



Budget Book

2021/22



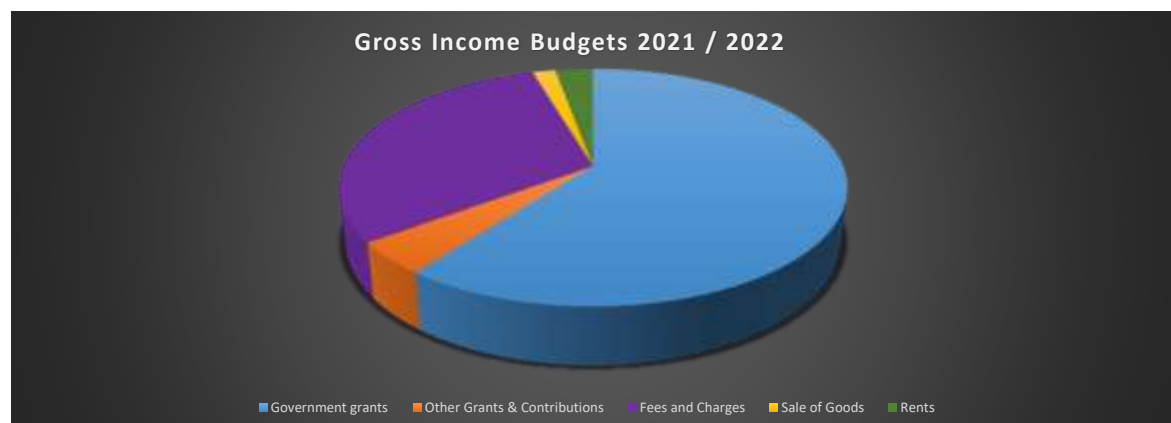
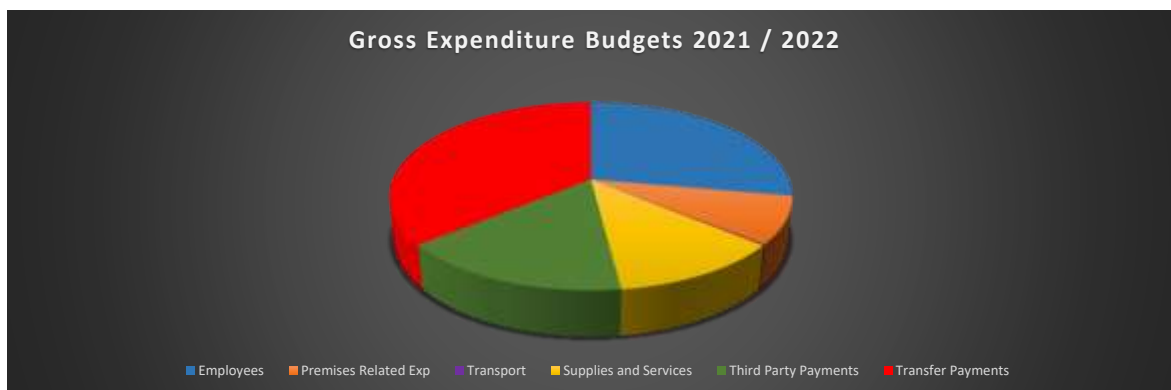
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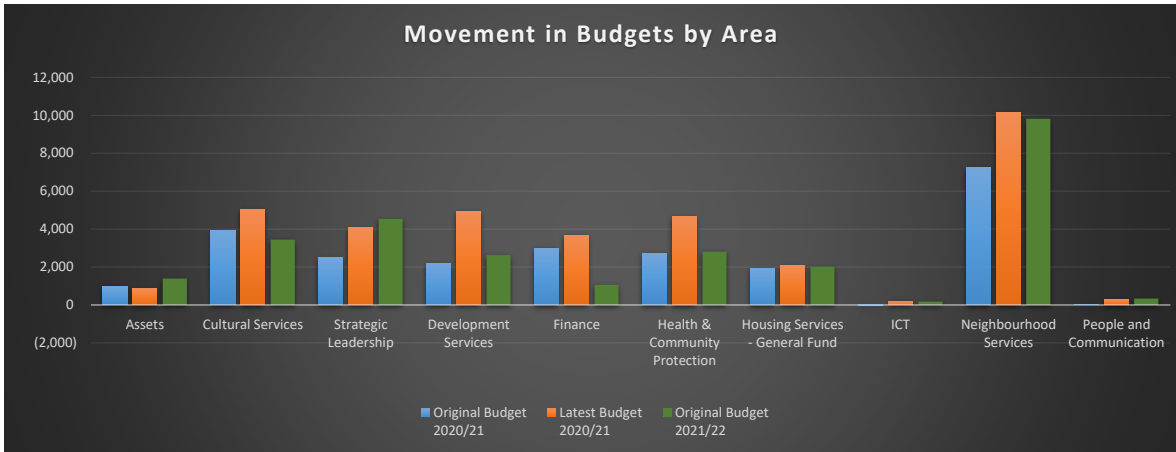
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General Fund - Summary							
Portfolio	Outturn 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22	
	£ A	£ B	£ C	£ D	£ C-B	£ D - B	
Assets	887,483	979,700	862,100	1,392,800	(117,600)	413,100	
Cultural Services	4,340,575	3,908,400	5,056,500	3,443,400	1,148,100	(465,000)	
Strategic Leadership	5,960,059	2,482,900	4,074,500	4,546,000	1,591,600	2,063,100	
Development Services	3,405,685	2,211,600	4,924,100	2,630,900	2,712,500	419,300	
Finance	2,800,025	2,988,400	3,673,600	1,056,300	685,200	(1,932,100)	
Health & Community Protection	3,133,513	2,738,700	4,661,000	2,806,500	1,922,300	67,800	
Housing Services - General Fund	1,586,352	1,940,100	2,056,000	2,025,400	115,900	85,300	
ICT	(4,680)	(7,800)	187,000	175,500	194,800	183,300	
Neighbourhood Services	7,099,883	7,272,800	10,142,000	9,817,800	2,869,200	2,545,000	
People and Communication	(22,787)	5,200	312,600	340,900	307,400	335,700	
TOTAL GENERAL FUND SERVICES	29,186,109	24,520,000	35,949,400	28,235,500	11,429,400	3,715,500	
Replacement of Notional with Actual Cost of Capital:							
- Deduct Notional Capital Financing Charges in Budgets	(11,167,442)	(6,521,200)	(15,968,600)	(6,488,000)	(9,447,400)	33,200	
- Interest paid	120,241	466,800	466,800	541,700	0	74,900	
Revenue Contributions to Capital	1,557,770	1,807,700	857,900	2,260,700	(949,800)	453,000	
Contributions to / (from) Reserves	1,704,166	13,316	(1,092,700)	(3,489,800)	(1,106,016)	(3,503,116)	
Net External Investment Interest Received	(1,696,260)	(508,100)	(445,800)	(756,900)	62,300	(248,800)	
IAS19 Adjustments reversed	(2,920,956)	(2,477,800)	(2,532,400)	(2,859,400)	(54,600)	(381,600)	
Employee Benefits Accruals reversed	(18,544)	0	0	0	0	0	
Contributions to / (from) General Fund	2,470,853	0	(519,000)	0	(519,000)	0	
NET EXPENDITURE FOR DISTRICT PURPOSES	19,235,938	17,300,716	16,715,600	17,443,800	(585,116)	(3,572,416)	
Less Business Rate Income	(6,385,452)	(4,161,000)	(3,576,100)	(4,324,000)	584,900	(163,000)	
Less General Grants	(3,433,878)	(3,726,100)	(3,726,100)	(3,269,100)	0	457,000	
Collection Fund (Surplus) / Deficit	(143,000)	185,000	185,000	39,000	0	(146,000)	
Surplus / (Deficit) for the Year	0	0	216	(219)			
NET EXPENDITURE BORNE BY COUNCIL TAX	9,273,607	9,598,616	9,598,616	9,889,481	(216)	(3,424,416)	
Aggregate Parish Council Expenditure	1,619,423	1,723,904	1,723,904	1,836,819	0	0	
COMBINED DISTRICT AND PARISH EXPENDITURE BORNE BY COUNCIL TAX:	(10,893,030)	(11,322,520)	(11,322,520)	(11,726,300)	0	(403,780)	

WARWICK DISTRICT COUNCIL - General Fund						
Portfolio	Actuals 2019/20 . (A)	Original Budget 2020/21 . (B)	Latest Budget 2020/21 . (C)	Original Budget 2021/22 . (D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
Assets	887,483	979,700	862,100	1,392,800	(117,600)	413,100
Cultural Services	4,340,575	3,908,400	5,056,500	3,443,400	1,148,100	(465,000)
Strategic Leadership	5,960,059	2,482,900	4,074,500	4,546,000	1,591,600	2,063,100
Development Services	3,405,685	2,211,600	4,924,100	2,630,900	2,712,500	419,300
Finance	2,800,025	2,988,400	3,673,600	1,056,300	685,200	(1,932,100)
Health & Community Protection	3,133,513	2,738,700	4,661,000	2,806,500	1,922,300	67,800
Housing Services - General Fund	1,586,352	1,940,100	2,056,000	2,025,400	115,900	85,300
ICT	(4,680)	(7,800)	187,000	175,500	194,800	183,300
Neighbourhood Services	7,099,883	7,272,800	10,142,000	9,817,800	2,869,200	2,545,000
People and Communication	(22,787)	5,200	312,600	340,900	307,400	335,700
TOTAL WARWICK DISTRICT COUNCIL	29,186,109	24,520,000	35,949,400	28,235,500	11,429,400	3,715,500
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE						
Employees	19,168,656	18,739,700	18,629,600	18,376,000	(110,100)	(363,700)
Premises Related Exp	4,629,256	4,066,500	4,405,500	5,336,300	339,000	1,269,800
Transport	145,411	147,500	127,700	149,200	(19,800)	1,700
Supplies and Services	7,098,001	7,228,700	8,192,300	7,873,500	963,600	644,800
Third Party Payments	6,667,455	6,336,500	7,400,100	10,592,200	1,063,600	4,255,700
Transfer Payments	25,208,446	25,293,100	23,887,200	23,811,800	(1,405,900)	(1,481,300)
TOTAL DIRECT EXPENDITURE	62,917,226	61,812,000	62,642,400	66,139,000	830,400	4,327,000
DIRECT INCOME						
Government grants	(27,420,343)	(26,282,100)	(30,410,300)	(25,645,700)	(4,128,200)	636,400
Other Grants & Contributions	(1,664,059)	(1,289,300)	(1,510,500)	(1,889,200)	(221,200)	(599,900)
Fees and Charges	(10,943,741)	(11,938,900)	(7,021,900)	(12,976,300)	4,917,000	(1,037,400)
Sale of Goods	(1,050,242)	(683,000)	(551,900)	(725,200)	131,100	(42,200)
Interest	0	0	0	0	0	0
Rents	(1,281,801)	(1,293,500)	(1,200,500)	(1,218,400)	93,000	75,100
TOTAL DIRECT INCOME	(42,360,185)	(41,486,800)	(40,695,100)	(42,454,800)	791,700	(968,000)
NET DIRECT (INCOME) / EXPENDITURE	20,557,041	20,325,200	21,947,300	23,684,200	1,622,100	3,359,000
SUPPORT CHARGES						
Support Services	14,438,548	13,975,400	13,872,500	13,228,600	(102,900)	(746,800)
Capital Charges	10,720,779	6,521,200	15,968,600	6,488,000	9,447,400	(33,200)
Recharges	(16,530,260)	(16,301,800)	(15,839,000)	(15,165,300)	462,800	1,136,500
TOTAL SUPPORT CHARGES	8,629,067	4,194,800	14,002,100	4,551,300	9,807,300	356,500
NET (INCOME) / EXPENDITURE TO SUMMARY	29,186,109	24,520,000	35,949,400	28,235,500	11,429,400	3,715,500





Assets							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		.(A)	.(B)	.(C)	.(D)	(C-B)	(D-B)
S1320	Bereavement Services	(144,247)	(616,200)	(617,600)	(741,500)	(1,400)	(125,300)
S6019	Compliance	0	0	0	0	0	0
S6018	Estates	1,097,158	1,224,200	802,900	637,300	(421,300)	(586,900)
S6020	Asset Management	114,047	533,000	762,400	1,660,500	229,400	1,127,500
S6017	Building Surveyors	0	0	48,500	0	48,500	0
S6027	Commercial	180,068	204,300	217,900	206,300	13,600	2,000
S6026	Investment Properties	(359,543)	(365,600)	(352,000)	(369,800)	13,600	(4,200)
TOTAL ASSETS		887,483	979,700	862,100	1,392,800	(117,600)	413,100
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	1,541,045	1,514,600	1,672,900	1,485,200	158,300	(29,400)
	Premises Related Exp	1,024,730	1,340,000	1,471,200	2,424,300	131,200	1,084,300
	Transport	20,335	12,000	12,100	12,100	100	100
	Supplies and Services	176,882	123,400	131,400	133,000	8,000	9,600
	Third Party Payments	257,329	237,900	237,900	283,700	0	45,800
TOTAL DIRECT EXPENDITURE		3,020,322	3,227,900	3,525,500	4,338,300	297,600	1,110,400
DIRECT INCOME							
	Government grants	(12,633)	0	0	0	0	0
	Other Grants & Contributions	(163)	(26,000)	(26,000)	(26,700)	0	(700)
	Fees and Charges	(1,653,833)	(1,982,300)	(1,976,400)	(2,178,600)	5,900	(196,300)
	Sale of Goods	(31,972)	(24,100)	(24,200)	(25,100)	(100)	(1,000)
	Rents	(704,629)	(724,200)	(673,600)	(711,200)	50,600	13,000
TOTAL DIRECT INCOME		(2,403,230)	(2,756,600)	(2,700,200)	(2,941,600)	56,400	(185,000)
NET DIRECT (INCOME) / EXPENDITURE		617,091	471,300	825,300	1,396,700	354,000	925,400
SUPPORT CHARGES							
	Support Services	1,070,252	877,600	929,200	861,300	51,600	(16,300)
	Capital Charges	1,472,119	1,871,700	1,364,100	1,266,300	(507,600)	(605,400)
	Recharges	(2,271,979)	(2,240,900)	(2,256,500)	(2,131,500)	(15,600)	109,400
TOTAL SUPPORT CHARGES		270,392	508,400	36,800	(3,900)	(471,600)	(512,300)
NET (INCOME) / EXPENDITURE TO SUMMARY		887,483	979,700	862,100	1,392,800	(117,600)	413,100

The Asset Management' team provides the Council with a comprehensive repair, improvement and renewal Service to all corporate properties and manages the capital investment programme and major/cyclical maintenance for the Council's housing stock. It also has a significant involvement in all Corporate Building Projects. It also manages the Bereavement Service including the Crematorium, this having passed over from Neighbourhood Services.

Asset Management:

- Manages, maintains and improves the Council's Corporate Property portfolio (operational and non-operational) to support the needs and requirements of those services and their clients
- Manages and coordinates implementation of the Council's Asset Management Strategy
- Is responsible for upgrades and major alterations to the Council's property portfolio
- Manages and improves the effective usage of energy across the Council and is a major contributor to delivering the Climate Emergency strategy
- Manages the Housing Investment Programme for the Council's housing stock
- Manage specialist mechanical and electrical and cyclical maintenance contracts for the housing stock
- Provides technical advice to improve the quality of affordable housing developments
- Supports the Council to earn income for services by managing and maintaining the Council's commercial portfolio
- Manages Bereavement Services

The majority of the Council's operational buildings are managed by the Cultural Services unit but maintained by Asset Management including:

- Royal Pump Rooms - Royal Leamington Spa
- The Royal Spa Centre - Royal Leamington Spa
- Town Hall - Royal Leamington Spa

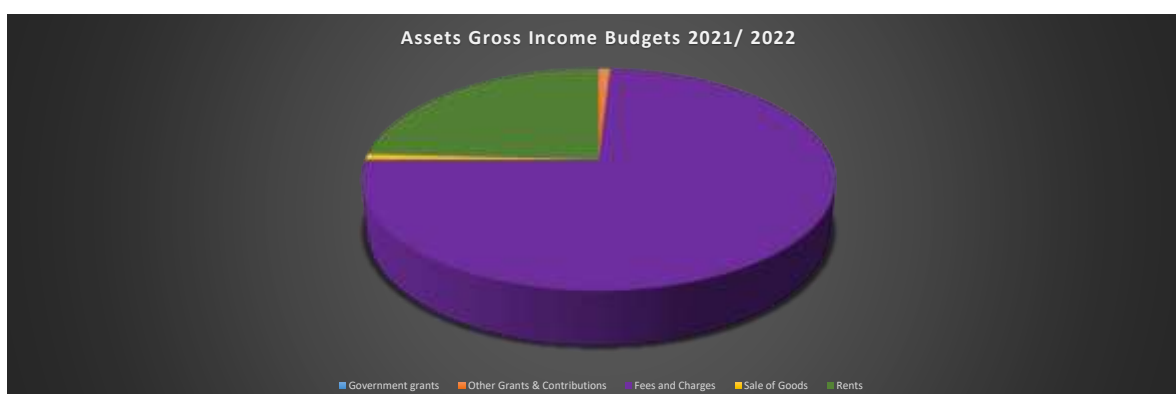
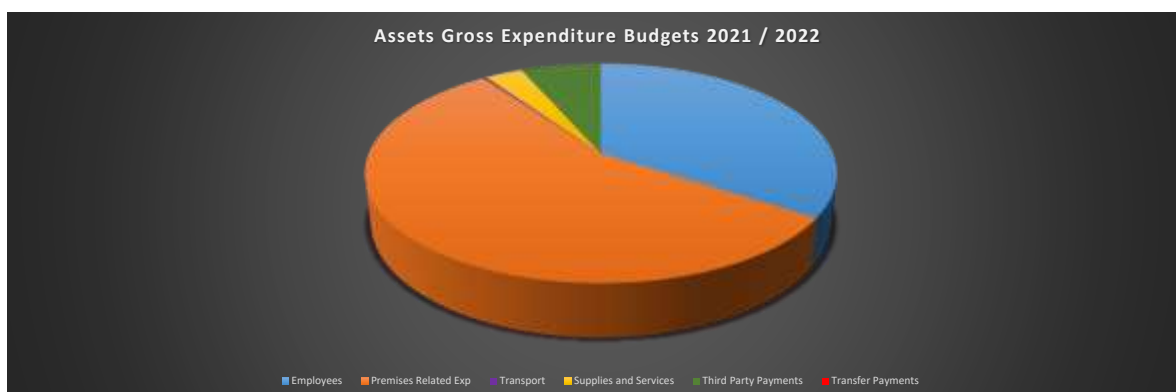
Other corporate assets maintained by Asset Management include:

- Oakley Woods Crematorium
- Council Offices at Riverside House

The Council's housing stock includes approximately 5,500 dwellings and 1,900 garages. Asset Management manage the annual programme of planned maintenance and improvement/renewal work to maintain the condition of the fabric of the stock. Examples of work undertaken include improved thermal insulation, installation of central heating, kitchen and bathroom replacement, re-roofing, installation of double glazed windows, improved security systems and schemes that improve energy efficiency and the general environment for tenants.

The Council gains valuable income from the number of commercial properties that it owns by renting them out for a variety of business uses. In addition the Corporate Property Portfolio includes a number of properties that are let to clubs and voluntary groups which serve the community.

The cost of delivering Asset Management is covered by recharging staff time allocations to the services which have overall responsibility for individual properties and assets.



Portfolio Service	Assets					
	S1320 Bereavement Services					
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	396,858	391,000	418,600	425,000	27,600	34,000
Premises Related Exp	436,216	360,600	328,400	356,700	(32,200)	(3,900)
Transport	3,371	3,400	3,400	3,400	0	0
Supplies and Services	123,139	94,000	102,000	103,400	8,000	9,400
Third Party Payments	144,053	143,100	143,100	187,300	0	44,200
TOTAL DIRECT EXPENDITURE	1,103,636	992,100	995,500	1,075,800	3,400	83,700
DIRECT INCOME						
Other Grants & Contributions	(163)	(3,000)	(3,000)	(3,200)	0	(200)
Fees and Charges	(1,610,176)	(1,939,900)	(1,934,800)	(2,136,900)	5,100	(197,000)
Sale of Goods	(15,181)	(8,200)	(8,300)	(8,800)	(100)	(600)
Rents	(26,022)	(26,100)	(26,100)	(26,800)	0	(700)
TOTAL DIRECT INCOME	(1,651,543)	(1,977,200)	(1,972,200)	(2,175,700)	5,000	(198,500)
NET DIRECT (INCOME) / EXPENDITURE	(547,906)	(985,100)	(976,700)	(1,099,900)	8,400	(114,800)
SUPPORT CHARGES						
Support Services	178,359	154,600	136,700	138,800	(17,900)	(15,800)
Capital Charges	225,301	214,300	222,400	219,600	8,100	5,300
TOTAL SUPPORT CHARGES	403,660	368,900	359,100	358,400	(9,800)	(10,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	(144,247)	(616,200)	(617,600)	(741,500)	(1,400)	(125,300)

Subsequent to shared management being put into place for Neighbourhood Services with Stratford DC, Bereavement Services has now moved to the Assets management Service.

The estimates reflect the cost of provision of provision 6 days a week cremation services at Oakley Wood Crematorium and provision and maintenance of burial facilities.

Portfolio Service	Assets					
	S6019	Compliance				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	402,361	415,000	487,700	374,600	72,700	(40,400)
Premises Related Exp	1,255	4,300	4,300	4,300	0	0
Transport	3,179	900	900	900	0	0
Supplies and Services	377	200	200	200	0	0
TOTAL DIRECT EXPENDITURE	407,173	420,400	493,100	380,000	72,700	(40,400)
NET DIRECT (INCOME) / EXPENDITURE	407,173	420,400	493,100	380,000	72,700	(40,400)
SUPPORT CHARGES						
Support Services	10,942	11,800	11,800	11,800	0	0
Recharges	(418,115)	(432,200)	(504,900)	(391,800)	(72,700)	40,400
TOTAL SUPPORT CHARGES	(407,173)	(420,400)	(493,100)	(380,000)	(72,700)	40,400
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0
See Asset Management description above						

Portfolio Service	Assets					
	S6018	Estates				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	539	0	0	0	0	0
Premises Related Exp	487,301	440,900	375,200	401,000	(65,700)	(39,900)
Supplies and Services	12,589	5,900	5,900	5,900	0	0
Third Party Payments	104,783	90,200	90,200	91,800	0	1,600
TOTAL DIRECT EXPENDITURE	605,212	537,000	471,300	498,700	(65,700)	(38,300)
DIRECT INCOME						
Fees and Charges	(43,657)	(42,400)	(41,600)	(41,700)	800	700
Sale of Goods	(16,791)	(15,900)	(15,900)	(16,300)	0	(400)
Rents	(319,064)	(332,500)	(295,500)	(314,600)	37,000	17,900
TOTAL DIRECT INCOME	(379,512)	(390,800)	(353,000)	(372,600)	37,800	18,200
NET DIRECT (INCOME) / EXPENDITURE	225,701	146,200	118,300	126,100	(27,900)	(20,100)
SUPPORT CHARGES						
Support Services	564,288	363,500	420,300	361,600	56,800	(1,900)
Capital Charges	1,133,790	1,546,000	1,029,200	935,800	(516,800)	(610,200)
Recharges	(826,620)	(831,500)	(764,900)	(786,200)	66,600	45,300
TOTAL SUPPORT CHARGES	871,457	1,078,000	684,600	511,200	(393,400)	(566,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	1,097,158	1,224,200	802,900	637,300	(421,300)	(586,900)
United Reform Church Following the abolition of the Government's Regional Development Agency, Advantage West Midlands, in 2010 the Creative Uplift Programme (CUP) scheme in respect of phase 2 development of Spencer's Yard was cancelled. In compensation to the Council, ownership of the former United Reform Church was transferred to the Council and is now to be developed through the Creative Quarter programme of projects.						

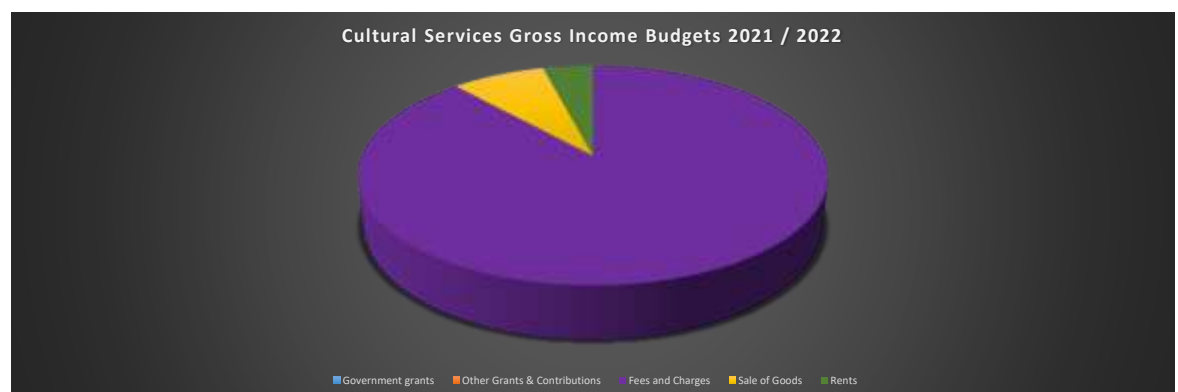
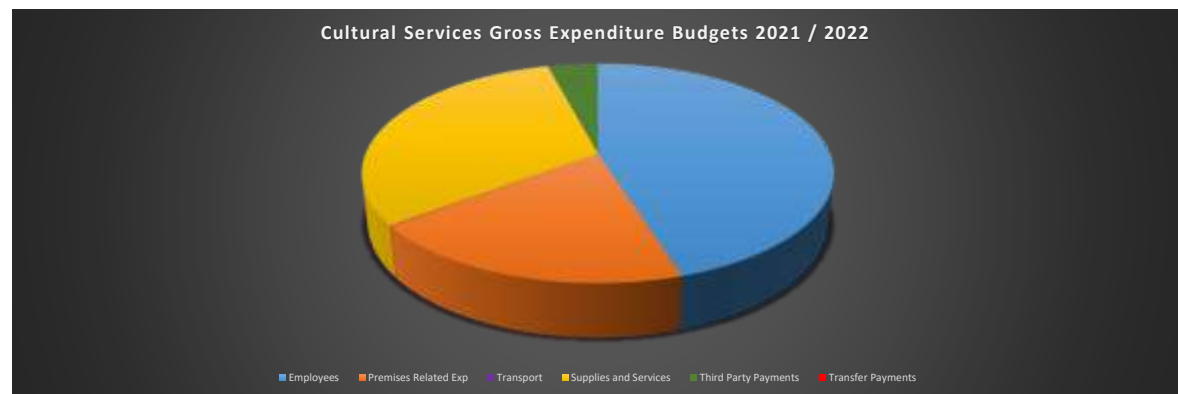
Portfolio Service	Assets					
	S6020	Asset Management				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	251,357	209,000	218,500	186,000	9,500	(23,000)
Premises Related Exp	10,293	439,400	668,500	1,567,400	229,100	1,128,000
Transport	9,994	3,100	3,200	3,200	100	100
Supplies and Services	32,828	22,000	22,000	22,200	0	200
Third Party Payments	8,493	4,600	4,600	4,600	0	0
TOTAL DIRECT EXPENDITURE	312,966	678,100	916,800	1,783,400	238,700	1,105,300
DIRECT INCOME						
Government grants	(12,633)	0	0	0	0	0
Other Grants & Contributions	0	(23,000)	(23,000)	(23,500)	0	(500)
TOTAL DIRECT INCOME	(12,633)	(23,000)	(23,000)	(23,500)	0	(500)
NET DIRECT (INCOME) / EXPENDITURE	300,333	655,100	893,800	1,759,900	238,700	1,104,800
SUPPORT CHARGES						
Support Services	208,474	216,400	216,600	216,500	200	100
Capital Charges	78,726	77,600	77,600	76,500	0	(1,100)
Recharges	(473,486)	(416,100)	(425,600)	(392,400)	(9,500)	23,700
TOTAL SUPPORT CHARGES	(186,286)	(122,100)	(131,400)	(99,400)	(9,300)	22,700
NET (INCOME) / EXPENDITURE TO SUMMARY	114,047	533,000	762,400	1,660,500	229,400	1,127,500
See Asset Management description above						

Portfolio Service	Assets					
	S6017	Building Surveyors				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	489,930	499,600	548,100	499,600	48,500	0
Transport	3,791	4,600	4,600	4,600	0	0
Supplies and Services	7,949	1,300	1,300	1,300	0	0
TOTAL DIRECT EXPENDITURE	501,669	505,500	554,000	505,500	48,500	0
NET DIRECT (INCOME) / EXPENDITURE	501,669	505,500	554,000	505,500	48,500	0
SUPPORT CHARGES						
Support Services	52,088	55,600	55,600	55,600	0	0
Recharges	(553,757)	(561,100)	(561,100)	(561,100)	0	0
TOTAL SUPPORT CHARGES	(501,669)	(505,500)	(505,500)	(505,500)	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	48,500	0	48,500	0
See Asset Management description above						

Portfolio Service	Assets					
	S6027	Commercial				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	89,665	94,800	94,800	94,900	0	100
TOTAL DIRECT EXPENDITURE	89,665	94,800	94,800	94,900	0	100
NET DIRECT (INCOME) / EXPENDITURE	89,665	94,800	94,800	94,900	0	100
SUPPORT CHARGES						
Support Services	56,101	75,700	88,200	77,000	12,500	1,300
Capital Charges	34,302	33,800	34,900	34,400	1,100	600
TOTAL SUPPORT CHARGES	90,403	109,500	123,100	111,400	13,600	1,900
NET (INCOME) / EXPENDITURE TO SUMMARY	180,068	204,300	217,900	206,300	13,600	2,000
See Asset Management description above						

Portfolio Service	Assets					
	S6026	Investment Properties				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
TOTAL DIRECT EXPENDITURE	0	0	0	0	0	0
DIRECT INCOME						
Rents	(359,543)	(365,600)	(352,000)	(369,800)	13,600	(4,200)
TOTAL DIRECT INCOME	(359,543)	(365,600)	(352,000)	(369,800)	13,600	(4,200)
NET DIRECT (INCOME) / EXPENDITURE	(359,543)	(365,600)	(352,000)	(369,800)	13,600	(4,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	(359,543)	(365,600)	(352,000)	(369,800)	13,600	(4,200)

