless capable of being compliant with the emerging Local Plan and will be regarded as windfall development sites.

Town Centre Policies

- 4.4 The proposed development site is located within Warwick town centre and as such, town centre policies are relevant in considering future development of the site.
- 4.5 Whilst neither the adopted Local Plan nor the emerging Local Plan allocates the site for a specific land use, both align with the NPPF's objective to enhance town centres.
- 4.6 The NPPF (paragraph 23) recognises town centres as the heart of their communities and states that Local Planning Authorities (LPAs) should pursue policies to support their viability and vitality.
- 4.7 The NPPF (paragraph 6) clarifies that "*the purpose of the planning system is to contribute to the achievement of sustainable development*" and that a presumption in favour of sustainable development (paragraph 14) "*should be seen as a golden thread running through both plan-making and decision taking*".
- 4.8 In alignment with the NPPF, a general presumption in favour of sustainable development is set out at Policy DS5 of the emerging Local Plan.
- 4.9 Key policies of the adopted Local Plan relevant to development within the town centre are: Policy TCP1 (Protecting and Enhancing the Town Centres) and Policy TCP9 (Protecting Employment Land and Buildings). Paragraphs 3.51 and 3.52 of the emerging Local Plan support Policy TC1 and 3.51 state that:
- 4.10 *"It is important that the town centres remain an appropriate location for the broad range of main town centre uses...including retail, leisure and entertainment facilities, appropriate sport and recreation uses, offices, arts, culture and tourism and housing. It is important that opportunities for development improve the town centres, adding to their vitality and vibrancy, whilst retaining or enhancing important characteristics. These important characteristics include the residential areas..."*
- 4.11 It is considered that both national and local policy therefore support the principle of the land uses proposed in the Development Brief which is likely to reduce car journeys and add to the vitality and vibrancy of the town centre subject to their compatibility with heritage assets.

Heritage Policies

- 4.12 The current school site lies within the Warwick Town Centre Conservation Area and includes several listed buildings. Paragraphs 131 and 132 of the NPPF are relevant in considering future uses of the site, with regards to potential impacts on heritage assets within the site and the surrounding locality. Paragraph 131 states that:
- "In determining planning applications, local planning authorities should take account of:
- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;
 - The positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality; and

- The desirability of new development making a positive contribution to local character and distinctiveness.”

- 4.13 Paragraph 132 states that “When considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset’s conservation. The more important the asset the greater the weight should be...”
- 4.14 Key policies of the adopted Local Plan relevant to heritage and conservation are Policy DAP4 (Protection of Listed Buildings), DAP5 (Changes of Use of Listed Buildings) and DAP8 (Protection of Conservation Areas).
- 4.15 Key policies of the emerging Local Plan relevant to heritage and conservation are Policy HE1 (Protection of Statutory Heritage Assets), HE2 (Conservation Areas) and HE6 (Archaeology).
- 4.16 The Development Brief states that the existing historic fabric on-site should be seen as a positive asset, in order to develop a sensitive and sympathetic scheme which complies with listed policy requirements and continues to preserve and enhance the setting of the Conservation Area.
- 4.17 As set out above, it is considered that the Development Brief provides a framework within which the re-use and redevelopment of the sites in question can be appropriately managed to protect and enhance the character of the town centre, Conservations Area and Listed Buildings.

Affordable Housing

- 4.18 In considering residential development for the development site, affordable housing contributions will need to be a consideration. *Paragraph 47 of the NPPF states that in order to boost housing supply LPAs should “use their evidence base to ensure that their Local Plan meets the full, objectively assessed needs for market and affordable housing in the housing market area.”*
- 4.19 The WDC Adopted Local Plan states that development of 10 or more dwellings, or sites of more than 0.25 hectares (irrespective of the number of dwellings) will not be permitted for residential development unless provision is made for a minimum of 40% affordable housing.
- 4.20 The WDC Emerging Local Plan states that residential developments on sites of 11 or more dwellings, where the combined gross floor space is more than 1,000 sq. ms. will not be permitted unless provision is made for a minimum of 40% affordable housing to meet local needs. The Council’s SPD on Affordable Housing offers further guidance on when affordable housing will be sought, and the type and quantity required.
- 4.21 The Development Brief identifies affordable housing considerations as being relevant to the proposals identified for the sites in question.

Transport, Access & Parking Policies

- 4.22 Paragraph 32 of the NPPF is relevant in considering access and highway impact. It states that:

"All developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment. Plans and decisions should take account of whether:

- The opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure*
- Safe and suitable access to the site can be achieved for all people*
- Improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe."*

- 4.23 Key policies of the adopted Local Plan relevant to traffic, access and car parking are Policy DP6 (Access), DP7 (Traffic Generation) and DP8 (Parking). Key policies of the emerging Local Plan of relevance are Policy TR1 (Access and Choice), TR2 (Traffic Generation), TR3 (Transport Improvements) and TR4 (Parking).
- 4.24 Applying modern highway standards to a historic town centre site is a challenge. However, the re-development of the site in an appropriate manner is essential for the town centre and relative to the current school use, offers opportunities for a potential reduction in traffic movements which the Development Brief will provide an appropriate framework within which this can be maximised.

Design Policies

- 4.25 The NPPF places emphasis on good design as a means of delivering sustainable development and this is an important consideration in the Development Brief.
- 4.26 Paragraphs 56 and 57 of the NPPF state that:
"The Government attaches great importance to the design of the built environment. Good design is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people."
- "It is important to plan positively for the achievement of high quality and inclusive design for all development, including individual buildings, public and private spaces and wider area development schemes."*
- 4.27 Policy DP1 (Layout and Design) of the adopted Local Plan states that
"development will only be permitted which positively contributes to the character and quality of its environment through good layout and design."
- 4.28 The principles of Policy DP1 (Layout and Design) of the adopted Local Plan are echoed within Policy BE1 (Layout and Design) of the emerging Local Plan.
- 4.29 Given the sensitivity of the locality, high quality architectural and urban design, which is both inclusive and sympathetic to the surroundings, will be essential if proposals are to be supported and the Development Brief makes this clear in an appropriate manner.

Protecting Amenity policies

- 4.30 Protecting local amenity of adjoining and nearby residents and/or other uses is an important consideration in the Development Brief. Policy DP2 (Amenity) of the adopted Local Plan states that *"development will not be permitted which has an unacceptable adverse impact on the amenity of nearby uses and residents and/or does not provide acceptable standards of amenity for future users/occupiers of the development."* The principles of Policy DP2 of the adopted Local Plan are continued within Policy BE3 (Amenity) of the emerging Local Plan. The Development Brief is clear that future land uses will need to be understanding of the requirement to protect local amenity.

Fit for the Future

- 4.31 Working in a collaborative way with partners such as Warwick Independent Schools Foundation on a Development Brief that supports a proactive approach to the design and management of the built environment, contributes to the Council's 'Fit for the Future' programme and specifically the vision for making Warwick District a great place to live, work and visit.

5. BUDGETARY FRAMEWORK

- 5.1 There are no significant budgetary implications arising from this proposal.

6. RISKS

- 6.1 A key risk is that King's High School will relocate and that no appropriate new uses are found for its vacated buildings resulting in prominent sites having a neglected appearance, which would in turn harm the town centre and the Conservation Area. The Development Brief will significantly assist in preventing this by bringing a degree of certainty for developers by clarifying what is likely to be acceptable.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 An alternative option would be for no Development Brief to be produced, or for WISF to produce a Development Brief unilaterally without seeking the support of the Council. That approach would not be in the spirit of the NPPF; the emerging Local Plan or the collaborative manner in which the Council wishes to work. Neither would it assist in bringing forward the re-use and redevelopment of these key sites in an appropriate manner.
- 7.2 The desire of WISF to proceed in a collaborative manner with the support of the District Council as demonstrated by the production of the Development Brief is considered to be the most appropriate and effective way of doing so..

Warwick Independent Schools Foundation

King's High School Town Centre Site

Development Brief

REP/DB/001

Issue 01 | 17 October 2016



This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 233710-20

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Contents

	Page
1 Introduction	1
1.1 The Site	1
2 Key Objectives	2
3 Context	3
3.1 The Site Surrounding	3
3.2 Socio-economic Context	3
3.3 Historical Context	4
3.4 Conservation and Planning	4
3.5 Archaeology	5
3.6 Physical	5
3.1 Accessibility	6
4 King’s High School Site(s)	7
4.1 Site 1	7
4.2 Site 2	7
4.3 Site 3	7
4.4 Site 4	7
4.5 Consideration of Individual Buildings (Development Opportunities)	8
5 Development Opportunities	11
5.1 Concept	11
5.2 Layout	11
5.3 Massing and Scale	16
5.4 Materials	16
5.5 Parking and Access	16
5.6 Local Socio-Economic Context	16
6 Planning Policy	17
6.1 National Policy and Guidance	17
6.2 Local Policy	17

1 Introduction

Warwick Independent Schools Foundation (WISF) plan to move the King's High School for Girls (KHS) from the current Warwick town centre site on Smith Street. The Girls School will be relocated to the Foundation's main campus at Myton Road approximately 1.2km further out from the town centre, as shown in Figure 1. The purpose of this document is to provide a development framework which will help guide proposals for the re-development of the town centres King's High School for Girls site.

This Development Brief seeks to establish the development principles for the KHS site which is proposed to Warwick District Council (WDC) Executive Committee for agreement. The development principles proposed seek the Council's support, beyond which, the brief will have the potential to be adopted as Supplementary Planning Guidance (SPG) by the Council. At which point the Development Brief will be a material consideration in the determination of any future planning application relating to the site.

This Development Brief has been developed following engagement with WDC Heritage Officer and Historic England, and other key stakeholders including Warwickshire County Council (WCC) Archaeology and Highways Departments. Further engagement with Conservation Area Forum (CAF) and Warwick Town Council is anticipated as part of the proposal to submit this brief to the Planning Committee in 2016.

