



16 June 2023

CABINET – 26 JUNE 2023

A meeting of Cabinet will be held at 6.00pm on Monday 26 June 2023 in the Council Chamber at the Town Hall, Rugby.

Members of the public may also view the meeting via the livestream available on the Council's website.

Mannie Ketley
Chief Executive

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 5 June 2023.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

(a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(b) pecuniary interests as defined by the Council's Code of Conduct for Councillors; and

(c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Councillors are reminded that they should declare the existence and nature of their interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a prejudicial interest, the Councillor must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Councillor does not need to declare this interest unless the Councillor chooses to speak on a matter relating to their membership. If the Councillor does not wish to speak on the matter, the Councillor may still vote on the matter without making a declaration.

4. Question Time.

Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Tuesday 20 June 2023).

Growth and Investment Portfolio

5. Submission of Community Infrastructure Levy (CIL) Charging Schedule for Examination.
6. Creation of a CIL and Local Plan Monitoring Officer Post.
7. UK Shared Prosperity Fund (UKSPF) - Year 2 Spend.

Leisure and Wellbeing Portfolio

8. Sports Facility Improvements.

Finance, Performance, Legal and Governance Portfolio

9. Finance and Performance Monitoring 2022/23 – Year-End.

Communities, Homes, Digital and Communications Portfolio

10. Low Carbon Skills Fund Proposals.

Regulation and Safety Portfolio

Nothing to report to this meeting.

Change and Transformation Portfolio

11. Delivery of the Corporate Strategy 2022/23.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

12. Councillors' Allowances 2022/23.
13. Treasury Management 2022/23 – Annual Report.

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be considered.

Any additional papers for this meeting can be accessed via the website.

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Poole (Chair), Daly, Picker, Ms Robbins, Ms Watson- Merret and Willis.

CALL-IN PROCEDURES

Publication of the decisions made at this meeting will normally be within three working days of the decision. Each decision will come into force at the expiry of five working days after its publication. This does not apply to decisions made to take immediate effect.

Call-in procedures are set out in detail in Standing Order 15 of Part 3c of the Constitution.

If you have any general queries with regard to this agenda please contact Claire Waleczek, Democratic and Support Services Manager (01788 533524 or e-mail claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

Agenda No 5

AGENDA MANAGEMENT SHEET

Report Title:	Submission of Community Infrastructure Levy (CIL) Charging Schedule for Examination
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer – Growth and Investment
Portfolio:	Growth and Investment
Ward Relevance:	All wards
Prior Consultation:	All Group Leaders
Contact Officer:	Neil Holly, Development Strategy Manager neil.holly@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	This report recommends to Council that it approves the submission of the CIL draft charging schedule for examination.
Financial Implications:	The cost of the CIL examination, totalling £8,995 will be met within existing departmental budgets.

Risk Management/Health and Safety Implications:	None arising from this report.
Environmental Implications:	If the CIL is approved it could raise revenue that may be used to implement environmental initiatives. A climate and environment impact assessment is attached at Appendix 2.
Legal Implications:	Under Section 212 Planning Act 2008, before the Council approves its CIL charging schedule it must appoint an independent and appropriately qualified examiner to examine the draft.
Equality and Diversity:	An Equality Impact Assessment of the CIL draft charging schedule was undertaken and appended to the 20 March 2023 cabinet report.
Options:	<p>Option 1 – Cabinet recommends to Council that it approves the submission of the CIL draft charging schedule for independent examination.</p> <p>Option 2 – Cabinet does not approve the submission of the CIL draft charging schedule for independent examination.</p>
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT –</p> <p>(1) the draft Community Infrastructure Levy (CIL) charging schedule be submitted for independent examination; and</p> <p>(2) delegated authority be given to the Chief Officer for Growth and Investment to make minor grammatical and presentational amendments as necessary to the CIL charging schedule prior to its submission for examination.</p>
Reasons for Recommendation:	To allow the CIL charging schedule to progress to the independent examination stage.

