

AGENDA MANAGEMENT SHEET

Name of Committee **Resources, Performance & Development Overview and Scrutiny Committee**

Date of Committee **14 November 2006**

Report Title **2007/08 to 2009/10 Spending Proposals of the Resources Directorate**

Summary The report details the 2007/08 to 2009/10 revenue and capital spending proposals of the Resources Directorate and seeks the Committees views on both the spending proposals and the funding options proposed.

For further information please contact Graham Shaw
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Would the recommended decision be contrary to the Budget and Policy Framework? No

Background Papers 2007/2008 budget working papers (Resources)

CONSULTATION ALREADY UNDERTAKEN:- *Details to be specified*

Other Committees

Local Member(s) Not applicable
(With brief comments, if appropriate)

Other Elected Members Cllr David Booth
Cllr George Atkinson
Cllr Bob Hicks

Cabinet Member Cllr Alan Cockburn – for information
(Reports to The Cabinet, to be cleared with appropriate Cabinet Member)

Chief Executive

Legal Sarah Duxbury

- Finance David Clarke – reporting officer
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **NO**

SUGGESTED NEXT STEPS :

- Further consideration by this Committee
- To Council Council will approve the 2007/08 budget at its meeting in February 2007.
- To Cabinet The views of this Overview and Scrutiny Committee on the budget proposals will be reported to Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Resources, Performance & Development Overview and Scrutiny Committee – 14 November 2006

2007/08 to 2009/10 Spending Proposals of the Resources Directorate

Executive Summary

- This report details the 2007/08 to 2009/10 revenue and capital spending proposals of the Resources Directorate.
- Key points to note are as follows:
 - Additional revenue spending proposals identified are £2,009,000 for 2007/08, £1,884,000 for 2008/09, and £2,270,000 for 2009/10 (please note that these figures are cumulative).
 - Additional revenue investment proposals identified are £3,490,000 for 2007/08, £4,118,000 for 2008/09, and £4,672,000 for 2009/10 (please note that these figures are cumulative).
 - Additional capital investment proposals identified are £8,525,000 for 2007/08, £8,475,000 for 2008/09, and £8,375,000 for 2009/10 (please note that these figures are cumulative).

Resources, Performance and Development Overview and Scrutiny Committee – 14 November 2006

2007/08 to 2009/10 Spending Proposals of the Resources Directorate

Report of the Strategic Director of Resources

Recommendation

The Committee comments on the 2007/08 to 2009/10 spending and consequential funding proposals identified by the Resources Directorate.

1 Introduction and Background

- 1.1 Over recent years the medium term financial planning and annual budget process has developed to encourage wider consultation on, and consideration of, spending proposals being made by Directorates. Overview and Scrutiny Committees are key players in this consultation and this report provides the Committee with information about the spending proposals for the Resources Directorate.
- 1.2 The Directorate is presenting information on its additional spending proposals for 2007/08 to 2009/10 for scrutiny and validation. Like last year revenue budget proposals and capital programme bids are presented together in one report in order to promote a coordinated, whole-Directorate approach.
- 1.3 However, there is one significant additional aspect to the information before the Committee this year. A new medium term financial planning strategy was agreed by Council in July 2006. This stated, amongst other things, that the County Council will plan on the basis that:
 - Inflation and the corporate costs of capital (through to the end of the current approved programme) will be funded from government grant and council tax income.
 - Any other spending pressures Members wish to meet will be funded from the balance of council tax income and reducing investment in low priority services.

- New developments will be funded from efficiency savings (with a minimum of 2.5% savings generated each year) and any further reduced investment in low priority services.

The reality of this, given the forecast level of resources available, is that Directorates have been asked to identify the actions they would need to take to manage any spending pressures (excluding inflation) if they did not receive additional resources. Therefore the Committee is also asked to comment on the actions the Directorate would need to take to meet its spending pressures.

1.4 Having considered the spending proposals and any consequential funding strategies from the Strategic Director, the Overview and Scrutiny Committee may wish to:

- Probe base budgets.
- Consider the reasonableness and validity of proposals put forward in light of the likely level of resources available, the corporate priorities as outlined in the corporate business plan, and the vision and Directorate strategy.
- Consider the actions being proposed by the Directorate to meet the spending pressures and explore whether all possible ways of funding the pressure have been investigated.
- Comment on the prioritisation of proposals by Strategic Directors.