Cultural Services							
Service Area Code	Service Area's	Actuals 2019/20 .(A)	Original Budget 2020/21 .(B)	Latest Budget 2020/21 .(C)	Original Budget 2021/22 .(D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
S6006	Collections & Engagement	1,079,948	1,569,000	1,376,400	1,581,200	(192,600)	12,200
S6007	Customer Services	460,834	388,800	486,900	400,400	98,100	11,600
S1335	Royal Spa Centre	1,089,022	912,400	1,010,800	815,400	98,400	(97,000)
S6005	Strategic Arts	75,866	58,000	59,000	12,600	1,000	(45,400)
S1297	Business Support	(465,337)	(714,600)	195,300	(1,095,200)	909,900	(380,600)
S1356	Catering Contract	(18,640)	(62,300)	(69,800)	(71,600)	(7,500)	(9,300)
S1261	Commonwealth Games 2022	122,982	184,000	242,000	179,900	58,000	(4,100)
S1313	Cultural Services Management	0	0	0	(12,100)	0	(12,100)
S1288	Outdoor Recreation	218,774	212,600	240,500	226,300	27,900	13,700
S1367	Sports & Leisure Options	1,777,125	1,360,500	1,515,400	1,406,500	154,900	46,000
TOTAL CULTURAL SERVICES		4,340,575	3,908,400	5,056,500	3,443,400	1,148,100	(465,000)
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
Employees		1,901,119	1,763,400	1,672,200	1,645,400	(91,200)	(118,000)
Premises Related Exp		1,069,681	723,000	683,100	707,000	(39,900)	(16,000)
Transport		1,021	3,900	2,900	3,300	(1,000)	(600)
Supplies and Services		1,208,968	1,121,700	327,100	1,137,900	(794,600)	16,200
Third Party Payments		436,928	144,700	281,700	149,300	137,000	4,600
TOTAL DIRECT EXPENDITURE		4,617,716	3,756,700	2,967,000	3,642,900	(789,700)	(113,800)
DIRECT INCOME							
Government grants		(6,672)	0	(221,000)	0	(221,000)	0
Other Grants & Contributions		(52,546)	0	0	0	0	0
Fees and Charges		(2,129,548)	(2,149,100)	(326,000)	(2,518,700)	1,823,100	(369,600)
Sale of Goods		(250,572)	(212,800)	(14,600)	(217,500)	198,200	(4,700)
Rents		(84,390)	(114,900)	(112,100)	(117,100)	2,800	(2,200)
TOTAL DIRECT INCOME		(2,523,728)	(2,476,800)	(673,700)	(2,853,300)	1,803,100	(376,500)
NET DIRECT (INCOME) / EXPENDITURE		2,093,988	1,279,900	2,293,300	789,600	1,013,400	(490,300)
SUPPORT CHARGES							
Support Services		1,277,213	1,269,100	1,177,700	966,400	(91,400)	(302,700)
Capital Charges		2,219,623	2,450,600	2,701,300	2,672,900	250,700	222,300
Recharges		(1,250,248)	(1,091,200)	(1,115,800)	(985,500)	(24,600)	105,700
TOTAL SUPPORT CHARGES		2,246,587	2,628,500	2,763,200	2,653,800	134,700	25,300
NET (INCOME) / EXPENDITURE TO SUMMARY		4,340,575	3,908,400	5,056,500	3,443,400	1,148,100	(465,000)



Portfolio Service	Cultural Services																																																																																																																																																																																										
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DIRECT EXPENDITURE																																																																																																																																																																																											
Employees	511,033	482,000	470,900	499,600	(11,100)	17,600																																																																																																																																																																																					
Premises Related Exp	338,475	289,400	281,200	290,800	(8,200)	1,400																																																																																																																																																																																					
Transport	384	1,500	500	1,500	(1,000)	0																																																																																																																																																																																					
Supplies and Services	132,300	161,500	94,000	163,900	(67,500)	2,400																																																																																																																																																																																					
Third Party Payments	3,115	2,500	2,500	400	0	(2,100)																																																																																																																																																																																					
TOTAL DIRECT EXPENDITURE	985,308	936,900	849,100	956,200	(87,800)	19,300																																																																																																																																																																																					
DIRECT INCOME																																																																																																																																																																																											
Government grants	(788)	0	(110,000)	0	(110,000)	0																																																																																																																																																																																					
Other Grants & Contributions	(29,394)	0	0	0	0	0																																																																																																																																																																																					
Fees and Charges	(115,065)	(66,200)	(66,100)	(71,500)	100	(5,300)																																																																																																																																																																																					
Sale of Goods	(48,240)	(17,200)	(14,600)	(17,800)	2,600	(600)																																																																																																																																																																																					
TOTAL DIRECT INCOME	(193,486)	(83,400)	(190,700)	(89,300)	(107,300)	(5,900)																																																																																																																																																																																					
NET DIRECT (INCOME) / EXPENDITURE	791,822	853,500	658,400	866,900	(195,100)	13,400																																																																																																																																																																																					
SUPPORT CHARGES																																																																																																																																																																																											
Support Services	173,916	181,400	144,700	143,400	(36,700)	(38,000)																																																																																																																																																																																					
Capital Charges	114,679	534,100	573,300	570,900	39,200	36,800																																																																																																																																																																																					
Recharges	(468)	0	0	0	0	0																																																																																																																																																																																					
TOTAL SUPPORT CHARGES	288,127	715,500	718,000	714,300	2,500	(1,200)																																																																																																																																																																																					
NET (INCOME) / EXPENDITURE TO SUMMARY	1,079,948	1,569,000	1,376,400	1,581,200	(192,600)	12,200																																																																																																																																																																																					
<p>Royal Pump Rooms - The historic Royal Pump Rooms re-opened in the summer of 1999, following a 20 month rebuilding programme. The re-developed Royal Pump Rooms houses a cultural complex comprising Royal Leamington Spa Art Gallery and Museum, Cafe, Assembly Rooms, Royal Leamington Spa Public Library, a Sales & Information Centre and Shop. The facilities are operated by:</p> <table border="0"> <tr> <td>Warwick District Council</td> <td>-</td> <td>Art Gallery and Museum</td> </tr> <tr> <td>Lease / Warwick District Council</td> <td>-</td> <td>Cafe and Assembly Rooms</td> </tr> <tr> <td>Warwickshire County Council</td> <td>-</td> <td>Public Library</td> </tr> <tr> <td>Warwick District Council</td> <td>-</td> <td>Sales & Information Centre and Shop</td> </tr> </table> <p>Royal Leamington Spa Art Gallery and Museum, which is open six days per week, provides exhibitions of works by artists dating from the 17th century to the present day; displays on the history of Royal Leamington Spa; a children's gallery; a programme of changing visual arts, history and local interest exhibitions; and linked educational and family-friendly activities. The arts development service, supports arts and heritage activities across the Warwick district.</p> <p>The Assembly Rooms, which are managed by Warwick District Council, have been refurbished in the original Regency style. They are available for hire seven days per week for meetings, conferences, receptions, concerts and other events.</p> <p>The Art Gallery & Museum, arts development service and the management of the Royal Pump Rooms are part of the new integrated "Arts" section along with the Royal Spa Centre and Town Hall. The new Arts team was formed in Jan 2017. The Royal Pump Rooms.</p> <p>Tourism - The tourism industry is an important sector of the economy in Warwick District and is an important element of the Corporate Strategy vision as "...a great place to live, work and visit." The Council supports the industry through it's status as a founding member of the Destination Management Organisation, Shakespeare's England Ltd. The company has developed a destination management plan to guide the development of the industry in the sub region. The Council operates a Sales & Information Centre at the Royal Pump Rooms in Royal Leamington Spa as part of its Arts section.</p>							Warwick District Council	-	Art Gallery and Museum	Lease / Warwick District Council	-	Cafe and Assembly Rooms	Warwickshire County Council	-	Public Library	Warwick District Council	-	Sales & Information Centre and Shop																																																																																																																																																																									
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Portfolio Service	Cultural Services																									
	S1335	Royal Spa Centre																								
SUBJECTIVE ANALYSIS																										
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22																				
DIRECT EXPENDITURE																										
Employees	589,328	505,200	458,000	509,600	(47,200)	4,400																				
Premises Related Exp	256,676	157,800	134,800	141,000	(23,000)	(16,800)																				
Transport	325	300	300	300	0	0																				
Supplies and Services	985,499	806,600	100,900	821,400	(705,700)	14,800																				
Third Party Payments	1,776	4,400	4,400	4,400	0	0																				
TOTAL DIRECT EXPENDITURE	1,833,605	1,474,300	698,400	1,476,700	(775,900)	2,400																				
DIRECT INCOME																										
Government grants	(5,885)	0	(106,000)	0	(106,000)	0																				
Fees and Charges	(1,172,048)	(991,100)	(165,900)	(1,012,700)	825,200	(21,600)																				
Sale of Goods	(201,875)	(195,600)	0	(199,700)	195,600	(4,100)																				
TOTAL DIRECT INCOME	(1,379,807)	(1,186,700)	(271,900)	(1,212,400)	914,800	(25,700)																				
NET DIRECT (INCOME) / EXPENDITURE	453,798	287,600	426,500	264,300	138,900	(23,300)																				
SUPPORT CHARGES																										
Support Services	303,104	285,000	205,800	213,400	(79,200)	(71,600)																				
Capital Charges	384,055	375,600	379,200	374,500	3,600	(1,100)																				
Recharges	(51,935)	(35,800)	(700)	(36,800)	35,100	(1,000)																				
TOTAL SUPPORT CHARGES	635,224	624,800	584,300	551,100	(40,500)	(73,700)																				
NET (INCOME) / EXPENDITURE TO SUMMARY	1,089,022	912,400	1,010,800	815,400	98,400	(97,000)																				
<p>The Royal Spa Centre is a multi-purpose entertainment and leisure facility, which serves the needs of the local community. The venue underwent a significant refurbishment in the Summer of 2010 to provide a new look and a new feel as well as upgrading many of the existing facilities. It has a very mixed programme and is used extensively for a wide range of activities:</p> <table border="0"> <tr> <td>Stage Shows</td> <td>Pantomime</td> <td>Film / Live Screenings</td> <td>Training Courses</td> <td>Concerts</td> </tr> <tr> <td>Meetings</td> <td>Conferences</td> <td>Demonstrations</td> <td>Exhibitions</td> <td>Art Exhibitions</td> </tr> <tr> <td>Wrestling</td> <td>Annual Pantomime</td> <td>Dance Competitions</td> <td>Dances</td> <td>Senior Citizens Activity Group</td> </tr> <tr> <td>Presentation Evenings</td> <td>Fashion Shows</td> <td>Lectures</td> <td></td> <td></td> </tr> </table> <p>The Royal Spa Centre has a main stage auditorium with 667 seats and a Studio Theatre with 188 seats, which also operates as a cinema. Large conferences can be successfully accommodated. The digital cinema has been upgraded and reopened in April 2014.</p> <p>The Centre is used by local organisations alongside an extensive programme of entertainment promoted by the Council. Another popular professional traditional Pantomime was presented for Christmas 2019, with the staging of "Snow White".</p> <p>The Royal Spa Centre and Town Hall are part of the new integrated "Arts" section along with the Art Gallery & Museum, Royal Pump Rooms and arts development service that was formed in Jan 2017.</p>							Stage Shows	Pantomime	Film / Live Screenings	Training Courses	Concerts	Meetings	Conferences	Demonstrations	Exhibitions	Art Exhibitions	Wrestling	Annual Pantomime	Dance Competitions	Dances	Senior Citizens Activity Group	Presentation Evenings	Fashion Shows	Lectures		
Stage Shows	Pantomime	Film / Live Screenings	Training Courses	Concerts																						
Meetings	Conferences	Demonstrations	Exhibitions	Art Exhibitions																						
Wrestling	Annual Pantomime	Dance Competitions	Dances	Senior Citizens Activity Group																						
Presentation Evenings	Fashion Shows	Lectures																								

Portfolio Service	Cultural Services					
	S6005	Strategic Arts				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	44,734	53,000	54,000	7,500	1,000	(45,500)
Transport	22	0	0	0	0	0
Supplies and Services	11,385	5,000	5,000	5,100	0	100
Third Party Payments	19,725	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	75,866	58,000	59,000	12,600	1,000	(45,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	75,866	58,000	59,000	12,600	1,000	(45,400)

Portfolio Service	Cultural Services					
	S1297	Business Support				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	232,788	234,800	224,700	184,700	(10,100)	(50,100)
Transport	141	1,000	1,000	500	0	(500)
Supplies and Services	5,706	10,200	7,700	10,200	(2,500)	0
Third Party Payments	47	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	238,683	246,000	233,400	195,400	(12,600)	(50,600)
DIRECT INCOME						
Fees and Charges	(668,058)	(922,500)	0	(1,252,500)	922,500	(330,000)
TOTAL DIRECT INCOME	(668,058)	(922,500)	0	(1,252,500)	922,500	(330,000)
NET DIRECT (INCOME) / EXPENDITURE	(429,375)	(676,500)	233,400	(1,057,100)	909,900	(380,600)
SUPPORT CHARGES						
Support Services	129,339	128,200	128,200	128,200	0	0
Recharges	(165,300)	(166,300)	(166,300)	(166,300)	0	0
TOTAL SUPPORT CHARGES	(35,961)	(38,100)	(38,100)	(38,100)	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	(465,337)	(714,600)	195,300	(1,095,200)	909,900	(380,600)
Business Support						
<p>The Client Monitoring Team is responsible for the management for the Leisure Services contract with Everyone Active. The team also manage outdoor sports pitches, athletics track, bowling greens, and the Active Communities elements of the service. The Sports and Leisure Contract Officer is currently the budget manager for this code whilst the pandemic continues. A revised structure for this team is planned later in the year.</p>						

Portfolio Service	Cultural Services					
	S1356	Catering Contract				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	25,379	32,200	24,900	25,500	(7,300)	(6,700)
Supplies and Services	6,344	2,000	2,000	2,000	0	0
Third Party Payments	4,064	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	35,788	34,200	26,900	27,500	(7,300)	(6,700)
DIRECT INCOME						
Fees and Charges	(24,404)	(34,900)	(34,900)	(35,700)	0	(800)
Sale of Goods	(457)	0	0	0	0	0
Rents	(38,334)	(67,100)	(67,100)	(68,500)	0	(1,400)
TOTAL DIRECT INCOME	(63,195)	(102,000)	(102,000)	(104,200)	0	(2,200)
NET DIRECT (INCOME) / EXPENDITURE	(27,407)	(67,800)	(75,100)	(76,700)	(7,300)	(8,900)
SUPPORT CHARGES						
Support Services	8,768	5,500	5,300	5,100	(200)	(400)
TOTAL SUPPORT CHARGES	8,768	5,500	5,300	5,100	(200)	(400)
NET (INCOME) / EXPENDITURE TO SUMMARY	(18,640)	(62,300)	(69,800)	(71,600)	(7,500)	(9,300)
Just Inspire provide food and venue management services at the "Restaurant in the Park" in Jephson Gardens.						

Portfolio Service	Cultural Services					
	S1261	Commonwealth Games 2022				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	56,188	56,800	55,700	56,500	(1,100)	(300)
Transport	75	800	800	800	0	0
Supplies and Services	7,882	68,700	67,100	67,100	(1,600)	(1,600)
Third Party Payments	28,557	31,000	94,200	33,200	63,200	2,200
TOTAL DIRECT EXPENDITURE	92,702	157,300	217,800	157,600	60,500	300
NET DIRECT (INCOME) / EXPENDITURE	92,702	157,300	217,800	157,600	60,500	300
SUPPORT CHARGES						
Support Services	30,280	26,700	24,200	22,300	(2,500)	(4,400)
TOTAL SUPPORT CHARGES	30,280	26,700	24,200	22,300	(2,500)	(4,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	122,982	184,000	242,000	179,900	58,000	(4,100)
<p>The Council has been chosen as a venue for the Road Race Cycling event in addition to originally being award the Lawns Bowls and Para Bowls competitions for the Birmingham 2022 Commonwealth Games. The start and finish of the cycling races will be in Warwick St Nicholas Park and the Bowling competitions will take place in Royal Leamington Spa's Victoria Park. In order to ensure Warwick District Council (WDC) will comply with the range of venue requirements stipulated by the CGF, be ready to welcome the Commonwealth Games in 2022 and maximise the impact of the event in terms of economic impact, community engagement and to secure a tangible legacy, the Warwick District Commonwealth Games Project was approved.</p> <p>5 priorities have been agreed for the project:</p> <ul style="list-style-type: none"> - To deliver successful, safe events at both venues - To improve the bowls venue, competition, participation and diversity - To enhance wider Victoria Park facilities, access and riverside links - To raise awareness of the wellbeing benefits of an active lifestyle - To maximise opportunities for local enterprise, culture, tourism and show casing WDC's reputation for events delivery. 						

Portfolio Service	Cultural Services					
	S1313	Cultural Services Management				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	104,668	98,500	101,800	46,900	3,300	(51,600)
Transport	38	0	0	100	0	100
Supplies and Services	323	300	300	300	0	0
TOTAL DIRECT EXPENDITURE	105,029	98,800	102,100	47,300	3,300	(51,500)
NET DIRECT (INCOME) / EXPENDITURE	105,029	98,800	102,100	47,300	3,300	(51,500)
SUPPORT CHARGES						
Support Services	11,881	12,300	12,300	12,300	0	0
Recharges	(116,910)	(111,100)	(114,400)	(71,700)	(3,300)	39,400
TOTAL SUPPORT CHARGES	(105,029)	(98,800)	(102,100)	(59,400)	(3,300)	39,400
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	(12,100)	0	(12,100)
These are the costs associated with the Head of Cultural Services.						

Portfolio Service	Cultural Services					
	S1288	Outdoor Recreation				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	64,782	60,400	57,800	62,700	(2,600)	2,300
Transport	0	300	300	100	0	(200)
Supplies and Services	5,322	9,800	8,800	9,800	(1,000)	0
Third Party Payments	69,270	55,900	58,300	69,200	2,400	13,300
TOTAL DIRECT EXPENDITURE	139,374	126,400	125,200	141,800	(1,200)	15,400
DIRECT INCOME						
Other Grants & Contributions	(5,466)	0	0	0	0	0
Fees and Charges	(20,709)	(33,100)	(17,800)	(33,000)	15,300	100
Rents	(13,875)	(15,200)	(8,200)	(15,400)	7,000	(200)
TOTAL DIRECT INCOME	(40,050)	(48,300)	(26,000)	(48,400)	22,300	(100)
NET DIRECT (INCOME) / EXPENDITURE	99,324	78,100	99,200	93,400	21,100	15,300
SUPPORT CHARGES						
Support Services	78,909	77,700	77,200	69,700	(500)	(8,000)
Capital Charges	40,541	56,800	64,100	63,200	7,300	6,400
TOTAL SUPPORT CHARGES	119,450	134,500	141,300	132,900	6,800	(1,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	218,774	212,600	240,500	226,300	27,900	13,700

Warwick District Council's Victoria Park Bowling Complex is the official home of Bowls in England. Since 1974 the facilities within Victoria Park have played host to the English Women's Bowling Association's National Championship. It is also the only venue in the world to have hosted 2 Women's World Bowls Championships - in 1996 and 2004 respectively.

The venue has also hosted many international test matches for Senior and Junior Men and Women's teams. Even though the greens are of international standard, Warwick District Council ensure that the greens are available for general public play.

From 2014 the Men's Nationals has also been held here. Bowls England headquarters has moved into Leamington Spa and steps are being taken to improve and develop the facilities at Victoria Park so that we are equipped to cater for all levels of the game: local club and county play, National and International Championships.

The Championships bring some 10,000 visitors and competitors to the district during the 30 day period. Restaurants, hotels and tourist attractions benefit from this boost in tourism. As visitors make the most of their time here, they spend an estimated £1 million across the district.

In 2022 Warwick District Council will be staging the lawn bowls and para bowls for the Birmingham Commonwealth Games. Over the course of 2019 and in to 2021 WDC has commissioned a programme of improvement works to the greens and surrounds to prepare them for the event in 2022.

Portfolio Service	Cultural Services					
	S1367	Sports & Leisure Options				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	165,019	131,200	114,200	138,700	(17,000)	7,500
Premises Related Exp	101,205	46,000	41,500	41,800	(4,500)	(4,200)
Transport	34	0	0	0	0	0
Supplies and Services	38,579	40,800	24,500	41,300	(16,300)	500
Third Party Payments	309,684	49,700	121,100	40,900	71,400	(8,800)
TOTAL DIRECT EXPENDITURE	614,520	267,700	301,300	262,700	33,600	(5,000)
DIRECT INCOME						
Fees and Charges	(20,142)	(17,500)	(10,000)	(20,000)	7,500	(2,500)
Rents	(8,567)	(8,600)	(4,400)	(8,700)	4,200	(100)
TOTAL DIRECT INCOME	(28,709)	(26,100)	(14,400)	(28,700)	11,700	(2,600)
NET DIRECT (INCOME) / EXPENDITURE	585,811	241,600	286,900	234,000	45,300	(7,600)
SUPPORT CHARGES						
Support Services	381,631	354,900	344,800	330,000	(10,100)	(24,900)
Capital Charges	964,383	872,700	974,400	957,600	101,700	84,900
Recharges	(154,700)	(108,700)	(90,700)	(115,100)	18,000	(6,400)
TOTAL SUPPORT CHARGES	1,191,314	1,118,900	1,228,500	1,172,500	109,600	53,600
NET (INCOME) / EXPENDITURE TO SUMMARY	1,777,125	1,360,500	1,515,400	1,406,500	154,900	46,000

Golf Course - In December 31st 2017 the contractor managing the golf Course at Newbold Comyn unilaterally withdrew from the contract rendering the course closed. During this period of closure the course is being maintained by the council's main grounds maintenance contractor. Final proposals for the use of the land will be considered later this year.

Youth Sports Development - The programme of activities continues to benefit all areas of the district to increase participation in sport and Physical Activity. The Officer works with a range of partners including Everyone Active, Think Active, local sports clubs/groups, Central Warwickshire School Sports Partnership, National Governing Bodies of Sport and local community organisations/groups.

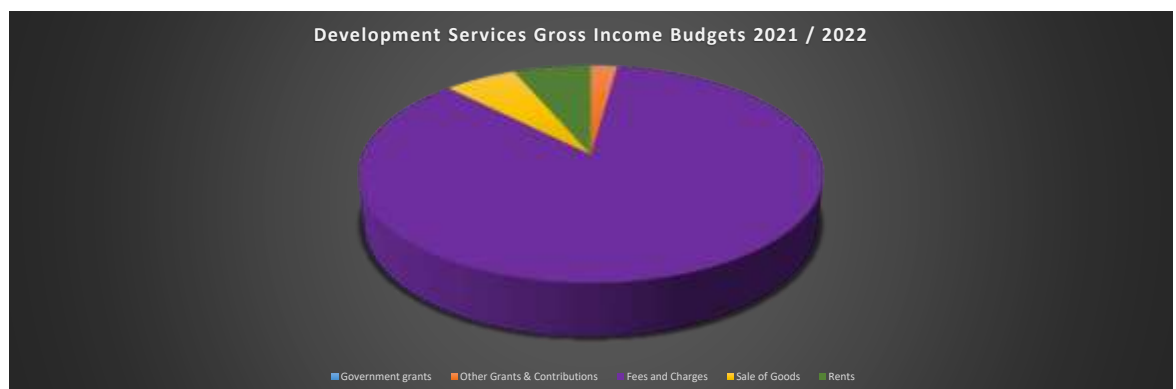
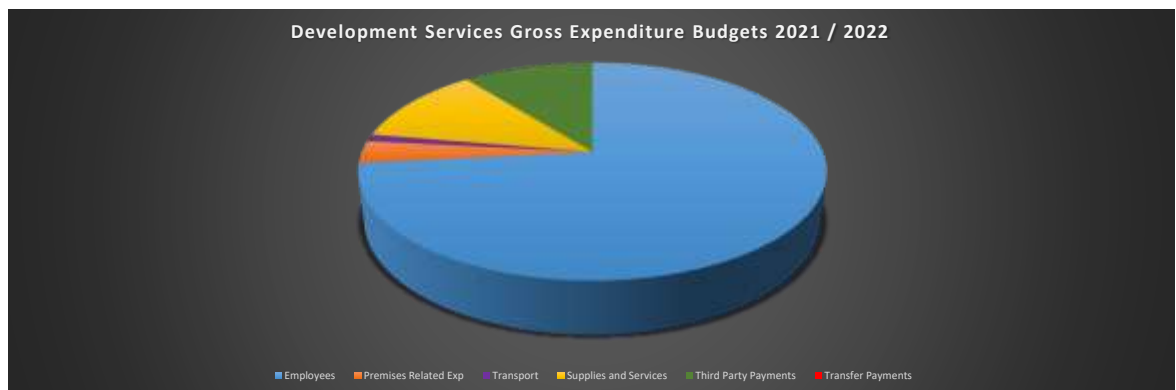
Lillington Community Centre - A new business offering for "wrap around childcare" has been hiring the facility since September 2018. The venue also continues to be used for table tennis matches by a local club. The childcare provision is thriving and continues to offer a valuable service to the community.

Sports Facilities Admin - Previously the Business Support Team was based at Riverside House providing financial, administrative and business support across Cultural Services. As a result of the appointment of an external operator to manage the Council's leisure centres, a new structure has been put in place and the Business Support team has been realigned to support the Cultural services team.

Abbey Fields Swimming Pool - Situated at Abbey Fields in Kenilworth, this facility is now part of the Leisure Development Programme. It will be substantially refurbished and remodelled as part of the Kenilworth Phase of the Programme. **Newbold Comyn Leisure Centre** - As part of the Leisure Development Programme this centre underwent significant capital investment. Works commenced in January 2017 and were completed in August 2018. The centre now includes a 100 station gym, 3 fitness studios, a new 4 court sports hall, a "clip and climb" climbing wall and new village changing rooms along with the existing two pools. **Castle Farm Recreation Centre** - This multi-purpose facility was opened in 1985 and refurbished and extended in 1994/95, reopening in June 1995 with the inclusion of 'Pyramids' gym. The centre also caters for basketball, badminton, five-a-side football, indoor hockey, short mat bowls, keep fit, aerobics, volleyball and table tennis. The local scouts have a long lease for the exclusive use of the first floor of the building. The Centre is part of the Kenilworth Phase of the Leisure Development Programme, along with Abbey Fields Swimming Pool. The proposals are that the centre will be completely demolished and rebuilt. A new venue will be provided for the Scouts. **Myton School Dual use** - This dual use facility offers an indoor sports hall and all weather pitch. The Council entered into a partnership agreement with the school to run the facilities for the community at evenings and weekends from Jan 2006. Management of services has transferred to the new operator Everyone Active who were appointed by the Council in 1st June 2017.

Development Services							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		.(A)	.(B)	.(C)	.(D)	(C-B)	(D-B)
S4600	Building Control	34,024	131,300	208,500	119,600	77,200	(11,700)
S4540	Development Control	765,189	235,700	994,600	294,500	758,900	58,800
S4840	Local Land Charges	(29,414)	(14,500)	(18,700)	(15,200)	(4,200)	(700)
S6002	Development Services Management	0	0	(100)	(15,600)	(100)	(15,600)
S1035	Christmas Illuminations	49,271	33,100	45,300	42,700	12,200	9,600
S3660	Enterprise Development	177,650	225,100	253,900	332,900	28,800	107,800
S1249	Events Management	368,878	300,200	264,000	231,500	(36,200)	(68,700)
S6001	Policy & Development	883,424	960,600	905,600	1,118,100	(55,000)	157,500
S6000	Projects	1,036,165	209,200	2,149,400	392,200	1,940,200	183,000
S3550	Tourism	120,498	130,900	121,600	130,200	(9,300)	(700)
TOTAL DEVELOPMENT SERVICES		3,405,685	2,211,600	4,924,100	2,630,900	2,712,500	419,300
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	3,383,600	3,397,500	3,434,300	3,511,700	36,800	114,200
	Premises Related Exp	151,113	150,200	154,600	159,400	4,400	9,200
	Transport	50,797	47,900	45,900	51,200	(2,000)	3,300
	Supplies and Services	611,945	548,700	666,600	554,300	117,900	5,600
	Third Party Payments	475,664	331,400	412,500	514,200	81,100	182,800
	Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		4,673,119	4,475,700	4,713,900	4,790,800	238,200	315,100
DIRECT INCOME							
	Government grants	(223,905)	0	(90,000)	0	(90,000)	0
	Other Grants & Contributions	(200,266)	(65,500)	(177,500)	(74,900)	(112,000)	(9,400)
	Fees and Charges	(2,409,877)	(2,887,400)	(2,049,500)	(2,929,800)	837,900	(42,400)
	Sale of Goods	(249,857)	(164,800)	(167,700)	(204,000)	(2,900)	(39,200)
	Interest	0	0	0	0	0	0
	Rents	(268,644)	(285,200)	(251,600)	(219,600)	33,600	65,600
TOTAL DIRECT INCOME		(3,352,550)	(3,402,900)	(2,736,300)	(3,428,300)	666,600	(25,400)
NET DIRECT (INCOME) / EXPENDITURE		1,320,569	1,072,800	1,977,600	1,362,500	904,800	289,700
SUPPORT CHARGES							
	Support Services	2,358,990	2,451,200	2,442,700	2,426,300	(8,500)	(24,900)
	Capital Charges	1,134,400	172,500	1,959,800	316,300	1,787,300	143,800
	Recharges	(1,408,276)	(1,484,900)	(1,456,000)	(1,474,200)	28,900	10,700
TOTAL SUPPORT CHARGES		2,085,115	1,138,800	2,946,500	1,268,400	1,807,700	129,600
NET (INCOME) / EXPENDITURE TO SUMMARY		3,405,685	2,211,600	4,924,100	2,630,900	2,712,500	419,300

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Portfolio Service	Development Services					
	\$4600	Building Control				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	815,449	858,800	846,600	903,200	(12,200)	44,400
Transport	34,964	31,300	31,300	34,400	0	3,100
Supplies and Services	19,515	31,400	28,500	29,200	(2,900)	(2,200)
Third Party Payments	5,327	5,800	5,800	5,900	0	100
TOTAL DIRECT EXPENDITURE	875,254	927,300	912,200	972,700	(15,100)	45,400
DIRECT INCOME						
Government grants	(9,227)	0	0	0	0	0
Fees and Charges	(860,420)	(843,700)	(743,700)	(848,000)	100,000	(4,300)
Sale of Goods	(154,252)	(107,100)	(109,600)	(111,800)	(2,500)	(4,700)
TOTAL DIRECT INCOME	(1,023,898)	(950,800)	(853,300)	(959,800)	97,500	(9,000)
NET DIRECT (INCOME) / EXPENDITURE	(148,644)	(23,500)	58,900	12,900	82,400	36,400
SUPPORT CHARGES						
Support Services	1,228,947	1,276,600	1,253,800	1,270,800	(22,800)	(5,800)
Recharges	(1,046,279)	(1,121,800)	(1,104,200)	(1,164,100)	17,600	(42,300)
TOTAL SUPPORT CHARGES	182,668	154,800	149,600	106,700	(5,200)	(48,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	34,024	131,300	208,500	119,600	77,200	(11,700)
<p>Through the Building Regulations and associated legislation the Council carries out its duties, functions and responsibilities to ensure the health, safety, welfare and facilities for people in and about buildings and structures, together with the conservation of fuel and power. The Building Act 1984 and associated legislation gives a significant amount of flexibility to designers and builders, including fire engineering design approach to complex buildings. Due to this flexibility officers have to be more vigilant and be prepared to make immediate and positive professional judgements prior to or during construction work. Those judgements made can have commercial and financial implications on developments, together with health and safety implications.</p> <p>The Building Regulations are constantly being reviewed and updated where appropriate to ensure that the broad range of legislation is addressed in assessing and ensuring buildings and developments are in compliance. Although the Approved Inspector Regulations now provide alternatives to developers, the Building Control Group at Warwick District Council, due to their professionalism, quality assurance systems and customer care procedures, have ensured that they have maintained their market share of Applications</p>						

Portfolio Service	Development Services					
	\$4540	Development Control				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	1,290,605	1,283,400	1,344,800	1,374,400	61,400	91,000
Transport	5,634	7,300	7,300	7,400	0	100
Supplies and Services	85,889	63,800	63,800	64,500	0	700
Third Party Payments	223,601	193,000	193,000	196,700	0	3,700
TOTAL DIRECT EXPENDITURE	1,605,728	1,547,500	1,608,900	1,643,000	61,400	95,500
DIRECT INCOME						
Government grants	(55,486)	0	0	0	0	0
Fees and Charges	(1,226,236)	(1,773,600)	(1,073,600)	(1,807,700)	700,000	(34,100)
Sale of Goods	(152)	(100)	(100)	(200)	0	(100)
TOTAL DIRECT INCOME	(1,281,874)	(1,773,700)	(1,073,700)	(1,807,900)	700,000	(34,200)
NET DIRECT (INCOME) / EXPENDITURE	323,854	(226,200)	535,200	(164,900)	761,400	61,300
SUPPORT CHARGES						
Support Services	520,335	540,900	538,400	538,400	(2,500)	(2,500)
Recharges	(79,000)	(79,000)	(79,000)	(79,000)	0	0
TOTAL SUPPORT CHARGES	441,335	461,900	459,400	459,400	(2,500)	(2,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	765,189	235,700	994,600	294,500	758,900	58,800
<p>The Development Management function ensures that development takes place throughout the District in accordance with the planning policies of the Government and Council. It does this essentially through the provision of pre-application advice and the determination of planning applications which enables proposals requiring planning permission to be assessed taking into account the views of neighbours and other interested parties. Most applications are decided under delegated powers given to the Head of Development Services, but significant or controversial applications are decided by the Planning Committee. Public consultation takes place on applications and here is often a need for negotiations with applicants in order to achieve an acceptable development. Many applications relate to the District's historic environment and in such cases careful attention is given to preserving the architectural and historic interest of the buildings. The function includes an enforcement team who investigate development that has taken place without planning permission. Breaches of planning control are investigated and where necessary either resolved by agreement or by means of enforcement action. Planning permission is only refused and/or enforcement action taken where there are clear planning reasons for doing so. There is a right of appeal to the Planning Inspectorate which are heard either through the written representation procedure or at formal local public inquiries or hearings.</p> <p>Where development or other proposals threaten the loss of trees, consideration is given to protecting the trees by means of a Tree Preservation Order which would make it an offence to fell or damage the trees in any way. Such action is only recommended where the trees are of particular intrinsic value or because of their contribution to the visual amenities of the area. The owners have a right to object to the placing of an Order and any objections are taken into consideration by the Planning Committee before the Order is confirmed.</p>						

Portfolio Service	Development Services					
	54840	Local Land Charges				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	500	100	100	100	0	0
Supplies and Services	8,952	10,900	9,000	10,500	(1,900)	(400)
Third Party Payments	38,211	50,600	50,600	51,500	0	900
TOTAL DIRECT EXPENDITURE	47,663	61,600	59,700	62,100	(1,900)	500
DIRECT INCOME						
Government grants	(6,450)	0	0	0	0	0
Fees and Charges	(112,752)	(115,000)	(115,000)	(115,000)	0	0
TOTAL DIRECT INCOME	(119,202)	(115,000)	(115,000)	(115,000)	0	0
NET DIRECT (INCOME) / EXPENDITURE	(71,539)	(53,400)	(55,300)	(52,900)	(1,900)	500
SUPPORT CHARGES						
Support Services	42,126	38,900	36,600	37,700	(2,300)	(1,200)
TOTAL SUPPORT CHARGES	42,126	38,900	36,600	37,700	(2,300)	(1,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	(29,414)	(14,500)	(18,700)	(15,200)	(4,200)	(700)

The Council maintains a Local Land Charges Register relating to its area which includes details of any matter - road proposals, clearance order, closing order, etc. - affecting properties, and details of any charge which under various enactments is a charge on the property, e.g. private street work costs. The Local Land Charges service was transferred to HM Land Registry in July 2018 and applications for Local Land Searches (LLC1) and Personal Searches of the Local Land Charges Register must now be made directly to them.