Cabinet - 26 June 2023

Submission of Community Infrastructure Levy (CIL) Charging Schedule for Examination

Public Report of the Chief Officer – Growth and Infrastructure

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT –

- (1) the draft Community Infrastructure Levy (CIL) charging schedule be submitted for independent examination; and
- (2) delegated authority be given to the Chief Officer for Growth and Investment to make minor grammatical and presentational amendments as necessary to the CIL charging schedule prior to its submission for examination.

1. INTRODUCTION

- 1.1. Part 11 of the Planning Act 2008 enables local authorities to levy a charge on new development to fund infrastructure within their area. This known as the Community Infrastructure Levy (CIL).
- 1.2. There is a process set out in the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended) for adopting a CIL. The next stage in that process is independent examination of the Council's draft CIL charging schedule.

2. EXAMINATION OF CIL CHARGING SCHEDULE

- 2.1. Council on the 26 April 2023 approved the draft CIL charging schedule (Appendix 1) for six weeks' public consultation. That public consultation ran from Monday 8 May to Friday 16 June. At the time of publishing this report, the consultation had not closed. To date five consultation responses have been received, however none raise significant new issues.
- 2.2. The 20 March 2023 Cabinet report provides background to the preparation of the CIL charging schedule:
<https://www.rugby.gov.uk/meetings/meeting/1275/cabinet> .
- 2.3. Before the charging schedule can be approved by Council and brought into effect it must be submitted for independent examination. The purpose of the independent examination is to determine whether the charging schedule meets the applicable legal requirements (referred to in the legislation as the 'drafting requirements').

- 2.4. Following the examination, the examiner will make recommendations. They can recommend that the charging schedule be approved by the Council without modification, be modified to remedy areas of non-compliance with the drafting requirements or be rejected.
- 2.5. This report seeks authority to submit the draft charging schedule for examination. Alongside the draft charging schedule, a report on the public consultation and copies of any consultation responses received will also be sent to the examiner.
- 2.6. Following conclusion of the examination, if successful, Council will be asked to approve the charging schedule and bring the CIL into effect.

3. CONCLUSION

- 3.1. It is recommended that the CIL charging schedule is submitted for independent examination.

Name of Meeting: Cabinet

Date of Meeting: 26 June 2023

Subject Matter: Submission of Community Infrastructure Levy (CIL)
Charging Schedule for Examination

Originating Department: Growth and Investment

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Cabinet 20 March 2023 report: https://www.rugby.gov.uk/meetings/meeting/1275/cabinet.



Rugby Borough Council

Community Infrastructure Levy

Draft Charging Schedule

Public Consultation

Spring 2023

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Note

The information contained within this guide is intended to assist applicants, developers and landowners to understand Rugby's Community Infrastructure Levy (CIL). It is not intended to replace the need to read and understand the CIL Regulations and government guidance, and affected parties are advised to seek their own professional advice.

Introduction

1. In 2010, government introduced the Community Infrastructure Levy (CIL) as the preferred mechanism for securing developer contributions towards infrastructure to support growth in an area.
2. Preparation of the Charging Schedule is supported by the following evidence documents, which can be found on the Council's website:
 - The Local Plan, adopted June 2019, which set out infrastructure requirements to support the delivery of planned development within the Local Plan 2011-2031 at the time it was compiled;
 - A CIL Viability Assessment, undertaken by consultants BNP Paribas on behalf of the Council (January 2022 and then updated February 2023); and
 - An Infrastructure Funding Gap Statement, which compared the likely CIL income from anticipated new developments with the cost of infrastructure.
3. The Community Infrastructure Levy (CIL) came into force in April 2010 and is a levy that local authorities can choose to charge on new development in their area. The money raised can be used to fund a wide range of infrastructure such as transport schemes, schools, community facilities, health and social care facilities, parks, green spaces and leisure facilities.
4. Amendments to the Community Infrastructure Levy Regulations 2010 were introduced in September 2019. Significant changes included: removal of pooling restrictions for S106 obligations (i.e. the requirement that no more than five S106 obligations can fund a single infrastructure project); removal of the requirement for a Regulation 123 list (i.e. a list of infrastructure projects that CIL might be spent on); and the introduction of a new requirement to produce an annual Infrastructure Funding Statement.
5. Rugby Borough Council, as the local planning authority, is classed as a charging authority and may therefore charge CIL in respect of development that takes place in the Borough, under the terms of Part 11 of the Planning Act 2008.
6. CIL is not charged on a number of land uses; some examples are set out in the exemptions section below. CIL applies to all 'chargeable development' which is defined as:

- All new buildings, but excluding those into which people do not usually, or only occasionally, go (e.g. only to inspect machinery or structures such as electricity pylons or substations)
 - Developments of 100m² or more of additional gross internal floorspace
 - The creation of one additional dwelling, even if the gross internal floorspace is less than 100m²
 - Some developments not requiring planning permission (permitted development) will also be liable for CIL if they do not meet the exemption criteria.
7. The CIL Regulations require that, in order to justify charging CIL, the Council must demonstrate that there is a 'gap' between the infrastructure needs of the Borough and the funding that is available, including anticipated CIL income. An Infrastructure Funding Gap Report has been prepared to demonstrate this need.
 8. Section 106 agreements and Section 278 highways agreements will continue to be used to secure mitigation, including those impacts that are not classified as infrastructure as well as affordable housing. The amended CIL Regulations no longer contain a restriction on the pooling of monies from more than five S106 obligations to fund a single infrastructure project and both CIL and S106 funding can be secured towards the same piece of infrastructure without the limitation of pooling.
 9. In order to establish levy rates for development, a charging authority should carry out a broad test of viability across its district, together with specific viability testing for strategic sites.
 10. The Council commissioned consultants BNP Paribas to carry out a review of viability across the Borough. This review was undertaken to assess the effect that any CIL rates would have on development viability. It has been updated to reflect concerns raised about implementing the levy on certain forms of development.

Viability Assessment

11. The viability assessment has shown that residential development across the Borough is viable and that maximum CIL rates in the region of £200 per sq.m have been found to be achievable without compromising development viability.
12. The viability assessment provides evidence to support different residential CIL rates based on differing land values across the Borough. The rural areas have higher land

values and can therefore sustain a higher CIL rate, which is reflected in the charging schedule. As the majority of brownfield development is likely to come forward in the built-up area of Rugby, new development here would not be able to sustain a higher CIL rate without prejudicing viability. Consequently, the Charging Schedule includes a separate charging zone covering these areas, which allows a higher CIL rate to be set for the rest of the Borough.

13. The viability assessment assessed apartment development on brownfield land within the urban area. Developments of apartments in the urban area have been found unable to viably support CIL and on this basis are nil rated.
14. Two of the strategic allocations within Local Plan 2031 have also been tested against residential CIL. The sites which have been included within the Viability Assessment are Coton Park East and South West Rugby.
15. The infrastructure requirements to bring forward these sites are considerable and as such our viability consultants have recommended that the delivery of residential development on these sites would be significantly impacted by a requirement to pay residential CIL and therefore their infrastructure requirements should be met through existing S106/S278 agreements. The Rugby Radio Station strategic allocation benefits from an existing planning permission and sites that already have permission cannot be charged CIL unless a new planning application is submitted. In addition, the Rugby Radio Station strategic allocation has a similar high level of infrastructure requirements as South West Rugby and Coton Park East. As such it is considered appropriate to take a consistent approach and to define strategic site allocations as a separate charging zone for residential CIL which is nil rated.
16. The viability assessment found that minor development (fewer than 10 dwellings) could support a higher CIL rate in comparison with major residential development, as these schemes do not have to provide affordable housing.
17. The viability of non-residential development in the Borough has also been assessed. Business uses (including offices, industrial and distribution and comparison retail) have been found unable to support a CIL charge. Convenience retail supermarkets can support a CIL rate. Retail development on the strategic sites is likely to be brought forward separately from residential development on those sites and so the viability of convenience retail on strategic sites will not differ from the viability of

convenience retail elsewhere in the borough. Accordingly, the strategic sites only form a different charging zone for residential CIL. The strategic sites do not form a separate charging zone for convenience retail.