2 Directorate Vision and Delivery Strategy

2.1 The vision of the Resources Directorate is to facilitate Warwickshire County Council in becoming an authority which understands the value of its resources and uses them to maximum effect. The Directorate's ambition is that the County Council becomes the authority with the best-managed portfolio of resources within 10 years. The Directorate's strategic objectives are:

- to provide the physical, financial and I.T. assets and traded services that the authority requires;
- to get maximum value from these assets for the authority for the ultimate benefit of Warwickshire citizens;
- to ensure that they are used to the highest standards of accountability.

All activity is managed through a structured performance management system based around a range of challenging targets established in the Directorate's business plan.

3 Revenue Budget - Spending Proposals

3.1 2007/08 Base Budget

An analysis of the 2007/08 revenue base budget is shown at **Appendix A**. This information is to help Members place the subsequent discussion in context. The base budget for the Directorate is the approved cash allocation in 2006/07, adjusted for any one-off funding.

3.2 2007/08 to 2009/10 Spending Pressures and Funding Strategy

In August 2006 the Strategic Director, Resources issued initial guidance on the preparation of the 2007/08 to 2009/10 budget. This required Directorates to analyse their spending proposals between pressures and those that were investment proposals. Spending pressures, in this instance, are defined as those pressures, resulting from factors external to the Directorate, that the Directorate cannot meet without a change in policy or a change in the way the service is delivered.

3.3 As part of the guidance notes Directorate's have also been asked to identify what actions they would need to take to meet all their spending pressures if additional resources were not available. Some of the actions would be from within the specific service area, some from elsewhere in the Directorate. Table 1 shows the Directorate has additional spending pressures of £2,009,000 for £2007/08, £1,884,000 for 2008/09, and £2,270,000 for 2009/10. Possible actions have been identified to meet all of these additional costs, excluding inflation in line with the guidance.

Table 1: Spending Pressures and Funding Strategies for the Resources Directorate			
	2007/08 £000	2008/09 £000	2009/10 £000
Inflation	372	737	1,112
Spending Pressures	1,637	1,147	1,158
Total Additional Costs	2,009	1,884	2,270
Funding strategies within the service areas	(597)	(597)	(597)
Directorate wide funding strategies	(1,040)	(550)	(561)
Total Funding Strategies	(1,637)	(1,147)	(1,158)
Net Call on Corporate Resources	372	737	1,112

3.4 Appendix B provides further details regarding the proposals outlined in the above table. Furthermore the Directorate has produced a detailed individual bid for each budget pressure and the actions proposed for managing the cost.. These are available on request from Graham Shaw (Ext. 2161).

3.5 In relation to the spending pressures the following points are drawn to members' attention:

Saltisford Phase 2 offices running costs

The County Council approved in December 2005 the construction of Phase 2 offices at the Saltisford. It was recognised at the time that there could be

additional revenue costs as a result of the occupation of the new offices, in particular to the cost of rates. It was not possible at that stage to specify what the net additional costs would be because it was not known which directorate would occupy the Phase 2 offices and therefore which, if any, buildings would be released by the ingoing department. In fact, it is still not known which directorate will be occupying the Phase 2 offices. The annual costs of £522,000 shown here, therefore, are the estimated gross costs of occupying the offices. The net additional funding requirement is expected to reduce when offices are vacated by whichever directorate(s) occupies the Saltisford Phase 2 offices.

In the absence of additional funding the net additional costs would have to be met either by charging the occupying directorates or by an increased charge for all directorates that use the main offices in Warwick. Directorates occupying the main offices in Warwick have, up until now, been allocated a budget with which to meet their office accommodation charge.

Asbestos/Water Hygiene Surveys, Revenue Remedial Work etc.

In order to ensure compliance with a variety of health and safety legislation relating mainly, but not exclusively, to asbestos and water hygiene it is necessary to undertake surveys, risk assessments, remedial works and to implement planned preventative maintenance contracts. An expert opinion has been sought and legal advice taken which indicate that not enough is currently being done to comply with this legislation. Failure to comply with current legislation would lead to an increase in risk to users and possible improvement notices from the Health and Safety Executive (HSE) or, in more extreme cases, a risk of prosecution. There is also the risk of premature failure of equipment left un-serviced.

If additional funding is not forthcoming it will be necessary to cut spending on 'planned' (as opposed to reactive) building maintenance by nearly half from the current £1.3 million. The external redecoration programme would be eliminated. Deterioration in the condition of buildings will increase the likelihood of capital expenditure being needed. A reduced maintenance budget would also affect the views of staff and customers about the buildings in which they work or receive services.