The Council provides replies to additional enquiries (CON29 enquiries) raised by Solicitors or search companies acting for the purchasers of houses, businesses etc. These enquiries relate to sewerage, planning, highways and general environmental matters.

Portfolio Service	Development Services					
	56002	Development Services Management				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	100,626	98,600	85,200	27,300	(13,400)	(71,300)
Transport	197	500	100	600	(400)	100
Supplies and Services	8,695	6,600	9,100	9,300	2,500	2,700
Third Party Payments	208	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	109,726	105,700	94,400	37,200	(11,300)	(68,500)
NET DIRECT (INCOME) / EXPENDITURE	109,726	105,700	94,400	37,200	(11,300)	(68,500)
SUPPORT CHARGES						
Support Services	40,491	45,600	45,500	45,500	(100)	(100)
Capital Charges	579	600	600	600	0	0
Recharges	(150,797)	(151,900)	(140,600)	(98,900)	11,300	53,000
TOTAL SUPPORT CHARGES	(109,726)	(105,700)	(94,500)	(52,800)	11,200	52,900
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	(100)	(15,600)	(100)	(15,600)

The Development Services provision groups are:

- Development Management (Including Enforcement, Conversation and Local Land Charges)
- Policy and Projctcs
- Business Support and Events Management
- Building Control Consortium
- Economic Development and Enterprise Development

The manageent of the Service Area involves the provision os support services to enable each of the service provision grpup to undertake their professional duties.

Portfolio Service	Development Services					
	51035	Christmas Illuminations				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Supplies and Services	98,663	85,200	97,600	99,600	12,400	14,400
Third Party Payments	1,108	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	99,771	85,200	97,600	99,600	12,400	14,400
DIRECT INCOME						
Sale of Goods	(52,900)	(54,600)	(55,000)	(59,800)	(400)	(5,200)
TOTAL DIRECT INCOME	(52,900)	(54,600)	(55,000)	(59,800)	(400)	(5,200)
NET DIRECT (INCOME) / EXPENDITURE	46,871	30,600	42,600	39,800	12,000	9,200
SUPPORT CHARGES						
Support Services	2,400	2,500	2,700	2,900	200	400
TOTAL SUPPORT CHARGES	2,400	2,500	2,700	2,900	200	400
NET (INCOME) / EXPENDITURE TO SUMMARY	49,271	33,100	45,300	42,700	12,200	9,600

Christmas lights displays have been developed in the three town centres of Royal Leamington Spa, Warwick and Kenilworth. A small budget is also included for a grant to Whitnash Town Council to help fund the cost of their lights display.

Portfolio Service	Development Services					
	S3660	Enterprise Development				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	119,040	118,400	119,200	121,300	800	2,900
Premises Related Exp	138,987	135,300	139,700	140,800	4,400	5,500
Transport	6,513	3,100	3,100	3,100	0	0
Supplies and Services	49,196	35,200	35,200	34,700	0	(500)
Third Party Payments	2,629	12,300	3,200	3,200	(9,100)	(9,100)
TOTAL DIRECT EXPENDITURE	316,366	304,300	300,400	303,100	(3,900)	(1,200)
DIRECT INCOME						
Fees and Charges	(149,866)	(89,200)	(87,300)	(53,700)	1,900	35,500
Rents	(239,263)	(231,200)	(230,300)	(172,800)	900	58,400
TOTAL DIRECT INCOME	(389,129)	(320,400)	(317,600)	(226,500)	2,800	93,900
NET DIRECT (INCOME) / EXPENDITURE	(72,763)	(16,100)	(17,200)	76,600	(1,100)	92,700
SUPPORT CHARGES						
Support Services	51,887	69,300	76,500	66,900	7,200	(2,400)
Capital Charges	198,526	171,900	194,600	189,400	22,700	17,500
TOTAL SUPPORT CHARGES	250,413	241,200	271,100	256,300	29,900	15,100
NET (INCOME) / EXPENDITURE TO SUMMARY	177,650	225,100	253,900	332,900	28,800	107,800

Portfolio Service	Development Services					
	S1249	Events Management				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	166,163	172,600	173,700	179,600	1,100	7,000
Premises Related Exp	4,877	5,100	5,100	5,100	0	0
Transport	726	2,900	2,900	2,900	0	0
Supplies and Services	178,258	140,000	166,700	111,400	26,700	(28,600)
Third Party Payments	27,375	9,200	2,100	9,300	(7,100)	100
TOTAL DIRECT EXPENDITURE	377,398	329,800	350,500	308,300	20,700	(21,500)
DIRECT INCOME						
Other Grants & Contributions	(2,425)	(4,300)	(116,300)	(4,400)	(112,000)	(100)
Fees and Charges	(46,164)	(31,800)	(1,000)	(76,600)	30,800	(44,800)
Rents	(1,624)	(25,000)	0	(26,300)	25,000	(1,300)
TOTAL DIRECT INCOME	(50,213)	(61,100)	(117,300)	(107,300)	(56,200)	(46,200)
NET DIRECT (INCOME) / EXPENDITURE	327,185	268,700	233,200	201,000	(35,500)	(67,700)
SUPPORT CHARGES						
Support Services	89,693	79,500	78,800	78,500	(700)	(1,000)
Recharges	(48,000)	(48,000)	(48,000)	(48,000)	0	0
TOTAL SUPPORT CHARGES	41,693	31,500	30,800	30,500	(700)	(1,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	368,878	300,200	264,000	231,500	(36,200)	(68,700)
<p>The Business Support and Events team provide administrative and logistical support for the calendar of events held within the District. This includes major events held within the towns and sporting / leisure activities on open spaces or park land. The team are also responsible for organising events run by Warwick District Council including the Christmas light switch on events in Kenilworth, Warwick and Royal Leamington Spa.</p>						

Portfolio Service	Development Services					
	S6001	Policy & Development				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	779,482	775,700	721,000	809,300	(54,700)	33,600
Premises Related Exp	0	0	0	3,700	0	3,700
Transport	2,285	1,800	1,000	1,800	(800)	0
Supplies and Services	8,275	2,600	4,800	22,400	2,200	19,800
Third Party Payments	99,703	40,000	40,000	143,700	0	103,700
Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	889,745	820,100	766,800	980,900	(53,300)	160,800
DIRECT INCOME						
Government grants	(2,743)	0	0	0	0	0
Other Grants & Contributions	(137,807)	0	0	0	0	0
Sale of Goods	(62)	0	0	(1,500)	0	(1,500)
TOTAL DIRECT INCOME	(140,611)	0	0	(1,500)	0	(1,500)
NET DIRECT (INCOME) / EXPENDITURE	749,134	820,100	766,800	979,400	(53,300)	159,300
SUPPORT CHARGES						
Support Services	218,490	224,700	223,000	222,900	(1,700)	(1,800)
Recharges	(84,200)	(84,200)	(84,200)	(84,200)	0	0
TOTAL SUPPORT CHARGES	134,290	140,500	138,800	138,700	(1,700)	(1,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	883,424	960,600	905,600	1,118,100	(55,000)	157,500
<p>The planning policy team are required by law to produce a series of documents that allow the Council to manage development in the district through setting out the factors to be taken into account when deciding planning applications. It is also a requirement to support parish councils and local communities to prepare Neighbourhood Plans.</p> <p>Warwick District Local Plan</p> <p>The Local Plan is a land use plan which promotes the location and nature of new development within the District. The plan contains policies and maps showing designations, such as flood plains and environmentally sensitive areas, as well as allocations for new housing and employment development. The current Warwick District Local Plan, adopted in September 2007 is currently being reviewed and in due course will be replaced by a new Local Plan covering the period through until 2029.</p> <p>Alongside the Local Plan, the team is responsible for preparing a Community Infrastructure Levy (CIL) Charging Schedule, undertaking infrastructure planning, undertaking strategic masterplanning and monitoring for major sites and preparing a Development Plan for allocating Gypsy and Traveller Sites.</p> <p>The Policy team has also begun preparation of an Area Action Plan for Warwick Town Centre and will support similar Plans for Kenilworth and Royal Leamington Spa. The Team is also responsible for Neighbourhood Planning - supporting local communities to produce their own development plans. Several Neighbourhood Plans are currently under preparation.</p> <p>The Policy Team also annually monitor new development, e.g. number of new houses built, for the Government, and report this in an Annual Monitoring Report.</p>						

Portfolio Service	Development Services					
	S6000	Projects				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	111,735	89,900	143,700	96,500	53,800	6,600
Premises Related Exp	7,249	9,800	9,800	9,800	0	0
Transport	479	1,000	200	1,000	(800)	0
Supplies and Services	49,487	60,500	148,400	58,100	87,900	(2,400)
Third Party Payments	77,502	20,000	117,300	103,400	97,300	83,400
TOTAL DIRECT EXPENDITURE	246,452	181,200	419,400	268,800	238,200	87,600
DIRECT INCOME						
Government grants	(150,000)	0	(90,000)	0	(90,000)	0
Other Grants & Contributions	(60,035)	(61,200)	(61,200)	(70,500)	0	(9,300)
Fees and Charges	(14,439)	(34,100)	(28,900)	(28,800)	5,200	5,300
Sale of Goods	(42,462)	(3,000)	(3,000)	(30,700)	0	(27,700)
Rents	(27,756)	(29,000)	(21,300)	(20,500)	7,700	8,500
TOTAL DIRECT INCOME	(294,692)	(127,300)	(204,400)	(150,500)	(77,100)	(23,200)
NET DIRECT (INCOME) / EXPENDITURE	(48,240)	53,900	215,000	118,300	161,100	64,400
SUPPORT CHARGES						
Support Services	149,110	155,300	169,800	147,600	14,500	(7,700)
Capital Charges	935,295	0	1,764,600	126,300	1,764,600	126,300
TOTAL SUPPORT CHARGES	1,084,405	155,300	1,934,400	273,900	1,779,100	118,600
NET (INCOME) / EXPENDITURE TO SUMMARY	1,036,165	209,200	2,149,400	392,200	1,940,200	183,000

Portfolio Service	Development Services					
	S3550	Tourism				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Supplies and Services	105,016	112,500	103,500	114,600	(9,000)	2,100
Third Party Payments	0	500	500	500	0	0
TOTAL DIRECT EXPENDITURE	105,016	113,000	104,000	115,100	(9,000)	2,100
DIRECT INCOME						
Sale of Goods	(30)	0	0	0	0	0
TOTAL DIRECT INCOME	(30)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	104,986	113,000	104,000	115,100	(9,000)	2,100
SUPPORT CHARGES						
Support Services	15,512	17,900	17,600	15,100	(300)	(2,800)
TOTAL SUPPORT CHARGES	15,512	17,900	17,600	15,100	(300)	(2,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	120,498	130,900	121,600	130,200	(9,300)	(700)
<p>The tourism industry is an important sector of the economy in Warwick District and is an important element of the Corporate Strategy vision as "...a great place to live, work and visit."</p> <p>The Council supports the industry through it's status as a founding member of the Destination Management Organisation, Shakespeare's England Ltd. The company has developed a destination management plan to guide the development of the industry in the sub region.</p>						

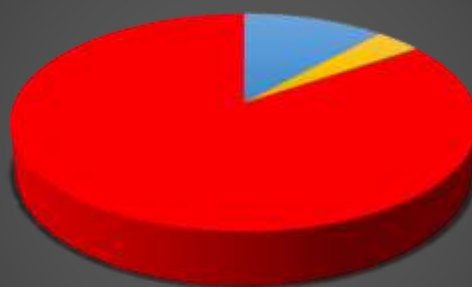
Finance							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		.(A)	.(B)	.(C)	.(D)	(C-B)	(D-B)
S1425	Accountancy	215,531	261,200	87,900	73,900	(173,300)	(187,300)
S1578	Audit & Risk	85,903	70,700	80,600	82,800	9,900	12,100
S3250	Benefits	689,864	644,700	955,800	998,000	311,100	353,300
S3100	One Stop Shops	919	0	48,700	0	48,700	0
S1418	Financial Services Team	(5)	0	0	0	0	0
S3050	Revenues	996,856	972,000	1,146,900	889,200	174,900	(82,800)
S1465	Corporate Management	810,957	809,700	876,500	670,000	66,800	(139,700)
S1410	Finance Management	0	230,100	477,200	(1,657,600)	247,100	(1,887,700)
S1417	Procurement	0	0	0	0	0	0
TOTAL FINANCE		2,800,025	2,988,400	3,673,600	1,056,300	685,200	(1,932,100)
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	3,602,551	3,539,800	3,472,100	3,270,000	(67,700)	(269,800)
	Transport	10,577	9,700	7,500	8,700	(2,200)	(1,000)
	Supplies and Services	657,584	776,800	1,152,000	(1,047,300)	375,200	(1,824,100)
	Third Party Payments	44,237	66,700	63,100	58,100	(3,600)	(8,600)
	Transfer Payments	25,208,446	25,293,100	23,887,200	23,811,800	(1,405,900)	(1,481,300)
TOTAL DIRECT EXPENDITURE		29,523,396	29,686,100	28,581,900	26,101,300	(1,104,200)	(3,584,800)
DIRECT INCOME							
	Government grants	(26,073,351)	(26,116,300)	(24,456,600)	(24,328,600)	1,659,700	1,787,700
	Other Grants & Contributions	(86,095)	(89,800)	(89,800)	(91,700)	0	(1,900)
	Fees and Charges	(355,125)	(367,200)	(190,400)	(374,700)	176,800	(7,500)
	Sale of Goods	(46,662)	(12,600)	(7,500)	(7,700)	5,100	4,900
TOTAL DIRECT INCOME		(26,561,233)	(26,585,900)	(24,744,300)	(24,802,700)	1,841,600	1,783,200
NET DIRECT (INCOME) / EXPENDITURE		2,962,163	3,100,200	3,837,600	1,298,600	737,400	(1,801,600)
SUPPORT CHARGES							
	Support Services	2,514,719	2,607,600	2,604,800	2,357,700	(2,800)	(249,900)
	Capital Charges	56,116	38,400	39,000	38,600	600	200
	Recharges	(2,732,972)	(2,757,800)	(2,807,800)	(2,638,600)	(50,000)	119,200
TOTAL SUPPORT CHARGES		(162,137)	(111,800)	(164,000)	(242,300)	(52,200)	(130,500)
NET (INCOME) / EXPENDITURE TO SUMMARY		2,800,025	2,988,400	3,673,600	1,056,300	685,200	(1,932,100)

The Head of Finance is responsible for providing a comprehensive financial service to the Council via the following five divisions of the Business Unit:

- Procurement
 - Procurement advice
 - Contract management and commissioning support
 - E - Tendering
 - Strategic and commercial advice
- Exchequer:
 - Revenues
 - Collection of Council Tax
 - Collection of Business Rates
 - FSTeam
 - Creditors
 - Sundry Income
- Accountancy
 - Accounting and Budgeting
 - Treasury Management
 - Financial Advice
- Audit and Risk
 - Internal Audit
 - Risk Management
 - Corporate Fraud
 - Insurances
- Benefits
 - Housing Benefits
 - Council Tax Reduction
 - Customer Support Team

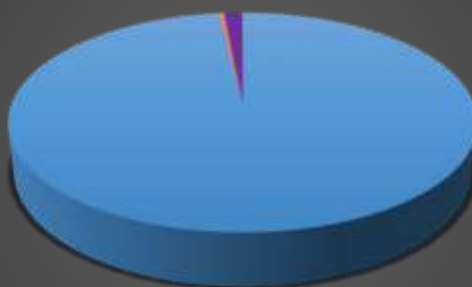
Work is undertaken under the direction of the Head of Finance who performs his duties in compliance with the appropriate regulations and standards expected of Local Government, as promoted by the Chartered Institute of Public Finance and Accountancy. From August 2019 this service also includes the cost of a three year Financial Systems Project Manager, who is tasked with managing the replacement of the Council's Financial Management System. The cost of this service is recharged to users based on staff time allocations

Finance Gross Expenditure Budgets 2021 / 2022



■ Employees ■ Premises Related Exp ■ Transport ■ Supplies and Services ■ Third Party Payments ■ Transfer Payments

Finance Gross Income Budgets 2021 / 2022



■ Government grants ■ Other Grants & Contributions ■ Fees and Charges ■ Sale of Goods ■ Rents

Portfolio Service	Finance					
	S1425	Accountancy				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	850,838	819,500	687,500	665,400	(132,000)	(154,100)
Transport	820	800	300	800	(500)	0
Supplies and Services	99,932	125,500	107,800	127,700	(17,700)	2,200
Third Party Payments	5,634	2,200	2,200	2,200	0	0
TOTAL DIRECT EXPENDITURE	957,224	948,000	797,800	796,100	(150,200)	(151,900)
DIRECT INCOME						
Government grants	(3,600)	0	0	0	0	0
Sale of Goods	(34,155)	0	0	0	0	0
TOTAL DIRECT INCOME	(37,755)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	919,469	948,000	797,800	796,100	(150,200)	(151,900)
SUPPORT CHARGES						
Support Services	245,404	252,500	255,400	254,500	2,900	2,000
Capital Charges	56,116	38,400	39,000	38,600	600	200
Recharges	(1,005,458)	(977,700)	(1,004,300)	(1,015,300)	(26,600)	(37,600)
TOTAL SUPPORT CHARGES	(703,938)	(686,800)	(709,900)	(722,200)	(23,100)	(35,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	215,531	261,200	87,900	73,900	(173,300)	(187,300)

The Accountancy Division is directed by the Strategic Finance Manager (a qualified accountant), and is comprised of 5 Principal Accountants, 6 Assistant Accountants, an Accountancy Assistant and an Apprentice. The services provided are as follows:

- Co-ordination of annual revenue budgets, fees and charges reports and capital budgets;
- The setting of the Council Tax;
- Preparation of statutory final accounts and associated returns, grant claims etc.;
- Provision of financial advice, training and assistance in budget monitoring for all Service Area managers at all levels;
- Maintenance and Development of the Council's Financial Management and Asset Register;
- On site support to Service Areas, including advice in respect of VAT;
- Treasury Management;
- Collection Fund Accounts;
- Financial support and direction on various projects undertaken within the Council.

The Accountancy Division typically works to the following timescales:

- Accountancy advice - 10 working days
- Response to Committee Reports - 5 working days
- Routine requests for advice - 2 working days
- Emergency / urgent work - on demand, subject to staff availability / working patterns

In the majority of cases, the Division will work with service areas to respond within a far shorter timescale.

The work is undertaken according to CIPFA accounting standards and is subject to external / internal audits each year.

The division continues to review the way the Council's Budgets are monitored and reported, in conjunction with the implementation of the new Financial Management System, to ensure accurate, timely and strategic information can be provided.

The cost of this service is recharged to users based on staff time allocations.

Portfolio Service	Finance					
	S1578	Audit & Risk				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	352,178	336,300	349,300	360,000	13,000	23,700
Premises Related Exp	0	0	0	0	0	0
Transport	6,375	4,100	4,100	4,100	0	0
Supplies and Services	23,853	19,500	22,300	22,500	2,800	3,000
Third Party Payments	762	13,700	11,100	5,200	(2,600)	(8,500)
TOTAL DIRECT EXPENDITURE	383,169	373,600	386,800	391,800	13,200	18,200
DIRECT INCOME						
Sale of Goods	(12,208)	(12,600)	(7,500)	(7,700)	5,100	4,900
TOTAL DIRECT INCOME	(12,208)	(12,600)	(7,500)	(7,700)	5,100	4,900
NET DIRECT (INCOME) / EXPENDITURE	370,961	361,000	379,300	384,100	18,300	23,100
SUPPORT CHARGES						
Support Services	79,326	82,800	80,300	81,300	(2,500)	(1,500)
Recharges	(364,343)	(373,100)	(379,000)	(382,600)	(5,900)	(9,500)
TOTAL SUPPORT CHARGES	(285,018)	(290,300)	(298,700)	(301,300)	(8,400)	(11,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	85,943	70,700	80,600	82,800	9,900	12,100
<p>Audit and Risk comprises Internal Audit, Corporate Fraud Investigation and Risk Management (including Insurance).</p> <p>The Internal Audit Service comprises provision of assurance to management on the state of internal control and governance in respect of all of the Council's functions, activities and systems.</p> <p>The services provided also include the following:</p> <ul style="list-style-type: none"> ☐ General advice on controls and risk (including assistance on projects) ☐ Promotion of an anti-fraud and corruption culture ☐ Investigations into suspected cases of fraud and corruption. <p>The audit work is undertaken in compliance with professional auditing standards as laid down by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Chartered Institute of Internal Auditors (CIA). The Council's external auditors, Grant Thornton, review and report annually on the activities of Internal Audit.</p> <p>The service is delivered through a combination of in-house staffing and, especially for IT audits, external contractors.</p> <p>The Audit and Risk Manager reports quarterly to the Head of Finance, the Senior Management Team and to the Finance and Audit Scrutiny Committee on the activities of Internal Audit.</p> <p>Within Audit and Risk, the Corporate Fraud Investigation Team carry out investigations into suspected cases of fraud being perpetrated against the Council. This service is provided in conjunction with Oxford City Council.</p> <p>In terms of risk management, support is provided to services to help them manage their risks effectively. Risk registers are in place for all Council services and these are reviewed regularly by the Finance & Audit Scrutiny Committee. A report is issued to members annually on progress in embedding risk management across the organisation. As part of risk management, insurance is arranged with the Council's insurers and all claims are handled by the Insurance & Risk Officer.</p>						

Portfolio Service	Finance																	
	S3250	Benefits																
SUBJECTIVE ANALYSIS																		
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance												
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22												
DIRECT EXPENDITURE																		
Employees	759,401	707,700	760,600	736,900	52,900	29,200												
Transport	119	700	200	700	(500)	0												
Supplies and Services	260,345	236,900	238,800	240,900	1,900	4,000												
Third Party Payments	8,600	100	100	100	0	0												
Transfer Payments	25,208,446	25,293,100	23,811,800	23,811,800	(1,481,300)	(1,481,300)												
TOTAL DIRECT EXPENDITURE	26,236,911	26,238,500	24,811,500	24,790,400	(1,427,000)	(1,448,100)												
DIRECT INCOME																		
Government grants	(25,835,050)	(25,901,900)	(24,167,400)	(24,114,200)	1,734,500	1,787,700												
Sale of Goods	(150)	0	0	0	0	0												
TOTAL DIRECT INCOME	(25,835,200)	(25,901,900)	(24,167,400)	(24,114,200)	1,734,500	1,787,700												
NET DIRECT (INCOME) / EXPENDITURE	401,711	336,600	644,100	676,200	307,500	339,600												
SUPPORT CHARGES																		
Support Services	423,763	459,300	459,300	459,300	0	0												
Recharges	(135,610)	(151,200)	(147,600)	(137,500)	3,600	13,700												
TOTAL SUPPORT CHARGES	288,153	308,100	311,700	321,800	3,600	13,700												
NET (INCOME) / EXPENDITURE TO SUMMARY	689,864	644,700	955,800	998,000	311,100	353,300												
<p>Universal Credit is gradually replacing Housing Benefit (HB) for working age customers, however Local Authorities are expected to continue to administer the HB scheme until all customers have migrated and the Housing Benefit administration grant is gradually reducing to reflect the reduction in Housing Benefit claimants. The Housing Benefit caseload has reduced as a result of Universal Credit, however the Department for Work and Pensions have not made any decisions about the migration of the existing caseload as yet. Administration of HB for pensioners will remain the responsibility of the Local Authority for the foreseeable future. The HB scheme enables people on a low income to obtain financial assistance towards their rent.</p> <p>Local authorities are responsible for determining their own Local Council Tax Reduction Scheme (LCTRS) for working age claimants, the rules for pensioners are prescribed by Government. Claimants who are on a low income can have their council tax liability reduced by up to 85% for working age and 100% for pension age claimants.</p> <p>Principal Features:</p> <p>Entitlement to housing benefit and council tax reduction for pensioners is assessed in relation to total financial resources and "applicable amounts".</p> <p>(a) Households on Income Support, Jobseekers' Allowance, Pension Credit (Guarantee Credit) and Employment Support Allowance (income related) should be able to get the maximum level of assistance less, where applicable, a deduction for any non dependants living in the household. Other households whose income is not included in this list may also qualify and the level of entitlement is assessed based on income and capital compared to the circumstances of the household.</p> <p>(b) Applicants with more than £16,000 assessed capital do not qualify for benefit unless they are in receipt of Pension Credit (Guarantee Credit).</p> <p>(c) Income from employment is assessed on net income.</p> <p>From April 2019, LCTRS claims from Universal Credit claimants have been assessed under the Council's banded scheme. There has been a large increase in the number of LCTRS claims due to the coronavirus pandemic.</p> <p>Number of claimants:</p> <table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>HB</td> <td>5,800</td> <td>4,800</td> <td>4,300</td> </tr> <tr> <td>CTR</td> <td>6,429</td> <td>6,600</td> <td>7,500</td> </tr> </tbody> </table> <p>In February 2017, calls to the service were repatriated to the District Council, the benefit service now includes a team of customer service advisors, the team receive around 3,800 calls per month and this includes calls to the Council's main switchboard number.</p>								2018	2019	2020	HB	5,800	4,800	4,300	CTR	6,429	6,600	7,500
	2018	2019	2020															
HB	5,800	4,800	4,300															
CTR	6,429	6,600	7,500															

Portfolio Service	Finance					
	S3100	One Stop Shops				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	311,893	320,600	327,300	225,800	6,700	(94,800)
Transport	93	1,000	100	0	(900)	(1,000)
Supplies and Services	3,760	7,500	54,300	5,300	46,800	(2,200)
Third Party Payments	0	0	600	0	600	0
Transfer Payments	0	0	75,400	0	75,400	0
TOTAL DIRECT EXPENDITURE	315,746	329,100	457,700	231,100	128,600	(98,000)
DIRECT INCOME						
Government grants	0	0	(74,800)	0	(74,800)	0
Sale of Goods	(149)	0	0	0	0	0
TOTAL DIRECT INCOME	(149)	0	(74,800)	0	(74,800)	0
NET DIRECT (INCOME) / EXPENDITURE	315,597	329,100	382,900	231,100	53,800	(98,000)
SUPPORT CHARGES						
Support Services	210,220	216,900	216,900	216,900	0	0
Recharges	(524,898)	(546,000)	(551,100)	(448,000)	(5,100)	98,000
TOTAL SUPPORT CHARGES	(314,678)	(329,100)	(334,200)	(231,100)	(5,100)	98,000
NET (INCOME) / EXPENDITURE TO SUMMARY	919	0	48,700	0	48,700	0

Portfolio Service	Finance					
	S1418	Financial Services Team				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	223,712	212,000	219,400	223,300	7,400	11,300
Transport	0	100	100	100	0	0
Supplies and Services	9,282	9,400	9,400	9,400	0	0
TOTAL DIRECT EXPENDITURE	232,994	221,500	228,900	232,800	7,400	11,300
DIRECT INCOME						
Government grants	(2,222)	0	0	0	0	0
Other Grants & Contributions	(8,500)	(8,700)	(8,700)	(8,900)	0	(200)
TOTAL DIRECT INCOME	(10,722)	(8,700)	(8,700)	(8,900)	0	(200)
NET DIRECT (INCOME) / EXPENDITURE	222,272	212,800	220,200	223,900	7,400	11,100
SUPPORT CHARGES						
Support Services	75,937	63,100	63,100	63,100	0	0
Recharges	(298,214)	(275,900)	(283,300)	(287,000)	(7,400)	(11,100)
TOTAL SUPPORT CHARGES	(222,277)	(212,800)	(220,200)	(223,900)	(7,400)	(11,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	(5)	0	0	0	0	0
The FSTeam provides support to Service Areas across the Council which are of a financial nature. The team also prepares and manages the support services of creditor and debtor invoice processing.						
The cost of this service is recharged to services using a variety of basis ranging from staff time allocations, numbers of staff and numbers of transactions.						