18. In arriving at these CIL rates, Rugby BC must strike an appropriate balance between the need to fund the infrastructure required to support development and the potential effects that imposing CIL rates may have on the economic viability of development and the provision of affordable housing across the authority. It is therefore important not to set rates at the margin of viability and the authority has made a reasoned judgment, providing a significant buffer to protect against unforeseen circumstances, such as an increase in build costs. Overall, the authority has taken account of the viability evidence in setting the charging rates and zones set out below.

CIL Rates

19. The CIL Regulations allow the authority to set differential rates (including zero rates) for different geographical areas or for different land uses across the charging area. The CIL Regulations also provide the authority with the ability to set differential rates in relation to scales of development.
20. The CIL rates, shown below in Table 1, are based on the recommendations from the CIL Viability Assessment. The strategic sites are zero rated and not subject to CIL charges, as they will contribute towards infrastructure solely through S106 agreements. Figures 1 and 2 are maps of the CIL charging zones for the borough.

Table 1 – CIL Rates per sq.m.

Development Type	Urban Area	Rural Area
Residential 11 units or more	£60	£160
Residential up to 10 units	£100	£200
Residential development on strategic sites	£0	£0

Apartments in the urban area	£0	Residential charging rate applies
Convenience retail	£100	£100
All other uses	£0	£0

Notes:

- 1 Residential unit numbers refer to net figures.
- 2 Residential excludes student accommodation, HMO's, retirement living or sheltered housing; extra care housing or housing-with-care and residential care homes and nursing homes as defined by Paragraph: 010 Reference ID: 63-010-20190626 of the Planning Practice Guidance.
- 3 Strategic Sites are Coton Park East, Rugby Radio Station and South West Rugby as shown on the Residential charging zones map at appendix 3.
- 4 Apartments are separate and self contained dwellings within the same building. They generally have shared access from the street and communal areas from which individual dwellings are accessed. Apartment buildings have dwellings on more than one floor and are subdivided horizontally by floor.
- 5 Other chargeable residential development (e.g. residential extensions over 100 sq m and annexes) will be charged at the relevant zone rate.

Calculating the charge

21. The amount of CIL charge a development is liable to pay is calculated according to Schedule 1 of the CIL (Amendment) (England) (No. 2) Regulations 2019. The method involves multiplying the relevant CIL rate for the type/location of the development by the net additional floorspace – and factoring in an inflation measure to allow for changes in building costs over time. A summary of the method is set out below:

CIL rate x Net additional new build floorspace x Inflation measure

22. The inflation measure used will be the national 'All-in Tender Price Index' published by the Building Cost Information Service (BCIS) or the Royal Institution of Chartered Surveyors (RICS). The inflation measure involves dividing the Index costs from the year planning permission is granted, by the Index costs from the year the Charging Schedule is adopted. Full details of the method are set out in the Regulations.

23. The CIL Regulations specify that where the overall chargeable amount on a scheme is less than £50, it is deemed to be zero.
24. In certain circumstances, where a development includes the demolition of an existing building, the existing Gross Internal Area (GIA) can be deducted from the proposed floorspace. These deductions in respect of demolition or change of use will only apply where the existing building has been in continuous lawful use for at least six months in the 3 years prior to the development being permitted and is still in situ on the day planning permission is granted.