As part of the proposed relocation of the Girl's School, WISF have developed a timeframe for the project which will see a planning application submission in November 2016 to WDC seeking planning permission to relocate KHS onto the existing Warwick School site at Myton Road. Subject to planning permission being granted in spring 2017, it is anticipated that the town centre site will be vacated by 2020.

1.1 The Site

The current KHS occupies a strategic site in Warwick town centre. Once vacated, the site will be considered a significant brownfield regeneration opportunity within the centre of Warwick. It is important that the development site attracts appropriate future uses which will help to both maintain and contribute to the vitality and function of the town centre, in line with WDC's emerging Local Plan.

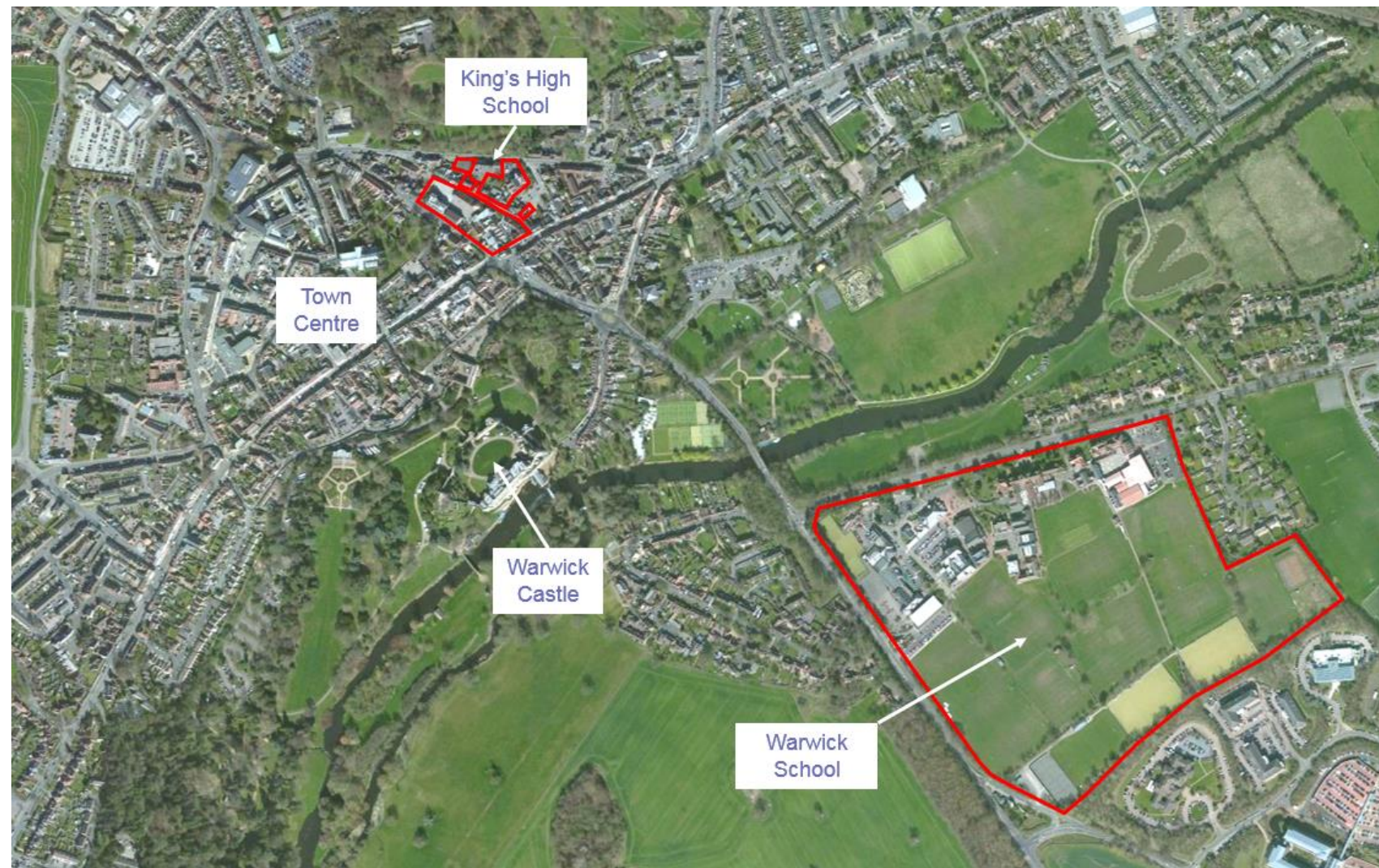


Figure 1: Map showing Warwick Independent Schools Foundation sites

2 Key Objectives

WARWICK INDEPENDENT SCHOOLS FOUNDATION



WISF is a major employer and provider of education in Warwick. As a Charitable Foundation, WISF is keen to create a legacy, in the form of a high quality and sustainable residential and/or mixed-use development which will help to both maintain and improve the vitality and viability of Warwick town centre beyond KHS.

The Foundation sees the creation of a single campus for all their schools and the redevelopment of the town centre site as an opportunity which benefits the aims and objectives for Warwick town centre. A number of these key objectives are:

- Provide a sustainable mix of land uses which might include provision for residential, employment, leisure, commercial and cultural space
- Support WDC in meeting its housing needs/requirements by making provision for additional residential development
- Support the town centre in continuing to be an attractive and safe place to both live and work
- Protect, support and contribute to the existing strong tourism sector
- Protect and enhance the character of Warwick town centre conservation area
- Continue to uphold and protect the amenity of nearby occupiers and other uses of the land.

WDC advocate the importance of supporting sustainable development in the town centre whilst protecting the amenity of nearby occupiers. The Council both recognise and acknowledge that in order to create a diverse and active town centre, there must be the opportunity to live in the town itself.

WISF seek to support WDC in meeting its aims and objectives for Warwick town centre, as set out within the emerging Local Plan. Development of the site should aim to complement and contribute towards the need for future residential, employment, leisure, retail and cultural growth in the town centre.



Figure 2: WISF: Warwick School

3 Context

3.1 The Site Surrounding

Warwick is a historic town located approximately 4km from Royal Leamington Spa, 13km from Stratford-upon-Avon and 15km from Coventry. Warwick is the administrative centre for WCC.

The proposed development site is located in Warwick town centre and covers an area of approximately 1.1 hectares across a number of plots located on Smith Street and Chapel Street.

KHS currently occupies four individual sites in Warwick town centre as shown Figure 3, and are described as follows:

- Site 1: The main school site is bounded by The Butts (A425), Smith Street, Chapel Street and Mitchell House and currently comprises a main hall, dining hall, gymnasium, sixth form centre and classroom blocks. (A row of houses along The Butts does not form part of the development as shown on following plans).
- Site 2: Bounded by Chapel Street and Priory Road and is situated adjacent to the Telephone Exchange. The site comprises the Priory building and school playground.
- Site 3: Bounded by Chapel Street, Chapel Row and Priory Road and comprises the former Borough School, two residential properties and school car park.
- Site 4: Bounded by Chapel Street, residential development, Smith Street commercial property and WDC Smith Street public car park.

3.2 Socio-economic Context

Warwick is located within the West Midlands conurbation. The West Midlands economy has grown quickly within recent years and the region is becoming an increasingly popular place for businesses to invest¹. However, the region is still constrained in part by availability of land for employment and residential uses, and opportunities for business start-ups and expansions².