Portfolio Service	Finance					
	S3050	Revenues				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	823,182	821,800	827,600	856,600	5,800	34,800
Transport	2,064	1,900	1,900	1,900	0	0
Supplies and Services	169,675	108,900	171,500	110,000	62,600	1,100
Third Party Payments	21,656	26,300	26,300	26,700	0	400
Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	1,016,576	958,900	1,027,300	995,200	68,400	36,300
DIRECT INCOME						
Government grants	(228,879)	(214,400)	(214,400)	(214,400)	0	0
Other Grants & Contributions	(77,595)	(81,100)	(81,100)	(82,800)	0	(1,700)
Fees and Charges	(355,085)	(367,200)	(190,400)	(374,700)	176,800	(7,500)
TOTAL DIRECT INCOME	(661,559)	(662,700)	(485,900)	(671,900)	176,800	(9,200)
NET DIRECT (INCOME) / EXPENDITURE	355,017	296,200	541,400	323,300	245,200	27,100
SUPPORT CHARGES						
Support Services	641,839	675,800	605,500	565,900	(70,300)	(109,900)
TOTAL SUPPORT CHARGES	641,839	675,800	605,500	565,900	(70,300)	(109,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	996,856	972,000	1,146,900	889,200	174,900	(82,800)
The Revenues Service is responsible for the levying and collection of both the Council Tax and Business Rates .						
Council Tax - Introduced in April 1993, 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. The banding exercise was carried out and is maintained by the Valuation Office, an Executive Agency of central Government.						
Each year in late February, or early March, the Council, as the Billing Authority, fixes the charges that will apply for the upcoming financial year. The amount of tax levied will include precepts on behalf of Warwickshire County Council and Warwickshire Police and Crime Commissioner, as well as precepts by the appropriate parish or town councils.						
Business Rates - All businesses in the area have a 'rateable value' ascribed to them by the Valuation Office Agency. Business Rates are subject to a revaluation every 5 years [although the Autumn Budget 2017 proposed that this will take place every 3 years moving forward] when the values are updated to reflect market changes in rental values. The latest revaluation took effect from 01 April 2017 and the next revaluation has been put back to from 2021 to 2023. The Government fixes the rate-in-the-pound that the Council must use to calculate charges which are then levied on the occupiers or owners of the relevant properties. There is a system of 'transitional relief' which helps cushion the effects of substantial changes following a revaluation.						
In both cases, the Revenues Service is responsible for calculating the charges, allowing any discounts, benefits or reliefs as appropriate, and then sending out bills in accordance with the regulations. If payment is not forthcoming, then recovery action as set out in the regulations is followed in order to secure payment.						
The council's website at www.warwickdc.gov.uk gives more details about council tax and rates and also gives details of how to go about applying for benefits, reliefs, discounts or exemptions.						

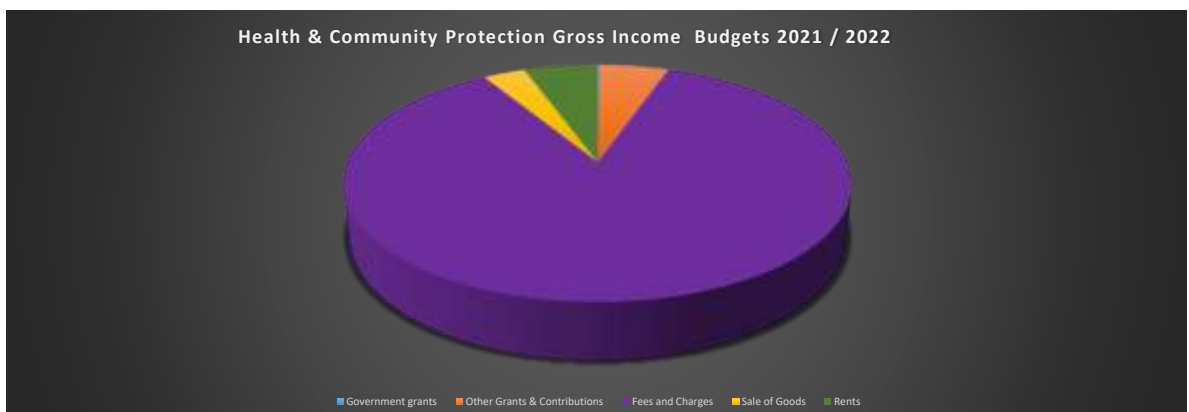
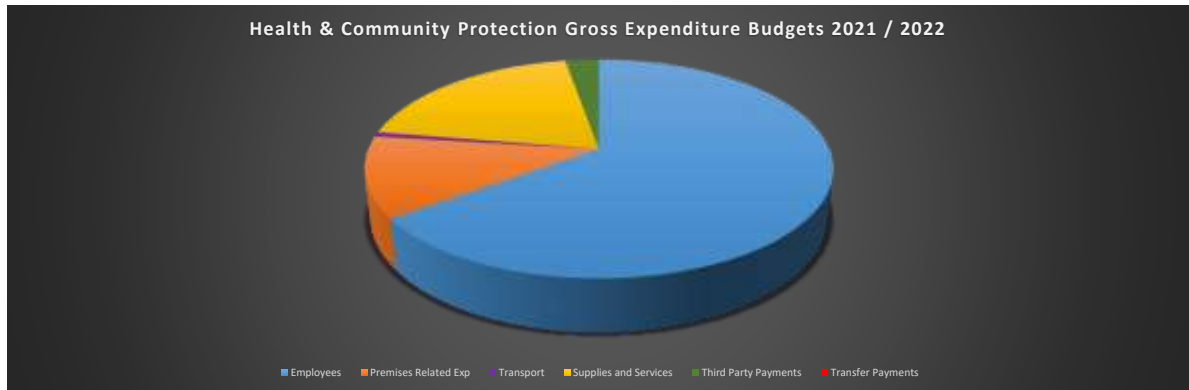
Portfolio Service	Finance					
	S1465	Corporate Management				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Supplies and Services	78,489	58,800	58,500	59,600	(300)	800
TOTAL DIRECT EXPENDITURE	78,489	58,800	58,500	59,600	(300)	800
NET DIRECT (INCOME) / EXPENDITURE	78,489	58,800	58,500	59,600	(300)	800
SUPPORT CHARGES						
Support Services	749,173	769,400	836,500	628,900	67,100	(140,500)
Recharges	(16,704)	(18,500)	(18,500)	(18,500)	0	0
TOTAL SUPPORT CHARGES	732,469	750,900	818,000	610,400	67,100	(140,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	810,957	809,700	876,500	670,000	66,800	(139,700)

Portfolio Service	Finance					
	S1410	Finance Management				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	171,411	217,400	190,300	87,500	(27,100)	(129,900)
Transport	174	300	0	300	(300)	0
Supplies and Services	7,585	206,100	484,300	(1,627,800)	278,200	(1,833,900)
TOTAL DIRECT EXPENDITURE	179,171	423,800	674,600	(1,540,000)	250,800	(1,963,800)
NET DIRECT (INCOME) / EXPENDITURE	179,171	423,800	674,600	(1,540,000)	250,800	(1,963,800)
SUPPORT CHARGES						
Support Services	52,787	50,100	50,100	50,100	0	0
Recharges	(231,957)	(243,800)	(247,500)	(167,700)	(3,700)	76,100
TOTAL SUPPORT CHARGES	(179,171)	(193,700)	(197,400)	(117,600)	(3,700)	76,100
NET (INCOME) / EXPENDITURE TO SUMMARY	0	230,100	477,200	(1,657,600)	247,100	(1,887,700)

Portfolio Service	Finance					
	S1417	Procurement				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	109,936	104,500	110,100	114,500	5,600	10,000
Transport	932	800	800	800	0	0
Supplies and Services	4,664	4,200	5,100	5,100	900	900
Third Party Payments	7,585	24,400	22,800	23,900	(1,600)	(500)
TOTAL DIRECT EXPENDITURE	123,116	133,900	138,800	144,300	4,900	10,400
DIRECT INCOME						
Government grants	(3,600)	0	0	0	0	0
TOTAL DIRECT INCOME	(3,600)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	119,516	133,900	138,800	144,300	4,900	10,400
SUPPORT CHARGES						
Support Services	36,272	37,700	37,700	37,700	0	0
Recharges	(155,788)	(171,600)	(176,500)	(182,000)	(4,900)	(10,400)
TOTAL SUPPORT CHARGES	(119,516)	(133,900)	(138,800)	(144,300)	(4,900)	(10,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0
<p>The Procurement Section is able to provide the following services to budget holders:</p> <ul style="list-style-type: none"> - Procurement advice - Contract management and commissioning support - E - Tendering - Strategic and commercial advice <p>The Procurement Section's role is to ensure that all procurement projects are undertaken within the Council's Code of Procurement Practice, Code of Financial Practice and the Public Contract Regulations 2015. Whilst procurement decision making power is devolved to all budget holders within the authority, the procurement team are actively involved in all tender opportunities above £25,000. Our aim is to provide value for money on supplies, services, and works bought and leased by the council. This does not mean the cheapest but a balance between cost and quality of contract provision.</p>						

Health & Community Protection							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		.(A)	.(B)	.(C)	.(D)	(C-B)	(D-B)
S1045	CCTV	315,267	222,100	352,100	293,500	130,000	71,400
S3465	Chase Meadow Community Centre	11,592	11,600	11,600	11,800	0	200
S2141	Civil Contingencies	80,109	95,900	93,800	73,900	(2,100)	(22,000)
S1001	Community Development	650,099	469,700	2,134,900	483,000	1,665,200	13,300
S2102	Community Forums	22,268	28,100	0	0	(28,100)	(28,100)
S2110	Community Partnership	333,908	301,600	338,900	342,100	37,300	40,500
S4350	Community Safety	221,602	208,900	152,000	159,500	(56,900)	(49,400)
S4210	EH Environmental Health Core	518	0	29,100	17,500	29,100	17,500
S4300	Environmental Protection	860,592	744,600	785,800	756,800	41,200	12,200
S4270	Food+Occupational Safety+Health	480,671	506,800	519,500	517,800	12,700	11,000
S2360	Licensing & Registration	156,886	149,400	243,300	150,600	93,900	1,200
S2300	Office Accommodation	0	0	0	0	0	0
TOTAL HEALTH & COMMUNITY PROTECTION		3,133,513	2,738,700	4,661,000	2,806,500	1,922,300	67,800
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	2,195,238	2,015,100	2,040,300	1,999,000	25,200	(16,100)
	Premises Related Exp	350,480	362,100	361,300	369,400	(800)	7,300
	Transport	14,979	21,800	21,800	21,900	0	100
	Supplies and Services	726,246	602,300	645,300	602,800	43,000	500
	Third Party Payments	55,094	83,800	83,800	84,800	0	1,000
	Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		3,342,036	3,085,100	3,152,500	3,077,900	67,400	(7,200)
DIRECT INCOME							
	Government grants	(267)	(1,000)	(1,000)	(1,000)	0	0
	Other Grants & Contributions	(68,567)	(25,500)	(25,500)	(26,100)	0	(600)
	Fees and Charges	(386,043)	(421,700)	(321,800)	(430,800)	99,900	(9,100)
	Sale of Goods	(50,056)	(18,300)	(15,200)	(15,700)	3,100	2,600
	Interest	0	0	0	0	0	0
	Rents	(20,250)	(27,500)	(27,500)	(28,100)	0	(600)
TOTAL DIRECT INCOME		(525,183)	(494,000)	(391,000)	(501,700)	103,000	(7,700)
NET DIRECT (INCOME) / EXPENDITURE		2,816,853	2,591,100	2,761,500	2,576,200	170,400	(14,900)
SUPPORT CHARGES							
	Support Services	1,475,998	1,455,200	1,407,400	1,340,300	(47,800)	(114,900)
	Capital Charges	345,912	161,300	1,909,100	255,000	1,747,800	93,700
	Recharges	(1,505,251)	(1,468,900)	(1,417,000)	(1,365,000)	51,900	103,900
TOTAL SUPPORT CHARGES		316,659	147,600	1,899,500	230,300	1,751,900	82,700
NET (INCOME) / EXPENDITURE TO SUMMARY		3,133,513	2,738,700	4,661,000	2,806,500	1,922,300	67,800

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Portfolio Service	Health & Community Protection					
	S1045	CCTV				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	279,695	243,700	264,800	256,500	21,100	12,800
Premises Related Exp	11,491	11,800	11,800	11,800	0	0
Transport	209	300	300	300	0	0
Supplies and Services	134,260	83,400	133,400	83,700	50,000	300
Third Party Payments	0	300	300	300	0	0
TOTAL DIRECT EXPENDITURE	425,654	339,500	410,600	352,600	71,100	13,100
DIRECT INCOME						
Other Grants & Contributions	(14,867)	0	0	0	0	0
Sale of Goods	(8,297)	(8,200)	(8,200)	(8,400)	0	(200)
TOTAL DIRECT INCOME	(23,164)	(8,200)	(8,200)	(8,400)	0	(200)
NET DIRECT (INCOME) / EXPENDITURE	402,490	331,300	402,400	344,200	71,100	12,900
SUPPORT CHARGES						
Support Services	198,857	183,000	183,000	183,000	0	0
Capital Charges	14,821	8,700	67,600	67,200	58,900	58,500
Recharges	(300,900)	(300,900)	(300,900)	(300,900)	0	0
TOTAL SUPPORT CHARGES	(87,223)	(109,200)	(50,300)	(50,700)	58,900	58,500
NET (INCOME) / EXPENDITURE TO SUMMARY	315,267	222,100	352,100	293,500	130,000	71,400

The Council owns and monitors a CCTV system, which covers 190 cameras across the District, including cameras which operate on behalf of Housing, Culture and Neighbourhood Services. The control room is staffed on a "24/7" basis and maintains a link to the Police Central Control Room and via Retail Radio links to over 100 businesses across the District including those in the evening economy.

A CCTV Manager is responsible for the service together with 5.8 CCTV operators who monitor the cameras, Retail Radio links and Help Point system.

The scheme deals with around 15,000-20,000 incidents a year and initiates nearly 700 arrests per year.

Portfolio Service	Health & Community Protection					
	S3465	Chase Meadow Community Centre				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Supplies and Services	11,500	11,500	11,500	11,700	0	200
TOTAL DIRECT EXPENDITURE	11,500	11,500	11,500	11,700	0	200
NET DIRECT (INCOME) / EXPENDITURE	11,500	11,500	11,500	11,700	0	200
SUPPORT CHARGES						
Support Services	92	100	100	100	0	0
TOTAL SUPPORT CHARGES	92	100	100	100	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	11,592	11,600	11,600	11,800	0	200

Portfolio Service	Health & Community Protection					
	S2141	Civil Contingencies				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	103	0	0	0	0	0
Supplies and Services	6,301	10,200	10,200	10,400	0	200
Third Party Payments	383	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	6,786	10,200	10,200	10,400	0	200
NET DIRECT (INCOME) / EXPENDITURE	6,786	10,200	10,200	10,400	0	200
SUPPORT CHARGES						
Support Services	73,323	85,700	83,600	63,500	(2,100)	(22,200)
TOTAL SUPPORT CHARGES	73,323	85,700	83,600	63,500	(2,100)	(22,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	80,109	95,900	93,800	73,900	(2,100)	(22,000)

The expenditure budgets shown above are to support the Councils compliance with the Civil Contingencies Act. This places seven areas of civil protection duties on the Council as a Category 1 responder. The seven areas have a further myriad of requirements which are highlighted by the Civil Contingencies Secretariat at the Cabinet Office. The seven main civil protection duties are as follows;

- Co-operation between all local and multi-agency responders.
- Information sharing between all local and multi-agency responders.
- Assessment of emergency risks facing the Community.
- Emergency Planning
- Business Continuity Management (BCM)
- Communicating with the Public to warn and inform before, during and after an emergency
- Advice and Assistance to the Business and Voluntary Organisations in relation to BCM.

Portfolio Service	Health & Community Protection					
	S1001	Community Development				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Supplies and Services	312,437	285,300	285,300	290,900	0	5,600
TOTAL DIRECT EXPENDITURE	312,437	285,300	285,300	290,900	0	5,600
NET DIRECT (INCOME) / EXPENDITURE	312,437	285,300	285,300	290,900	0	5,600
SUPPORT CHARGES						
Support Services	9,318	34,400	10,400	6,600	(24,000)	(27,800)
Capital Charges	328,344	150,000	1,839,200	185,500	1,689,200	35,500
TOTAL SUPPORT CHARGES	337,662	184,400	1,849,600	192,100	1,665,200	7,700
NET (INCOME) / EXPENDITURE TO SUMMARY	650,099	469,700	2,134,900	483,000	1,665,200	13,300
<p>The crucial role that the voluntary and community sector and its infrastructure organisations play in delivering essential services is widely recognised and acknowledged. Engaging and strengthening communities, and promoting community cohesion, is one of the cross cutting themes of the council Fit for the Future Business Strategy.</p> <p>The figures shown represent the Council's financial contributions to the support and development of strong community infrastructure and activities that will enable Warwick District residents to achieve their potential, and participate fully in the community. The funding is allocated to a range of voluntary and community organisations on the basis of 3 year contracts (awarded following a commissioning exercise in Autumn 2015 and extended in 20/21).</p>						

Portfolio Service	Health & Community Protection					
	S2102	Community Forums				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Supplies and Services	22,268	28,100	0	0	(28,100)	(28,100)
TOTAL DIRECT EXPENDITURE	22,268	28,100	0	0	(28,100)	(28,100)
NET DIRECT (INCOME) / EXPENDITURE	22,268	28,100	0	0	(28,100)	(28,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	22,268	28,100	0	0	(28,100)	(28,100)

Portfolio Service	Health & Community Protection					
	S2110	Community Partnership				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	207,092	196,400	208,500	212,300	12,100	15,900
Premises Related Exp	1,151	1,200	1,200	1,200	0	0
Transport	709	1,300	1,300	1,300	0	0
Supplies and Services	6,842	7,000	7,000	7,000	0	0
Third Party Payments	0	400	400	400	0	0
TOTAL DIRECT EXPENDITURE	215,793	206,300	218,400	222,200	12,100	15,900
DIRECT INCOME						
Other Grants & Contributions	(25,000)	(25,500)	(25,500)	(26,100)	0	(600)
TOTAL DIRECT INCOME	(25,000)	(25,500)	(25,500)	(26,100)	0	(600)
NET DIRECT (INCOME) / EXPENDITURE	190,793	180,800	192,900	196,100	12,100	15,300
SUPPORT CHARGES						
Support Services	143,115	146,000	146,000	146,000	0	0
Recharges	0	(25,200)	0	0	25,200	25,200
TOTAL SUPPORT CHARGES	143,115	120,800	146,000	146,000	25,200	25,200
NET (INCOME) / EXPENDITURE TO SUMMARY	333,908	301,600	338,900	342,100	37,300	40,500
<p>The role of the team is to:</p> <ul style="list-style-type: none"> - engage and consult with communities - run community forums across 7 locality areas - manage grants to voluntary and community groups - commission voluntary and community sector services - engage in a range of district, county and sub regional multi agency partnerships - provide outreach community development in the most socially and economically deprived areas - lead on the corporate sustainability and health and wellbeing agendas - support the delivery of the Armed Forces Community Covenant Action Plan 						

Portfolio Service	Health & Community Protection					
	S4350	Community Safety				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	303,560	275,600	209,500	289,900	(66,100)	14,300
Transport	846	1,600	1,600	1,600	0	0
Supplies and Services	89,897	45,700	41,500	41,500	(4,200)	(4,200)
Third Party Payments	204	7,100	7,100	7,200	0	100
Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	394,506	330,000	259,700	340,200	(70,300)	10,200
DIRECT INCOME						
Other Grants & Contributions	(28,700)	0	0	0	0	0
Fees and Charges	(15,827)	(13,600)	(13,600)	(14,000)	0	(400)
Sale of Goods	(35,208)	(3,500)	(3,500)	(3,600)	0	(100)
TOTAL DIRECT INCOME	(79,734)	(17,100)	(17,100)	(17,600)	0	(500)
NET DIRECT (INCOME) / EXPENDITURE	314,772	312,900	242,600	322,600	(70,300)	9,700
SUPPORT CHARGES						
Support Services	243,447	218,100	204,400	173,000	(13,700)	(45,100)
Capital Charges	941	900	900	900	0	0
Recharges	(337,558)	(323,000)	(295,900)	(337,000)	27,100	(14,000)
TOTAL SUPPORT CHARGES	(93,170)	(104,000)	(90,600)	(163,100)	13,400	(59,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	221,602	208,900	152,000	159,500	(56,900)	(49,400)

The Safer Communities Manager is responsible for co-ordinating the Council's response to crime and disorder issues. There are three main areas of work:

- Mainstreaming and coordination of the councils response to the statutory duties under the Crime & Disorder Act (1998)
- Driving and improving the South Warwickshire Community Safety Partnership (SWCSP)
- Leading and coordinating responses to anti-social behaviour and nuisance

Crime Reduction

In partnership with Warwickshire Police, Warwickshire County Council, Warwickshire Fire and Rescue Service, Probation and South Warwickshire Clinical Commissioning group this authority is jointly responsible for the reduction of crime, disorder and drugs misuse in Warwick District. On September 12th, 2008 the Crime & Disorder Reduction Partnerships (CDRP's) for the Warwick and Stratford-on-Avon districts were formally merged. The South Warwickshire Community Safety Partnership builds on a history of successful collaborative work including two joint audits and one joint strategic assessment. The Safer Communities Manager bids to the Police & Crime Commissioner for funding of key interventions. The priorities following consideration of the 2019/20 Strategic Assessment (to be confirmed) were:

- Reducing violent crime
- Reducing Anti-Social Behaviour
- Reducing Re-Offending
- Reducing crime in the rural areas

Anti-Social Behaviour

Since August 2006 Warwick District Council and Stratford District Council have both employed a full time Anti-Social Behaviour Officer with the objective of building respect in communities and reducing anti-social behaviour. The Anti-Social Behaviour Officer is tasked with early intervention work to modify behaviour at first report. Working practices have been re-designed from the victim perspective and in line with the Pilkington Review. A risk matrix is now used to ensure that we identify and support the vulnerable using a victim centred approach to ASB.

Portfolio Service	Health & Community Protection					
	S4210	EH Environmental Health Core				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	108,180	105,700	108,800	(4,500)	3,100	(110,200)
Transport	377	1,200	1,200	1,200	0	0
Supplies and Services	27,251	29,100	56,000	55,900	26,900	26,800
Third Party Payments	1,954	2,700	2,700	2,700	0	0
TOTAL DIRECT EXPENDITURE	137,761	138,700	168,700	55,300	30,000	(83,400)
NET DIRECT (INCOME) / EXPENDITURE	137,761	138,700	168,700	55,300	30,000	(83,400)
SUPPORT CHARGES						
Support Services	58,926	58,500	58,100	58,300	(400)	(200)
Recharges	(196,169)	(197,200)	(197,700)	(96,100)	(500)	101,100
TOTAL SUPPORT CHARGES	(137,243)	(138,700)	(139,600)	(37,800)	(900)	100,900
NET (INCOME) / EXPENDITURE TO SUMMARY	518	0	29,100	17,500	29,100	17,500

The service, under the control of the Head of Health and Community Protection, is responsible for the management and administration of a number of public health related functions under three sections, i.e. Regulatory, Safer Communities, and Community Partnership.

In addition to a wide range of public protection and regulatory functions the service has a lead role in three Corporate priorities under the Fit for the Future Change Programme - Health, Clean, Green and Safe. Management of corporate health and safety also resides within the services.

Portfolio Service	Health & Community Protection					
	S4300	Environmental Protection				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	559,118	481,400	531,400	513,700	50,000	32,300
Premises Related Exp	289	0	500	500	500	500
Transport	8,910	12,000	12,000	12,100	0	100
Supplies and Services	74,847	50,300	49,700	50,400	(600)	100
Third Party Payments	36,006	22,800	22,800	23,000	0	200
TOTAL DIRECT EXPENDITURE	679,170	566,500	616,400	599,700	49,900	33,200
DIRECT INCOME						
Government grants	0	(1,000)	(1,000)	(1,000)	0	0
Fees and Charges	(40,138)	(24,200)	(24,300)	(25,000)	(100)	(800)
Sale of Goods	(335)	(1,500)	(1,500)	(1,600)	0	(100)
TOTAL DIRECT INCOME	(40,473)	(26,700)	(26,800)	(27,600)	(100)	(900)
NET DIRECT (INCOME) / EXPENDITURE	638,697	539,800	589,600	572,100	49,800	32,300
SUPPORT CHARGES						
Support Services	391,382	351,000	343,900	333,000	(7,100)	(18,000)
Capital Charges	1,806	1,700	1,400	1,400	(300)	(300)
Recharges	(171,292)	(147,900)	(149,100)	(149,700)	(1,200)	(1,800)
TOTAL SUPPORT CHARGES	221,895	204,800	196,200	184,700	(8,600)	(20,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	860,592	744,600	785,800	756,800	41,200	12,200

The work covered by this budget falls in the Safer Communities Team. The aims are to:

- Ensure that the levels of pollution in water, on land and in the air, including pollution by noise and light, are such that they do not adversely affect the health of people in the District.
- To assist in the delivery of the Council's Health Strategy.
- There are many subsidiary objectives including preventing any adverse affect on people's health from proposed development within the District which entails examining all planning applications and detailed plans where there is likely environmental impact and providing written advice on all such applications.

Other functions provided include statutory nuisances from smoke, dust, fumes, odour, light, noise and contamination, the provision of a Dog Warden Service, a Pest Control Service, arranging funerals under the provisions of the Public Health (Control of Disease) Act 1984.

The abatement of nuisances ensuring that private land is not in such a condition that it is prejudicial to health or a nuisance and that it does not attract or provide harbourage for rodents and that animals are not kept in such a condition as to be prejudicial to health or a nuisance. In addition, an identification service and provision of advice on the treatment and eradication of insects within dwellings, together with advice and enforcement of the rodent proofing of dwellings.

Other duties include ensuring that the Council meets its obligations with respect to Local Air Quality legislation under the Environment Act 1995 and Contaminated Land legislation, advice to Licensing as a 'responsible authority', advice to Planning on Environmental Protection.

Portfolio Service	Health & Community Protection					
	S4270	Food & Occupational Safety & Health				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	528,575	499,100	512,300	511,800	13,200	12,700
Transport	3,233	4,100	4,100	4,100	0	0
Supplies and Services	3,700	2,700	2,700	2,700	0	0
Third Party Payments	2,828	16,800	16,800	17,000	0	200
TOTAL DIRECT EXPENDITURE	538,335	522,700	535,900	535,600	13,200	12,900
DIRECT INCOME						
Fees and Charges	(7,401)	(9,200)	(9,200)	(9,400)	0	(200)
Sale of Goods	(5,286)	(2,000)	(2,000)	(2,100)	0	(100)
TOTAL DIRECT INCOME	(12,687)	(11,200)	(11,200)	(11,500)	0	(300)
NET DIRECT (INCOME) / EXPENDITURE	525,649	511,500	524,700	524,100	13,200	12,600
SUPPORT CHARGES						
Support Services	112,922	116,500	116,000	114,900	(500)	(1,600)
Recharges	(157,900)	(121,200)	(121,200)	(121,200)	0	0
TOTAL SUPPORT CHARGES	(44,978)	(4,700)	(5,200)	(6,300)	(500)	(1,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	480,671	506,800	519,500	517,800	12,700	11,000

The aims of this team are:

- To ensure that consumer health in the Warwick District is protected through the effective promotion and enforcement of food and occupational health and safety.
- To provide a level of service to stakeholders which is of a demonstrable, externally auditable, and high quality through the efficient use of resources.
- To assist in the delivery of the Council's Health Strategy.
- To ensure that workplaces in the District present no significant health risk to people who resort to them, and to promote issues related to the health of employees and those attending workplaces.

The team also responds to official notifications required under health and safety legislation e.g. accidents, asbestos removal, defective equipment. Other duties include inspection for licensing functions relating to skin piercing and investigating cases of infectious disease and food complaints etc. This team has also addressed the Covid enforcement.

Portfolio Service	Health & Community Protection					
	S2360		Licensing & Registration			
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	208,915	213,200	205,000	219,300	(8,200)	6,100
Transport	696	1,300	1,300	1,300	0	0
Supplies and Services	15,016	24,100	23,100	23,300	(1,000)	(800)
Third Party Payments	13,317	28,500	28,500	29,000	0	500
TOTAL DIRECT EXPENDITURE	237,943	267,100	257,900	272,900	(9,200)	5,800
DIRECT INCOME						
Government grants	(267)	0	0	0	0	0
Fees and Charges	(322,678)	(374,700)	(274,700)	(382,400)	100,000	(7,700)
Sale of Goods	(930)	(3,100)	0	0	3,100	3,100
TOTAL DIRECT INCOME	(323,874)	(377,800)	(274,700)	(382,400)	103,100	(4,600)
NET DIRECT (INCOME) / EXPENDITURE	(85,931)	(110,700)	(16,800)	(109,500)	93,900	1,200
SUPPORT CHARGES						
Support Services	244,617	261,900	261,900	261,900	0	0
Recharges	(1,800)	(1,800)	(1,800)	(1,800)	0	0
TOTAL SUPPORT CHARGES	242,817	260,100	260,100	260,100	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	156,886	149,400	243,300	150,600	93,900	1,200

Council has a statutory duty to licence various activities including street and house-to-house collections, hackney carriages (taxis) and private hire vehicles and drivers and street trading consents.

Fees are payable by applicants for the majority of licences and registrations and in general the Council tries to set the fees at a level to recoup the cost of issuing individual licences and, for some licences, carrying out enforcement action

Since 24th November 2005 the Council has also been responsible for issuing premises licences and club premises certificates under the Licensing Act 2003 (the Act). These licences authorise regulated entertainment, late night refreshment and the sale of alcohol. Each premises licence which allows the sale of alcohol must specify a designated premises supervisor who must hold a personal licence under the Act. The Council, in its role as Licensing Authority, is responsible for the issuing of personal licences. Fees for licences issued under the Licensing Act 2003 are set by the Government and are intended to cover the cost of administering the function.

From September 2007, the Council took over responsibility for the issuing of premises licences to betting shops, gaming centres and tracks and continues with the issuing of permits for gaming machines in licensed premises, as well as small lotteries.

The Scrap Metal Dealers Act 2013 came into force on 1 October 2013. The legislation requires the Council to license any persons whose business is to collect, buy or sell scrap in the District.

A change in legislation consolidated the Animal Licensing legislation in November of 2018 which requires the Council to licence persons and premises responsible for boarding of cats and dogs, hiring of horses, the sale of pets, dog breeding and performance or use of animals.

With Covid a new requirement of Pavement Licensing was given to WDC to administer. Requires the Council to licence spaces outside premises for tables and chairs to be placed on the highway. Previously the role sat with WCC

Portfolio Service	Health & Community Protection					
	S2300		Office Accommodation			
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	337,549	349,100	347,800	355,900	(1,300)	6,800
Supplies and Services	21,929	24,900	24,900	25,300	0	400
Third Party Payments	403	5,200	5,200	5,200	0	0
TOTAL DIRECT EXPENDITURE	359,882	379,200	377,900	386,400	(1,300)	7,200
DIRECT INCOME						
Rents	(20,250)	(27,500)	(27,500)	(28,100)	0	(600)
TOTAL DIRECT INCOME	(20,250)	(27,500)	(27,500)	(28,100)	0	(600)
NET DIRECT (INCOME) / EXPENDITURE	339,632	351,700	350,400	358,300	(1,300)	6,600
SUPPORT CHARGES						
Recharges	(339,632)	(351,700)	(350,400)	(358,300)	1,300	(6,600)
TOTAL SUPPORT CHARGES	(339,632)	(351,700)	(350,400)	(358,300)	1,300	(6,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0

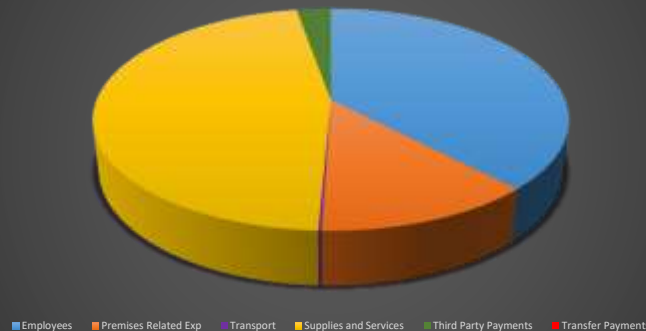
The budgets shown above reflect the operational office accommodation costs of Riverside House, the Councils administrative headquarters.