Exemptions

25. Most development that involves the creation of buildings that people normally use will be liable to pay CIL¹. However, the Regulations provide for several exemptions to CIL² against which the levy will not be charged, including:
- New buildings or extensions under 100 sqm of gross internal floor space, which do not involve the creation of a new dwelling;
 - Dwellings built by ‘self-builders’
 - The change of use, conversion or subdivision of a building that does not involve an increase in floorspace;
 - The creation of a mezzanine floor within a building;
 - Temporary development permitted for a limited period;
 - Buildings into which people go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery;
 - Vacant buildings brought back into the same use;
 - Structures which are not buildings, such as pylons or wind turbines;
 - Affordable housing (defined as social rented and intermediate housing) provided through a local housing authority, registered provider or charitable body;
- and
- Development by charities for charitable purposes.

¹ This includes development permitted by a general consent (including permitted development)

² Under Part 6 of the CIL Regulations 2010 (as amended)

26. CIL is charged on the gross internal floorspace³ of new development. Where planning permission is granted for a development that involves the extension or demolition and then rebuild of a building in lawful use⁴, the level of CIL payable will be calculated based on the net increase in floorspace. This means that the existing floorspace contained in the building to be extended or demolished will be deducted from the total floorspace of the new development when calculating the CIL liability.
27. The Council can claw back any CIL relief where a development no longer qualifies for that relief within a period of seven years from the commencement of the development. For example, should a charity develop a building for charitable purposes and subsequently sell the building to the open market within seven years, then the Council will be able to claw back the CIL that would have been charged on the building had it been originally used for private use. Should a self-builder find that they must sell or rent the new dwelling within 3 years of the commencement of the development then the Council will then seek to clawback any CIL relief provided.
28. Under CIL Regulation 55, a Council can choose to offer exceptional circumstances relief if charging CIL would have an unacceptable impact on the economic viability of a particular development. Exemptions can also be made for charitable institutions, where this would not constitute State Aid (under CIL Regulation 45). However, the Council does not propose to make these exemptions available.

Supporting Evidence

29. Councils are required to show evidence on how much revenue they have been generating from S106 obligations in 'recent years' (shown in Table 2) and the level of affordable housing delivered (Table 3). Further information on monitoring of local plan targets is set out on the Council's website in the Authority Authority Monitoring Report. BNP Paribas examined the impact of their proposed rates on affordable housing and concluded in paragraph 7.16 that *"This study demonstrates that the proposed CIL charges are set at a level which will ensure an appropriate balance*

³ The gross internal floorspace is the internal area of the building, and should include rooms, circulation and service space such as lifts and floorspace devoted to corridors, toilets, storage, ancillary floorspace (e.g. underground parking) etc.

⁴ The definition of lawful use is contained in Schedule 1 Part 1 of the CIL (Amendment) (England) (No. 2) 2019 states that "...contains a part that has been in lawful use for a continuous period of at least six months within the period of three years ending on the day planning permission first permits the chargeable development."

between delivering affordable housing, sustainability objectives, necessary infrastructure and the need for landlords and developers to achieve a return in line with the NPPF.”

Table 2 - Section 106 obligations

Financial Year	Revenue Generated (£)
2015/16	446,840.84
2016/17	454,356.65
2017/18	2,404,072.55
2018/19	2,316,434.36
2019/20	622,620.08
2020/21	1,853,685.69

(Source: RBC Planning Dept)

Table 3 – Affordable Housing Performance

Financial Year	Units delivered
2016/17	6
2017/18	47
2018/19	208
2019/20	260
2020/21	233
2021/22	79

(Source: RBC Housing Department)

Neighbourhood Funds

30. The Regulations require the Council to pass on a proportion of the revenues from CIL receipts to the parishes within which the chargeable development took place.

Parishes with a Neighbourhood Plan will receive 25 per cent of the CIL revenue from new development within their Neighbourhood Plan Area. Parishes without a Neighbourhood Plan will receive 15 per cent of the levy revenue, subject to a cap of £100 per existing council tax dwelling per year. CIL must be spent on infrastructure.