Catering service trading deficit

Following negative publicity surrounding the Jamie Oliver television series "Jamie's School Dinners", demand for school meals within Warwickshire fell by 9% (as at August 2006). This, together with increased food prices, led to County Caterers incurring a deficit of £538,000 in 2005/06. A deficit in the region of £500,000 is forecast for 2006/07. The deficit in 2005/06 was met from reserves within the former CAMS department and the forecast deficit for 2006/07 will be met from Resources Directorate resources. There is, however, no provision within the directorate's resources for meeting any 2007/08 deficit and this bid draws attention to a possible spending pressure of up to £500,000.

A number of measures, including increased/improved marketing, menu development, price increases, investigation of use of specific government grants, are currently being implemented in an effort to minimise any loss within 2007/08.

It is too early to assess the effectiveness of these measures this bid reflects the “worst case scenario”.

If the bid for additional resources fails, an appropriate strategy to minimise the cost falling on the directorate will need to be implemented as quickly as possible. Residual costs will fall to be met from within the directorate’s budget but it is not yet clear exactly how such costs would be met. A panel of members has been formed to consider the options for the development of the service

3.6 Revenue Investment Proposals

In addition to the spending pressures outlined above the Directorate is proposing revenue investment proposals of £3,272,000 for £2007/08, £3,363,000 for 2008/09, and £3,464,000 for 2009/10. In addition to these proposals there is a revenue impact of the Directorates proposed capital investments of £218,000 in 2007/08 rising to £1,208,000 by 2009/10. These are summarized in Table 2 below, in priority order. The prioritisation is a combined revenue and capital prioritisation and the capital bids are listed in Table 3.

Table 2: 2007/08 to 2009/10 Revenue Investment Proposals				
Reference	Proposal Title	2007/08 £000	2008/09 £000	2009/10 £000
R-IP-RE-01	Improving the customer experience in WCC buildings	1,272	1,363	1,464
R-IP-RE-02	Planned revenue maintenance all schools	2,000	2,000	2,000
	Total Revenue Proposals	3,272	3,363	3,464
	Revenue impact of capital investment proposals			
	◆ Capital financing costs	218	755	1,208
	◆ Running costs	0	0	0
	Total Call on Corporate Resources	3,490	4,118	4,672

3.7 Appendix C provides further details regarding the proposals outlined in the above table. Furthermore the Directorate has produced a detailed individual bid for each investment proposal. These are available on request from Graham Shaw (Ext. 2161).

3.8 In relation to the revenue investment proposals the following points are drawn to members’ attention:

Improving the customer experience within WCC’s buildings

The proposal seeks to improve the customer experience within the County’s operational buildings (excluding schools) by addressing a number of property and facilities management issues. These include internal and external redecoration, improvements in reception facilities (ceilings, ambient lighting, floor coverings, customer management solutions, and customer facilities, including waiting areas, furniture, water/vending). The proposal also covers elements of planned maintenance such as weather protection, replacement glazing, heating and ventilation improvements, and access arrangements. In addition, the proposal includes the development of a facilities management service for all the County’s operational buildings (excluding schools).

The proposal includes capital investment of £1.575million in each of 2007/08, 2008/09, and 2009/10. These capital element involve schemes individually in excess of £6,000 and less than £100,000.

Planned Revenue Maintenance All Schools – Building/Engineering Repairs and External Decoration

There are two elements of this £2million proposal. The first element is to undertake £865,000 worth of revenue building/engineering repairs in schools where the condition of the building has been formally assessed as category ‘D’ i.e. ‘bad’. The second element of the bid, costing £1,135,000, is to implement a 5-year cyclical external redecoration programme in schools. These works are classed as revenue expenditure, not capital expenditure, and the revenue funding available is inadequate to meet the needs. Spending money on building maintenance now can reasonably be expected to prevent the need for a greater level of spending later.

Other Revenue Investment Proposals

The remaining revenue investment proposals relate to the revenue impact of the capital spending proposals that are listed, and commented on, in the next section of this report.

4 Capital Programme – Investment Proposals

- 4.1 Table 2 above shows that the capital investment proposals of the Directorate would, by 2009/10, result in a £1,208,000 impact on the revenue budget if approved. This section provides more detail on those capital investment proposals.
- 4.2 In August 2006 the Strategic Director, Resources issued guidance on the preparation of capital investment bids for 2007/08 to 2009/10. This required Directorates to complete a detailed investment bid form and to place the proposals in priority order. Table 3 lists the bids for the Resources Directorate.

