

**Warwick District Council Medium Term Financial Strategy (Financial Projections)**
**Appendix 3a**

Row Ref		2010/11 original £'000	2010/11 revised £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
(i)	Net Cost Of General Fund Services	19,765	24,238	20,839	20,337	21,223	21,544	22,186
	Investment Interest	-274	-353	-316	-493	-712	-696	-696
	Other Financing Adjustments	-1,277	-5,657	-4,715	-4,352	-4,343	-4,260	-4,374
	(Deficit)/Surplus in current year		-1					
(ii)	<b>Net Expenditure after adjustments</b>	<b>18,214</b>	<b>18,228</b>	<b>15,808</b>	<b>15,492</b>	<b>16,168</b>	<b>16,588</b>	<b>17,116</b>
(iii)	Revenue Support Grant	10,462	10,462	7,792	6,957	6,433	5,947	5,947
	Other Grants and Government Funding	23	36	194	194	194	194	0
(iv)	<b>Amount to be funded from Council Tax</b>	<b>7,730</b>	<b>7,730</b>	<b>7,822</b>	<b>7,857</b>	<b>8,099</b>	<b>8,348</b>	<b>8,605</b>
	Band D Equivalent	£146.86	£146.86	£146.86	£146.86	£150.53	£154.31	£158.18
(v)	% increase on previous year	2.5%	2.5%	0.0%	0.0%	2.5%	2.5%	2.5%
	Net Expenditure after adjustments	18,214	18,228	15,808	15,492	16,168	16,588	17,116
	Total Grant and Council Tax Income	18,214	18,228	15,808	15,008	14,725	14,489	14,552
(vi)	Deficit-Savings Required(-)/Surplus(+) future years	0	0	0	-484	-1,443	-2,099	-2,564
(vii)	Additional Savings to be found each future year			0	-484	-959	-656	-465
(viii)	Fit for the Future Savings (assumed) in 2011/12 above, but not specifically identified in Service budgets			-296				
(ix)	<b>Underlying Deficit-Savings Required(-)/Surplus(+)</b>			<b>-296</b>	<b>-780</b>	<b>-1,739</b>	<b>-2,395</b>	<b>-2,860</b>
(x)	<b>Additional Savings to be found each year</b>			<b>-296</b>	<b>-484</b>	<b>-959</b>	<b>-656</b>	<b>-465</b>

Recurring Developments						Appendix 3 b		
Development Description	Narrative	2010/11 original    £	2010/11 changes    £	2011/12    £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Major Contract Renewals & Inflation at RPI	GM and Waste Management	148,700		120,000		500,000		
Above inflation growth	to allow for staff increments	93,000			80,000	80,000	80,000	
Pension fund Increase		85,772		55,553	54,175	55,259	56,363	57,491
Car Parking	Income	105,000						
Car Parking	Savings on Repairs and Maintenance Budget		-18,400		-115,000		5,000	
Waste Management	New Properties						13,000	13,000
Street Cleaning	New Adopted roads to be cleansed	10,000					10,000	10,000
Insurance Premiums renewal	net of HRA share	41,860						
Housing Benefit Admin Subsidy Reduction	5% cut for 2009-10	39,639						
Renewal Of Fuel Contract	October 2010, variable price - uncertainty	25,000						
St Mary Land Rent increase	in line with 2009-10 assumptions	-5,000	40,000					
Increase Magistrate Court Fees	Number of summons reduced	-90,000	37,000					
BIP Projects (formally within Building on Excellence)	Staffing	-78,245		-35,936				
BIP Projects (formally within Building on Excellence)	IPT Roll out/new intranet	-556						
BIP Projects (formally within Building on Excellence)	Riverside House lettings stage 1	-10,010						
BIP Projects (formally within Building on Excellence)	Riverside House lettings stage 2, updated Oct 2010	-33,333	33,333		-88,300			
BIP Projects (formally within Building on Excellence)	Hamilton Terrace, CAB/WREP relocation delayed	-20,930	20,930					
BIP Projects (formally within Building on Excellence)	One Stop Shop/CSC	-15,561	-40,063					
Building On Excellence-Housing Strategy	Dec 09 executive report	-6,369						
Free swimming Gov Initiative	Net loss - Gov Grant less lost income	41,246		-54,946				
Hill Close Gardens funding	April 2004 Executive				-5,000	-7,500	-5000	-5000
Procurement Savings	Nelson La Rochelle/Mobiles	-12,500						
HDPG updated to reflect 2009-10 c/f	Nov 2008 Exec Report	57,000	-57,000		38,000	87,000		
staffing	ODPI	-6,700						
CCTV new digital recording system	revenue saving (net) removal of BT fibres from remote sites	-1,750						
inflation provision	reflection of volatility of the economy	100,000	-100,000	50,000	50,000	50,000	50,000	50,000
Fees and Charges	2010-11 estimates October Executive (reduction on 2009-10 original)	86,000						
Reduced Budget for Land Charges	Agency Savings	-11,000						
Savings from changes in approach of fundamental systems audits	As reported to BiP, no costs in 10-11							
		-8,910	-16,960					
Changes to Revenues and Customer Services Establishment	Employment Committee-10 March 2009			-43,790				
Victoria Park Tennis Court Income	Installaion of Flood lights-increased usage	-500						
FRS17 changes-Retirement Benefits	(reversed below the line)	43,900	212,000					
Legal Services	Shared Service with WCC wef 1.3.2010	78,000	-64,700					
Service Plan Savings approved December 2009		-168,660		4,203	4,203	4,203		
contingency	potential reduced savings	50,598	-50,598					
Audit Fees-Council classed as medium risk instead of low.	Service Plan Growth December 2009	5,000						
Restructure of Benefits Fraud Investigation Section	December Executive	-28,700						
National Insurance Increase				29,729				
Car parking Charges at additional locations	SMT Away Day/Citizens Panel	-5,000	5,000					
Sustainable Planting	SMT Away Day/Citizens Panel	-5,000		-5,000	-5,000			
Bulky Refuse Collections								
	Income has reduced (expenditure budget already reduced)	-10,000	10,000					
Further BiP Projects	TBC	-61,000	61,000					
East Lodge Rental to Agenda 21			-4,000	-2,000	-3,000			
Ranger Service renegotiated			-5,000					