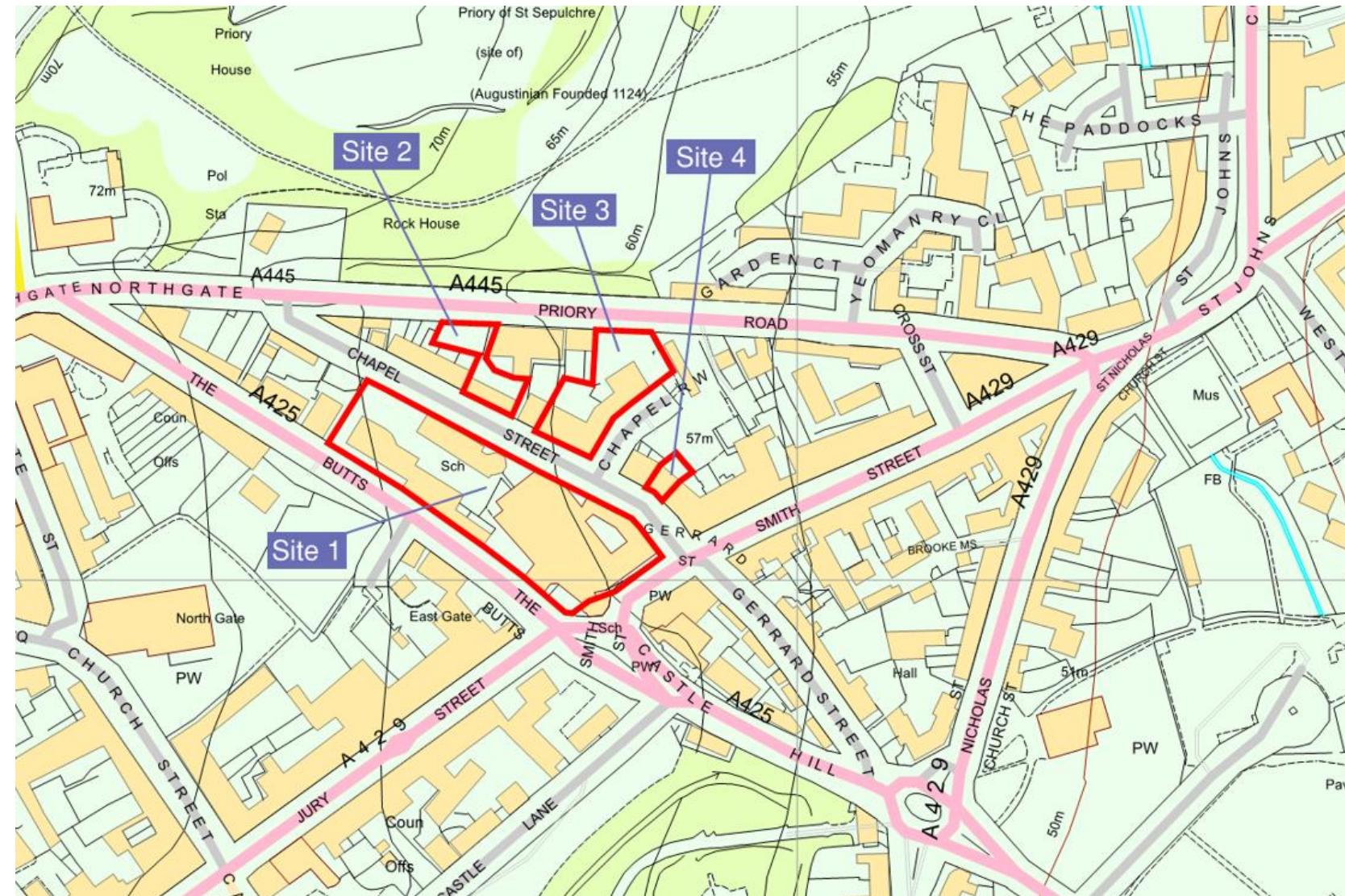


Figure 3: Existing KHS Sites

Warwick town centre has experienced an increase in vacancy levels and a drop in rental prices in recent years³. It is expected that the town centre could continue to lose trade to larger, more dominant town centres such as Leamington Spa, threatening its vitality and viability³. Securing new investment in the town centre will be important to reverse these trends.

The town centre is perceived to have good opportunities given its high quality and unique environment but the historic nature and street pattern has also limited investment in the town³.

A key challenge in Warwickshire is housing provision. In line with the emerging Local Plan WDC needs to deliver a minimum of 16,776 dwellings by 2029⁴. The other challenges include an ageing population and the economic legacy of the recent recession⁴. In particular, consultation undertaken by WDC has shown that improvement to traffic congestion is a key priority for the local community⁵. Development of the site should seek to help to alleviate these challenges where possible.

¹ West Midlands Combined Authority (2016) **About the area** [online] available at: <https://westmidlandscombinedauthority.org.uk/about/about-the-area/>

² West Midlands Combined Authority (2016) **Strategic Economic Plan** [online] available at: <https://westmidlandscombinedauthority.org.uk/media/1238/final-making-our-mark.pdf>

³ Warwick District Council. (2014) **Warwick District Council: Retail & Leisure Study Update** [online] available at: <https://www.warwickdc.gov.uk/evidencebase>

⁴ Warwick District Council. (2016) **Table of Proposed Modifications to the Publication Draft Local Plan (Part 1)** [online] available at: https://www.warwickdc.gov.uk/info/20410/new_local_plan/1066/proposed_modifications_-_feb_2016

⁵ Warwick District Council. (2011) **Sustainability Appraisal Scoping Report Appendix 3: Locality Profiles** [online] available at: https://www.warwickdc.gov.uk/downloads/file/2281/sa01_-_sustainability_appraisal_scoping_report_-_march_2011

3.3 Historical Context

Warwick town centre is characterised by its historic street pattern and architecture.

The KHS sites are situated within Warwick's Town Centre Conservation Area and within the historic town road pattern. As shown in Figure 4, there are several statutorily protected heritage assets within and surrounding the development sites. A breakdown of these assets can be found in section 3.8.

3.4 Conservation and Planning

The town centre sites are all located within the Warwick Conservation area. Proposals need to be judged to protect and enhance the amenity of the Conservation area.

- The main school site (site 1) is in the vicinity of two Scheduled Ancient Monuments (Eastgate and the site of the former College of Vicars Choral and St.Mary's College)
- A number of the buildings on the sites are listed, the most important of which is Landor House which is grade II* listed
- A number of the Victorian extensions to Landor House and Landor Cottages are deemed to be within the curtilage of the listed buildings and therefore are protected by association
- Residential properties on Chapel Street and Mitchell House overlook the main site, their amenity will need to be protected within the development of proposals
- There are a limited number of existing vehicle access points on to the sites.



Figure 4: Site Constraints

3.5 Archaeology

Historic maps of the sites have been sourced in order to understand the earlier urban fabric. Maps from 1711 to 1952 are shown in Figures 5 and 6.

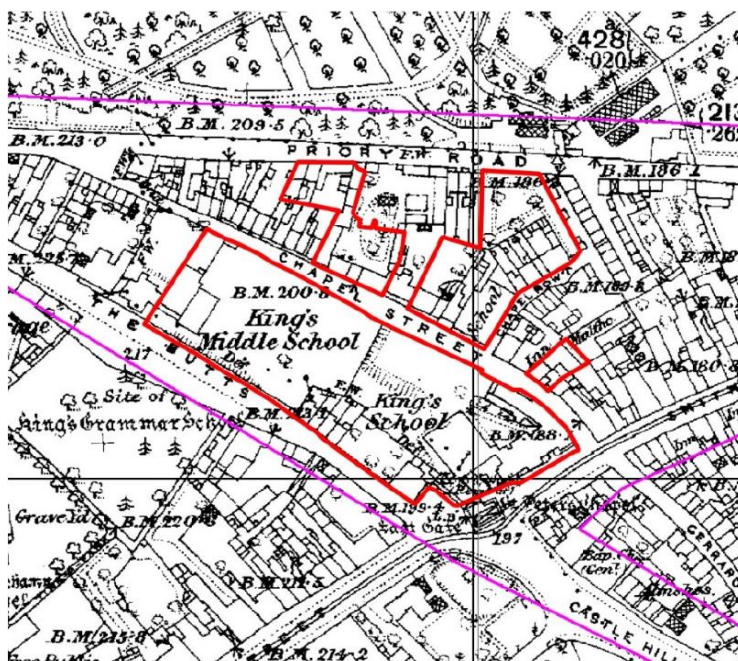


Figure 5: Historic Maps of Warwick c 1711 and 1889

Our analysis of the historic maps has identified that the southern boundary of the main site runs parallel with the assumed location of the town wall and the main site has been used principally as open space and then more recently as the site of the school.

It is anticipated that redevelopment of the site would be accompanied by desktop and possibly invasive archaeological studies. Specifically where the proposed scheme involves a change in existing site levels or significant excavation.

The boundary wall which defines the north eastern boundary of the main site (site 1) playground along Chapel Street is of interest historically, given its apparent age. Future development should consider a sensitive approach to ensure this historical element is protected.

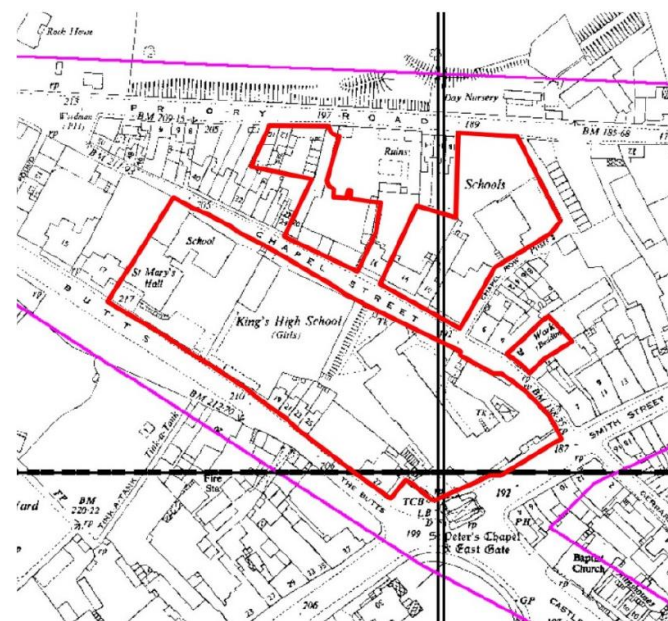
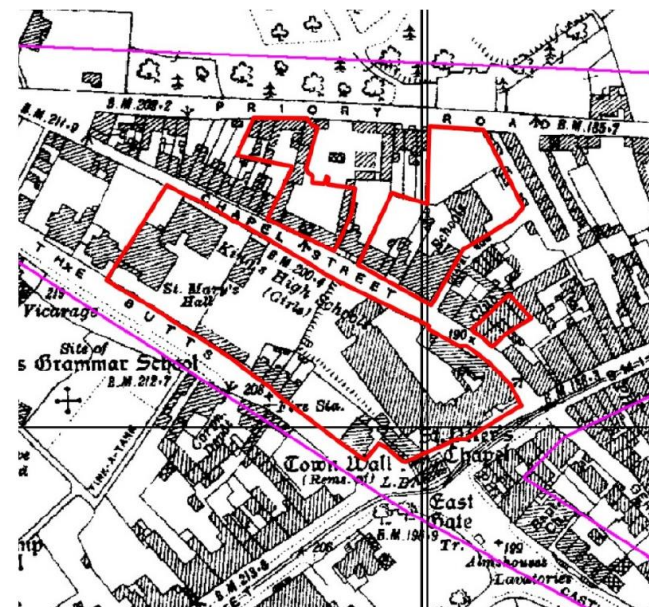


Figure 6: Historic Maps of Warwick c 1925 and 1952

3.6 Physical

3.6.1 Landscape

The landscape treatment of the site will be an important factor for any future development. The site is contained within a conservation area, which acknowledges and protects the special architectural and historic interest of the townscape. The site is positioned at an important junction within the town and as such is a key contributor to the character of the urban fabric of Warwick. The site contains a variety of architectural styles and materials within the layers of buildings and external walls, this layering adds to the historic townscape character of the site. Future development should consider visually the scale of the surrounding buildings and the mix of building materials to ensure cohesion with the existing townscape.