Table 3: 2007/08 to 2009/10 Capital Investment Proposals				
Reference	Proposal Title	2007/08 £000	2008/09 £000	2009/10 £000
C-IP-RE-03	DDA works for County Museum and countywide public access	450	150	50
C-IP-RE-04	Asbestos and safe water remedial works	400	500	500
C-IP-RE-05	Structural, mechanical and electrical maintenance and fire precautions	5,125	5,800	5,800
C-IP-RE-06	Human resources management system – replacement server	400	0	0
C-IP-RE-07	Property systems development	200	0	0
R-IP-RE-01	Improving the customer experience in WCC buildings	1,575	1,575	1,575
C-IP-RE-08	Metering of electricity, gas and water usage	300	300	300
C-IP-RE-09	Renewable energy generation	75	150	150
Total Capital Investment Proposals		8,525	8,475	8,375

- 4.3 Appendix D provides further details regarding the proposals outlined in Table 3. Furthermore the Directorate has produced a detailed individual bid for each investment proposal. These are available on request from Graham Shaw (Ext. 2161).
- 4.4 In relation to the capital investment proposals the following points are drawn to members' attention:

DDA works for County Museum and countywide public access

The first element of the proposal is to provide a lift and disabled toilet facilities at the Warwick County Museum, Market Square Warwick. This is 'Category A' work (defined as 'work considered essential for compliance with section 21 of the Disability Discrimination Act 1995 (DDA)).

The second element of the proposal relates to 'Category B' DDA works on all County Council properties (excluding schools) throughout the county. Category B work is defined as 'work which, though desirable, could be deferred and carried out during future improvement work'. This element involves schemes that are more than £6,000 and less than £100,000. This work will assist the Council in relation to achievement of Best Value Performance Indicator 56 (BVPI 56 which records the percentage of the authority's buildings open to the public in which all public areas are suitable for and accessible to disabled people.

Asbestos and Safe Water Remedial Works

This proposal relates to asbestos and safe water remedial works and is based on an external audit related to asbestos and safe water. The proposal covers schemes that cost more than £6,000 and less than £100,000. Failure to undertake these schemes would increase the risks of asbestos-related and legionella-related incidents.

Structural, Mechanical & Electrical Maintenance and Fire Precautions

This proposal is based on the findings of formal condition surveys (reported to Resources, Performance and Development Overview and Scrutiny Committee on 25th July 2006). The proposal addresses all cases where the survey has classified the condition as 'Bad' and makes a substantial in-road into cases where the survey has classified the condition as 'Poor'. Projects carried out under this bid will involve the maintenance of school buildings thereby improving the teaching environment and contributing to all children and young people enjoying and achieving in a safe, warm, dry and pleasant environment. The works will improve the public's perception of the Council by improving children's schools and aid the maximisation of the Councils physical resources.

The fire precautions element of the bid is based on the Regulatory Reform (Fire Safety) Order 2005 and on insurance requirements. Projects carried out under this bid will increase the precautions taken within the property stock to reduce the risk of fire, thereby reducing the risk of fire emergencies.

Human Resources Management System – replacement server

The primary computer equipment that this system runs on was purchased in 2001, with an anticipated 5 year lifetime. The current facilities have been

upgraded within the equipment's constraints and are now close to capacity. It is now due to be replaced. The project to review options for replacement will consider a full redesign to ensure performance of this vital equipment, including supporting additional new facilities such as employee self service.

Property systems development

The current Central Property Register and Hotline systems were introduced more than 15 years ago and have served the Council well. The technology is, however, now outdated and the system is not meeting recent legal requirements such as Asset Management Planning nor is it powerful enough to meet modern requirements. An option investigation will determine whether a system should be purchased 'off-the-shelf' or developed in-house.

Improving the customer experience in WCC buildings

The justification for this scheme was explained in section 3 above under revenue investment proposals.

Metering of electricity, gas and water usage

This proposal involves the installation across WCC's property portfolio of electricity, gas and water meters enabling efficient and centralised monitoring of usage against costs. This will provide accurate baselines against which to make savings and reduce carbon emissions

Renewable energy generation

It is proposed to develop and implement a programme of renewable electricity and heat energy generation projects and the trialling of micro combined heat and power plant in WCC and partnership properties in order to:

- fix in and give greater certainty on energy costs over the lifetime of plant;
- reduce WCC's carbon emissions;
- educate both staff and public about local energy generation; and
- encourage new attitudes to climate change and energy efficiency.