Development Description	Narrative	2010/11 original	2010/11 £ changes	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Newbold Comyn Golf	budget saving & rental income from Year 3 of Lease					-66,800		
Copyright Licenses	Legal Budget still needed		4,000					
Recycling Credits and Sale of materials	promotion of and enhanced credits		-100,000	-100,000				
Recycling textiles	net of 10% donations to charities			-18,000				
NAFN subscription	Now paying on actual volumn rather than flat fee		2,155	660	660			
Procurement Savings			-75,000	-150,000	-150,000			
CCTV	Staff saving from July 2010, net of lost income		6,500	-6,500				
Lease of Station Approach					-10,000			
VAT correction on Flex system	Flex system not excluding VAT on Tuition Fees		-1,999					
Extra taxi drivers licenses	August Budget Monitoring		6,100					
Remote Payment Contract	New contract 1st July (All Pay lower than previous)		-4,639	-1,546				
Salaries	2 year freeze, plus zero% 2010-11		-75,300	-347,200	-201,020			
Salaries	increase for those below £21k pa (estimated no 147 employees)			44,100	44,100			
Pay contingency				156,920				
Election Management System	New system savings in future years				-3,600			-4,800
CCTV recharges	HRA previously undercharged		-23,000					
HB Admin Subsidy	potential 7.5% reduction			57,075				
NNDR costs of collection	potential 7.5% reduction			65,700				
NNDR costs of collection	underbudgeted		20,083					
Recurring Savings from 2009-10	net of Estimated Recharges to HRA		-478,925	23,925				
Reduction in Subscription to West Midlands councils	40% reduction on 2010-11			-5,244				
WDC share of WMC lease costs	from 2011-12			1,956				
Training Courses	More being run in-house		-26,100	22,500				
Spa Centre recharges to Hirers	August Budget Monitoring		-6,000					
Fees and Charges Shortfall	October Executive			89,180				
Monitoring officer budget increase	June 2009 Executive		11,400					
Budget Duplicated for Improvement Officer Salary				-30,000				
Insurance premiums increase above inflation			3,700	5,100				
FMS (and Income management system)	reduced support/consultancy costs)			-6,000				
balancing adjustment			-9,054	-9,054				
Support Service Review	existing vacancies			-117,154				
Increase in annual premises licensing fees due to changes in rateable values.	Community Protection, SMT agreed 29 9 10		-7,400					
Start charging for car boot sales licensing fees	Community Protection, SMT agreed 29 9 10, now delayed till 2011-12			-2,000				
Bus Shelter cleaning for the 24 shelters belonging to WDC	Community Protection, SMT agreed 29 9 10		-6,500					
Commercial room hire costs in venues managed by Cultural Services	Venues managed by Cultural Services SMT agreed 29 9 10			-3,000				
Operational cost reduction at Royal Spa Centre	Cultural Services SMT agreed 29 9 12			-16,000				
Remove post from DMC establishment.	SMT agreed 29 9 10 C&I Services			-12,000				
Move away from providing uniforms at OSS	SMT agreed 29 9 10 C&I Services			-1,500				
WCC pay review CSC	SMT agreed 29 9 10 C&I Services		7,000					
Electronic data storage	Environmental Health SMT agreed 29 9 10			-1,000				
Transfer of private drainage function to Engineering Team.	Environmental Health SMT agreed 29 9 10		-9,900	-21,600				
LPG at Oakley crematorium	Environmental Health SMT agreed 29 9 10		20,000					
Central recruitment budget saving	HR SMT agreed 29 9 10			-10,000				
Reduced Integrated Waste Contract promotional budget.	Neighbourhood SMT agreed 29 9 10			-10,000				