3.6.1 Ecology

No statutory site designations for nature conservation occur within the development site boundary or on adjacent land.

The site is dominated by buildings and hardstanding with no areas of semi-natural habitat present. A line of five semi-mature broadleaved trees are located to the west of the site adjacent to The Butts, which are of ecological value in this urban context. Ideally, these trees would be retained or replaced alongside any future development of the site.

Other vegetation is limited to small garden areas which comprise amenity grassland and landscape planting with occasional trees and shrubs. Development is likely to require removal of this vegetation. Development proposals will deliver a net gain in garden area and numbers of trees and shrubs, which has the potential to enhance biodiversity at the site, subject to an appropriate planting scheme.

There are foraging habitats for bat species in close proximity to the site in the form of Priory Park to the north and the churchyard to the south. As such the buildings at the site could potentially offer opportunities for roosting by legally protected bat species. The presence or absence of bat roosts within the buildings and trees at the site will be established through surveys to inform the detailed development design prior to a planning application. There is ample opportunity to incorporate new features for bat roosting into the development scheme for ecological mitigation and/or enhancement as required.

3.6.1 Flooding

As shown in Figure 7, the site is located within Flood Zone 1 and has a less than 1 in 1000 chance of flooding⁶. Whilst the risk of flooding on-site is low/minimal, a Flood Risk Assessment (FRA) will likely be required to support any future development of the site in line with the requirements of the NPPF.

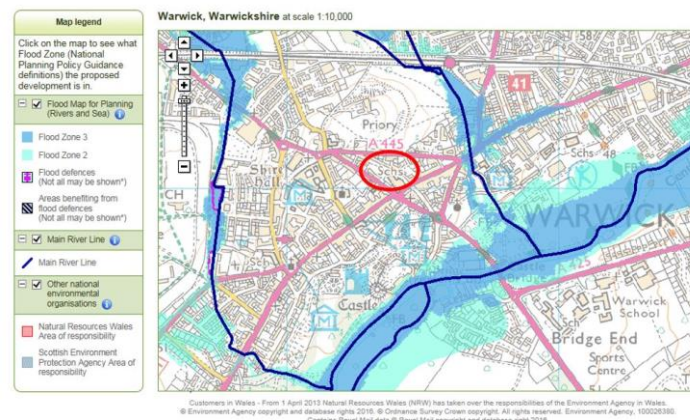


Figure 7: Flood risk map⁶

3.6.1 Topography

There is a 3.5m level difference across the width of the main site (Site 1), with a total fall of 6.7m between The Butts and Priory Road. A summary of the topographical analysis is shown in Figure 8. Whilst level changes across the site are a challenge, through appropriate engineering there are opportunities to redevelop the site in a holistic way.



Figure 8: Topographical analysis

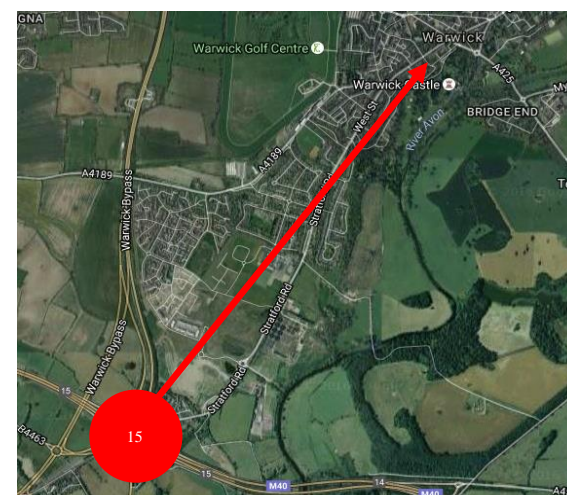


Figure 9: Proximity to M40

(Imagery © 2016 Google Infotera Ltd & Bluesky. Google Map data © 2016 Google)

3.1 Accessibility

There is a vehicle access point to Site 1 from The Butts and from Priory Road to Sites 2 and 3, as shown in Figure 4. The sites are located within a one-way system. The one-way system begins at Smith Street and continues along Chapel Street (north of Chapel Row) and then along Priory Road, back to Smith Street. There is two-way traffic flow on The Butts and between Chapel Row and Smith Street.

As shown in Figure 9, Warwick town centre is served by junction 15 of the M40 providing good access between Solihull and London.

3.1.1 Pedestrian access

There are three pedestrian access points to site 1 from Smith Street and Chapel Street. The other three sites (2-4) can be accessed by pedestrians via Chapel Street and Priory Road. There is a pelican crossing adjacent to the site providing safe pedestrian crossing facilities across Smith Street towards Banbury Road and Warwick Castle.

3.1.1 Cycle access

Whilst the site is not directly served by any cycle routes, Warwick town centre is served by national cycle routes 41 and 52, as shown by Figure 10⁷. Route 41 currently provides links to Stratford-upon-Avon and Rugby and once completed

will also provide links to Gloucester and Bristol. Route 52 once complete will provide links to Coventry and Nuneaton.

3.1.2 Train

The nearest railway station is Warwick which is located approximately 450m from the site and can be reached on foot within approximately 5 minutes. Warwick Parkway railway station is located approximately 1.85km away. Both stations are located on the Chiltern line, which operates services between Birmingham and London via Solihull, Banbury, Bicester, High Wycombe and other local destinations. Between one and four services to London and Birmingham run per hour from Warwick Station.

3.1.3 Bus

The site is also served by several bus routes. The nearest bus stop is located on the western side of The Butts adjacent to the site, these services provide links to Evesham, Wellesbourne, Stratford-upon-Avon, Kenilworth, Coventry, Leamington, Cubbington and the University of Warwick.

Warwick bus station is located approximately 450m from the site and can be reached in approximately 5 minutes by foot. From here, additional services provide links to Birmingham airport and some of Warwick's rural villages including, Bishops Tachbrook and Lighthorne Heath.

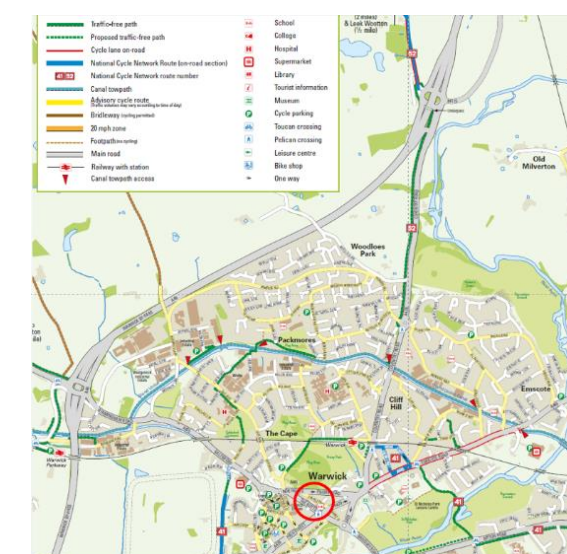


Figure 10: Local cycle routes⁷

⁶ Environment Agency (2016) **Flood Map for Planning** [online] available at: [http://maps.environment-](http://maps.environment-agency.gov.uk/wiyby/wiybyController?topic=floodmap&layerGroups=default&lang=_e&p=map&scale=7&x=531500&y=181500)

[agency.gov.uk/wiyby/wiybyController?topic=floodmap&layerGroups=default&lang=_e&p=map&scale=7&x=531500&y=181500](http://maps.environment-agency.gov.uk/wiyby/wiybyController?topic=floodmap&layerGroups=default&lang=_e&p=map&scale=7&x=531500&y=181500)

⁷ Warwickshire County Council (unknown) **Warwick & Leamington Cycle Map** [online] available at: <http://www.warwickshire.gov.uk/cyclerroutes>

4 King's High School Site(s)

4.1 Site 1

The main school complex (Site 1) contains:

- One Grade II* listed building (Landor House) as shown in Figure 10.
- Two Grade II listed buildings as shown in Figure 11 (Nos.1 and 3 Smith Street).



Figure 11: Grade II* Listed Building Landor House



Figure 12: Grade II listed buildings
(Image Capture: July 2016 © 2016 Google)

A number of Victorian extensions have been made to Landor House and to nos. 1 and 3 Smith Street, these extensions are considered to be within the curtilage of listed buildings. The site is partly bounded by the 'Great Wall' and lies adjacent to the Eastgate Scheduled Ancient Monument (SAM).



Figure 13: Grade II Listed Buildings
(Image Capture: July 2016 © 2016 Google)

4.2 Site 2

Site 2 site does not contain any listed heritage assets but lies adjacent to eight Grade II listed buildings (Nos.26 - 40 Chapel Street).



Figure 14: Street View alongside Site 2
(Image Capture: July 2016 © 2016 Google)

4.3 Site 3

Site 3 contains three Grade II listed buildings (Nos.10, 12 and 14 Chapel Street) and is located adjacent to a further Grade II listed building (No.16 Chapel Street).



Figure 15: Street View alongside Site 3
(Image Capture: July 2014 © 2016 Google)

4.4 Site 4

Site 4 does not contain any listed heritage assets but is located opposite Landor House (Grade II* listed building) off Chapel Street.



Figure 16: Street View alongside Site 4
(Image Capture: July 2016 © 2016 Google)

There are several other listed heritage assets within the vicinity of the four sites, including:

- A scheduled monument (St Mary's College) on the western side of The Butts; and
- Several Grade II listed buildings north-west of the site on either side of The Butts, southern side of Smith Street and on the northern side of Jury Street.

4.5 Consideration of Individual Buildings (Development Opportunities)

The urban grain of Warwick would suggest a finer textured approach to the re-development of the site, which is woven into the existing building fabric and re-uses buildings where appropriate. Therefore, it is reasonable to consider the individual buildings within the site as well as the site as a whole, given the varied character of the properties in-situ.