To ensure transparency, both the Council and the parish council must report

annually on how CIL receipts have been spent. By 31 December each year, the Council must produce an Infrastructure Funding Statement and the parish council must submit a financial report to the Council. Both are then published on the Council's website.

CIL Reporting and administration

31. CIL revenue will be spent on the infrastructure needed to support development in the authority, the Council will produce an Infrastructure Funding Statement which will be published annually by 31 December. The Infrastructure Funding Statement reports on all funds secured, received and spent in the previous financial year for CIL and S106. The authority will use 5% of the CIL revenue to fund the administration costs of the Levy.
32. CIL is payable on the day development is commenced. Payment can be made in instalments (if eligible) as set out in the instalments policy in Appendix 2.
33. Below is some further guidance that may be helpful:
 - When an application for planning permission is submitted when CIL is payable, it must include an 'Additional CIL Information' form together with any relief or exemption claim forms completed with details of the development. This enables Rugby BC to calculate the amount of CIL payable. These documents must be submitted with your planning application.
 - The person who intends to pay CIL must assume liability prior to commencement by submitting an assumption of liability form.
 - If CIL chargeable permitted development is to be carried out, there is a requirement to submit a notice of chargeable development before development begins.
 - A commencement notice must be submitted for any other CIL chargeable development that requires planning permission.
 - If the circumstances of an exemption or relief have changed (a 'disqualifying event') Rugby BC must be notified.
 - On commencement the liable person must pay CIL in accordance with the instalments policies. A demand notice will be sent with details of how much to pay and the details of the instalments required.

- If you receive any notice from Rugby BC, such as a demand notice, information notice or stop notice you must make the payment, provide the information or stop work on your development as requested in the notice.
 - If you don't assume liability, submit a commencement notice, submit a notice of chargeable development, notify the council of changes to circumstances affecting an exemption or relief or reply to an information notice this may incur a financial penalty (surcharge) that will be added to the amount of CIL you have to pay.
 - Late payment of CIL incurs a financial penalty (statutory late payment interest) that will be added to your CIL and failure to pay may lead to enforcement action and legal proceedings.
 - The liability to pay CIL is registered as a land charge and is not removed until the full amount of CIL has been paid and any period for disqualifying events has expired.
34. You can appeal if you think we've mis-calculated the amount of CIL you need to pay and/or any relief or exemption you've claimed. You can also appeal our decision on apportioned liability, a surcharge, deemed commencement and a CIL stop notice (see appeals guidance). You can't appeal against the principle of paying CIL or negotiate the amount payable.
35. The CIL forms, guidance notes and further information is available on the Planning Portal website: Planning Portal – CIL at <https://www.planningportal.co.uk/planning/policy-and-legislation/CIL/about-CIL>.
36. Detailed guidance on CIL appeals is available on the Valuation Office and Planning Portal websites: Valuation Office CIL appeals guidance at <https://www.gov.uk/guidance/community-infrastructure-levy-how-to-make-an-appeal#:~:text=DH1%20UW-,Contact,refer%20to%20the%20Planning%20Portal>.
37. Planning Portal - CIL appeals at <https://www.gov.uk/guidance/appeal-a-community-infrastructure-levy-enforcement-notice>
38. The Community Infrastructure Levy ((Amendment) (England) (No.2) Regulations 2019) came into force on 1 September 2019. Under these regulations, Infrastructure Funding Statements (IFS) have replaced CIL Regulation 123 Lists as the mechanism through which projects are identified for CIL funding. The IFS will be published annually and provide a summary of all financial and non-financial developer contributions relating to S106s and CIL within the Borough. It will include a

statement of infrastructure projects that Rugby Borough Council intends to, or may be, wholly or partly funded by CIL. It will also set out the CIL spending protocol setting out the process that the Council will undertake for allocating CIL receipts.

Appendix 1 – Proposed Community Infrastructure Levy Charging Schedule

Purpose

This schedule sets out the Community Infrastructure Levy charging rates proposed by Rugby Borough Council.