Development Description	Narrative	2010/11 original £	2010/11 changes £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Restructure of service as a result of mini LST review.	Neighbourhood SMT agreed 29 9 10			-3,000				
Income from recycling credits. Current budget £350k should be £400k.	Neighbourhood SMT agreed 29 9 10		-50,000					
Pump Rooms Art insurance Premiums	September Budget Monitoring		-5,100					
Pump Rooms -no rent/service charegs from SWT	September Budget Monitoring		18,000	8,300				
CAB move from Hamilton terrace	rate reduction			-20,000				
Community Travel Tokens £TBC	Scheme continuing, budget surplus to requirements			-80,000				
NNDR increase at 4%				26,300				
NNDR revaluations				-46,300				
Other Recharges between HRA and General Fund			103,000					
Employee Insurance Provision	used to be accounted "below the line"		75,000					
insurance increase above general inflation	anticipated 5% for 2011-12			5,121				
assisted travel transferred to County Council	offset by reduction in Grant			-1,689,000				
Tfr Private drainage function to Engineering	Environmental Health SMT approved 29 9 10		-9,900	-21,600				
NNDR costs of collection	Reduction reduced			-49,300				
Executive Janaury 2011, Appendix C Base Budget Report	Community Protection - Removal of Budget for a post in Community Safety which is currently vacant.			-27,400				
Executive Janaury 2011, Appendix C Base Budget Report	Community Protection - Rationalize crime & disorder expenditure in line with the staff reduction above .There will be less resources to delivery as many initiatives.		-5,000	-2,500				
Executive Janaury 2011, Appendix C Base Budget Report	Neighbourhood Services - Remove the free grey sacks provided to homes on weekly sack collection. This would impact on around 6,500 homes.			-30,000				
Pension fund Increases				10,623	21,883	11,702	884	902
Tourism	Reductions in Budget			-84,600				
Audit Fees	Reduced Fees, no inspection regime			-11,800				
National Employment Savings Trust (NEST)					38,600			
Amended Discretionary Rate Relief scheme	Executive 6/1/11				-75,000			
Land Charges Income	Improved performance		-54,000	8,000				
Fit for the Future	Further Savings			-296,227				
Savings required	February 2011 Executive				-483,585	-958,998	-656,424	-465,130
<b>Total</b>		<b>430,991</b>	<b>-608,337</b>	<b>-2,586,252</b>	<b>-807,885</b>	<b>-245,134</b>	<b>-446,177</b>	<b>-343,538</b>