The cost of this service is recharged to users based on floor area occupied.

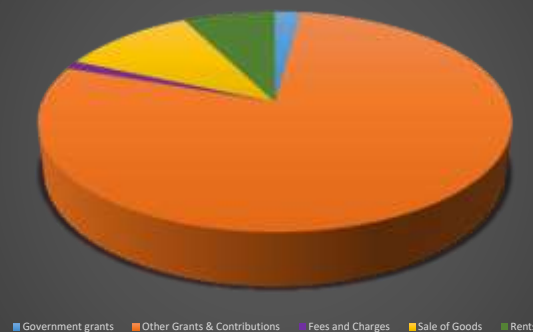
Housing Services - General Fund							
Service Area Code	Service Area's	Actuals 2019/20 .(A)	Original Budget 2020/21 .(B)	Latest Budget 2020/21 .(C)	Original Budget 2021/22 .(D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
S1615	Contributions to HRA	37,900	38,700	38,700	39,400	0	700
S1590	Homelessness/Housing Advice	632,524	941,900	919,500	859,100	(22,400)	(82,800)
S1605	Housing Strategy	325,632	214,300	333,400	328,900	119,100	114,600
S1610	Other Housing Property	32,083	31,200	38,200	40,300	7,000	9,100
S1630	Private Sector Housing	337,449	419,100	410,900	430,500	(8,200)	11,400
S1050	Public Conveniences	220,763	294,900	315,300	327,200	20,400	32,300
TOTAL HOUSING SERVICES GENERAL FUND		1,586,352	1,940,100	2,056,000	2,025,400	115,900	85,300
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
Employees		1,149,143	1,308,800	1,272,300	1,091,700	(36,500)	(217,100)
Premises Related Exp		284,565	340,500	353,900	363,600	13,400	23,100
Transport		5,739	5,500	5,500	5,500	0	0
Supplies and Services		1,253,577	1,147,300	1,382,800	1,341,000	235,500	193,700
Third Party Payments		124,530	155,500	215,500	79,700	60,000	(75,800)
Transfer Payments		0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		2,817,554	2,957,600	3,230,000	2,881,500	272,400	(76,100)
DIRECT INCOME							
Government grants		(423,463)	(164,800)	(213,800)	(27,700)	(49,000)	137,100
Other Grants & Contributions		(1,058,429)	(944,900)	(1,043,100)	(1,046,200)	(98,200)	(101,300)
Fees and Charges		(21,126)	(10,600)	(15,600)	(15,600)	(5,000)	(5,000)
Sale of Goods		(52,941)	(141,700)	(241,700)	(144,900)	(100,000)	(3,200)
Interest		0	0	0	0	0	0
Rents		(156,933)	(98,200)	(98,200)	(100,200)	0	(2,000)
TOTAL DIRECT INCOME		(1,712,892)	(1,360,200)	(1,612,400)	(1,334,600)	(252,200)	25,600
NET DIRECT (INCOME) / EXPENDITURE		1,104,662	1,597,400	1,617,600	1,546,900	20,200	(50,500)
SUPPORT CHARGES							
Support Services		1,090,732	997,700	1,051,900	1,093,000	54,200	95,300
Capital Charges		102,648	100,000	101,400	100,400	1,400	400
Recharges		(711,690)	(755,000)	(714,900)	(714,900)	40,100	40,100
TOTAL SUPPORT CHARGES		481,690	342,700	438,400	478,500	95,700	135,800
NET (INCOME) / EXPENDITURE TO SUMMARY		1,586,352	1,940,100	2,056,000	2,025,400	115,900	85,300

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Housing Services - General Fund Gross Expenditure Budgets 2021 / 2022



Housing Services - General Fund Gross Income Budgets 2021 / 2022



Portfolio Service	Housing Services - General Fund					
	S1615	Contributions to HRA				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Supplies and Services	37,900	38,700	38,700	39,400	0	700
TOTAL DIRECT EXPENDITURE	37,900	38,700	38,700	39,400	0	700
NET DIRECT (INCOME) / EXPENDITURE	37,900	38,700	38,700	39,400	0	700
NET (INCOME) / EXPENDITURE TO SUMMARY	37,900	38,700	38,700	39,400	0	700
<p>Schedule 4, paragraph 3 (1) of the Local Government and Housing Act 1989 requires that the cost of '....amenities shared by the whole community....' should be borne by the General Fund.</p> <p>Under this legislation contributions are included in respect of Open Spaces on Council Estates.</p>						

Portfolio Service	Housing Services - General Fund					
	S1590	Homelessness/Housing Advice				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	710,845	852,100	835,200	633,600	(16,900)	(218,500)
Premises Related Exp	118,450	99,200	97,400	98,800	(1,800)	(400)
Transport	983	1,900	1,900	1,900	0	0
Supplies and Services	160,821	165,300	266,200	168,200	100,900	2,900
Third Party Payments	54,265	117,300	117,300	40,800	0	(76,500)
TOTAL DIRECT EXPENDITURE	1,045,364	1,235,800	1,318,000	943,300	82,200	(292,500)
DIRECT INCOME						
Government grants	(423,463)	(164,800)	(213,800)	(27,700)	(49,000)	137,100
Other Grants & Contributions	(16,000)	(61,900)	(61,900)	(63,300)	0	(1,400)
Fees and Charges	(11,300)	(9,900)	(9,900)	(10,200)	0	(300)
Sale of Goods	(52,021)	(140,700)	(240,700)	(143,600)	(100,000)	(2,900)
Rents	(111,614)	(54,500)	(54,500)	(55,600)	0	(1,100)
TOTAL DIRECT INCOME	(614,398)	(431,800)	(580,800)	(300,400)	(149,000)	131,400
NET DIRECT (INCOME) / EXPENDITURE	430,966	804,000	737,200	642,900	(66,800)	(161,100)
SUPPORT CHARGES						
Support Services	720,037	664,000	708,400	742,300	44,400	78,300
Recharges	(518,479)	(526,100)	(526,100)	(526,100)	0	0
TOTAL SUPPORT CHARGES	201,558	137,900	182,300	216,200	44,400	78,300
NET (INCOME) / EXPENDITURE TO SUMMARY	632,524	941,900	919,500	859,100	(22,400)	(82,800)

Portfolio Service	Housing Services - General Fund					
	S1605	Housing Strategy				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	50,355	2,200	2,200	2,200	0	0
Transport	731	1,300	1,300	1,300	0	0
Supplies and Services	159,125	158,900	177,900	233,200	19,000	74,300
Third Party Payments	49,116	12,300	72,300	12,500	60,000	200
TOTAL DIRECT EXPENDITURE	259,326	174,700	253,700	249,200	79,000	74,500
NET DIRECT (INCOME) / EXPENDITURE	259,326	174,700	253,700	249,200	79,000	74,500
SUPPORT CHARGES						
Support Services	115,548	79,700	79,700	79,700	0	0
Recharges	(49,242)	(40,100)	0	0	40,100	40,100
TOTAL SUPPORT CHARGES	66,306	39,600	79,700	79,700	40,100	40,100
NET (INCOME) / EXPENDITURE TO SUMMARY	325,632	214,300	333,400	328,900	119,100	114,600
<p>The Council's Housing Strategy Service provides the strategic, policy and enabling role for all aspects of housing provision within the District.</p> <p>The work of the Housing Strategy Service includes:</p> <ul style="list-style-type: none"> - Deciding where investment should be made in affordable housing through understanding housing needs and markets - Making sure that new affordable housing is built and managed to a high standard by guiding and overseeing providers and developers, including managing the use of planning powers and financial incentives where necessary to secure the best outcomes for the district - Securing housing for people with special needs by working with and understanding the needs of different communities in the district and bringing them together with specialist housing providers - Bringing investment into the district's housing by identifying and attracting funding from other agencies, such as the Government - Preparing and monitoring budgets - Improving the quality of housing services by monitoring, analysing and driving forward performance management across the Housing Services and Asset management section - Preparation of strategic housing analysis, reports and strategies to meet legislative and service delivery requirements - Submission of statistical returns to the Ministry of Housing, Communities and Local Government <p>The costs incurred by the Council are to cover the work to administer and deliver the above activity, which includes selecting, monitoring and processing the payment of grants, negotiating affordable housing agreements with developers, gathering and analysing data and information and influencing external investors.</p>						

Portfolio Service	Housing Services - General Fund					
	S1610	Other Housing Property				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	1,465	1,700	1,500	1,500	(200)	(200)
Supplies and Services	2,073	2,100	2,100	2,100	0	0
TOTAL DIRECT EXPENDITURE	3,537	3,800	3,600	3,600	(200)	(200)
DIRECT INCOME						
Rents	(45,310)	(43,700)	(43,700)	(44,600)	0	(900)
TOTAL DIRECT INCOME	(45,310)	(43,700)	(43,700)	(44,600)	0	(900)
NET DIRECT (INCOME) / EXPENDITURE	(41,773)	(39,900)	(40,100)	(41,000)	(200)	(1,100)
SUPPORT CHARGES						
Support Services	18,281	16,900	23,300	26,700	6,400	9,800
Capital Charges	55,574	54,200	55,000	54,600	800	400
TOTAL SUPPORT CHARGES	73,856	71,100	78,300	81,300	7,200	10,200
NET (INCOME) / EXPENDITURE TO SUMMARY	32,083	31,200	38,200	40,300	7,000	9,100

This account reflects the costs and income associated with properties held by the Council outside of the Housing Revenue Account,(HRA), but used to house applicants on the Council's Housing Register. This does not include dwellings used for the housing of service tenants, as these are included within the budget of the appropriate service.

Portfolio Service	Housing Services - General Fund					
	S1630	Private Sector Housing				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	387,943	454,500	434,900	455,900	(19,600)	1,400
Transport	4,026	2,300	2,300	2,300	0	0
Supplies and Services	893,559	782,300	897,900	898,100	115,600	115,800
Third Party Payments	21,150	25,900	25,900	26,400	0	500
TOTAL DIRECT EXPENDITURE	1,306,678	1,265,000	1,361,000	1,382,700	96,000	117,700
DIRECT INCOME						
Other Grants & Contributions	(1,042,429)	(883,000)	(981,200)	(982,900)	(98,200)	(99,900)
Fees and Charges	(9,826)	(700)	(5,700)	(5,400)	(5,000)	(4,700)
Sale of Goods	(920)	(1,000)	(1,000)	(1,300)	0	(300)
TOTAL DIRECT INCOME	(1,053,175)	(884,700)	(987,900)	(989,600)	(103,200)	(104,900)
NET DIRECT (INCOME) / EXPENDITURE	253,503	380,300	373,100	393,100	(7,200)	12,800
SUPPORT CHARGES						
Support Services	227,916	227,600	226,600	226,200	(1,000)	(1,400)
Recharges	(143,969)	(188,800)	(188,800)	(188,800)	0	0
TOTAL SUPPORT CHARGES	83,947	38,800	37,800	37,400	(1,000)	(1,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	337,449	419,100	410,900	430,500	(8,200)	11,400

The Housing Standards Service is designed to make sure that the standard of all housing in the district is habitable and does not present a risk to the health and safety of either the occupiers or those in the local community. To do this, it works closely with private property owners and housing associations. The responsibilities of this service are wide and far ranging and include:

- Encouraging responsible property management by private landlords by providing help and assistance in cases of harassment and illegal eviction and poor property conditions, including when necessary taking rigorous enforcement action through the Courts
- Raising the standard of accommodation by inspecting and where necessary licensing Houses in Multiple Occupation and inspecting mobile homes, caravan and gypsy and traveller sites
- Inspecting and taking action to put right houses in disrepair and which are unsuitable for human habitation
- Resolving the most acute problems of poor conditions for those who are most unable to pay for repairs by identifying and managing grant assistance
- Improving the quality of life for people with disabilities by overseeing aids and adaptations, funded by the Better Care Fund's Disabled Facilities Grants programme
- Increasing quality of life and reducing the cost of living by promoting energy efficiency measures and investment
- Increasing the number of homes available for people to live in by helping property owners bring empty homes back into use.

Portfolio Service	Housing Services - General Fund					
	S1050	Public Conveniences				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	164,650	239,600	255,000	263,300	15,400	23,700
Supplies and Services	99	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	164,748	239,600	255,000	263,300	15,400	23,700
DIRECT INCOME						
Rents	(8)	0	0	0	0	0
TOTAL DIRECT INCOME	(8)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	164,740	239,600	255,000	263,300	15,400	23,700
SUPPORT CHARGES						
Support Services	8,950	9,500	13,900	18,100	4,400	8,600
Capital Charges	47,073	45,800	46,400	45,800	600	0
TOTAL SUPPORT CHARGES	56,023	55,300	60,300	63,900	5,000	8,600
NET (INCOME) / EXPENDITURE TO SUMMARY	220,763	294,900	315,300	327,200	20,400	32,300

Public conveniences across the district operate under one service that covers the cleansing, opening and locking of all Council owned public conveniences.

ICT							
Service Area Code	Service Area's	Actuals 2019/20 (.A)	Original Budget 2020/21 (.B)	Latest Budget 2020/21 (.C)	Original Budget 2021/22 (.D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
S3500	ICT Services	(4,680)	(7,800)	187,000	175,500	194,800	183,300
TOTAL ICT		(4,680)	(7,800)	187,000	175,500	194,800	183,300
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	1,092,551	1,190,700	1,144,900	1,215,400	(45,800)	24,700
	Premises Related Exp	0	0	0	0	0	0
	Transport	2,491	4,100	4,100	4,100	0	0
	Supplies and Services	487,473	402,400	466,600	489,500	64,200	87,100
	Third Party Payments	20,856	0	0	0	0	0
	Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		1,603,371	1,597,200	1,615,600	1,709,000	18,400	111,800
DIRECT INCOME							
	Government grants	(8,168)	0	0	0	0	0
	Other Grants & Contributions	(5,000)	0	(11,000)	(44,800)	(11,000)	(44,800)
	Fees and Charges	(62,726)	(45,000)	(30,000)	(30,000)	15,000	15,000
	Sale of Goods	0	0	0	0	0	0
	Interest	0	0	0	0	0	0
	Rents	0	0	0	0	0	0
TOTAL DIRECT INCOME		(75,894)	(45,000)	(41,000)	(74,800)	4,000	(29,800)
NET DIRECT (INCOME) / EXPENDITURE		1,527,477	1,552,200	1,574,600	1,634,200	22,400	82,000
SUPPORT CHARGES							
	Support Services	263,964	254,500	244,200	248,900	(10,300)	(5,600)
	Capital Charges	120,929	114,900	130,000	127,900	15,100	13,000
	Recharges	(1,917,050)	(1,929,400)	(1,761,800)	(1,835,500)	167,600	93,900
TOTAL SUPPORT CHARGES		(1,532,157)	(1,560,000)	(1,387,600)	(1,458,700)	172,400	101,300
NET (INCOME) / EXPENDITURE TO SUMMARY		(4,680)	(7,800)	187,000	175,500	194,800	183,300

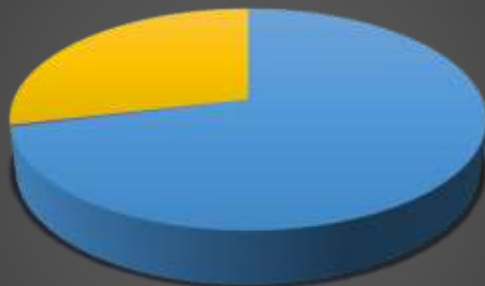
The Information and Communications Technology Services (ICT) is an internal support service for staff and councillors.

The ICT Services is comprised of four teams:

- = Desktop Services
- Infrastructure
- Application Support
- Geographical Information System, including Street Naming & Numbering

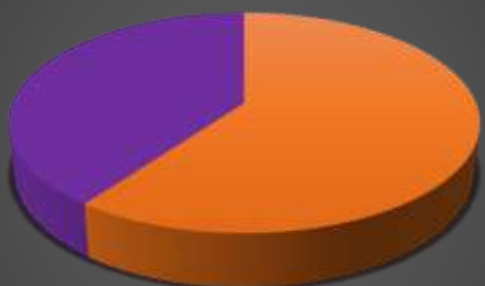
The budgets above also include the costs of operating the Council's main switchboard.
Direct Income is mainly derived from the Street Naming and Numbering service.

ICT Gross Expenditure Budgets 2021 / 2022



■ Employees ■ Premises Related Exp ■ Transport ■ Supplies and Services ■ Third Party Payments ■ Transfer Payments

ICT Gross Income Budgets 2021 / 2022



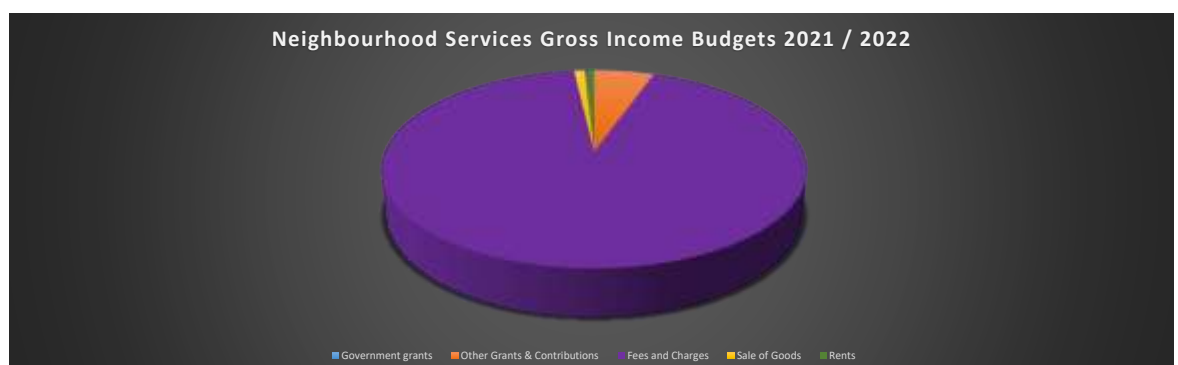
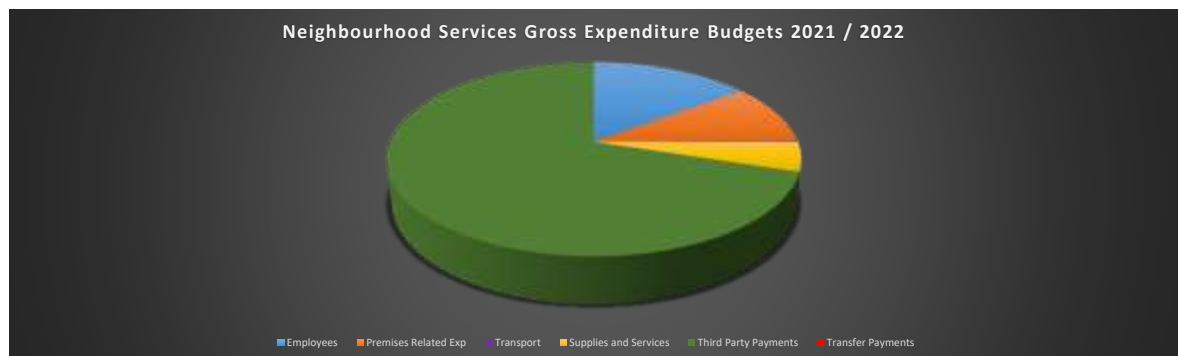
■ Government grants ■ Other Grants & Contributions ■ Fees and Charges ■ Sale of Goods ■ Rents

Portfolio Service	ICT					
	S3500	ICT Services				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	1,092,551	1,190,700	1,144,900	1,215,400	(45,800)	24,700
Transport	2,491	4,100	4,100	4,100	0	0
Supplies and Services	487,473	402,400	466,600	489,500	64,200	87,100
Third Party Payments	20,856	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	1,603,371	1,597,200	1,615,600	1,709,000	18,400	111,800
DIRECT INCOME						
Government grants	(8,168)	0	0	0	0	0
Other Grants & Contributions	(5,000)	0	(11,000)	(44,800)	(11,000)	(44,800)
Fees and Charges	(62,726)	(45,000)	(30,000)	(30,000)	15,000	15,000
TOTAL DIRECT INCOME	(75,894)	(45,000)	(41,000)	(74,800)	4,000	(29,800)
NET DIRECT (INCOME) / EXPENDITURE	1,527,477	1,552,200	1,574,600	1,634,200	22,400	82,000
SUPPORT CHARGES						
Support Services	263,964	254,500	244,200	248,900	(10,300)	(5,600)
Capital Charges	120,929	114,900	130,000	127,900	15,100	13,000
Recharges	(1,917,050)	(1,929,400)	(1,761,800)	(1,835,500)	167,600	93,900
TOTAL SUPPORT CHARGES	(1,532,157)	(1,560,000)	(1,387,600)	(1,458,700)	172,400	101,300
NET (INCOME) / EXPENDITURE TO SUMMARY	(4,680)	(7,800)	187,000	175,500	194,800	183,300

Neighbourhood Services							
Service Area Code	Service Area's	Actuals 2019/20 (.A)	Original Budget 2020/21 (.B)	Latest Budget 2020/21 (.C)	Original Budget 2021/22 (.D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
S6016	Business Support & Development	0	301,500	294,600	301,000	(6,900)	(500)
S6015	Grounds Maintenance	791,034	821,300	802,000	984,400	(19,300)	163,100
S4060	Street Cleansing	1,679,699	1,746,400	1,724,700	1,811,900	(21,700)	65,500
S4090	Waste Management	28,282	1,300	4,700	4,600	3,400	3,300
S4130	Waste Collection	2,060,999	2,509,000	3,077,100	5,011,600	568,100	2,502,600
S4811	Watercourses & Culverts	(5,333)	(500)	(500)	(123,700)	0	(123,200)
S1250	WCC Highways	40,402	44,500	37,600	130,400	(6,900)	85,900
S1270	Green Space Development	2,336,691	2,020,100	2,031,400	1,961,500	11,300	(58,600)
S1289	Open Spaces	255,989	133,000	128,300	128,300	(4,700)	(4,700)
S6013	Neighbourhood Services Management	0	0	(1,300)	25,100	(1,300)	25,100
S6014	NS Programme Team	0	0	175,300	235,400	175,300	235,400
S1105	Car Parks	(87,880)	(303,800)	1,881,100	(652,700)	2,184,900	(348,900)
S4095	Ranger Service	0	0	(13,000)	0	(13,000)	0
TOTAL NEIGHBOURHOOD SERVICES		7,099,883	7,272,800	10,142,000	9,817,800	2,869,200	2,545,000
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
Employees		1,772,701	1,814,600	1,701,000	1,806,900	(113,600)	(7,700)
Premises Related Exp		1,581,738	1,147,900	1,332,100	1,211,800	184,200	63,900
Transport		16,936	26,700	13,400	27,100	(13,300)	400
Supplies and Services		705,909	1,203,600	1,283,700	602,500	80,100	(601,100)
Third Party Payments		4,861,821	5,017,900	5,607,000	8,550,700	589,100	3,532,800
Transfer Payments		0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		8,939,105	9,210,700	9,937,200	12,199,000	726,500	2,988,300
DIRECT INCOME							
Government grants		(1,067)	0	0	0	0	0
Other Grants & Contributions		(185,492)	(137,600)	(137,600)	(263,400)	0	(125,800)
Fees and Charges		(3,920,211)	(4,071,500)	(2,108,100)	(4,493,900)	1,963,400	(422,400)
Sale of Goods		(80,949)	(46,200)	(28,500)	(46,300)	17,700	(100)
Interest		0	0	0	0	0	0
Rents		(46,955)	(43,500)	(37,500)	(42,200)	6,000	1,300
TOTAL DIRECT INCOME		(4,234,674)	(4,298,800)	(2,311,700)	(4,845,800)	1,987,100	(547,000)
NET DIRECT (INCOME) / EXPENDITURE		4,704,431	4,911,900	7,625,500	7,353,200	2,713,600	2,441,300
SUPPORT CHARGES							
Support Services		2,534,264	2,268,200	2,222,500	2,149,500	(45,700)	(118,700)
Capital Charges		1,623,104	1,590,600	1,689,700	1,673,300	99,100	82,700
Recharges		(1,761,916)	(1,497,900)	(1,395,700)	(1,358,200)	102,200	139,700
TOTAL SUPPORT CHARGES		2,395,452	2,360,900	2,516,500	2,464,600	155,600	103,700
NET (INCOME) / EXPENDITURE TO SUMMARY		7,099,883	7,272,800	10,142,000	9,817,800	2,869,200	2,545,000

The Head of Neighbourhood Services is responsible for the strategic management of a range of frontline services, delivered via external contractors, in-house teams and in partnership with other organisations. Services include:-

- Car Parking - off-street via paid for surface and multi-storey car parks
- Refuse Collection and Recycling
- Specific projects that fall within the responsibility of Neighbourhood Services
- Street Cleansing
- Specific projects that fall within the responsibility of Neighbourhood Services
- Grounds Maintenance - grass cutting, arboriculture, parks, play areas, etc. some of which is undertaken on behalf of Warwickshire County Council.
- Building Cleaning



Portfolio Service	Neighbourhood Services					
	S6016	Business Support & Development				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	268,790	299,900	293,000	299,400	(6,900)	(500)
Supplies and Services	510	1,600	1,600	1,600	0	0
TOTAL DIRECT EXPENDITURE	269,299	301,500	294,600	301,000	(6,900)	(500)
DIRECT INCOME						
Government grants	(1,067)	0	0	0	0	0
TOTAL DIRECT INCOME	(1,067)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	268,233	301,500	294,600	301,000	(6,900)	(500)
SUPPORT CHARGES						
Support Services	13,082	0	0	0	0	0
Recharges	(281,315)	0	0	0	0	0
TOTAL SUPPORT CHARGES	(268,233)	0	0	0	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	0	301,500	294,600	301,000	(6,900)	(500)

Portfolio Service	Neighbourhood Services					
	S6015	Grounds Maintenance				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	27,972	28,500	28,400	29,000	(100)	500
Supplies and Services	38,264	40,600	40,600	41,400	0	800
Third Party Payments	625,432	651,500	651,500	823,300	0	171,800
TOTAL DIRECT EXPENDITURE	691,668	720,600	720,500	893,700	(100)	173,100
DIRECT INCOME						
Fees and Charges	(18,000)	(18,400)	(18,400)	(24,500)	0	(6,100)
Sale of Goods	(2,300)	0	0	0	0	0
Rents	(31,000)	(31,600)	(31,600)	(32,300)	0	(700)
TOTAL DIRECT INCOME	(51,300)	(50,000)	(50,000)	(56,800)	0	(6,800)
NET DIRECT (INCOME) / EXPENDITURE	640,368	670,600	670,500	836,900	(100)	166,300
SUPPORT CHARGES						
Support Services	150,665	150,700	131,500	147,500	(19,200)	(3,200)
TOTAL SUPPORT CHARGES	150,665	150,700	131,500	147,500	(19,200)	(3,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	791,034	821,300	802,000	984,400	(19,300)	163,100

Portfolio Service	Neighbourhood Services					
	S4060	Street Cleansing				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	17,817	15,800	15,800	16,100	0	300
Transport	775	800	800	800	0	0
Supplies and Services	12,407	25,400	25,400	0	0	(25,400)
Third Party Payments	1,467,631	1,528,200	1,528,200	1,624,600	0	96,400
TOTAL DIRECT EXPENDITURE	1,498,631	1,570,200	1,570,200	1,641,500	0	71,300
NET DIRECT (INCOME) / EXPENDITURE	1,498,631	1,570,200	1,570,200	1,641,500	0	71,300
SUPPORT CHARGES						
Support Services	181,068	176,200	154,500	170,400	(21,700)	(5,800)
TOTAL SUPPORT CHARGES	181,068	176,200	154,500	170,400	(21,700)	(5,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	1,679,699	1,746,400	1,724,700	1,811,900	(21,700)	65,500
<p>Street cleansing is carried out at varying frequencies throughout the District as part of the contract which commenced in April 2021 and covers the cleansing of public highways in urban and rural areas, shopping precincts, car parks and the emptying of litter bins. The three main town centres of Leamington Spa, Warwick and Kenilworth are cleansed continuously throughout the day to reduce the impact of litter on the environment. It is an 8 year contract delivered through IDverde.</p> <p>In addition, there are three rapid response units able to deal quickly to reports of fly-tipping, accident debris, the removal of dead animals from the highway and to areas requiring additional cleansing in between the scheduled cleans. RRU teams collect evidence to support the enforcement of fly tipping.</p>						

Portfolio Service	Neighbourhood Services					
	54090	Waste Management				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	450,243	451,800	368,000	430,500	(83,800)	(21,300)
Premises Related Exp	5	0	0	0	0	0
Transport	3,980	2,200	2,200	2,200	0	0
Supplies and Services	30,045	548,300	15,300	35,400	(533,000)	(512,900)
Third Party Payments	16,932	3,100	3,100	3,100	0	0
TOTAL DIRECT EXPENDITURE	501,204	1,005,400	388,600	471,200	(616,800)	(534,200)
DIRECT INCOME						
Fees and Charges	0	0	0	(10,000)	0	(10,000)
TOTAL DIRECT INCOME	0	0	0	(10,000)	0	(10,000)
NET DIRECT (INCOME) / EXPENDITURE	501,204	1,005,400	388,600	461,200	(616,800)	(544,200)
SUPPORT CHARGES						
Support Services	265,829	257,500	257,800	257,700	300	200
Recharges	(738,751)	(728,600)	(641,700)	(714,300)	86,900	14,300
TOTAL SUPPORT CHARGES	(472,922)	(471,100)	(383,900)	(456,600)	87,200	14,500
NET (INCOME) / EXPENDITURE TO SUMMARY	28,282	534,300	4,700	4,600	(529,600)	(529,700)
Waste Collection Services						
The Contracts Services Manager has responsibility for the day to day management of this function. This includes the collection of non-recyclable waste, green and food waste recycling through a wheeled bin system on an alternate week collection schedule, together with the kerbside collection and sort of multi-materials, and the removal of abandoned vehicles.						
There are currently 8 full time employees: Contract Service Manager, Recycling Development Officer, Contract Development and Enforcement Officer, Public Realm Officers x 4, and Project Management Apprentice						
Green Spaces Contract						
The Contracts Services Manager has responsibility for the day to day management of this function. The contract includes the maintenance of all amenity land. The cost of this service is recharged to services based on staff time allocations.						
Abandoned Vehicles						
The Council has a statutory duty to remove vehicles from the highway or land open to the public which are proven to be abandoned or are identified as a nuisance. A joint venture, in partnership with Warwickshire Police, Warwickshire Fire and Rescue Service and Warwickshire County Council, called Car Clear enables vehicles identified to be abandoned and at risk of vandalism to be removed within 24 hours under a contract managed by Warwickshire County Council.						