Date of Approval

This charging schedule will be approved by Rugby Borough Council at a meeting of its full Council at a date to be determined subject to the receipt of a favourable Examiners report.

Effective Date

This Charging Schedule shall take effect on a date to be determined by Full Council.

Charging Rates per sq.m.

Development Type	Urban Area	Rural Area
Residential 11 units or more	£60	£160
Residential up to 10 units	£100	£200
Residential development on strategic sites	£0	£0
Apartments in the urban area	£0	Residential charging rate applies
Convenience retail	£100	£100
All other uses	£0	£0

Notes:

1 Residential unit numbers refer to net figures.

2 Residential excludes student accommodation, HMO's, Retirement living or sheltered housing; Extra care housing or housing-with-care and Residential care homes and nursing homes as defined by Paragraph: 010 Reference ID: 63-010-20190626 of the Planning Practice Guidance.

3 Strategic Sites are Coton Park East, Rugby Radio Station and South West Rugby as shown on the Residential charging zones map at appendix 3.

4 Apartments are separate and self contained dwellings within the same building. They generally have shared access from the street and communal areas from which individual dwellings are accessed. Apartment buildings have dwellings on more than one floor and are subdivided horizontally by floor.

5 Other chargeable residential development (e.g. residential extensions over 100 sq m and annexes) will be charged at the relevant zone rate.

Calculating the Chargeable amount of CIL

CIL is charged on all new developments which create more than 100m² of floor space and on those developments, which create 1 or more new dwellings, even where the floor space is less than 100m². The chargeable amount of CIL is calculated on the gross internal area of the net increase in floor area. The amount to be charged for individual developments will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010, as amended.

Indexation

The CIL Regulations specify that the index to be used is the —National All-in Tender Price Index published from time to time by the Building Cost Information Service (BCIS) of the Royal Institution of Chartered Surveyors; and the figure for a given year is the figure for 1st November of the preceding year. In the event that the All-in Tender Price Index ceases to be published, the index to use will be The Retail Prices Index.

Appendix 2 – CIL Instalments Policy

This policy has been prepared in accordance with Regulation 69B of the CIL Regulations 2010 (as amended) The Council will allow payment of CIL by instalments according to the total amount of liability as follows:

Amount of Liability	Number of Instalments	Payment Periods
£50 - £50,000	1	<ul style="list-style-type: none"> Total amount payable within 60 days of commencement.
£50,001 - £150,000	2	<ul style="list-style-type: none"> £50,000 payable within 60 days of commencement. Balance payable within 120 days of commencement.
£150,001-£300,000	3	<ul style="list-style-type: none"> £50,000 payable within 60 days of commencement. Balance payable in a further two instalments of equal amounts within 120 and 240 days.
More than £300,000	4	<ul style="list-style-type: none"> £50,000 payable within 60 days of commencement. Balance payable in a further three instalments of equal amounts within 120, 240 and 360 days.

The instalments policy only applies in cases where the persons liable for paying CIL have complied with all the relevant regulations. Regulation 70 of the CIL Regulations 2010 (as amended) sets out that a CIL instalments policy will only apply in the following circumstances:

1 Where the Council has received CIL Assumption of Liability Form prior to commencement of the chargeable development, and;

2 Where the Council has received a CIL Commencement Notice prior to the commencement of the chargeable development If either of these requirements are not complied with, the instalments set out above will not apply and the total liability will become payable within 60 days of the commencement of the chargeable development.

In the event that development is completed prior to the date payments are required of the instalments, full CIL payment should be made on completion.

N.B. For outline applications which permit development to be implemented in phases, each phase of the development is a separate chargeable development. In such cases the instalments policy will apply to each separate chargeable development.

Date of effect: This policy will come into effect on the date of adoption of the CIL Charging Schedule by Full Council.