The following section describes each of the sites and a series of analysis maps are provided below which consider heritage, use, massing and movement on the existing sites.

The current King's High School Site and surrounding areas are a combination of 2 to 3 storey buildings as can be seen in Figure 17, which provides an indication of the existing massing.



Figure 17: Existing Massing



Figure 19: Heritage Assets



Figure 18: Existing vehicle and pedestrian movements

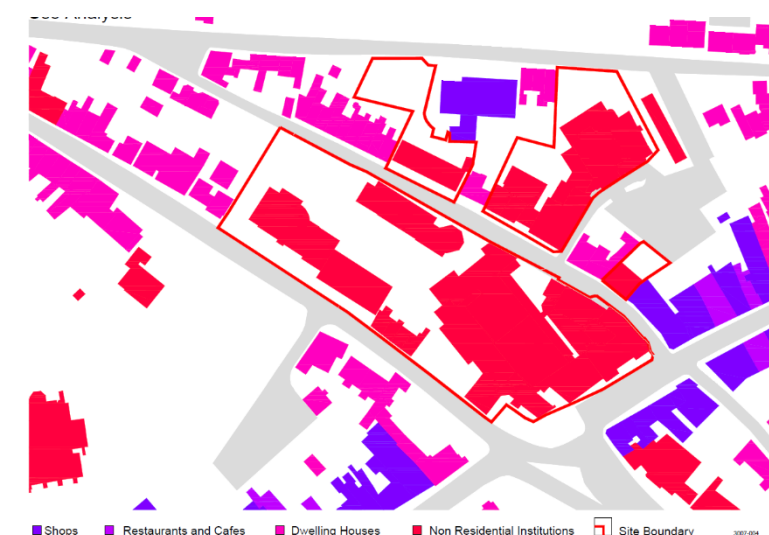


Figure 20: Existing land uses

4.5.1 Site 1

Landor House

Grade II* listed, the building's interior and exterior must be maintained, albeit modern sub-divisions could be removed with approval. Appropriate uses are likely to be those that retain the integrity of the internal spaces, residential conversion is realistic although sub-division to form apartments might lead to conflict with the conservation authorities. Alternatively as part of a wider scheme, the existing house could be part of a commercial use such as a hotel. To create rear gardens for a residential property will require demolitions, which will require listed building consent.

Landor Cottages (Nos.1 and 3 Smith Street)

As with Landor House the external and internal historic features will need to be maintained although modern additions could be stripped away to create opportunities to improve the layout. Residential uses would be compatible with the building fabric although the creation of rear gardens would require careful analysis of the rear extensions to understand which elements could be removed.

The Red House

Although not listed the house adds to the conservation area and is part of the streetscape. Its internal layout is largely unaltered from its earlier use as a dwelling and combined with garden to the north could quite feasibly be a single dwelling once again.

Nos.19-25 The Butts

Listed terrace houses with rear extensions of various ages, these lend themselves to re-use as individual dwellings. WDC have stated that they would resist significant further extension to the rear thereby retaining the existing 'back yard' spaces. These are not proposed for redevelopment as part of this brief and are assumed to remain as presented.

Main Hall and Adjacent Teaching Rooms

This overall description encompasses the complex combination of spaces to the rear of Landor Cottages. The building has evolved over the last 200 years including additions and alterations made in the last ten years to enlarge the main hall. It potentially represents the most challenging part of the estate to understand from a development perspective as all areas are deemed protected by proximity to the listed Landor House and Cottages.

It consists of areas which will require retention such as the remaining parts of the hall space and those which can be stripped away. The depth of the plan will make residential conversion challenging due to the need for daylight and ventilation, however a detailed study of this building may identify opportunities to remove modern elements and create courtyards and atria which can provide the environment to create a residential or quasi-residential scheme.

Dining Hall

This space is again deemed to receive the same level of protection as the listed buildings which are adjacent. However, the recent refurbishment demonstrates that a sensitive scheme can be successfully incorporated into the building fabric. A scheme which uses the space as a single volume such as a restaurant or small office use could be foreseen within this area, as could a residential open-plan use.

Gymnasium

A brief review suggests that conversion into any other use (residential or commercial) would be economically unattractive due to the existing building's fabric and services. WDC have confirmed that the gymnasium could be demolished to create a development site which would contribute to the overall scheme.

Sixth Form Centre

Constructed recently the interior and exterior of the building is of high quality and therefore conversion into a commercial or residential use is possible. The challenges of conversion will be the existing structure and the location of the stair core. WDC have confirmed that although they would support conversion they would not rule out a high quality replacement building.

Playground

This is the principle open space in the town centre estate however the constraints of potential existing archaeology, site levels and the adjacent boundary wall with Chapel Street will make its development the source of detailed engagement with WDC. This space is also overlooked by the residential properties on Chapel Street and Mitchell House. However, there is a strong urban design case to use this area to create a denser more coherent street frontage to the adjacent narrow street.

Modern Languages and Octagon

Constructed recently the interior and exterior of the building is of high quality and therefore conversion into a commercial or residential use is possible. The challenges of conversion will be the existing structure and the location of the stair cores. WDC have confirmed that although they would support conversion they would not rule out a high quality replacement building.

Site 2

Priory Building

A concrete framed, 20th century building the Priory building makes a poor contribution to the streetscape and WDC have confirmed that its replacement would be encouraged. However, conversion of this type of structure could also be considered, although the roof, windows and walls would need to be substantially upgraded to meet modern environmental expectations. Examples of successful office conversion (the original use) into residential uses are evident in Warwick and Leamington Spa.

4.5.2 Site 3

Creative Arts (former Borough School)

The former Borough school was substantially extended and converted recently, WDC have stated that in its current state it makes a positive contribution to the conservation area and therefore would resist its substantial redevelopment. A detailed review would need to take place, however conversion into residential accommodation is a possible use, along with bespoke uses which might use the open volumes within the existing building.

Nos.10-14 Chapel Street

As listed buildings the exterior and interiors would need to be retained, however the 20th century rear additions could be removed and replaced by a more sensitive extension which would enhance the accommodation. The most sensitive use would be adaption into three townhouse with rear gardens, however other uses which retain the existing rooms could be considered for example a small hotel or small office units.

4.5.3 Site 4

No.2 Chapel Street

Further research needs to be undertaken to demonstrate that the building is not evidence of early work by a well-known modern architect, however it is considered to make an insensitive contribution to the street scene and therefore could be replaced or converted. Residential, small scale office uses or potentially a retail use at ground floor could be considered given its proximity to Smith Street.

5 Development Opportunities

Through dialogue with Warwick District Council initial development opportunities for the King's High site have been developed. The site has a number of constraints which have been specifically considered and will have an impact on the redevelopment.

The development potential has been formed by Robothams Architects based on:

- Visits to site
- Meetings with Warwick District Council
- Meetings with English Heritage
- Meetings with Warwickshire County Council Archaeology
- Meetings with Warwickshire County Council Highways
- Research using the English Heritage National Heritage List for England
- Analysis of the historic maps
- Engagement with Arup's archaeology team to identify historical mapping
- Experience of similar projects in Warwick and Leamington town centres.

Although WDC will be seeking a comprehensive approach to the redevelopment of the individual components that make up the King's High town centre estate, the urban grain of Warwick would suggest a finer textured approach which is woven into the existing building fabric and re-uses buildings where appropriate.

Given the varied character of the properties it is reasonable to consider the buildings and sites individually and as well as in the whole.

Typically, a number of the heritage buildings offer opportunities for conversion to low density residential developments whilst the more recent additions and new buildings offer opportunities for mixed uses such as commercial offices, retirement apartments, boutique hotel, etc.

With this approach in mind the following section outlines the potential opportunities for development of the King's High School site.

5.1 Concept

The design of the master plan proposals takes into account the fabric of the existing buildings across the four sites, the context created by neighbouring buildings and the topography of this part of the town centre. It seeks to develop a finely textured redevelopment of the sites, which knits with the intimate scale of the existing context.

The master plan proposals are not prescriptive in terms of the detailed design of the redevelopment scheme, apart from seeking a high quality design, which respects the context and meets the needs of the local community.

5.2 Layout

Of the four sites the most significant opportunity exists on the main school site (No. 1) between The Butts and Chapel Street. The listed status buildings of Landor House and the adjacent houses which face Smith Street, would be retained and enhanced with existing modern additions removed to return the buildings to a close resemblance of their original layouts.

At the rear later Victorian additions would also be retained and refurbished to create characterful accommodation that complements the adjacent listed properties. The removal of late 20th century extension would also create areas of landscaping and introduce more daylight into the deep plan buildings.

Within the north western part of the site a more invasive approach would create parking areas integrated with landscaping behind new additions to the street frontages to the Butts and Chapel Street. New groups of terrace houses would reflect the rhythm of adjacent listed properties reinforcing the urban grain and defining the defensible boundary of the site.

Access to the main site would be in the form of a new ingress point close to the end of the existing terrace, No.19 – No.25 The Butts, and an exit point adjacent to the north western boundary. Both access points would be controlled to provide secure parking partly concealed behind the frontages.

The Priory building site on chapel Street (site 2) also offers an opportunity to develop a scheme, which could integrate more successfully into the street scene. By removing the

existing 20th Century flat roofed building and replacing it with terrace houses with gardens and parking to the rear (accessed from Priory Road).

The Old Borough School site (site 3), combined with listed No.10 – 14 Chapel Street makes a positive contribution to the conservation area and would be retained and refurbished to accommodate a range of potential uses. Space to the rear accessed from Priory Road would be reused for parking.

No.2 Chapel Street (site 4) would be removed and replaced with a building with more reference to its context, facing the road with parking at the rear as existing.