Portfolio Service	Neighbourhood Services					
	54130	Waste Collection				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	0	0	2,500	0	2,500	0
Supplies and Services	60,163	74,500	643,900	75,900	569,400	1,400
Third Party Payments	2,314,432	2,440,400	3,008,400	5,532,900	568,000	3,092,500
TOTAL DIRECT EXPENDITURE	2,374,595	2,514,900	3,654,800	5,608,800	1,139,900	3,093,900
DIRECT INCOME						
Fees and Charges	(676,373)	(642,300)	(691,500)	(688,900)	(49,200)	(46,600)
TOTAL DIRECT INCOME	(676,373)	(642,300)	(691,500)	(688,900)	(49,200)	(46,600)
NET DIRECT (INCOME) / EXPENDITURE	1,698,222	1,872,600	2,963,300	4,919,900	1,090,700	3,047,300
SUPPORT CHARGES						
Support Services	288,402	40,300	37,300	17,000	(3,000)	(23,300)
Capital Charges	74,375	63,100	76,500	74,700	13,400	11,600
TOTAL SUPPORT CHARGES	362,777	103,400	113,800	91,700	10,400	(11,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	2,060,999	1,976,000	3,077,100	5,011,600	1,101,100	3,035,600
General						
The existing contract extension commenced in 2021 and is for the provision of waste collection services, delivered via SUEZ. The collection and removal of abandoned vehicles is carried out under a contract managed and operated by WCC.						
The contract period includes all bank holidays with the exception of Christmas Day and Boxing Day when alternative collection arrangements are made.						
Waste Collection Services						
The contract covers the collection of household waste from over 63,000 households throughout the District. Approximately 48,000 properties receive an alternate week kerbside collection via a wheeled bin system of non-recyclable waste (grey bin) and food/garden waste (green bin); 4,500 properties with storage and access difficulties remain on a weekly sack collection and the remaining properties are served by bulk/communal bin collections on a weekly basis. All properties, where practicable, receive a fortnightly collection of dry recyclable material which is then sorted at the kerbside. Flats and other complexes are served by communal facilities.						
A charge is made for the collection of bulky items such as refrigerators, freezers, cookers, furniture, also new and replacement receptacles including a delivery charge. Building and DIY waste and items classed as fixtures and fittings are not included within the scheme. No charge is currently made for the specialised clinical waste collection from designated properties.						
These schemes form part of the Council's long term Waste Management Strategy which aims to encourage the minimisation of waste and to improve the rate of recycling.						

Portfolio Service	Neighbourhood Services					
	54811	Watercourses & Culverts				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	13,800	13,800	13,800	13,800	0	0
TOTAL DIRECT EXPENDITURE	13,800	13,800	13,800	13,800	0	0
DIRECT INCOME						
Other Grants & Contributions	(19,133)	(14,300)	(14,300)	(137,500)	0	(123,200)
TOTAL DIRECT INCOME	(19,133)	(14,300)	(14,300)	(137,500)	0	(123,200)
NET DIRECT (INCOME) / EXPENDITURE	(5,333)	(500)	(500)	(123,700)	0	(123,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	(5,333)	(500)	(500)	(123,700)	0	(123,200)
<p>The Council is responsible for the discharge of the Land Drainage functions covered under the statutory requirement of the Land Drainage Act 1991 and the Local Government Act 1999.</p> <p>Warwick District Council also has the added responsibility of complying with its own flood defence policy which was reported in March 2000 to DEFRA and the Environment Agency. This requires an annual programme of inspections of ordinary watercourses, which are some 151 kilometres in length, to ensure that free flow is maintained. Certain works are carried out on a discretionary basis but the Council has no duty to carry out any works other than as riparian owner. Remedial works on behalf of other riparian owners may be undertaken on a rechargeable basis. Enforcement action is usually required to cajole Riparian owners to rectify problems in their stretches of watercourse.</p>						

Portfolio Service	Neighbourhood Services					
	51250	WCC Highways				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Third Party Payments	100,584	102,900	102,900	192,200	0	89,300
TOTAL DIRECT EXPENDITURE	100,584	102,900	102,900	192,200	0	89,300
DIRECT INCOME						
Other Grants & Contributions	(123,986)	(120,600)	(120,600)	(123,100)	0	(2,500)
TOTAL DIRECT INCOME	(123,986)	(120,600)	(120,600)	(123,100)	0	(2,500)
NET DIRECT (INCOME) / EXPENDITURE	(23,401)	(17,700)	(17,700)	69,100	0	86,800
SUPPORT CHARGES						
Support Services	63,803	62,200	55,300	61,300	(6,900)	(900)
TOTAL SUPPORT CHARGES	63,803	62,200	55,300	61,300	(6,900)	(900)
NET (INCOME) / EXPENDITURE TO SUMMARY	40,402	44,500	37,600	130,400	(6,900)	85,900
<p>Amenities Grass Cutting is carried out in urban areas and the centre of rural villages on a frequency specification for the number of cuts per year. Warwickshire County Council pays an element of the cost on the basis of that which is necessary solely in the interests of highway safety.</p> <p>The administrative charges incurred as a result of the Highways Grass Cutting, Hedges and Shrub work carried out for Warwickshire County Council are shown above.</p>						

Portfolio Service	Neighbourhood Services					
	51270	Green Space Development				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	283,855	348,400	281,100	292,500	(67,300)	(55,900)
Premises Related Exp	479,084	198,600	210,500	212,900	11,900	14,300
Transport	2,004	2,700	2,700	2,700	0	0
Supplies and Services	265,417	210,900	210,900	161,400	0	(49,500)
Third Party Payments	165,738	142,000	163,100	144,200	21,100	2,200
TOTAL DIRECT EXPENDITURE	1,196,098	902,600	868,300	813,700	(34,300)	(88,900)
DIRECT INCOME						
Other Grants & Contributions	(42,374)	(2,700)	(2,700)	(2,800)	0	(100)
Fees and Charges	(30,660)	(37,300)	(31,300)	(38,300)	6,000	(1,000)
Sale of Goods	(2,233)	(1,200)	(1,200)	(1,400)	0	(200)
Rents	(3,485)	(2,300)	0	0	2,300	2,300
TOTAL DIRECT INCOME	(78,752)	(43,500)	(35,200)	(42,500)	8,300	1,000
NET DIRECT (INCOME) / EXPENDITURE	1,117,346	859,100	833,100	771,200	(26,000)	(87,900)
SUPPORT CHARGES						
Support Services	595,538	556,800	556,400	555,200	(400)	(1,600)
Capital Charges	646,807	643,800	681,500	674,700	37,700	30,900
Recharges	(23,000)	(39,600)	(39,600)	(39,600)	0	0
TOTAL SUPPORT CHARGES	1,219,345	1,161,000	1,198,300	1,190,300	37,300	29,300
NET (INCOME) / EXPENDITURE TO SUMMARY	2,336,691	2,020,100	2,031,400	1,961,500	11,300	(58,600)
<p>Green Space Management Improving the quality of parks, open spaces and playgrounds.</p> <p>Management of the technical aspects of the parks service including, bowling green maintenance, sports pitch maintenance, floral displays, bedding, sustainable planting, tree and woodland management, and nature reserves</p>						

Portfolio Service	Neighbourhood Services					
	S1289	Open Spaces				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	254,180	133,000	128,300	128,300	(4,700)	(4,700)
Supplies and Services	1,810	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	255,989	133,000	128,300	128,300	(4,700)	(4,700)
NET DIRECT (INCOME) / EXPENDITURE	255,989	133,000	128,300	128,300	(4,700)	(4,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	255,989	133,000	128,300	128,300	(4,700)	(4,700)

Portfolio Service	Neighbourhood Services					
	S6013	Neighbourhood Services Management				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	104,848	98,600	62,900	(9,200)	(35,700)	(107,800)
Supplies and Services	219	600	600	600	0	0
Third Party Payments	230	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	105,297	99,200	63,500	(8,600)	(35,700)	(107,800)
NET DIRECT (INCOME) / EXPENDITURE	105,297	99,200	63,500	(8,600)	(35,700)	(107,800)
SUPPORT CHARGES						
Support Services	31,517	40,800	40,800	40,800	0	0
Recharges	(136,814)	(140,000)	(105,600)	(7,100)	34,400	132,900
TOTAL SUPPORT CHARGES	(105,297)	(99,200)	(64,800)	33,700	34,400	132,900
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	(1,300)	25,100	(1,300)	25,100

Portfolio Service	Neighbourhood Services					
	S6014	NS Programme Team				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	0	0	140,300	230,400	140,300	230,400
Supplies and Services	0	0	35,000	5,000	35,000	5,000
TOTAL DIRECT EXPENDITURE	0	0	175,300	235,400	175,300	235,400
NET DIRECT (INCOME) / EXPENDITURE	0	0	175,300	235,400	175,300	235,400
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	175,300	235,400	175,300	235,400
<p>"Development of major projects that contribute to the service e.g. tree planting, green spaces development and development of car parking facilities via a Programme Team"</p> <p>The Neighbourhood Services Programme Team develops major projects where the service requires new infrastructure and services not previously operated by the Council to the point where they are passed to other teams in the service to manage and operate. Projects include the re-development of Newbold Comyn, the creation of Tachbrook Country Park, district-wide tree planting, the development of site masterplans and the re-development of car parking provision.</p>						

Portfolio Service	Neighbourhood Services					
	S1105	Car Parks				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	126,873	120,100	50,800	60,600	(69,300)	(59,500)
Premises Related Exp	788,880	758,200	932,800	811,700	174,600	53,500
Transport	131	0	0	0	0	0
Supplies and Services	279,213	283,800	282,200	263,100	(1,600)	(20,700)
Third Party Payments	170,842	149,800	149,800	230,400	0	80,600
TOTAL DIRECT EXPENDITURE	1,365,937	1,311,900	1,415,600	1,365,800	103,700	53,900
DIRECT INCOME						
Fees and Charges	(3,195,178)	(3,373,500)	(1,366,900)	(3,732,200)	2,006,600	(358,700)
Sale of Goods	(36,415)	(45,000)	(27,300)	(44,900)	17,700	100
Rents	(12,470)	(9,600)	(5,900)	(9,900)	3,700	(300)
TOTAL DIRECT INCOME	(3,244,063)	(3,428,100)	(1,400,100)	(3,787,000)	2,028,000	(358,900)
NET DIRECT (INCOME) / EXPENDITURE	(1,878,126)	(2,116,200)	15,500	(2,421,200)	2,131,700	(305,000)
SUPPORT CHARGES						
Support Services	895,923	935,800	941,000	851,700	5,200	(84,100)
Capital Charges	901,922	883,700	931,700	923,900	48,000	40,200
Recharges	(7,600)	(7,100)	(7,100)	(7,100)	0	0
TOTAL SUPPORT CHARGES	1,790,246	1,812,400	1,865,600	1,768,500	53,200	(43,900)
NET (INCOME) / EXPENDITURE TO SUMMARY	(87,880)	(303,800)	1,881,100	(652,700)	2,184,900	(348,900)

There are approximately 4,000 off-street "pay and display" and "pay on foot" car parking spaces managed by Warwick District Council. This includes the enforcement of spaces in Royal Priors (437) not owned by the Council, Myton Fields and Barrack Street in Warwick which have restricted periods of use. The charges for parking are shown in the Fees and Charges Section.

Security Measures

All the multi-storey car parks are covered by CCTV and the pay on foot car parks have the additional security of an on-site staff presence for the majority of the opening periods. Many of the surface car parks also benefit from coverage as part of the extensive town centre CCTV system and have regular patrols by the enforcement team. In addition the St. Peter's "Pay on Foot" uses an Automatic Number Plate Recognition system to allow vehicles to come and park securely.

"Pay and Display" Off-street Spaces Provided (as at February 2021):

	Rpyal	Warwick*	Kenilworth	Total
	Leamington Spa			
- Multi Story	1,114	412	0	1,526
- Surface	669	1,192	447	2,308
- Disabled (Wider Space)	42	38	17	97
TOTAL SPACES	1,925	1,642	464	3,931

* There are 270 spaces in Barrack Street available weekends and Bank Holidays and 800 on Myton Fields which are available during the summer months.

Other Parking

In addition to the above pay and display spaces the Council also provides free parking:

- In Royal Leamington Spa at Newbold Comyn, Radford Road, Mason Avenue / Valley Road, Edmondscote Track, Royal Spa Centre, Eagle Recreation Ground, Sydenham Sports Centre and Victoria Park.
- In Kenilworth at Castle Farm Leisure Centre and Kenilworth Cemetery.
- In rural areas at Oakley Wood Crematorium and Brome Hill Lane in Lapworth.

Motorcycle parking is available free of charge at 11 car parks.

Portfolio Service	Neighbourhood Services					
	S4095	Ranger Service				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	538,093	495,800	504,900	502,700	9,100	6,900
Transport	10,046	21,000	7,700	21,400	(13,300)	400
Supplies and Services	17,862	17,900	28,200	18,100	10,300	200
TOTAL DIRECT EXPENDITURE	566,001	534,700	540,800	542,200	6,100	7,500
DIRECT INCOME						
Sale of Goods	(40,000)	0	0	0	0	0
TOTAL DIRECT INCOME	(40,000)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	526,001	534,700	540,800	542,200	6,100	7,500
SUPPORT CHARGES						
Support Services	48,435	47,900	47,900	47,900	0	0
Recharges	(574,436)	(582,600)	(601,700)	(590,100)	(19,100)	(7,500)
TOTAL SUPPORT CHARGES	(526,001)	(534,700)	(553,800)	(542,200)	(19,100)	(7,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	(13,000)	0	(13,000)	0

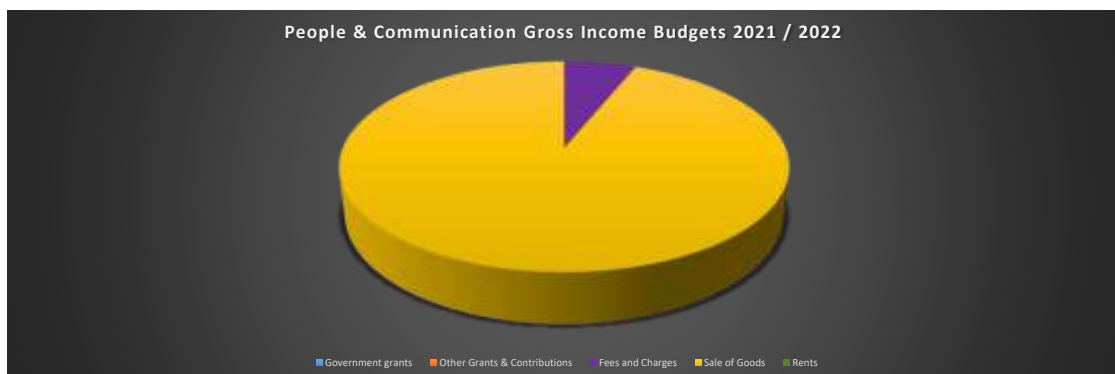
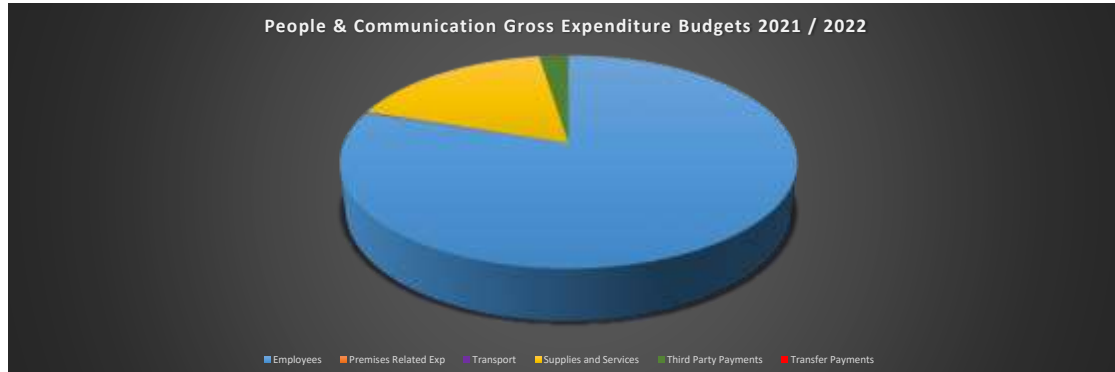
The Rangers carry out a number of duties in our parks and open spaces, including locking our cemeteries, Jephson Gardens, and paddling pools. Reminding park users of bylaws; including where cycling is permitted, where dogs must be on leads etc. The Rangers work with a variety of stakeholders including the Police and Homelessness charities.

Rangers assist with the security of parks and open spaces including key holders for height restrictors and gates.

There are 14 FTE permanent Rangers (including 2 Team Leaders), 1 Ranger on 2 yr FTC and no Bank staff to help during peak times presently, the service operates 7 days a week and Rangers are on duty until 10pm in the Summer and 8pm in the winter.

The St Peters office is currently manned 7 days a week from 6am until 10pm in the Summer and 8pm in the winter but contractually until midnight if necessary. The gates are not currently locked whilst trialling the new ANPR barrier system leaving it operational 24 hours, 7 days a week..

People and Communication							
Service Area Code	Service Area's	Actuals 2019/20 (.A)	Original Budget 2020/21 (.B)	Latest Budget 2020/21 (.C)	Original Budget 2021/22 (.D)	Variance 2020/21 (C-B)	Variance 2021/22 (D-B)
S2060	Human Resources	(38,149)	0	253,900	271,100	253,900	271,100
S6025	Training	7,305	5,200	5,200	5,200	0	0
S3470	Media & Communications	(0)	0	0	0	0	0
S2340	Media Room	8,057	0	53,500	64,600	53,500	64,600
TOTAL STRATEGIC LEADERSHIP		(22,787)	5,200	312,600	340,900	307,400	335,700
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	960,468	995,700	1,016,000	1,033,800	20,300	38,100
	Premises Related Exp	0	0	0	0	0	0
	Transport	1,008	2,100	1,500	2,100	(600)	0
	Supplies and Services	179,685	211,700	200,600	225,200	(11,100)	13,500
	Third Party Payments	22,712	31,000	36,600	31,500	5,600	500
	Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		1,163,874	1,240,500	1,254,700	1,292,600	14,200	52,100
DIRECT INCOME							
	Government grants	(1,723)	0	0	0	0	0
	Other Grants & Contributions	(7,500)	0	0	0	0	0
	Fees and Charges	(1,457)	(4,100)	(4,100)	(4,200)	0	(100)
	Sale of Goods	(35,786)	(59,600)	(49,600)	(60,900)	10,000	(1,300)
	Interest	0	0	0	0	0	0
	Rents	0	0	0	0	0	0
TOTAL DIRECT INCOME		(46,466)	(63,700)	(53,700)	(65,100)	10,000	(1,400)
NET DIRECT (INCOME) / EXPENDITURE		1,117,408	1,176,800	1,201,000	1,227,500	24,200	50,700
SUPPORT CHARGES							
	Support Services	321,493	306,900	305,600	304,900	(1,300)	(2,000)
	Capital Charges	17,681	18,900	22,400	22,000	3,500	3,100
	Recharges	(1,479,368)	(1,497,400)	(1,216,400)	(1,213,500)	281,000	283,900
TOTAL SUPPORT CHARGES		(1,140,194)	(1,171,600)	(888,400)	(886,600)	283,200	285,000
NET (INCOME) / EXPENDITURE TO SUMMARY		(22,787)	5,200	312,600	340,900	307,400	335,700



Portfolio Service	People and Communication					
	S2060	Human Resources				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	632,845	682,200	685,100	707,900	2,900	25,700
Transport	519	1,200	1,200	1,200	0	0
Supplies and Services	78,469	78,500	73,900	90,000	(4,600)	11,500
Third Party Payments	22,712	30,600	35,600	31,100	5,000	500
TOTAL DIRECT EXPENDITURE	734,545	792,500	795,800	830,200	3,300	37,700
DIRECT INCOME						
Other Grants & Contributions	(7,500)	0	0	0	0	0
Fees and Charges	(17)	0	0	0	0	0
Sale of Goods	(370)	0	0	0	0	0
TOTAL DIRECT INCOME	(7,887)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	726,659	792,500	795,800	830,200	3,300	37,700
SUPPORT CHARGES						
Support Services	154,064	161,800	160,500	159,800	(1,300)	(2,000)
Recharges	(918,872)	(954,300)	(702,400)	(718,900)	251,900	235,400
TOTAL SUPPORT CHARGES	(764,808)	(792,500)	(541,900)	(559,100)	250,600	233,400
NET (INCOME) / EXPENDITURE TO SUMMARY	(38,149)	0	253,900	271,100	253,900	271,100

Human Resources provides services to all units within the Council to support people management activities; these include:

- Support for organisational development and improvement
- Corporate training and management development programmes
- Corporate human resources policy development and implementation
- Union negotiations and consultation
- Advice on terms and conditions
- Full recruitment service to all service areas
- Job evaluation system
- Maintenance of corporate human resources procedures
- Payroll Services including Self Service

There are 10 established posts:

- HR Manager
- Senior HR Officer x 2
- HR Business Partner x 2
- Learning and Development Officer
- HR support x 3

The "Employees" estimates include an amount of £4,900 available to General Fund services in respect of additional training costs and a Corporate Training budget of £36,800. The cost of this service is recharged out to other services on the basis of staff numbers.

The HR Manager is also responsible for Marketing & Communications and Website functions.

EQUALITIES

There are a number of legislative responsibilities for the Council in relation to a duty to positively promote equalities. The responsibility in relation to the Council's Community Leadership role is key in ensuring equal access to services to all aspects of our community through the understanding and development of the provision of the se services by our staff.

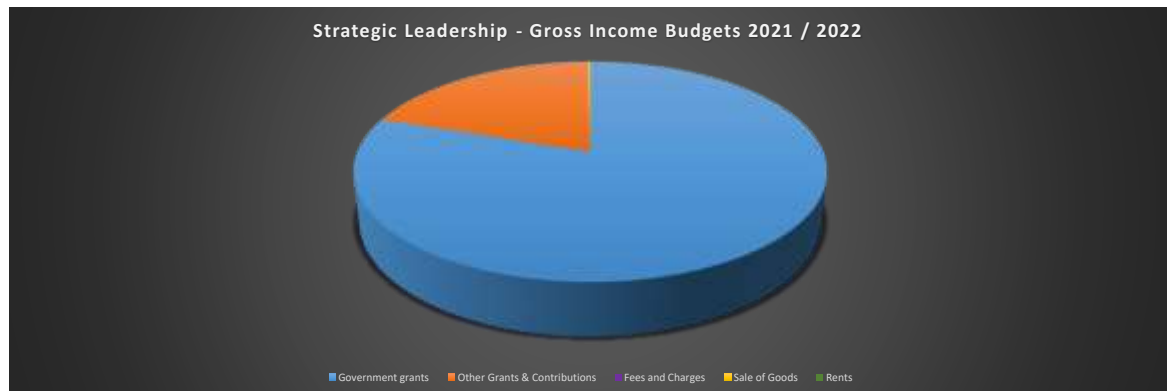
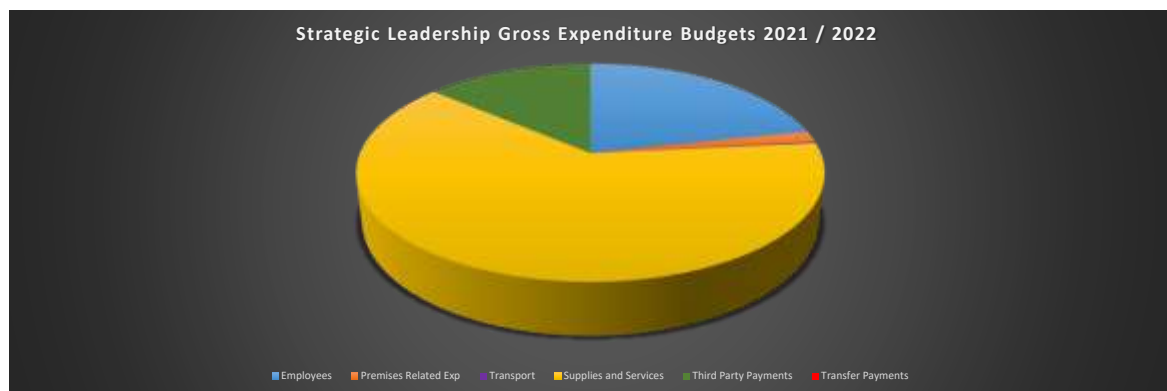
Portfolio Service	People and Communication					
	S6025	Training				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	4,566	4,700	4,700	4,700	0	0
Supplies and Services	1,273	500	500	500	0	0
TOTAL DIRECT EXPENDITURE	5,838	5,200	5,200	5,200	0	0
NET DIRECT (INCOME) / EXPENDITURE	5,838	5,200	5,200	5,200	0	0
SUPPORT CHARGES						
Support Services	1,467	0	0	0	0	0
TOTAL SUPPORT CHARGES	1,467	0	0	0	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	7,305	5,200	5,200	5,200	0	0

Portfolio Service	People and Communication					
	S3470	Media & Communications				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	58,565	55,300	56,900	58,000	1,600	2,700
Transport	62	100	100	100	0	0
Supplies and Services	27,859	30,800	39,800	31,300	9,000	500
TOTAL DIRECT EXPENDITURE	86,486	86,200	96,800	89,400	10,600	3,200
NET DIRECT (INCOME) / EXPENDITURE	86,486	86,200	96,800	89,400	10,600	3,200
SUPPORT CHARGES						
Support Services	29,679	26,400	26,400	26,400	0	0
Recharges	(116,165)	(112,600)	(123,200)	(115,800)	(10,600)	(3,200)
TOTAL SUPPORT CHARGES	(86,486)	(86,200)	(96,800)	(89,400)	(10,600)	(3,200)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0
Web Services						
The website provides information and services for customers 24 hours a day and seven days a week. As well as finding information about this council, this area and other government services customers can:						
<ul style="list-style-type: none"> - make payments; - search and submit planning applications; - book leisure facilities; - bid for council housing; - check council tax and benefit details; and - report problems and make requests directly. 						
This area now reports direct to the Marketing & Communications Manager. The cost of this service is recharged to users on the basis of gross expenditure.						
The website address is www.warwickdc.gov.uk						

Portfolio Service	People and Communication					
	S2340	Media Room				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	264,492	253,500	269,300	263,200	15,800	9,700
Transport	428	800	200	800	(600)	0
Supplies and Services	72,085	101,900	86,400	103,400	(15,500)	1,500
Third Party Payments	0	400	1,000	400	600	0
TOTAL DIRECT EXPENDITURE	337,004	356,600	356,900	367,800	300	11,200
DIRECT INCOME						
Government grants	(1,723)	0	0	0	0	0
Fees and Charges	(1,440)	(4,100)	(4,100)	(4,200)	0	(100)
Sale of Goods	(35,417)	(59,600)	(49,600)	(60,900)	10,000	(1,300)
TOTAL DIRECT INCOME	(38,579)	(63,700)	(53,700)	(65,100)	10,000	(1,400)
NET DIRECT (INCOME) / EXPENDITURE	298,425	292,900	303,200	302,700	10,300	9,800
SUPPORT CHARGES						
Support Services	136,283	118,700	118,700	118,700	0	0
Capital Charges	17,681	18,900	22,400	22,000	3,500	3,100
Recharges	(444,332)	(430,500)	(390,800)	(378,800)	39,700	51,700
TOTAL SUPPORT CHARGES	(290,368)	(292,900)	(249,700)	(238,100)	43,200	54,800
NET (INCOME) / EXPENDITURE TO SUMMARY	8,057	0	53,500	64,600	53,500	64,600
The Council operates a centralised Marketing & Communications Team which delivers the Marketing and Communications Strategy 2019-2023 and includes the provision of marketing, communications, website management, social media, advertising, graphic design, print and copying as well as internal communications and engagement through which all of the Council's above requirements are sourced. They create action plans, collect and use data and analytics, putting the customers' needs first and informing our on-going marketing plans. In addition, they support Councillors in delivering our news and promoting key initiatives.						
The introduction of new processes has enabled more work to be carried out internally which has resulted in cost savings. When demand exceeds capacity, work will be placed with external printers using the Print Tender Framework. The department advises on brand guidelines, Equality & Diversity accessibility issues on documents, Plain English and ensures that all publications abide by the Government's Code of Publicity.						