The technologies focussed on will be biomass heating, micro / midi sized wind power and solar hot water but other technologies such as ground source heat pumps, photovoltaics, micro-hydropower and use of biodeisel will also be supported where justified.

DAVID CLARKE

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18 October 2006

Resources Directorate

2007/08 Revenue Estimates - Service Analysis

	Direct Costs A £000	Management and Support Costs B £000	Total Costs A+B=C £000	External Income D £000	Internal Income E £000	Total Income D+E=F £000	2007/2008 Base Budget C+F=G £000
Finance							
Budget & Technical	294	73	367	(11)	(22)	(33)	334
Exchequer Services	280	70	350	0	(18)	(18)	332
Financial Accounting	185	49	234	(10)	(35)	(45)	189
Payroll Services	825	122	947	(88)	(810)	(898)	49
Procurement	142	0	142	0	(69)	(69)	73
Treasury Management	170	40	210	(21)	(84)	(105)	105
Pensions	367	107	474	(30)	(521)	(551)	(77)
Finance General	78	41	119	(1)	(109)	(110)	9
	2,341	502	2,843	(161)	(1,668)	(1,829)	1,014
Strategic Resource Development							
Organisational & Service Development	202	1	203	0	(185)	(185)	18
Projects	429	46	475	(100)	(3)	(103)	372
Human Resources & Administration	617	55	672	(1)	(675)	(676)	(4)
Finance ICT & Traded Services	271	0	271	0	(319)	(319)	(48)
Financial Management	229	59	288	0	(369)	(369)	(81)
Financial Systems Team	953	55	1,008	0	(15)	(15)	993
Corporate Financial Systems	309	64	373	0	(432)	(432)	(59)
Accounting Services	190	120	310	0	(205)	(205)	105
Departmental I.T.	120	0	120	0	(120)	(120)	0
SRD General	845	5	850	0	(134)	(134)	716
	4,165	405	4,570	(101)	(2,457)	(2,558)	2,012
Property							
Development	583	9	592	0	(679)	(679)	(87)
Procurement & Monitoring	239	0	239	0	(279)	(279)	(40)
Maintenance & Engineers	2,028	944	2,972	(135)	(2,115)	-2250	722

	Direct Costs A £000	Management and Support Costs B £000	Total Costs A+B=C £000	External Income D £000	Internal Income E £000	Total Income D+E=F £000	2007/2008 Base Budget C+F=G £000
Access For Disabled	50	0	50	0	0	0	50
Estates	615	320	935	(26)	(266)	(292)	643
Area Offices	1,434	0	1,434	(123)	(1,311)	(1,434)	0
Surplus Property	96	0	96	(5)	0	(5)	91
Property General	856	49	905	(1)	(306)	(307)	598
Structural Maintenance	2,494	0	2,494	0	0	0	2,494
	8,395	1,322	9,717	(290)	(4,956)	(5,246)	4,471
ICT							
ICT Infrastructure/ e-Government	140	0	140	0	6,197	6,197	6,337
Infrastructure Strategy Services	725	74	799	0	(799)	(799)	0
ICT Services Overhead	172	4	176	0	(176)	(176)	0
Customer & Supplier Services	1,142	63	1,205	0	(1,205)	(1,205)	0
Production Services	2,142	262	2,404	0	(2,404)	(2,404)	0
Systems Centre	1,797	177	1,974	0	(1,974)	(1,974)	0
Business Innovations Group	401	49	450	0	(450)	(450)	0
Communications Network	710	108	818	0	(311)	(311)	507
Broadband	1,815	19	1,834	0	(1,834)	(1,834)	0
	9,044	756	9,800	0	(2,956)	(2,956)	6,844
Facilities Management							
Schools Technical Service	369	27	396	(168)	(228)	(396)	0
County Offices	2,580	144	2,724	(61)	(785)	(846)	1,878
Caretaking Services	378	26	404	0	(404)	(404)	0
County Cleaning Services	2,681	109	2,790	(365)	(2,425)	(2,790)	0
County Caterers	8,377	311	8,688	(128)	(8,560)	(8,688)	0
	14,385	617	15,002	(722)	(12,402)	(13,124)	1,878
Resources General	(113)	21	(92)	(64)	(106)	(170)	(262)
2007/08 Base Budget	38,217	3,623	41,840	(1,338)	(24,545)	(25,883)	15,957