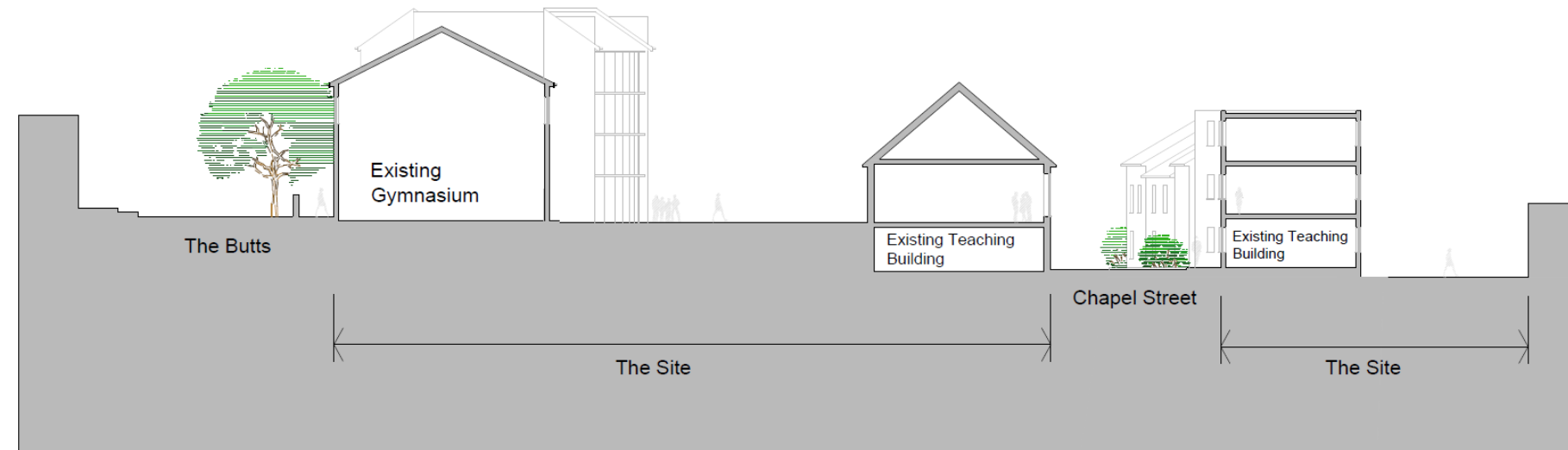


Figure 21: Residential Development Layout

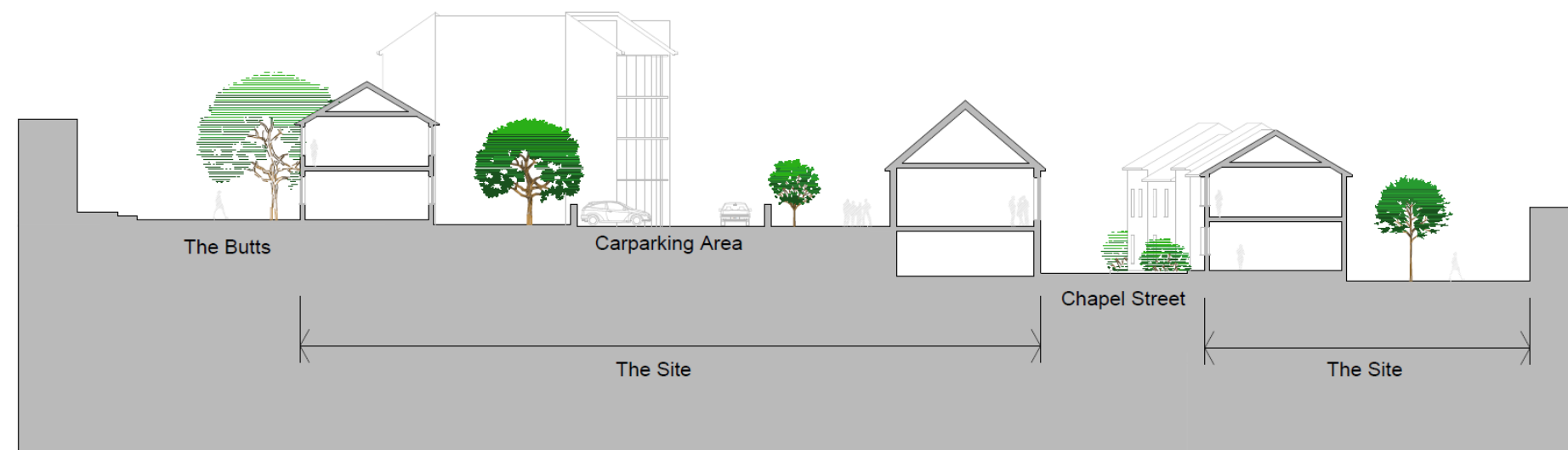




Figure 23: Alternative Residential Development Layout



Existing Section A-A



Proposed Section A-A

Figure 24: Section through the site

5.3 Massing and Scale

The existing buildings range from one to four storeys, and the redevelopment proposals would reflect this existing massing to create a varied roof-scape. The close proximity of neighbouring residential properties would constrain the development to respect the amenity of the residents although creative solutions including the use of level changes would allow the scheme to provide the intimate scale of the existing street patterns.

Initial studies suggest that the site could accommodate up to 70-80 residential dwellings ranging in size between 1 bed apartments and 4/5 bed townhouses. Density would be subject to agreement with the planning authority appropriate levels parking for the scheme, however there is assumed to be a degree of flexibility given the sustainable location of the site including proximity to the town's railway station and bus stops. Other uses would require consideration given to parking and servicing which will dictate the scale and type of activities suitable for the site.

5.4 Materials

As stated this document does not seek to limit the range of creative, high-quality design responses that might come forward to redevelop the sites. However developers would be encouraged to consider the local palette of materials, including red brickwork and render, tiled or slate roofs and give careful consideration of proportions and fenestration.

More importantly the choice of materials and elevational composition should create buildings with a scale that harmonises with adjacent buildings.

5.5 Parking and Access

Development opportunities whether residential and/or mixed use will need to be served by appropriate and suitable accesses. As described previously, the main site is historic in nature and is situated within a town centre location. Whilst the historic fabric presents an opportunity in many regards, in terms of site access it creates a challenge. In addition to the historic fabric, level changes across the site will also need to be assessed prior to establishing suitable access points which meet modern standards.

There is scope to introduce new and improved access points both into and out of the site. Potential access/egress across the main site was discussed with Warwickshire County Council as the Highway Authority. It was agreed that there is potential to construct new access points on the perimeter of the site subject to appropriate engineering works. Based on typical highway standards a visibility splay of 2.4m x 40m should be provided at any new access, although the visibility splay requirements could potentially be reduced at the planning application stage in discussion with the Highway Authority.

Warwickshire County Council is considering making The Butts one-way in a westbound direction (together with footway widening) as part of the Warwick Town Centre improvements. This change would significantly reduce the impact of the visibility splay requirements and hence separated access and egress points onto The Butts is probably the most suitable solution if The Butts becomes one-way. An outbound site egress onto The Butts towards the north-western corner of the site is suitable with an inbound access between No.25 The Butts and the side garden of The Red House, although both will be subject to ongoing discussion at the planning application stage with the council.

Any access point at the west end of the site from The Butts will need ramps into the site in order to accommodate the changes in height; the extent of these ramps will vary depending on cut and fill within the site and the gradient of the ramps.

Access into/out of the site from Chapel Street has some potential but is unlikely to be achieved given the more extreme level difference between Chapel Street and the current ground level within the site. It is likely that a 1 in 10 ramp would be necessary in addition to a reduction in ground level. Although this ground level reduction could potentially take the form of terracing as the site falls from west to east, which would minimise the extent of the ramp.

The three sites to the north of the main development site are served by suitable existing access arrangements onto Priory Road which could be maintained.

5.6 Local Socio-Economic Context

Development of the site will provide both direct and indirect economic benefits.

The development site is currently in employment and residential use. The King's High School currently employs circa 170 people. These jobs will be relocated to the Myton Road Campus subject to planning permission being granted. Development of the site has the potential to create additional employment opportunities within the sustainable town centre location. These opportunities are likely to attract small businesses requiring starter units. In addition, construction of the development sites will provide the opportunity to employ local contractors.

Alternatively residential development will support local businesses including shops and services.

6 Planning Policy

Planning ensures that the right development happens at the right place at the right time, benefiting communities and the economy. It plays a critical role in identifying what development is needed and where, what areas need to be protected or enhanced and in assessing whether the proposed development is suitable.

The key policy and guidance at both the National and Local Level relevant to the development site is therefore set out below.

6.1 National Policy and Guidance

The National Planning Policy Framework (NPPF) sets out the planning policies for England, and how they should be applied. The NPPF is an important material consideration in the determination of any planning application.

6.2 Local Policy

The Development Plan that sets out the policies relevant to the development of the site is the Warwick District Local Plan 1996-2011 (adopted September 2007). Warwick District Council (WDC) is currently preparing a new Local Plan which if adopted will replace the existing plan. Whilst not yet adopted, the emerging Local Plan (Publication Draft, February 2015 and Proposed Modifications, February 2016) is due to be re-examined in public and will therefore carry an amount of weight in the determination of any planning application.

Other guidance and standards relevant to the development site are set out within the:

- Sustainable Buildings Supplementary Planning Document (SPD)
- Affordable Housing SPD
- Open Space SPD
- Vehicle Parking Standards SPD

6.2.1 Presumption in Favour of Sustainable Development

The NPPF (paragraph 6) clarifies that *“the purpose of the planning system is to contribute to the achievement of sustainable development”* and that a presumption in favour of sustainable development (paragraph 14) *“should be seen as a golden thread running through both plan-making and decision taking”*.

In alignment with the NPPF, a general presumption in favour of sustainable development is set out at Policy DS5 of the emerging Local Plan.