Strategic Leadership							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		(.A)	(.B)	(.C)	(.D)	(C-B)	(D-B)
S2000	Chief Executive's Office	42,663	121,400	35,000	465,000	(86,400)	343,600
S2200	Committee Services	75,386	83,600	84,800	35,500	1,200	(48,100)
S2010	Corporate Projects	3,684,888	41,400	6,158,400	137,200	6,117,000	95,800
S6022	COVID Related	40	0	(4,019,400)	2,069,000	(4,019,400)	2,069,000
S3350	Corporate Support Team	0	0	0	0	0	0
S2220	Democratic Representation	1,271,070	1,268,700	1,268,700	1,272,500	0	3,800
S3600	Economic Development	127,443	16,400	73,500	17,400	57,100	1,000
S2240	Elections	758,568	951,400	473,200	497,600	(478,200)	(453,800)
S4871	Legal Services	0	0	0	51,500	0	51,500
S3400	Payment Channels	(0)	0	300	300	300	300
TOTAL STRATEGIC LEADERSHIP		5,960,059	2,482,900	4,074,500	4,546,000	1,591,600	2,063,100
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
Employees		1,570,241	1,499,500	1,203,600	1,316,900	(295,900)	(182,600)
Premises Related Exp		166,949	2,800	49,300	100,800	46,500	98,000
Transport		21,529	13,800	13,000	13,200	(800)	(600)
Supplies and Services		1,089,733	790,800	1,936,200	3,834,600	1,145,400	3,043,800
Third Party Payments		368,283	267,600	462,000	840,200	194,400	572,600
Transfer Payments		0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		3,216,735	2,574,500	3,664,100	6,105,700	1,089,600	3,531,200
DIRECT INCOME							
Government grants		(669,094)	0	(5,427,900)	(1,288,400)	(5,427,900)	(1,288,400)
Other Grants & Contributions		0	0	0	(315,400)	0	(315,400)
Fees and Charges		(3,795)	0	0	0	0	0
Sale of Goods		(251,447)	(2,900)	(2,900)	(3,100)	0	(200)
Interest		0	0	0	0	0	0
Rents		0	0	0	0	0	0
TOTAL DIRECT INCOME		(924,336)	(2,900)	(5,430,800)	(1,606,900)	(5,427,900)	(1,604,000)
NET DIRECT (INCOME) / EXPENDITURE		2,292,399	2,571,600	(1,766,700)	4,498,800	(4,338,300)	1,927,200
SUPPORT CHARGES							
Support Services		1,530,924	1,487,400	1,486,500	1,480,300	(900)	(7,100)
Capital Charges		3,628,246	2,300	6,051,800	15,300	6,049,500	13,000
Recharges		(1,491,510)	(1,578,400)	(1,697,100)	(1,448,400)	(118,700)	130,000
TOTAL SUPPORT CHARGES		3,667,660	(88,700)	5,841,200	47,200	5,929,900	135,900
NET (INCOME) / EXPENDITURE TO SUMMARY		5,960,059	2,482,900	4,074,500	4,546,000	1,591,600	2,063,100

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Portfolio Service	Strategic Leadership					
	S2000	Chief Executive's Office				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	512,820	571,500	556,600	438,600	(14,900)	(132,900)
Transport	1,028	800	600	600	(200)	(200)
Supplies and Services	92,392	25,400	8,300	9,300	(17,100)	(16,100)
Third Party Payments	53,580	21,600	113,900	522,000	92,300	500,400
TOTAL DIRECT EXPENDITURE	659,820	619,300	679,400	970,500	60,100	351,200
DIRECT INCOME						
Government grants	(39,129)	0	0	0	0	0
Other Grants & Contributions	0	0	0	(52,000)	0	(52,000)
Sale of Goods	(67,682)	0	0	0	0	0
TOTAL DIRECT INCOME	(106,811)	0	0	(52,000)	0	(52,000)
NET DIRECT (INCOME) / EXPENDITURE	553,009	619,300	679,400	918,500	60,100	299,200
SUPPORT CHARGES						
Support Services	63,805	64,700	64,600	64,600	(100)	(100)
Recharges	(574,151)	(562,600)	(709,000)	(518,100)	(146,400)	44,500
TOTAL SUPPORT CHARGES	(510,345)	(497,900)	(644,400)	(453,500)	(146,500)	44,400
NET (INCOME) / EXPENDITURE TO SUMMARY	42,663	121,400	35,000	465,000	(86,400)	343,600
<p>The Chief Executive is the head of the Council's paid service. He is chief advisor to councillors on policy matters and is responsible for organisational management and development. This budget also includes the Deputy Chief Executives.</p> <p>The Chief Executive and the Deputy Chief Executive and the Programme Director for Climate Change provide strategic direction for the Council. All of the Council's Service Areas vis:</p> <ul style="list-style-type: none"> - Development Services - Neighbourhood Services - Housing Services - Assets - People & Communications - ICT - Health & Community protection - Finance - Culture <p>come under their remit with Democratic Services also reporting directly to the Deputy Chief Executive.</p> <p>The Chief Executive, the Deputy Chief Executive, Programme Director for Climate Change and the Heads of the Service Areas make up the Council's Senior Management Team.</p> <p>The cost of the Chief Executive is recharged to Corporate Management. The rest of the service costs are recharged to services based on staff time allocations. The Chief Executive's Office also includes responsibility for managing the Climate Action Fund and the delivery of the Climate Emergency Action Programme.</p>						

Portfolio Service	Strategic Leadership					
	S2200	Committee Services				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	223,926	263,400	269,800	246,400	6,400	(17,000)
Transport	4,297	8,200	7,700	7,800	(500)	(400)
Supplies and Services	32,019	40,400	40,900	21,600	500	(18,800)
Third Party Payments	18,433	39,900	19,900	20,200	(20,000)	(19,700)
TOTAL DIRECT EXPENDITURE	278,675	351,900	338,300	296,000	(13,600)	(55,900)
DIRECT INCOME						
Sale of Goods	(357)	0	0	0	0	0
TOTAL DIRECT INCOME	(357)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	278,318	351,900	338,300	296,000	(13,600)	(55,900)
SUPPORT CHARGES						
Support Services	147,724	155,300	155,300	155,300	0	0
Recharges	(350,655)	(423,600)	(408,800)	(415,800)	14,800	7,800
TOTAL SUPPORT CHARGES	(202,931)	(268,300)	(253,500)	(260,500)	14,800	7,800
NET (INCOME) / EXPENDITURE TO SUMMARY	75,386	83,600	84,800	35,500	1,200	(48,100)
<p>The Council's decision making process consists of an Executive, Overview and Scrutiny Committees, and other service specific committees. This budget reflects the cost of this process as well as the staff which supports it. The majority of these costs are recharged to the Democratic Representation Budget Code.</p> <p>In addition, this budget also covers the process of administering the requests received by the Council under the Freedom of Information Act, Data Protection and Environmental Information Regulations.</p> <p>The cost of this service is recharged to services based on staff time allocations</p>						

Portfolio Service	Strategic Leadership					
	S2010	Corporate Projects				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	33,517	0	0	0	0	0
Supplies and Services	31,549	0	0	0	0	0
Third Party Payments	57,220	41,400	143,400	137,200	102,000	95,800
TOTAL DIRECT EXPENDITURE	122,285	41,400	143,400	137,200	102,000	95,800
NET DIRECT (INCOME) / EXPENDITURE	122,285	41,400	143,400	137,200	102,000	95,800
SUPPORT CHARGES						
Support Services	0	200	200	200	0	0
Capital Charges	3,575,930	0	6,015,000	0	6,015,000	0
Recharges	(13,327)	(200)	(200)	(200)	0	0
TOTAL SUPPORT CHARGES	3,562,603	0	6,015,000	0	6,015,000	0
NET (INCOME) / EXPENDITURE TO SUMMARY	3,684,888	41,400	6,158,400	137,200	6,117,000	95,800
Portfolio Service	Strategic Leadership					
	S6022	COVID Related				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Premises Related Exp	0	0	46,500	0	46,500	0
Supplies and Services	40	0	1,362,000	3,092,700	1,362,000	3,092,700
TOTAL DIRECT EXPENDITURE	40	0	1,408,500	3,092,700	1,408,500	3,092,700
DIRECT INCOME						
Government grants	0	0	(5,427,900)	(1,023,700)	(5,427,900)	(1,023,700)
TOTAL DIRECT INCOME	0	0	(5,427,900)	(1,023,700)	(5,427,900)	(1,023,700)
NET DIRECT (INCOME) / EXPENDITURE	40	0	(4,019,400)	2,069,000	(4,019,400)	2,069,000
NET (INCOME) / EXPENDITURE TO SUMMARY	40	0	(4,019,400)	2,069,000	(4,019,400)	2,069,000
Portfolio Service	Strategic Leadership					
	S3350	Corporate Support Team				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	171,766	175,000	178,800	152,700	3,800	(22,300)
Transport	6	200	100	200	(100)	0
Supplies and Services	9,028	10,800	10,800	10,900	0	100
TOTAL DIRECT EXPENDITURE	180,799	186,000	189,700	163,800	3,700	(22,200)
DIRECT INCOME						
Government grants	(2,222)	0	0	0	0	0
TOTAL DIRECT INCOME	(2,222)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	178,577	186,000	189,700	163,800	3,700	(22,200)
SUPPORT CHARGES						
Support Services	83,463	97,100	97,100	97,100	0	0
Recharges	(262,040)	(283,100)	(286,800)	(260,900)	(3,700)	22,200
TOTAL SUPPORT CHARGES	(178,577)	(186,000)	(189,700)	(163,800)	(3,700)	22,200
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0
<p>The Corporate Support Team provide business support functions such as post opening, bulk mailing, corporate admin and scanning are undertaken in the centre. The team is accountable for the corporate postage and stationary budgets, ensuring efficiency savings are maximised. The costs of the service are recharged to individual business units on the basis of time allocations.</p>						

Portfolio Service	Strategic Leadership					
	S2220	Democratic Representation				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Employees	4,667	6,100	6,100	6,200	0	100
Transport	476	4,100	4,100	4,100	0	0
Supplies and Services	346,375	371,700	371,700	375,300	0	3,600
Third Party Payments	958	6,000	6,000	6,100	0	100
TOTAL DIRECT EXPENDITURE	352,476	387,900	387,900	391,700	0	3,800
NET DIRECT (INCOME) / EXPENDITURE	352,476	387,900	387,900	391,700	0	3,800
SUPPORT CHARGES						
Support Services	990,460	952,900	952,900	952,900	0	0
Capital Charges	1,633	1,400	1,400	1,400	0	0
Recharges	(73,500)	(73,500)	(73,500)	(73,500)	0	0
TOTAL SUPPORT CHARGES	918,594	880,800	880,800	880,800	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	1,271,070	1,268,700	1,268,700	1,272,500	0	3,800
<p>This includes all aspects of members' activities in their capacity as members of the Council, including corporate, service policy making and the more general activities relating to governance and the representation of local interests.</p> <p>Activities covered include all meetings that involve members acting on behalf of the authority, such as meetings of the Council, the Executive, Overview and Scrutiny Committees, Regulatory Committee, Licensing Committee Planning Committee, Employment Committee and joint officer / member working groups. It also covers activities that members undertake as local representatives or to represent local interests.</p> <p>Democratic Representation and Management costs also include the costs associated with officer advice and support to members.</p> <p>As a result of the above, costs properly chargeable to Democratic Representation and Management include:</p> <ul style="list-style-type: none"> - All members' allowances and expenses, including telephone calls, postages, equipment costs, hospitality, accommodation costs, training, conference fees, etc. - The costs associated with officer time spent on appropriate advice and support activities, including office support services, professional advice and support, preparation of agendas and minutes, attendance at meetings, production of specific papers for members, etc. - Subscriptions to local authority associations. <p>The only recharge made is to the Housing Revenue Account to reflect its share of the costs.</p>						

Portfolio Service	Strategic Leadership					
	S3600	Economic Development				
SUBJECTIVE ANALYSIS						
DIRECT EXPENDITURE	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
Supplies and Services	15,000	15,300	15,300	15,600	0	300
Third Party Payments	63,040	0	36,400	0	36,400	0
TOTAL DIRECT EXPENDITURE	78,040	15,300	51,700	15,600	36,400	300
NET DIRECT (INCOME) / EXPENDITURE	78,040	15,300	51,700	15,600	36,400	300
SUPPORT CHARGES						
Support Services	8	300	200	200	(100)	(100)
Capital Charges	49,395	800	21,600	1,600	20,800	800
Recharges	0	0	0	0	0	0
TOTAL SUPPORT CHARGES	49,403	1,100	21,800	1,800	20,700	700
NET (INCOME) / EXPENDITURE TO SUMMARY	127,443	16,400	73,500	17,400	57,100	1,000

Portfolio Service	Strategic Leadership					
	S2240	Elections				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	657,062	483,500	192,300	473,000	(291,200)	(10,500)
Premises Related Exp	133,432	2,800	2,800	100,800	0	98,000
Transport	15,722	500	500	500	0	0
Supplies and Services	540,322	305,300	105,300	287,000	(200,000)	(18,300)
Third Party Payments	30,167	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	1,376,705	792,100	300,900	861,300	(491,200)	69,200
DIRECT INCOME						
Government grants	(627,743)	0	0	(264,700)	0	(264,700)
Other Grants & Contributions	0	0	0	(263,400)	0	(263,400)
Sale of Goods	(183,408)	(2,900)	(2,900)	(3,100)	0	(200)
TOTAL DIRECT INCOME	(811,151)	(2,900)	(2,900)	(531,200)	0	(528,300)
NET DIRECT (INCOME) / EXPENDITURE	565,554	789,200	298,000	330,100	(491,200)	(459,100)
SUPPORT CHARGES						
Support Services	207,426	178,100	177,400	171,200	(700)	(6,900)
Capital Charges	1,288	100	13,800	12,300	13,700	12,200
Recharges	(15,700)	(16,000)	(16,000)	(16,000)	0	0
TOTAL SUPPORT CHARGES	193,015	162,200	175,200	167,500	13,000	5,300
NET (INCOME) / EXPENDITURE TO SUMMARY	758,568	951,400	473,200	497,600	(478,200)	(453,800)
<p>Warwick District Council is required to appoint an officer to be the Returning Officer for the election of District Councillors and their duties are separate from their duties as a local government officer. The Chief Executive is the appointed officer and as Returning Officer he is personally liable for the conduct of the election. The Electoral Services Manager is appointed as Deputy Returning Officer.</p> <p>Electoral Services organise elections for local and national government held within the District Council area. This includes UK Parliamentary elections for the 2 Parliamentary Constituencies covering the District (Warwick and Leamington & Kenilworth and Southam), all types of referenda (including those for Neighbourhood Planning and local referendums held within the area), Warwick District Council elections, Warwickshire County Council elections, elections for the Parish and Town Councils and the Police and Crime Commissioner for the Warwickshire Police area. The Chief Executive is the current appointed Warwickshire Police Area Returning Officer.</p> <p>The costs of the various levels of elections are reimbursed by the bodies in question - national, county or parish levels. The costs of the District Council elections are borne by this Authority. The next scheduled District Council elections are to be held on Thursday 4 May 2023 and these will be combined with elections for all Parish and Town Councils within the District.</p> <p>The Electoral Commission set and monitors performance standards for Electoral Services, publishing the standards of performance for Returning Officers with a view to ensuring that elections are conducted in line with a set of key principals.</p>						

Portfolio Service	Strategic Leadership					
	S4871	Legal Services				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Third Party Payments	2,525	30,700	14,400	24,200	(16,300)	(6,500)
TOTAL DIRECT EXPENDITURE	2,525	30,700	14,400	24,200	(16,300)	(6,500)
DIRECT INCOME						
Fees and Charges	(3,795)	0	0	0	0	0
TOTAL DIRECT INCOME	(3,795)	0	0	0	0	0
NET DIRECT (INCOME) / EXPENDITURE	(1,271)	30,700	14,400	24,200	(16,300)	(6,500)
SUPPORT CHARGES						
Support Services	27,470	27,300	27,300	27,300	0	0
Recharges	(26,199)	(58,000)	(41,700)	0	16,300	58,000
TOTAL SUPPORT CHARGES	1,271	(30,700)	(14,400)	27,300	16,300	58,000
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	51,500	0	51,500

Portfolio Service	Strategic Leadership					
	S3400	Payment Channels				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Supplies and Services	23,010	21,900	21,900	22,200	0	300
Third Party Payments	142,361	128,000	128,000	130,500	0	2,500
TOTAL DIRECT EXPENDITURE	165,370	149,900	149,900	152,700	0	2,800
NET DIRECT (INCOME) / EXPENDITURE	165,370	149,900	149,900	152,700	0	2,800
SUPPORT CHARGES						
Support Services	10,566	11,500	11,500	11,500	0	0
Recharges	(175,937)	(161,400)	(161,100)	(163,900)	300	(2,500)
TOTAL SUPPORT CHARGES	(165,370)	(149,900)	(149,600)	(152,400)	300	(2,500)
NET (INCOME) / EXPENDITURE TO SUMMARY	(0)	0	300	300	300	300

Housing Revenue Account (HRA) - Summary

Housing Revenue Account - Summary						
	Outturn 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
	£	£	£	£	£	£
	A	B	C	D	C - B	D - B
7000	HOUSING REVENUE ACCOUNT					
EXPENDITURE						
7000-2051	PPM Non-Op	(22)	0	0	0	0
7000-2094	Housing Repairs Supervision	843,607	907,800	954,100	46,300	34,200
7000-2097	HRA Repairs and Maintenance	6,323,740	6,441,600	6,441,600	0	8,600
7000-2100	Electricity	(380)	400	400	0	0
7000-2110	Gas	238	2,500	2,500	0	0
7000-2130	Wood Fuel - Bio-Mass boiler	5,444	0	0	0	0
7000-2300	Rates	34,938	35,800	48,200	12,400	13,200
7000-2310	Council Tax	140,449	139,800	139,800	0	2,700
7000-2400	Water Charges-Metered	33,052	40,800	40,800	0	800
7000-2410	Water Rates	577	0	0	0	0
	PREMISES	7,381,644	7,568,700	7,627,400	58,700	59,500
7000-4430	Debt Recovery Agency Costs	0	4,000	4,000	0	0
7000-4800	Contributions To Provisions	0	74,400	74,400	0	1,400
7000-4810	Bad Debts Provision	468,739	387,800	387,800	395,500	7,700
	SUPPLIES AND SERVICES	468,739	466,200	466,200	475,300	9,100
7000-5770	Consultants Fees	3,275	0	0	0	0
	THIRD PARTY PAYMENTS	3,275	0	0	0	0
7000-7670	Supervision & Management - General	2,697,624	3,592,000	3,669,400	3,351,900	77,400
7000-7675	Supervision & Management - Special	2,417,888	2,643,400	2,637,000	2,650,400	(6,400)
	SUPPORT SERVICES	5,115,512	6,235,400	6,306,400	6,002,300	71,000
7000-8200	Loss On Impairment/Revaluation Of Assets	(990,139)	0	0	0	0
7000-8810	Depreciation on Council Dwellings	5,374,312	5,654,000	5,654,000	5,654,000	0
7000-8811	Depreciation on Other HRA Properties	588,353	541,800	541,800	541,800	0
7000-8812	Depreciation on Equipment	62,763	10,700	10,700	10,700	0
	CAPITAL CHARGES	5,035,290	6,206,500	6,206,500	6,206,500	0
	GROSS EXPENDITURE	18,004,459	20,476,800	20,606,500	20,312,300	129,700
INCOME						
7000-9208	Other Income	(4,650)	0	0	0	0
7000-9303	Fees+Charges General	0	(5,500)	(5,500)	(2,000)	3,500
7000-9395	Other Licences	2,005	(4,200)	(4,200)	(4,200)	0
7000-9396	Legal Fees	(307)	0	0	0	0
7000-9397	Heating Charges	(164,619)	(152,400)	(152,400)	(164,500)	(12,100)
7000-9402	Service Charges	(200,133)	(204,000)	(204,000)	(204,000)	0
7000-9407	Service Charges Supporting People	(103,811)	(197,800)	(197,800)	(161,400)	36,400
7000-9422	Water Charges Supporting People	(37,317)	(31,700)	(31,700)	(33,000)	(1,300)
7000-9442	Service Charges Leasehold	(5,551)	0	0	0	0
7000-9500	Rents-Housing	(24,664,221)	(24,948,900)	(24,948,900)	(25,330,000)	(381,100)
7000-9506	Rents-Shared Ownership	(61,798)	(75,800)	(75,800)	(73,700)	2,100
7000-9507	Rents-Affordable	(532,549)	(505,100)	(505,100)	(513,300)	(8,200)
7000-9509	Use and Occupation - Homeless	(31,786)	0	0	(30,000)	(30,000)
7000-9510	Rents-Garages	(689,765)	(762,200)	(762,200)	(762,200)	0
7000-9520	Rents-Others	(323,896)	(353,700)	(353,700)	(353,700)	0
7000-9710	General Fund	(37,900)	(38,700)	(38,700)	(38,700)	0
	GROSS INCOME	(26,856,298)	(27,280,000)	(27,280,000)	(27,670,700)	0
	NET INCOME FROM SERVICES	(8,851,839)	(6,803,200)	(6,673,500)	(7,358,400)	129,700
7000-9610	Interest-Balances	(490,140)	(304,200)	(304,200)	(304,200)	0
7000-9810	Capital Charges - Adj	0	(100,000)	(100,000)	(100,000)	0
	NET OPERATIONAL INCOME	(9,341,979)	(7,207,400)	(7,077,700)	(7,762,600)	129,700
APPROPRIATIONS						
7000-8000	Reversal of Notional Interest	13,842,000	290,000	14,357,000	14,357,000	14,067,000
7000-8030	Reversal of Notional Interest	(13,842,000)	(290,000)	(14,357,000)	(14,357,000)	(14,067,000)
7000-8600	External Interest	4,765,564	4,765,600	4,765,600	4,765,600	0
7000-9801	Approp HRA Resource Equiv to Depn to MRR	6,025,428	0	0	0	0
7000-9802	Approp from CAA to Offset HRA Resources	(6,025,428)	0	0	0	0
7000-B015	Capital financing	9,249,311	0	0	0	0
7000-B017	Cap Fin-Rev Contr to Cap Outlay(GF+HIP)	122,300	119,600	119,600	119,600	0
7000-B043	Cont from Reserves	100,305	8,000	8,000	8,000	0
7000-B044	Contrib HRA Capital Invest Reserve (Dr)	3,761,797	2,695,100	2,565,400	3,250,100	(129,700)
7000-B282	Recognised gains/losses -asset sales	3,151,270	0	0	0	0
7000-B288	F Assets sales b/s val trf to I & E a/c	2,029,956	0	0	0	0
7000-B515	Capital financing	(9,249,311)	0	0	0	0
7000-B543	Cont from Reserves	0	(100,000)	(100,000)	(100,000)	0
7000-B782	rec gains/losses - fa - reversal	(3,151,270)	0	0	0	0
7000-B786	NCA Impair/Revals Losses charged to rev	990,139	0	0	0	0
7000-B789	F Asset sales trf from I & E to CAA a/c	(2,029,956)	0	0	0	0
7000-B791	employee benefits accruals (cr)	518	0	0	0	0
7000-B990	Net IAS19 Charges for Retirement Benefits	(889,685)	(878,800)	(878,800)	(878,800)	0
7000-B991	Employers Contribs payable to Pension Fd	308,394	402,000	402,000	402,000	0
7000-B992	Pensions Interest+Rate of Return Assets	153,247	165,700	165,700	165,700	0
	TRANSFER (TO) / FROM HRA RESERVE	(29,400)	(30,200)	(30,200)	(30,400)	0
	Balance Brought Forward	(1,453,500)	(1,482,900)	(1,482,900)	(1,513,100)	
	HRA BALANCE CARRIED FORWARD	(1,482,900)	(1,513,100)	(1,513,100)	(1,543,500)	0

Housing Revenue Account - Service Analysis							
	Outturn 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22	
	£	£	£	£	£	£	
	A	B	C	D	C - B	D - B	
7000 HOUSING REVENUE FUND	(29,400)	(30,200)	(30,200)	(30,400)	0	(200)	
HOUSING SERVICES							
7780 Housing & Void Repairs Team	469,983	413,600	467,700	449,200	54,100	35,600	
7300 Housing & Property Services Management	133,424	124,300	127,900	50,000	3,600	(74,300)	
7405 Sustaining Tenancies Mgt	74,872	11,200	8,300	4,700	(2,900)	(6,500)	
7550 Housing Lettings Team	178,277	290,600	290,600	268,700	0	(21,900)	
7200 Housing Services (dept. wide costs)	180,960	183,600	183,600	181,300	0	(2,300)	
7250 Housing Services Recharges a/c	(2,694,710)	(3,455,500)	(3,518,000)	(3,421,800)	(62,500)	33,700	
7330 Housing Strategy & Development Mgt	209,271	788,100	831,000	822,600	42,900	34,500	
7335 Business Development & Change	3,477	257,400	271,200	276,000	13,800	18,600	
7600 Tenancy Management	534,053	640,700	876,600	937,500	235,900	296,800	
7406 Lettings Incentive Scheme	9,693	20,400	20,400	20,800	0	400	
7700 Housing Income Recovery	382,797	520,200	231,600	223,700	(288,600)	(296,500)	
7710 Housing Financial Inclusion	1,051	3,300	3,300	3,200	0	(100)	
7340 H&PS Service Improvement	281,624	108,700	112,400	98,800	3,700	(9,900)	
7610 Tenant Development	23,324	43,800	43,800	41,200	0	(2,600)	
7611 Tenant Panel	905	0	0	0	0	0	
7615 Engagement Grants	0	800	800	800	0	0	
7616 EMR Housing Tenant Survey	1,368	0	0	0	0	0	
7750 H&PS Business Support	214,462	47,600	47,600	41,900	0	(5,700)	
7755 Tenants Insurance	(4,830)	1,200	1,200	1,400	0	200	
TRANSFER TO HRA SUMMARY	(0)	0	0	0	0	0	
SUPERVISION & MANAGEMENT GENERAL							
7011 HRA PV Panels	(84,733)	(72,700)	(72,700)	(74,200)	0	(1,500)	
7013 RHI Renewable Heat Initiative	(5,233)	(20,400)	(20,400)	(20,900)	0	(500)	
7782 HRA Stock Condition+Structural Surveys	90,904	122,400	122,400	124,800	0	2,400	
7010 Housing Supervision & Mgt (S&M) General	2,597,905	3,505,200	3,562,100	3,253,100	56,900	(252,100)	
7030 HRA Shops and Commercial Props	20,318	14,300	14,300	14,400	0	100	
7210 Turpin Court Garage site	2,868	0	0	0	0	0	
7211 Spa View Garage site	1,457	0	5,100	0	5,100	0	
7212 Shakespeare Avenue Garage site	895	0	5,800	0	5,800	0	
7213 1 Warwick Street site	6,791	0	0	0	0	0	
7214 Golf Lane land	4,784	0	0	0	0	0	
7614 Events & Consultations	6,945	6,100	6,100	6,200	0	100	
7650 Shared Ownership	6,539	2,300	3,100	3,100	800	800	
7020 Right to Buy Admin	47,932	43,600	43,600	45,400	0	1,800	
7640 Leasehold Management	251	0	0	0	0	0	
TRANSFER TO HRA SUMMARY	2,697,624	3,600,800	3,669,400	3,351,900	68,600	(248,900)	
SUPERVISION & MANAGEMENT SPECIAL							
7928 RepM Fire Risk Assessments- Communal	0	49,300	49,300	49,300	0	0	
7433 William Wallsgrove House	69,340	53,000	0	6,700	(53,000)	(46,300)	
7620 Open Spaces	592,515	622,800	622,800	579,900	0	(42,900)	
7630 Communal Areas	431,973	414,100	499,900	497,400	85,800	83,300	
7635 Neighbourhood Estates Services	206,346	317,000	287,700	330,100	(29,300)	13,100	
7415 Warwick Response Business Mgt	62,138	40,000	40,000	38,700	0	(1,300)	
7420 Warwick Response Control Centre	880,347	997,800	1,031,100	1,050,100	33,300	52,300	
7429 Lifeline Private WDC customer income	(135,112)	(126,500)	(168,000)	(173,800)	(41,500)	(47,300)	
7431 Very Sheltered Cleaning	84,258	22,600	20,600	9,400	(2,000)	(13,200)	
7436 Beauchamp House	27,658	17,800	17,800	25,700	0	7,900	
7445 Housing Support Team	0	2,200	2,200	2,100	0	(100)	
7450 Housing Central Heating	1,719	(900)	2,300	2,300	3,200	3,200	
7451 CH Acorn Court, LS	30,293	26,400	26,400	26,400	0	0	
7452 CH Tannery Court, Ken	27,030	32,000	32,000	32,200	0	200	
7453 CH Yeomanry Close, Wk	23,836	21,700	21,700	21,700	0	0	
7454 CH James Court, Wk	18,480	14,300	14,300	14,300	0	0	
7455 CH Chandos Court, LS	43,404	41,900	41,900	41,900	0	0	
7456 CH Radcliffe Gardens, LS	25,039	21,200	21,200	21,200	0	0	
7457 Utility charges Sayer Court, LS	19,840	37,500	34,300	34,700	(3,200)	(2,800)	
7460 Community Centres	8,785	39,500	39,500	40,000	0	500	
TRANSFER TO HRA SUMMARY	2,417,888	2,643,700	2,637,000	2,650,300	(6,700)	6,600	
HOUSING REPAIR							
7910 RepM Electrical repairs	583,912	573,500	573,500	573,500	0	0	
7912 RepM Gas/Heating Maintenance	629,106	594,700	594,700	594,700	0	0	
7940 RepM HRA Asbestos works	574,602	408,000	408,000	416,000	0	8,000	
7960 RepR Void Repair Contract	1,706,857	1,280,100	1,280,100	1,280,700	0	600	
7966 RepR Day to Day Repairs Contract	1,821,674	1,499,900	1,499,900	1,499,900	0	0	
7968 RepR Garages: Responsive Repairs	74,251	158,700	158,700	158,700	0	0	
7900 RepM Painting & Decorations	215,863	595,000	595,000	595,000	0	0	
7901 RepM Concrete Repairs	0	40,000	40,000	40,000	0	0	
7911 RepM Energy Efficiency	66,064	0	0	0	0	0	
7916 RepM Door Entry & Security Maintenance	134,230	60,200	60,200	60,200	0	0	
7922 RepM Legionella Testing	17,331	34,600	34,600	34,600	0	0	
7923 EMR Mobility Scooter Store (RepM Fire Pr	2,722	0	0	0	0	0	
7926 RepM Fire Prevention Works	265,159	967,000	967,000	967,000	0	0	
7930 RepM HRA Paths and Surfacing	88,663	100,000	100,000	100,000	0	0	
7914 RepM HRA Lift Maintenance	67,576	37,300	37,300	37,300	0	0	
7920 RepM HRA Stairlift Maintenance	52,618	81,700	81,700	81,700	0	0	
7918 RepM Shop Maintenance	17,261	10,900	10,900	10,900	0	0	
7903 RepM Communal flooring/carpets	608	0	0	0	0	0	
TRANSFER TO SUMMARY	6,318,498	6,441,600	6,441,600	6,450,200	0	8,600	

Housing Services - HRA							
Service Area Code	Service Area's	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
		.(A)	.(B)	.(C)	.(D)	(C-B)	(D-B)
S7000	Housing Revenue Ac	(0)	0	0	0	0	0
S7010	Hsg Sup+Man General	(17,500)	8,800	0	0	(8,800)	(8,800)
S7020	Housing Business Support	(2,072,517)	(2,442,300)	(2,328,600)	(2,375,900)	113,700	66,400
S7030	Housing Services Management	133,424	124,300	123,700	50,000	(600)	(74,300)
S7040	Business Development	285,100	366,100	370,100	374,800	4,000	8,700
S7050	Financial Inclusion & Income Recovery	383,848	523,500	211,900	226,900	(311,600)	(296,600)
S7060	Maintenance	469,983	413,600	436,500	449,200	22,900	35,600
S7070	Independent Living	817,661	1,008,700	1,186,400	1,275,100	177,700	266,400
S7410	Warwick Response	807,373	911,300	848,100	915,000	(63,200)	3,700
S7430	Homelessness	96,998	70,800	17,800	32,400	(53,000)	(38,400)
S7450	Central Heating	189,641	194,100	194,100	194,700	0	600
S7460	Community Centres	8,785	39,500	39,500	40,000	0	500
S7635	Building & Estates Service	(1,102,796)	(1,218,400)	(1,099,500)	(1,182,200)	118,900	36,200
S7900	Housing Repairs - Major	0	0	0	0	0	0
S7950	Housing Repairs - Responsive	(0)	0	0	0	0	0
TOTAL HOUSING SERVICES - HRA		(0)	0	0	0	0	0
SUBJECTIVE ANALYSIS							
DIRECT EXPENDITURE							
	Employees	3,120,685	3,829,600	3,744,700	3,575,600	(84,900)	(254,000)
	Premises Related Exp	14,408,553	14,750,900	14,912,900	14,901,100	162,000	150,200
	Transport	25,271	34,700	33,800	34,000	(900)	(700)
	Supplies and Services	1,235,256	1,196,200	1,207,600	1,119,100	11,400	(77,100)
	Third Party Payments	881,598	1,118,600	1,122,700	1,058,300	4,100	(60,300)
	Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE		19,671,363	20,930,000	21,021,700	20,688,100	91,700	(241,900)
DIRECT INCOME							
	Government grants	(321,832)	(367,500)	(367,500)	(17,500)	0	350,000
	Other Grants & Contributions	(158,531)	(28,500)	(39,000)	(29,800)	(10,500)	(1,300)
	Fees and Charges	(903,813)	(1,048,700)	(1,003,200)	(987,600)	45,500	61,100
	Sale of Goods	(228,270)	(255,600)	(255,600)	(241,600)	0	14,000
	Interest	(490,140)	(304,200)	(304,200)	(304,200)	0	0
	Rents	(26,414,372)	(26,713,800)	(26,713,800)	(27,062,900)	0	(349,100)
TOTAL DIRECT INCOME		(28,516,958)	(28,718,300)	(28,683,300)	(28,643,600)	35,000	74,700
NET DIRECT (INCOME) / EXPENDITURE		(8,845,595)	(7,788,300)	(7,661,600)	(7,955,500)	126,700	(167,200)
SUPPORT CHARGES							
	Support Services	9,526,391	11,641,000	11,416,700	10,984,400	(224,300)	(656,600)
	Capital Charges	9,800,853	10,972,100	10,972,100	10,972,100	0	0
	Recharges	(15,028,664)	(17,133,400)	(16,909,100)	(16,867,600)	224,300	265,800
TOTAL SUPPORT CHARGES		4,298,580	5,479,700	5,479,700	5,088,900	0	(390,800)
NET (INCOME) / EXPENDITURE TO SUMMARY		(4,547,015)	(2,308,600)	(2,181,900)	(2,866,600)	126,700	(558,000)

The Housing Revenue Account (HRA) 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 by Council Tax, Revenue Support Grant from the Government and other sources of incomes, such as charges made for Council services.