Resources Directorate

2007/08 Revenue Spending Pressures and Funding Strategy

Bid Ref. (A)	Bid Title (B)	2007/08			2008/09			2009/10		
		Cost (Ci) £000	Within Service Funding (Cii) £000	Directorate Level Funding (Ciii) £000	Cost (Di) £000	Within Service Funding (Dii) £000	Directorate Level Funding (Diii) £000	Cost (Ei) £000	Within Service Funding (Eii) £000	Directorate Level Funding (Eiii) £000
R-SF-RE-01	Inflation	372	0	0	737	0	0	1,112	0	0
R-SF-RE-02	Saltisford Phase 2 running costs	522	0	(522)	532	0	(532)	543	0	(543)
R-SF-RE-03	Environmental Procurement Officer Post - loss of funding	35	(17)	(18)	35	(17)	(18)	35	(17)	(18)
R-SF-RE-04	Asbestos/Water Hygeine Surveys, Revenue Remedial Work etc.	580	(580)	0	580	(580)	0	580	(580)	0
R-SF-RE-05	Catering service trading deficit	500	0	(500)	0	0	0	0	0	0
Total		2,009	(597)	(1,040)	1,884	(597)	(550)	2,270	(597)	(561)

Resources Directorate

2007/08 to 2009/10 Revenue Investment Proposals

Bid Ref. (A)	Bid Title (B)	Net Additional Revenue Investment			Bid Justification (D)
		2007/08 (Ci) £000	2008/09 (Cii) £000	2009/10 (Ciii) £000	
R-IP-RE-01	Improving the customer experience in WCC buildings	1272	1363	1464	Improve public perception of the Council
R-IP-RE-02	Planned Revenue Maintenance All Schools – Building/Engineering Repairs and External Decoration	2000	2000	2000	Prevent deterioration in the condition of schools thereby preventing need for greater spending later
	<u>Schemes where the only revenue impact is capital financing</u>				
C-IP-RE-03	Disability Discrimination Act works for Warwick County Museum and Countywide Public Access	14	34	41	Compliance with the 1995 Act
C-IP-RE-04	Asbestos and Safe Water Remedial Works	13	42	75	Dealing with asbestos and with risk of legionella
C-IP-RE-05	Structural, Mechanical & Electrical Mtce & Fire Precautions	162	517	894	Relates to capital funds needed to maintain WCC buildings
C-IP-RE-06	HRMS Replacement Server	12	92	92	Current server close to capacity and is due for replacement
C-IP-RE-07	Property Systems developments	6	26	26	New system needed to replace outdated technology
C-IP-RE-08	Invest to Save 1 - Metering of Electricity, Gas & Water Usage	9	33	57	Enable centralised monitoring of usage
C-IP-RE-09	Invest to Save 2 - Renewable Energy Generation	2	11	23	Develop and implement programme of renewable electricity and heat energy generation projects
		3,490	4,118	4,672	

Resources Directorate

2007/08 to 2009/10 Capital Investment Proposals

Bid Ref. (A)	Bid Title (B)	Additional Capital Investment					Nature of Capital Investment (D)
		2007/08	2008/09	2009/10	Future Years	Total Cost	
		(Ci) £000	(Cii) £000	(Ciii) £000	(Civ) £000	(Cv) £000	
C-IP-RE-03	DDA Works for Warwick County Museum & Countywide Public Access	450	150	50	0	650	
C-IP-RE-04	Asbestos & Safe Water Remedial Works	400	500	500	100	1,500	
C-IP-RE-05	Structural, Mechanical & Electrical Mtce & Fire Precautions	5125	5800	5800	675	17,400	
C-IP-RE-06	Human Resources Management System - replacement server	400	0	0	0	400	
C-IP-RE-07	Property Systems Developments	200	0	0	0	200	
R-IP-RE-01	Improving the Customer Experience in WCC Buildings	1575	1575	1575	0	4,725	
C-IP-RE-08	Invest to Save 1 – Metering of Electricity, Gas and Water Usage	300	300	300	0	900	
C-IP-RE-09	Invest to Save 2 – CHP/Renewable Energy Generation	75	150	150	375	750	
	Total	8,525	8,475	8,375	1,150	26,525	