6.2.2 Town Centres

The proposed development site is located within Warwick town centre and as such town centre policies are relevant in considering future development of the site.

The NPPF (paragraph 23) recognises town centres as the heart of their communities and states that Local Planning Authorities (LPAs) should pursue policies to support their viability and vitality. Whilst neither the adopted Local Plan nor the emerging Local Plan allocate the development site for a specific land use, both align with the NPPF’s objective to enhance town centres.

Key policies of the adopted Local Plan relevant to development within the town centre are: Policy TCP1 (Protecting and Enhancing the Town Centres) and Policy TCP9 (Protecting Employment Land and Buildings).

The key policy within the emerging Local Plan relevant to development in the town centre is Policy TC1 (Protecting and Enhancing the Town Centres). Paragraph 3.51 and 3.52 of the emerging Local Plan support Policy TC1 and state that:

“It is important that the town centres remain an appropriate location for the broad range of main town centre uses...including retail, leisure and entertainment facilities, appropriate sport and recreation uses, offices, arts, culture and tourism and housing.

It is important that opportunities for development improve the town centres, adding to their vitality and vibrancy, whilst retaining or enhancing important characteristics. These important characteristics include the residential areas...”

Both national and local policy therefore support the delivery of a range of land uses at the development site subject to their compatibility.

6.2.3 Heritage & Conservation

The current school site lies within Warwick’s Town Centre Conservation Area and includes several listed buildings.

Paragraphs 131 and 132 of the NPPF are relevant in considering future uses of the site, with regards to potential impacts on heritage assets within the site and the surrounding locality.

Paragraph 131 states that “in determining planning applications, local planning authorities should take account of:

- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;
- The positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality; and
- The desirability of new development making a positive contribution to local character and distinctiveness.”

Paragraph 132 states that “When considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset’s conservation. The more important the asset the greater the weight should be...”.

Key policies of the adopted Local Plan relevant to heritage and conservation are Policy DAP4 (Protection of Listed Buildings), DAP5 (Changes of Use of Listed Buildings) and DAP8 (Protection of Conservation Areas).

Key policies of the emerging Local Plan relevant to heritage and conservation are Policy HE1 (Protection of Statutory Heritage Assets), HE2 (Conservation Areas) and HE6 (Archaeology).

There is an opportunity to work with the existing historic fabric on-site which should be seen as a positive asset, in order to develop a sensitive and sympathetic scheme which complies with the above listed policy requirements and continues to preserve and enhance the setting of the Conservation Area.

6.2.4 Affordable Housing

In considering residential development for the development site, affordable housing contributions will need to be a consideration.

Paragraph 47 of the NPPF states that in order to boost housing supply LPAs should “use their evidence base to ensure that their Local Plan meets the full, objectively assessed needs for market and affordable housing in the housing market area.”

Table 1: Sets out the affordable housing standards outlined in the adopted and the emerging Local Plan.

WDC Adopted Local Plan
Development of 10 or more dwellings, or sites of more than 0.25 hectares (irrespective of the number of dwellings) will not be permitted for residential development unless provision is made for a minimum of 40% affordable housing.
WDC Emerging Local Plan
Residential developments on sites of 11 or more dwellings, where the combined gross floor space is more than 1,000 sqm will not be permitted unless provision is made for a minimum of 40% affordable housing to meet local needs.

Table 1: Affordable Housing Standards

The Council’s SPD on Affordable Housing offers further guidance on when affordable housing will be sought, and the type and quantity required.

6.2.5 Transport, Access & Parking

Paragraph 32 of the NPPF is relevant in considering access and highway impact. It states that:

“All developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment. Plans and decisions should take account of whether:

- The opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure
- Safe and suitable access to the site can be achieved for all people
- Improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.”

Key policies of the adopted Local Plan relevant to traffic, access and car parking are Policy DP6 (Access), DP7 (Traffic Generation) and DP8 (Parking).

Key policies of the emerging Local Plan of relevance are Policy TR1 (Access and Choice), TR2 (Traffic Generation), TR3 (Transport Improvements) and TR4 (Parking).

Applying modern highway standards to a historic town centre site is a challenge. However, re-development of the site beyond the school use is essential for the town centre and therefore access arrangements including on-site parking have been both explored and discussed with Warwick District Council. There are opportunities both in and around the site to create suitable access/egress arrangements, which are explored when developing potential redevelopment plans.

Replacing a town centre school site with a another land use, is considered to be a positive benefit for the town centre, in terms of future vehicle movements associated with the locality as an overall reduction in vehicle movements will be almost certain.

6.2.6 Design

The NPPF places emphasis on good design as a means of delivering sustainable development, this will be an important consideration for the development of the KHS site. Paragraphs 56 and 57 of the NPPF state that:

“The Government attaches great importance to the design of the built environment. Good design is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people.”

“It is important to plan positively for the achievement of high quality and inclusive design for all development, including individual buildings, public and private spaces and wider area development schemes.”

Policy DP1 (Layout and Design) of the adopted Local Plan states that “development will only be permitted which positively contributes to the character and quality of its environment through good layout and design.”

The principles of Policy BE1 of the adopted Local Plan are echoed within Policy BE1 (Layout and Design) of the emerging Local Plan.

Given the sensitivity of the locality, quality design, which is both inclusive and sympathetic to the surroundings will ensure that any future scheme or proposal will be supported by relevant key stakeholders.


6.2.7 Protecting Amenity

Protecting local amenity of adjoining and nearby residents and/or other uses will be an important consideration in the development of the KHS site.

Policy DP2 (Amenity) of the adopted Local Plan states that “development will not be permitted which has an unacceptable adverse impact on the amenity of nearby uses and residents and/or does not provide acceptable standards of amenity for future users/occupiers of the development.”

The principles of Policy DP2 of the adopted Local Plan are continued within Policy BE3 (Amenity) of the emerging Local Plan.

Future land uses will need to be understanding of the requirement to protect local amenity.

 Executive – 30th November 2016		Agenda Item No. 10
Title	Rural/Urban Capital Improvement Scheme (RUCIS) Application	
For further information about this report please contact	Jon Dawson Finance Administration Manager 01926 456204 email: jon.dawson@warwickdc.gov.uk	
Wards of the District directly affected	Milverton	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Rural/Urban Capital Improvement Scheme details. Rural/Urban Capital Improvement Application file no. 216; correspondence with applicant.	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	8.11.16	Chris Elliott
Head of Service	8.11.16	Mike Snow
CMT	8.11.16	Chris Elliot, Bill Hunt and Andy Jones
Section 151 Officer	8.11.16	Mike Snow
Monitoring Officer	8.11.16	Andy Jones
Finance	8.11.16	Mike Snow
Portfolio Holder(s)	8.11.16	Cllr Whiting
Consultation & Community Engagement		
Community Partnership Team and Manoj Sonecha (Active Communities Officer); Copy of report forwarded 3 rd November 2016.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report provides details of a Rural/Urban Capital Improvement Scheme grant application by Leamington Cricket Club to level the outfield on the junior / 3rd team pitch as this is not up to the required standard. The current uneven outfield is creating health & safety issues for the junior teams and the Warwickshire blind and visually impaired team.

2. **Recommendation**

- 2.1 It is recommended that the Executive approves a Rural/Urban Capital Improvement Grant from the urban cost centre budget for Leamington Cricket Club of 80% of the total project costs to level the outfield on the junior / 3rd team pitch, as detailed within paragraphs 1.1, 3.2 and 8.1, up to a maximum of £7,977 including vat subject to receipt of the following:
- Written confirmation from Leamington Town Council to approve a capital grant of £1,500 (if the application is declined or a reduced amount is offered the budget shortfall will be covered by the Club's cash reserves which have been evidenced through recent bank statements)

As supported by appendix 1.

3. **Reasons for the Recommendation**

- 3.1 The Council operates a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grant recommended is in accordance with the Council's agreed scheme and will provide funding to help the project progress.
- 3.2 This project contributes to the Council's Sustainable Community Strategy as without the cricket club there would be fewer opportunities for the community to enjoy and participate in sporting activity which could potentially result in an increase in anti-social behaviour, an increase in obesity (particularly in children) and disengage and weaken the community. The project will ensure that disabled access to this sporting activity is able to continue and in a safe manner.

4. **Policy Framework**

- 4.1 The Rural and Urban Capital Improvement Scheme supports the Sustainable Community Strategy and the cross cutting themes which form the priorities for funding areas as follows:-
- Community Engagement & Cohesion (including Families at Risk)
 - Targeting disadvantaged rural locations
 - Reducing inequalities

5. **Budgetary Framework**

- 5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2016/17 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).

- 5.2 As part of the February 2016 Budget report it was agreed that in future the unallocated RUCIS budget would no longer be carried forward, but returned to the Council's overall finances.
- 5.3 There is £58,903 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the urban cost centre budget in 2016/17. If the application within this report from Leamington Cricket Club of 80% of the total project costs, up to a maximum of £7,977 (including vat) is approved, £50,926 will remain in the urban cost centre budget.
- 5.4 There is £45,000 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the rural cost centre budget in 2016/17.

As per appendix 2.

6. Risks

- 6.1 There are no main risks for this proposal.

7. Alternative Option(s) considered

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

8. Background

- 8.1 Leamington Cricket Club has submitted a RUCIS application to level the outfield on the junior / 3rd team pitch as this is not up to the required standard. The current uneven outfield is creating health & safety issues for the junior teams and the Warwickshire blind and visually impaired team.

Projects of less than £10,000 overall costs fall within the Small Grants category of the RUCIS scheme which has a maximum contribution of up to 80% of the overall project costs; this project cost is £9,972 including VAT and therefore qualifies to apply for a grant of up to 80%.

The application is therefore for 80% of the total project costs up to a maximum of £7,977.