Non-Recurring Developments						Appendix 3 c		
Development Description	Narrative	2010/11 original £	2010/11 changes £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Energy Savings on Fixed Term Contract	Revised/Original estimates	-35,600						
Eng contracts	Environment Agency monies	-30,000						
Revenue Implications of Spencer Yard/URC	Riverside forward funding		-30,210				-104,385	
Climate Change	Funded by Government Grant	22,500						
Assisted Travel	Final 3 year settlement, updated April monitoring	-162,556	117,200					
Service Plan Savings approved December 2009	Non recurring	-108,490						
Benefit Claim Post Audit adjustment	Re. 2007-08 estimate							
External Contributions	Balance on HDPG, Records Management Project + WCC re recycling	-116,193						
Minor variations	identified 11 Jan 2010	-17,400						
Audit Fee one off increase for IFRS (since refunded)	2010-11 accounts audit in conjunction with 2009-10 restatement							
ICT Hardware maintenance	2010-11 contracts paid in March 2010		-52,200					
Warwick Cemetry	emergency culvert works		3,700					
Town Hall	increased usage		-5,000					
PPC Chandos Street	August Budget monitoring		15,000					
VAT correction on Flex system	prior years adjustment		-7,155					
VAt refunded under Fleming Claim	Leisure Tuition Fees		-68,930					
Royal Mail Refunds	Overcharged in previous years		-16,008					
Spa centre Cinema	amended programme		6,000					
National Grid Payment	Laying a pipe under Newbold Comyn		-12,000					
Land Charges Income Shortfall	August Budget Monitoring, updated September		145,500					
Development Control-legal fees	August Budget Monitoring		10,400					
Car Parking Income down	August Budget Monitoring		54,000					
Street Basket Sales	August Budget Monitoring		-6,400					
Rate refund	Newbold Comyn August Budget Monitoring		-14,700					
Pyramids income Castle Farm			-28,200					
Culture equipment leases	August Budget Monitoring		-5,000					
Crematorium	Reduced cremations net of reduced overtime		49,300					
ICT savings, training, overtime and telephone rental								
	August Budget Monitoring		-13,500					
Fees and Charges - October Executive	Net of items listed above		-93,246					
AWM Revenue Schemes	Increased deficit on Original estimates		4,000					
2009-10 Invoice not accrued	Snowdrop (net of savings found within service budget)		2,600					
Park Ranger-delay in recruiting	Assumes person in post 1st Nov (3 year agreement)		-15,700					
London 2012	October 2010 Executive			3,950	6,250			
Oakley Wood - Delay in thinning	to be met from income earned following year		4,228	-4,228				
Budget Savings/Service Plans	SMT 29 9 10		-7,900					

Non-Recurring Developments						Appendix 3 c		
Development Description	Narrative	2010/11 original £	2010/11 changes £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
SWTourism	Leamington Visitor Information centre		-28,200					
Spa Centre	lower ticket sales net of additional recharges to hirers		35,400					
Arcibus support agreement reduction (General Fund Corporate Properties)	SMT agreed 29 9 10		-8,000					
Central recruitment budget saving	Sept Budget Monitoring		-12,700					
Spa Centre- recharges to hirers	Sept Budget Monitoring		-9,600					
Support Service Review	existing vacancies		-69,829					
Area Based grant Amendment	as notified 26 October Petitions		2,254					
Election Costs	Shortfall net of use of Reserves and contributions			10,000				
Land Charges net shortfall				128,000				
HB Claim	Sept Budget Monitoring		-163,000					
Warwick renaissance	Earmarked Reserve slippage		-57,300					
Minor roundings			1,000	-7,800				
NNDR Refund	Pump rooms		-50,700					
Culture Trust Feasibility Study	To be an ear marked Reserve Request		-35,000					
Tourism	Additional Reductions in Budget		-86,800					
HDPG	Additional Grant		-142,000					
Contingency Budget		200,000		220,000				
Tfr to capital from Contingency(Wilton House)	March Executive		-20,000					
Tfr to capital from Contingency	AEIC		-1,500					
Assisted Travel	2008/09-2010/11 Settlement		-493,800					
Community Travel Tokens	Scheme continuing, budget surplus to requirements		-90,000					
<b>Total</b>		<b>-247,739</b>	<b>-1,193,996</b>	<b>349,922</b>	<b>6,250</b>		<b>-104,385</b>	

## Reserve Funded Developments

## Appendix 3 d

Development Description	Narrative	2010/11						
		original £	2010/11 changes £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Election costs	Elections Reserve			80,000				120,000
Grounds Maintenance	Commuted Sums Reserve	65,897	1,181	67,078	64,578	64,533	62,702	62,702
Earmarked Reserve	Items slipped from previous year		1,643,147					
Various	Tfr from CIR re. declassified Capital Exp		22,600					
Wks Direct Partnership	Tfr from CIR re. declassified Capital Exp	9,500	-150					
Spend to Save	BiP		40,040					
Procurement officer	March Executive		21,800	31,300	31,500			
Redundancy Costs			14,470					
Warwick renaissance	Earmarked Reserve slippage			57,300				
Culture Trust	Earmarked Reserve slippage			35,000				
Early Retirement		27,300						
Planning Challenges			8,000	88,000	170,000	83,000		
Budget Improvement Board	Amended above	53,800	-53,800					
Newbold Comyn Golf	contribution to operator as per contract		103,200	53,200	3,199			
<b>Total</b>		<b>156,597</b>	<b>1,800,488</b>	<b>411,878</b>	<b>269,277</b>	<b>147,533</b>	<b>62,702</b>	<b>182,702</b>