The major sources of income to the HRA are from rents and service charges, whilst the main areas of expenditure are management and maintenance of the stock and servicing the £136.2m debt taken on as part of the implementation of Housing Self Financing in April 2012.

Rent Calculations

- Rent is the main source of income to the HRA. Rent for all Social and Warwick Affordable tenanted dwellings (excluding shared ownership) is to be increased by CPI +1% from 2020/21 for a 5 year period.
- Shared ownership rents are increased by RPI + 0.5% in line with the lease agreement.
- Garage rents for 2019/20 are increased by 10% per year for 5 years from 2020/21.

Housing Revenue Account Self Financing

From 1st April 2012, Housing Revenue Account Self Financing replaced the previous national Housing Subsidy regime. The Council had to borrow £136.2m to make a one-off 'buy out' payment from the Housing Subsidy system. This debt is serviced from HRA funds. Any money not needed for servicing the debt are retained by the Council to spend on managing, maintaining and developing its own stock and covering the cost of any levies or charges that may be imposed on the Council as a result of national housing policy. The Previous Rent Policy implemented a 1% rent reduction per year, for four years which commenced in April 2016. From April 2020 the Government advised a new rents policy stating rents charged are to increase by CPI + 1% per year based on September CPI for a five-year period.

Independent Living Team

Following a full housing services restructure, this team support tenants in sheltered schemes, and the Lifeline Services team. Lifeline Services provides a cross tenure community alarm service to older and vulnerable tenants and other residents in Warwick district across Warwickshire and beyond.

Service Charges

This is mainly income from Council leaseholders, owner/occupiers who have purchased flats under the 'Right to Buy' scheme, as their contribution towards management and maintenance of their property. Heating and Water Service Charges are recharges to tenants of Sheltered Housing Schemes, who benefit from the provision of communal heating and water supplies. The Lifeline costs Service Charge covers the elements included in the provision of the intensive housing management service provided to those tenants living in our sheltered schemes service and alarm system for the elderly, some of this charge is covered by Housing Benefit the remainder are a non eligible service charge and therefore the sole responsibility of the tenants.

Supervision & Management

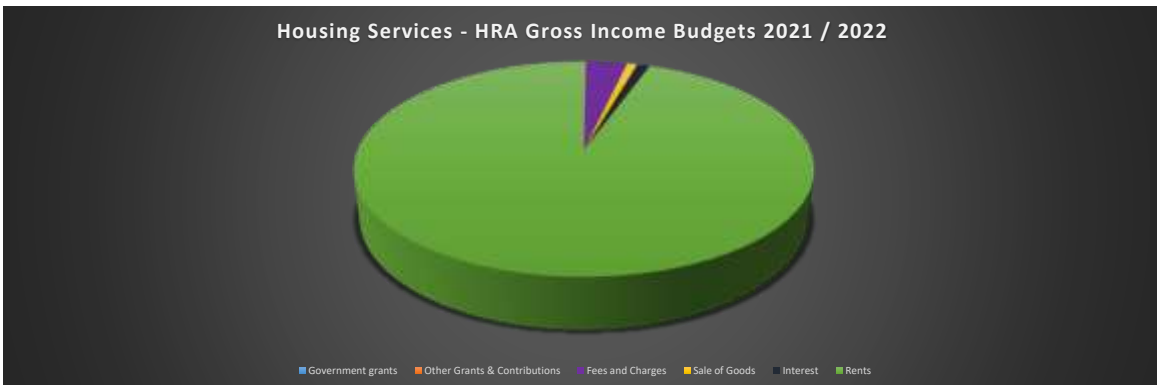
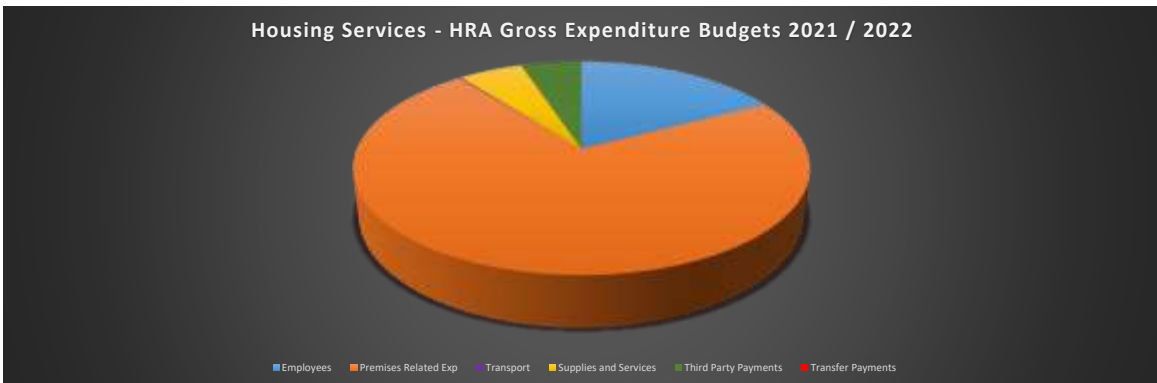
This covers the general management of the housing stock, which include the provision of estate management services and housing support.

Repairs & Maintenance

This includes expenditure on routine repairs and programmed maintenance to the stock, as well as the supervision of housing repairs. This includes a contribution to capital, to help fund major works not covered by the Major Repairs Reserve, such as Environmental Improvements. The Council's Housing Investment Programme is shown within the Capital Programme.

Bad Debts Provision

The Council has made provision for 'Bad Debts' in respect of Council tenants' arrears. This represents an assessment, in accordance with directions previously issued by the Secretary of State, of the most likely value of rent arrears that will never be recovered. Consideration has been taken in regards to the impact on rent arrears and the introduction of Universal Credit (UC) from October 2018. There were 1149 tenants that have made a claim for UC in 2020/21. The bad debt provision is assessed to review the level of arrears each year and reflects delays in tenants moving over to Universal Credit.



Portfolio Service	Housing Services - HRA					
	S7010	Hsg Sup+Man General				
SUBJECTIVE ANALYSIS						
	Actuals	Original Budget	Latest Budget	Original Budget	Variance	Variance
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22
DIRECT EXPENDITURE						
Employees	13,448	(2,900)	(2,900)	(2,100)	0	800
Premises Related Exp	102,201	100,700	99,900	101,900	(800)	1,200
Transport	0	0	0	0	0	0
Supplies and Services	105,629	102,200	104,300	106,000	2,100	3,800
Third Party Payments	276,668	408,100	419,000	415,800	10,900	7,700
TOTAL DIRECT EXPENDITURE	497,947	608,100	620,300	621,600	12,200	13,500
DIRECT INCOME						
Fees and Charges	(3,567)	(4,500)	(4,500)	(4,700)	0	(200)
Sale of Goods	(120,910)	(140,100)	(140,100)	(143,100)	0	(3,000)
Rents	(52,503)	0	0	0	0	0
TOTAL DIRECT INCOME	(176,980)	(144,600)	(144,600)	(147,800)	0	(3,200)
NET DIRECT (INCOME) / EXPENDITURE	320,967	463,500	475,700	473,800	12,200	10,300
SUPPORT CHARGES						
Support Services	3,235,783	4,096,100	4,008,500	3,836,900	(87,600)	(259,200)
Recharges	(3,574,251)	(4,550,800)	(4,484,200)	(4,310,700)	66,600	240,100
TOTAL SUPPORT CHARGES	(338,467)	(454,700)	(475,700)	(473,800)	(21,000)	(19,100)
NET (INCOME) / EXPENDITURE TO SUMMARY	(17,500)	8,800	0	0	(8,800)	(8,800)

Portfolio Service	Housing Services - HRA						
	S7020	Housing Business Support					
SUBJECTIVE ANALYSIS							
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22	
DIRECT EXPENDITURE							
Employees	340,077	720,600	742,500	755,700	21,900	35,100	
Transport	882	600	600	600	0	0	
Supplies and Services	21,494	34,800	34,800	34,800	0	0	
Third Party Payments	36,120	61,200	82,200	62,400	21,000	1,200	
Transfer Payments	0	0	0	0	0	0	
TOTAL DIRECT EXPENDITURE	398,574	817,200	860,100	853,500	42,900	36,300	
DIRECT INCOME							
Sale of Goods	(14)	0	0	0	0	0	
TOTAL DIRECT INCOME	(14)	0	0	0	0	0	
NET DIRECT (INCOME) / EXPENDITURE	398,561	817,200	860,100	853,500	42,900	36,300	
SUPPORT CHARGES							
Support Services	206,133	202,100	200,200	192,300	(1,900)	(9,800)	
Recharges	(2,677,210)	(3,461,600)	(3,388,900)	(3,421,700)	72,700	39,900	
TOTAL SUPPORT CHARGES	(2,471,077)	(3,259,500)	(3,188,700)	(3,229,400)	70,800	30,100	
NET (INCOME) / EXPENDITURE TO SUMMARY	(2,072,517)	(2,442,300)	(2,328,600)	(2,375,900)	113,700	66,400	

Portfolio Service	Housing Services - HRA						
	S7030	Housing Services Management					
SUBJECTIVE ANALYSIS							
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22	
DIRECT EXPENDITURE							
Employees	116,748	109,500	113,100	37,400	3,600	(72,100)	
Transport	391	1,400	1,400	1,400	0	0	
Supplies and Services	4,164	800	800	800	0	0	
Third Party Payments	219	0	0	0	0	0	
TOTAL DIRECT EXPENDITURE	121,521	111,700	115,300	39,600	3,600	(72,100)	
DIRECT INCOME							
TOTAL DIRECT INCOME	0	0	0	0	0	0	
NET DIRECT (INCOME) / EXPENDITURE	121,521	111,700	115,300	39,600	3,600	(72,100)	
SUPPORT CHARGES							
Support Services	11,903	12,600	8,400	10,400	(4,200)	(2,200)	
TOTAL SUPPORT CHARGES	11,903	12,600	8,400	10,400	(4,200)	(2,200)	
NET (INCOME) / EXPENDITURE TO SUMMARY	133,424	124,300	123,700	50,000	(600)	(74,300)	

Portfolio Service	Housing Services - HRA						
	S7040	Business Development					
SUBJECTIVE ANALYSIS							
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22	
DIRECT EXPENDITURE							
Employees	175,004	263,300	272,900	278,200	9,600	14,900	
Transport	73	1,200	100	500	(1,100)	(700)	
Supplies and Services	69,279	63,300	65,200	65,300	1,900	2,000	
Third Party Payments	0	600	7,700	0	7,100	(600)	
TOTAL DIRECT EXPENDITURE	244,356	328,400	345,900	344,000	17,500	15,600	
NET DIRECT (INCOME) / EXPENDITURE	244,356	328,400	345,900	344,000	17,500	15,600	
SUPPORT CHARGES							
Support Services	40,745	37,700	24,200	30,800	(13,500)	(6,900)	
TOTAL SUPPORT CHARGES	40,745	37,700	24,200	30,800	(13,500)	(6,900)	
NET (INCOME) / EXPENDITURE TO SUMMARY	285,100	366,100	370,100	374,800	4,000	8,700	

Portfolio Service	Housing Services - HRA					
	S7050	Financial Inclusion & Income Recovery				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	301,327	385,100	117,300	114,400	(267,800)	(270,700)
Premises Related Exp	0	0	0	0	0	0
Transport	2,797	2,500	2,500	2,500	0	0
Supplies and Services	4,144	8,500	8,500	8,500	0	0
Third Party Payments	19,462	87,600	35,000	54,000	(52,600)	(33,600)
Transfer Payments	0	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	327,729	483,700	163,300	179,400	(320,400)	(304,300)
DIRECT INCOME						
Fees and Charges	(13,141)	(46,800)	(15,000)	(15,300)	31,800	31,500
Sale of Goods	0	(100)	(100)	(200)	0	(100)
TOTAL DIRECT INCOME	(13,141)	(46,900)	(15,100)	(15,500)	31,800	31,400
NET DIRECT (INCOME) / EXPENDITURE	314,588	436,800	148,200	163,900	(288,600)	(272,900)
SUPPORT CHARGES						
Support Services	69,260	86,700	63,700	63,000	(23,000)	(23,700)
TOTAL SUPPORT CHARGES	69,260	86,700	63,700	63,000	(23,000)	(23,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	383,848	523,500	211,900	226,900	(311,600)	(296,600)

Portfolio Service	Housing Services - HRA					
	S7060	Maintenance				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	342,408	282,700	336,800	348,700	54,100	66,000
Transport	7,128	5,800	5,800	5,900	0	100
Supplies and Services	1,707	4,700	4,700	4,700	0	0
Third Party Payments	0	200	200	200	0	0
TOTAL DIRECT EXPENDITURE	351,243	293,400	347,500	359,500	54,100	66,100
DIRECT INCOME						
Sale of Goods	0	(100)	(100)	(200)	0	(100)
TOTAL DIRECT INCOME	0	(100)	(100)	(200)	0	(100)
NET DIRECT (INCOME) / EXPENDITURE	351,243	293,300	347,400	359,300	54,100	66,000
SUPPORT CHARGES						
Support Services	118,740	120,300	89,100	89,900	(31,200)	(30,400)
TOTAL SUPPORT CHARGES	118,740	120,300	89,100	89,900	(31,200)	(30,400)
NET (INCOME) / EXPENDITURE TO SUMMARY	469,983	413,600	436,500	449,200	22,900	35,600

This service deals with the procurement and management of responsive repairs to council homes, garages and associated land and the planned maintenance of the stock.

Portfolio Service	Housing Services - HRA					
	S7070	Independent Living				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	462,692	493,900	706,300	797,600	212,400	303,700
Premises Related Exp	3,580	0	0	0	0	0
Transport	2,425	6,900	6,700	6,600	(200)	(300)
Supplies and Services	88,234	109,200	112,300	110,900	3,100	1,700
Third Party Payments	44,364	74,400	92,100	78,600	17,700	4,200
TOTAL DIRECT EXPENDITURE	601,294	684,400	917,400	993,700	233,000	309,300
DIRECT INCOME						
Government grants	0	(17,500)	(17,500)	(17,500)	0	0
Fees and Charges	(1,470)	(1,100)	(1,100)	(1,200)	0	(100)
Sale of Goods	(49,810)	(45,100)	(45,100)	(46,100)	0	(1,000)
TOTAL DIRECT INCOME	(51,280)	(63,700)	(63,700)	(64,800)	0	(1,100)
NET DIRECT (INCOME) / EXPENDITURE	550,015	620,700	853,700	928,900	233,000	308,200
SUPPORT CHARGES						
Support Services	267,646	388,000	332,700	346,200	(55,300)	(41,800)
TOTAL SUPPORT CHARGES	267,646	388,000	332,700	346,200	(55,300)	(41,800)
NET (INCOME) / EXPENDITURE TO SUMMARY	817,661	1,008,700	1,186,400	1,275,100	177,700	266,400

Lettings
This service deals with the letting of empty Council homes to new tenants following an advert under the HomeChoice scheme. It covers the assessment and management of applications for housing under our HomeChoice scheme. It also covers the letting of vacant Council homes via signing a Tenancy Agreement. This service also manages garage lettings.

Tenancy Management
This service covers the management of tenant's rights, responsibilities and obligations as set out in legislation via introductory or secure tenancy agreements, taking enforcement action and court action, where appropriate.

Portfolio Service	Housing Services - HRA					
	S7410	Warwick Response				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	789,877	915,600	879,300	951,200	(36,300)	35,600
Premises Related Exp	12,181	12,100	12,000	12,100	(100)	0
Transport	930	2,900	2,900	2,900	0	0
Supplies and Services	253,203	246,200	271,200	250,400	25,000	4,200
Third Party Payments	0	300	300	300	0	0
TOTAL DIRECT EXPENDITURE	1,056,190	1,177,100	1,165,700	1,216,900	(11,400)	39,800
DIRECT INCOME						
Government grants	(4,717)	0	0	0	0	0
Other Grants & Contributions	(35,200)	(13,300)	(23,800)	(14,200)	(10,500)	(900)
Fees and Charges	(375,901)	(400,700)	(387,000)	(397,300)	13,700	3,400
Sale of Goods	(50,430)	(51,200)	(51,200)	(51,200)	0	0
TOTAL DIRECT INCOME	(466,248)	(465,200)	(462,000)	(462,700)	3,200	2,500
NET DIRECT (INCOME) / EXPENDITURE	589,942	711,900	703,700	754,200	(8,200)	42,300
SUPPORT CHARGES						
Support Services	217,431	199,400	144,400	160,800	(55,000)	(38,600)
TOTAL SUPPORT CHARGES	217,431	199,400	144,400	160,800	(55,000)	(38,600)
NET (INCOME) / EXPENDITURE TO SUMMARY	807,373	911,300	848,100	915,000	(63,200)	3,700
Warwick Response provides a cross tenure community alarm service to older and vulnerable tenants and other residents in Warwick district.						

Portfolio Service	Housing Services - HRA					
	S7430	Homelessness				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	320,198	375,500	324,700	(1,000)	(50,800)	(376,500)
Premises Related Exp	56,506	20,100	38,600	21,700	18,500	1,600
Transport	51	400	400	0	0	(400)
Supplies and Services	193,999	109,600	88,900	11,100	(20,700)	(98,500)
Third Party Payments	1,385	1,000	1,000	0	0	(1,000)
TOTAL DIRECT EXPENDITURE	572,139	506,600	453,600	31,800	(53,000)	(474,800)
DIRECT INCOME						
Government grants	(317,115)	(350,000)	(350,000)	0	0	350,000
Other Grants & Contributions	(100,000)	0	0	0	0	0
Sale of Goods	(1,796)	(18,300)	(18,300)	0	0	18,300
Rents	(57,855)	(68,100)	(68,100)	0	0	68,100
TOTAL DIRECT INCOME	(476,766)	(436,400)	(436,400)	0	0	436,400
NET DIRECT (INCOME) / EXPENDITURE	95,374	70,200	17,200	31,800	(53,000)	(38,400)
SUPPORT CHARGES						
Support Services	1,624	600	600	600	0	0
TOTAL SUPPORT CHARGES	1,624	600	600	600	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	96,998	70,800	17,800	32,400	(53,000)	(38,400)
This service relates to the management of William Wallsgrove and Beauchamp House properties						

Portfolio Service	Housing Services - HRA					
	S7450	Central Heating				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	187,921	191,800	191,800	192,400	0	600
Supplies and Services	1,310	1,900	1,900	1,900	0	0
TOTAL DIRECT EXPENDITURE	189,231	193,700	193,700	194,300	0	600
NET DIRECT (INCOME) / EXPENDITURE	189,231	193,700	193,700	194,300	0	600
SUPPORT CHARGES						
Support Services	409	400	400	400	0	0
TOTAL SUPPORT CHARGES	409	400	400	400	0	0
NET (INCOME) / EXPENDITURE TO SUMMARY	189,641	194,100	194,100	194,700	0	600

Portfolio Service	Housing Services - HRA					
	S7460	Community Centres				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	4,946	5,900	5,900	5,900	0	0
Supplies and Services	4,499	34,300	34,300	34,900	0	600
TOTAL DIRECT EXPENDITURE	9,445	40,200	40,200	40,800	0	600
DIRECT INCOME						
Sale of Goods	(660)	(700)	(700)	(800)	0	(100)
TOTAL DIRECT INCOME	(660)	(700)	(700)	(800)	0	(100)
NET DIRECT (INCOME) / EXPENDITURE	8,785	39,500	39,500	40,000	0	500
NET (INCOME) / EXPENDITURE TO SUMMARY	8,785	39,500	39,500	40,000	0	500

Portfolio Service	Housing Services - HRA					
	S7635	Building & Estates Service				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Employees	258,906	286,300	254,700	295,500	(31,600)	9,200
Premises Related Exp	390,184	450,200	535,900	529,500	85,700	79,300
Transport	10,595	13,000	13,400	13,600	400	600
Supplies and Services	12,312	10,200	10,200	10,200	0	0
Third Party Payments	434,748	434,400	434,400	395,200	0	(39,200)
TOTAL DIRECT EXPENDITURE	1,106,744	1,194,100	1,248,600	1,244,000	54,500	49,900
NET DIRECT (INCOME) / EXPENDITURE	1,106,744	1,194,100	1,248,600	1,244,000	54,500	49,900
SUPPORT CHARGES						
Support Services	240,665	261,400	237,800	250,500	(23,600)	(10,900)
Recharges	(2,450,205)	(2,673,900)	(2,585,900)	(2,676,700)	88,000	(2,800)
TOTAL SUPPORT CHARGES	(2,209,541)	(2,412,500)	(2,348,100)	(2,426,200)	64,400	(13,700)
NET (INCOME) / EXPENDITURE TO SUMMARY	(1,102,796)	(1,218,400)	(1,099,500)	(1,182,200)	118,900	36,200

Portfolio Service	Housing Services - HRA					
	S7900	Housing Repairs - Major				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	2,707,883	3,498,400	3,498,400	3,506,400	0	8,000
Supplies and Services	5,989	4,300	4,300	4,300	0	0
Third Party Payments	1,308	0	0	0	0	0
TOTAL DIRECT EXPENDITURE	2,715,180	3,502,700	3,502,700	3,510,700	0	8,000
NET DIRECT (INCOME) / EXPENDITURE	2,715,180	3,502,700	3,502,700	3,510,700	0	8,000
SUPPORT CHARGES						
Support Services	537	200	200	200	0	0
Recharges	(2,715,716)	(3,502,900)	(3,502,900)	(3,510,900)	0	(8,000)
TOTAL SUPPORT CHARGES	(2,715,180)	(3,502,700)	(3,502,700)	(3,510,700)	0	(8,000)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0

This services incorporates all major repairs that are completed on HRA properties, including:
 Painting and Decorating programmes
 Flooring
 Lift maintenance
 Fire prevention works
 Gas / Central heating, and Electrical repairs
 Asbestos related works

Portfolio Service	Housing Services - HRA					
	57950	Housing Repairs - Responsive				
SUBJECTIVE ANALYSIS						
	Actuals 2019/20	Original Budget 2020/21	Latest Budget 2020/21	Original Budget 2021/22	Variance 2020/21	Variance 2021/22
DIRECT EXPENDITURE						
Premises Related Exp	3,561,506	2,903,000	2,903,000	2,903,000	0	0
Supplies and Services	555	0	0	0	0	0
Third Party Payments	64,050	50,800	50,800	51,800	0	1,000
TOTAL DIRECT EXPENDITURE	3,626,110	2,953,800	2,953,800	2,954,800	0	1,000
DIRECT INCOME						
Other Grants & Contributions	(23,331)	(15,200)	(15,200)	(15,600)	0	(400)
TOTAL DIRECT INCOME	(23,331)	(15,200)	(15,200)	(15,600)	0	(400)
NET DIRECT (INCOME) / EXPENDITURE	3,602,779	2,938,600	2,938,600	2,939,200	0	600
SUPPORT CHARGES						
Support Services	3	100	100	100	0	0
Recharges	(3,602,782)	(2,938,700)	(2,938,700)	(2,939,300)	0	(600)
TOTAL SUPPORT CHARGES	(3,602,779)	(2,938,600)	(2,938,600)	(2,939,200)	0	(600)
NET (INCOME) / EXPENDITURE TO SUMMARY	0	0	0	0	0	0
<p>This service incorporates all day to day, void and responsive ad-hoc repairs to HRA properties.</p>						

General Fund Capital Programme						
General Fund Portfolio	Latest Budget 2020/21	Proposed Expenditure 2021/20	Proposed Expenditure 2022/23	Proposed Expenditure 2023/24	Proposed Expenditure 2024/25	Total 2020/21 to 2024/25
	.(A) £000	.(B) £000	.(C) £000	.(D) £000	.(E) £000	.(A+B+C+D+E) £000
Strategic Leadership	548	403	277	257	74	1,558
Health & Community Protection	563	129	0	0	0	692
Cultural Services	4,450	2,395	107	0	0	6,952
Finance	160	335	100	0	0	595
Neighbourhood Services	3,072	6,671	3,612	1,082	80	14,517
Development Services	7,489	4,598	12,236	0	0	24,324
TOTAL GENERAL FUND CAPITAL PROGRAMME SUMMARY	16,281	14,532	16,333	1,339	154	48,638
STRATEGIC LEADERSHIP						
Desktop infrastructure	27	30	30	48	30	165
Infrastructure replacement	0	0	0	60	0	60
Infrastructure general	14	14	14	15	15	70
Backup solution	0	0	0	100	0	100
Voice of IP telephone system	0	75	0	0	0	75
Storage Area Network (SAN)	0	170	0	0	0	170
Network devices LAN & WAN	10	59	234	15	15	331
Contact Centre	0	8	0	0	0	8
Physical server replacement	0	26	0	20	15	61
UPS	0	12	0	0	0	12
Recovery (Covid-19) ICT Provision of laptops etc.	164	0	0	0	0	164
Recovery (Covid-19) ICT Remote Desktop Services (RDS)	50	0	0	0	0	50
Recovery (Covid-19) ICT Security --firewall upgrades/servers	24	0	0	0	0	24
Transforming Our Workplace	10	10	0	0	0	20
Coventry & Warwickshire Reinvestment Trust Loan	250	0	0	0	0	250
STRATEGIC LEADERSHIP TOTAL	548	403	277	257	74	1,558
HEALTH AND COMMUNITY PROTECTION						
CCTV replacement system	392	0	0	0	0	392
Health & Community Protection IT system	171	129	0	0	0	300
HEALTH AND COMMUNITY PROTECTION TOTAL	563	129	0	0	0	692
CULTURE SERVICE						
Castle Farm sports pitch drainage	0	73	0	0	0	73
Leisure centre refurb phase 2 Kenilworth	655	12	9	0	0	675
Whitnash Community Hub	1,101	536	28	0	0	1,665
Local football facilities	855	0	0	0	0	855
Commonwealth Games - General	347	0	0	0	0	347
Commonwealth Games - Leamington Station	219	1,182	0	0	0	1,401
Commonwealth Games - Green Parks Enhancements	106	220	0	0	0	326
Commonwealth Games - Access & Transport to/from Victoria Park	173	268	0	0	0	441
AV system in Council Chamber at Town Hall	80	0	0	0	0	80
Bowling Greens - Commonwealth Games	914	105	70	0	0	1,089
CULTURE SERVICE TOTAL	4,450	2,395	107	0	0	6,952
FINANCE						
Rural & Urban Initiatives	0	100	100	0	0	200
Financial Management System	160	235	0	0	0	395
FINANCE TOTAL	160	335	100	0	0	595
NEIGHBOURGOOD SERVICES						
Car park pay & display machines	0	18	0	0	0	18
Waste Contract Costs for Depot (Stratford Rd and one-off costs)	528	0	0	0	0	528
Street Cleansing/Ground Maintenance Vehicles	1,500	400	0	0	0	1,900
Recycling and refuse containers	90	80	80	80	80	410
Play area improvement programme	18	575	0	0	0	593
Pump Rooms Gardens restoration	83	0	0	0	0	83
Tach Brook Country Park	296	2,081	0	0	0	2,377
Purser Drive path	2	0	0	0	0	2
Commonwealth Games cycleway upgrade	50	0	0	0	0	50
Sherbourne Resource Park Development Costs	400	2,678	2,087	1,002	0	6,167
Sherbourne Resource Park recycling bins and caddies	0	0	1,445	0	0	1,445
Newbold Comyn Masterplan & Cycling Facilities	105	800	0	0	0	905
Skate park in St. Nicholas Park	0	40	0	0	0	40
NEIGHBOURGOOD SERVICES TOTAL	3,072	6,671	3,612	1,082	80	14,517
DEVELOPMENT SERVICES						
Warwick Town Wall	0	100	0	0	0	100
2nd Warwick Sea Scouts' headquarters	88	0	0	0	0	88
Norton Lindsey Community Hub	0	39	0	0	0	39
Kenilworth Wardens relocation	312	0	0	0	0	312
Community Stadium project	467	86	76	0	0	629
Europa Way option to buy former farmhouse (Heathcote Farm)	1,010	0	0	0	0	1,010
CFS Aeroproducts relocation to Warwick loan	100	100	100	0	0	300
Kenilworth Rugby Club Relocation Loan	275	25	0	0	0	300
Kenilworth School loan	0	0	11,881	0	0	11,881
Kenilworth School HIF grant	4,628	1,387	0	0	0	6,015
St Mary's Lands Masterplan - Hill Close Grant	20	0	0	0	0	20
St Mary's lands masterplan - cycleway	445	0	0	0	0	445
St Mary's Lands Masterplan Main Entrance Improvements	3	0	0	0	0	3
St Mary's lands masterplan - maintenance & management plan	10	0	0	0	0	10
HS2 Redesign of Stoneleigh Park Southern Accommodation Bridge	60	0	0	0	0	60
Future High Street	0	1,967	119	0	0	2,086
Lord Leycester Hospital	0	0	60	0	0	60
Leper Hospital regeneration	72	895	0	0	0	966
DEVELOPMENT SERVICES TOTAL	7,489	4,598	12,236	0	0	24,324

Housing Investment Programme (HIP) 2020/21 to 2029/30						
Housing Investment Programme (HIP) Financing:	Latest Budget 2020/21	Proposed Expenditure 2021/20	Proposed Expenditure 2022/23	Proposed Expenditure 2023/24	Proposed Expenditure 2024/25 - 2029/30	Total 2020/21 to 2024/25
	.(A) £000	.(B) £000	.(C) £000	.(D) £000	.(E) £000	.(A+B+C+D+E) £000
Capital receipts: UCR	50	50	50	50	300	500
Capital Receipts: One for One replacement	250	250	250	250	1,500	2,500
HRA Capital Investment Reserve	1,704	13,576	9,576	3,500	18,000	46,356
Major Repairs Reserve	10,050	6,944	5,681	5,187	34,253	62,114
Housing Revenue Account (RCCO)	123	123	123	123	735	1,225
BEIS Decarbonisation Grant	338	1,013	0	0	0	1,351
BEIS Green Homes Grant	0	268	0	0	0	268
Homes England Affordable Homes Grant	1,968	1,458	0	0	0	3,427
HRA Additional Borrowing	22,795	21,594	0	0	0	44,389
Housing Revenue Account Related HIP Financing	37,277	45,276	15,680	9,109	54,788	162,130
General Fund Housing						
Purchase of Land - Shared Scheme with HRA Housing	1,348	0	0	0	0	1,348
Total Construction / Acquisition of Housing	1,348	0	0	0	0	1,348
General Fund Housing Financing:						
General Fund Additional Borrowing	1,348	0	0	0	0	1,348
Housing Revenue Account Related HIP Financing	1,348	0	0	0	0	1,348
Estimated Housing Investment Programme Resources at:-						
	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024 to 31/03/2029	Total 31/03/20 to 31/03/29
	£000	£000	£000	£000	£000	£000
Capital Receipts: One for One replacement	0	1,150	2,300	3,450	8,050	14,950
HRA Capital Investment Reserve	25,621	27,051	16,609	10,167	63,813	143,261
Major Repairs Reserve	5,562	3,359	1,720	2,656	35,245	48,542
HRA Shared Ownership Capital Receipts	191	191	191	191	1,146	1,910
S 106 Affordable Housing Contributions	405	405	405	405	2,430	4,050
Decent Homes Grant	362	362	362	362	2,170	3,616
Total Housing Investment Programme Resources	32,141	32,518	21,586	17,230	112,854	216,328