Leamington Cricket Club has committed £495 to the project from their cash reserves; these funds have been evidenced through their annual accounts and the provision of recent bank statements.

Leamington Cricket Club is not registered for vat, they will not be reclaiming vat in connection to this project; the award will therefore be inclusive of vat.

An application has been made to Leamington Town Council for a contribution of £1,500 towards this project and is now awaiting a decision; if the Town Council decline the application or offer a reduced amount, Leamington Cricket Club will cover the budget shortfall from their cash reserves, these funds have been evidenced through their annual accounts and the provision of recent bank statements. .

Leamington Cricket Club has not previously had a RUCIS grant award.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Leamington Cricket Club of 80% of the total cost of the project including vat subject to a maximum of £7,977.

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 30TH NOVEMBER 2016 EXECUTIVE :

Applicant : Leamington Cricket Club

Description of scheme: The focus of this application is about increasing the numbers of children, young adults and adults playing cricket, and improving the facilities at the club for all that use it. The Club would like to provide up-to-date safe facilities, however, the outfield on the junior/ 3rd team pitch is not up to the required standard to ensure the ground can be used by the junior teams and the Warwickshire blind and visually impaired team in a safe manner. The Club need to level the outfield so that health & safety issues are removed and more junior games can be played as well as continuing the use by the Warwickshire blind and visually impaired teams. Refurbishing the outfield will enable delivery of a better standard of coaching, have more coaching nights and invite more schools and community groups to use the ground. There have been expressions of interest from local teams wanting to use the ground which the Club would be able to do, for example; Leamington Lemmings have no ground themselves and play friendly games on Sunday afternoons.

Evidence of need: The current outfield is uneven and is creating health & safety issues for the junior and Warwickshire blind and visually impaired teams. Additionally:

- In Club meetings involving key members and coaches who are all level two trained by the English Cricket Board it was highlighted that there was a need to improve the standard of coaching and training at the club, a big factor to help do this was to refurbish the outfield on the junior/3rd team pitch; a letter from Neil Smith, the Club's Chairman of Cricket and one of the coaches supporting this grant application, has provided a letter to evidence this.
- The Club completed a survey to all members using Survey Monkey software, one of the things that came out of this was to have more opportunities for all children to play by putting on more games; the Club would be able to do this by improving the third team square and outfield.
- The Club also completed a parental consultation which provided useful feedback; many parents have boys and girls at very young ages and indicated a need to get them active and engaged in interests within environments that are family safe and organised such as cricket clubs.

A "Review of Junior Cricket 2016" document has been provided to summarise the findings from these surveys.

3 years accounts received? 2013 - 2015 accounts have been received, along with a recent bank statements covering the period 21st June to 20th October 2016; this evidences sufficient cash reserves to meet the contribution stated on the application form.

Financial Performance; minus figure = deficit	Year ended 30/09/15	Year ended 30/09/14	Year ended 30/09/13
	£8,398	£8,045	£6,233

Available Funds (cash and reserves)	Year ended 30/09/15	Year ended 30/09/14	Year ended 30/09/13
	£10,002	£9,947	£1,639

Details of membership, fees etc: The club has a membership scheme broken down into three groups; senior members £90 per season, junior members £40 per season and social membership at £25 per season. The ground can also be hired for cricket games at a reduced rate of £50 per match.

Details of usage: Leamington Cricket Club plays a big part in the local community and allows the ground to be used by a vast array of teams, community groups and schools. The Club is the headquarters for the Warwickshire Blind and Visually Impaired team, hosting international games and disability festivals. The Club also allow use of the ground for Warwickshire coaching camps and Warwickshire age group matches. The Club doesn't charge any money for the use of the ground for the schools festival, blind and visually impaired, disabled, or the local pub teams, and they offer reduced rates for Warwickshire and Coventry University game. For example:

- 9 junior teams during cricket season April to September, playing 4-5 games a week, with each game involving approx. 22 children.
- 4 adult teams during the same period, playing 3-4 games a week involving 22 adults.
- International games for the England Blind and visually impaired are bid for; the Club have been successful in being chosen over the last two years for the Australia and India games and will again bid for games next season. These games involve 22 players.
- Warwickshire Blind use the ground for training every couple of weeks and on average once a month for games during the season again 22 players involved.
- Warwick and Coventry University play on average every couple of weeks in the season involving 22 students in each game.
- There is a local pub team using the ground on a weekday night involves 22 non-members.
- The Club host coaching nights on Tuesday, Wednesday, Thursday, and Friday where over the week over 250 children attend.
- Indoor training in the winter runs from October through to March and involves around 70 children each week.
- There is a schools festival held in July each year involving 6-7 schools where 70 children who are not members use the ground for free.
- Coaching camps are held at the ground for three weeks in July and August each season, involving approx. 50 local children some of which will be members and some not.
- The Club hold community days; this season one was held for a local company "Building and Plumbing Supplies".

For all this cricket it is important that the ground is up to the required standard. The outfield has had no real remedial work for over 20 years and is in need of refurbishment and made more disabled friendly, so all parties in the community are able to partake in playing sport and enjoying a healthy lifestyle.

Details of Organisations equalities policies:	The Club has an equality policy which is listed on their website and is forwarded to all members at the start of the season; the Club state that they are a fully inclusive club and offer facilities to all, they have also been awarded Clubmark status by Warwickshire Cricket Club for the way the club is run. A copy of the constitution has been provided and a letter confirming the Clubmark status.	
3 quotes provided:	Yes - three quotes have been received.	
Which of the Council's Corporate Priorities are met?	Evidence	
Reduce anti-social behaviour	<ul style="list-style-type: none"> • 9 junior teams and 4 adult teams currently use the facilities, in particular the 3rd team pitch that the project is to repair is utilised by the junior teams. • The ground is also used by other teams for matches as noted in the above sections, for example; schools, universities, disabled, blind, and local teams. • With an improved and safe 3rd pitch there are plans to increase the number of coaching sessions held and for there to be more use by schools and community groups, for example; local pub teams who do not have access to a pitch and schools who again have no facilities. <p>By having more children and young adults able to play cricket and attend events/activities, regardless of their social standing, will help to reduce anti social behaviour.</p>	
Reducing obesity, particularly in children	<ul style="list-style-type: none"> • 9 junior cricket teams and 4 adult teams use the facilities, in particular the third team pitch that the project is to repair is utilised by the junior teams. • The ground is used by other teams for matches, for example; Arnold Lodge, Warwick and Coventry University. • With an improved and safe 3rd team pitch there are plans to increase the number of coaching sessions held and for there to be more use by schools and community groups, for example; having two teams per age group at the club rather than the one the club currently has, to give all children the chance to play. • Annual schools festival is held with approximately 70 children involved. <p>Playing cricket is an energetic sport that helps people, including children, to get fitter, lose weight and keep healthy in the best condition possible.</p>	
Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities	Without repairing the 3rd team pitch, it will at some stage become unusable which will reduce opportunities for members of the community, in particular children to enjoy and participate in sporting activity. By repairing the pitch now it will resolve health & safety concerns and ensure that current use continues, however it will also enable the club to increase the number of coaching sessions held and we also plan to invite more schools and community groups to use the ground which will increase opportunities for the community to participate. The Club also hold a yearly schools festival so that all local children can experience the game and hopefully then join the club.	
Engaging and strengthening communities	<p>The Club are involved with all groups in the community and have strong links that continue to expand each year with the different initiatives that the Club does, the latest one being the setting up of a junior committee to run extra games for all age groups, and also organise the schools festival. All groups regardless of race, disability, age or gender are allowed to play at the club, there are universities, schools, disabled groups and children from 5-16 years playing the game. The Club do not turn anyone away and offer discounts and free places to under privileged children so they can also be involved in sport.</p> <p>The Club has over 70 volunteers who are from all aspects of the local community ranging from 15 to 70 years, families also go to watch their children play which encourages other members of the family to get involved and also by holding community events and the schools festival this encourages more community involvement and further helps to strengthen the links.</p>	
Targetting disadvantage in rural / urban areas:	The Club offers free ground usage such as the schools festival and local teams, they also offer free places and reduced membership costs, and coaching camps in the summer and indoor training in the winter where again they offer free or reduced cost places. For example; a family which has three children only having to pay for two children for winter and summer coaching and families with two children involved where prices are reduced.	
Total cost of scheme (including VAT where appropriate)	£9,972	Including VAT
Funded by:	Status	
Leamington Town Council	£1,500	Application made, waiting for a decision
Own Funds	£495	If Leamington Town Council decline the application made or award a reduced amount, the budget shortfall will also come out of the Club's cash reserves
Total RUCIS	£7,977	Small Grants Category - projects less than £10,000, contribute up to a maximum of 80%
equates to	80.0%	

RURAL/URBAN CAPITAL IMPROVEMENT SCHEME - 30th NOVEMBER 2016 EXECUTIVE**APPENDIX 2****Summary of Financial Impact of Approving Scheme**

Scheme Description	RURAL	URBAN	SLIPPAGE	TOTAL
<u>Original 2016/17 Budget</u>	£75,000	£75,000	£0	£150,000
<u>6th April Executive</u>				
The Gap Community Centre		-£16,097		-£16,097
Budbrooke Community Association	-£30,000			-£30,000
Remaining Budget Sub-Total	£45,000	£58,903	£0	£103,903
<u>30th November Executive</u>				
Leamington Cricket Club (proposed)		-£7,977		-£7,977
<u>Projects Closed - Underspends and Withdrawn 2016/17</u>				
Warwick Sports Club (209) - Underspend (17th June 2016)			£40	£40
The Gap Community Centre (214) - Underspend (7th July 2016)			£602	£602
Stoneleigh Village Hall (199) - Underspend (11th July 2016)			£708	£708
Total Remaining 2016/17 Budget	£45,000	£50,926	£1,350	£97,276