Appendix 3 – Maps of Charging Zones

Figure 1 Residential CIL Charging Zones

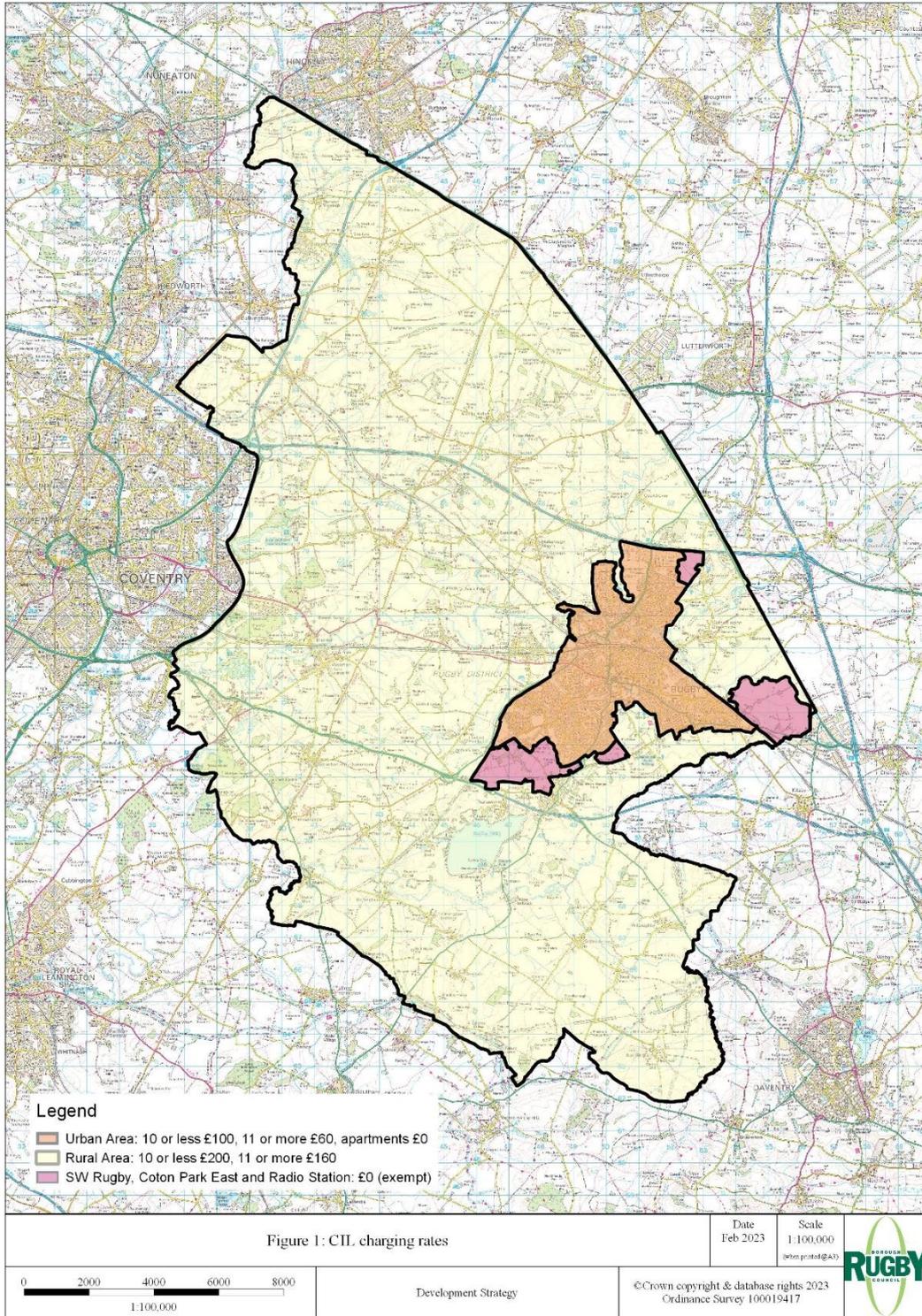
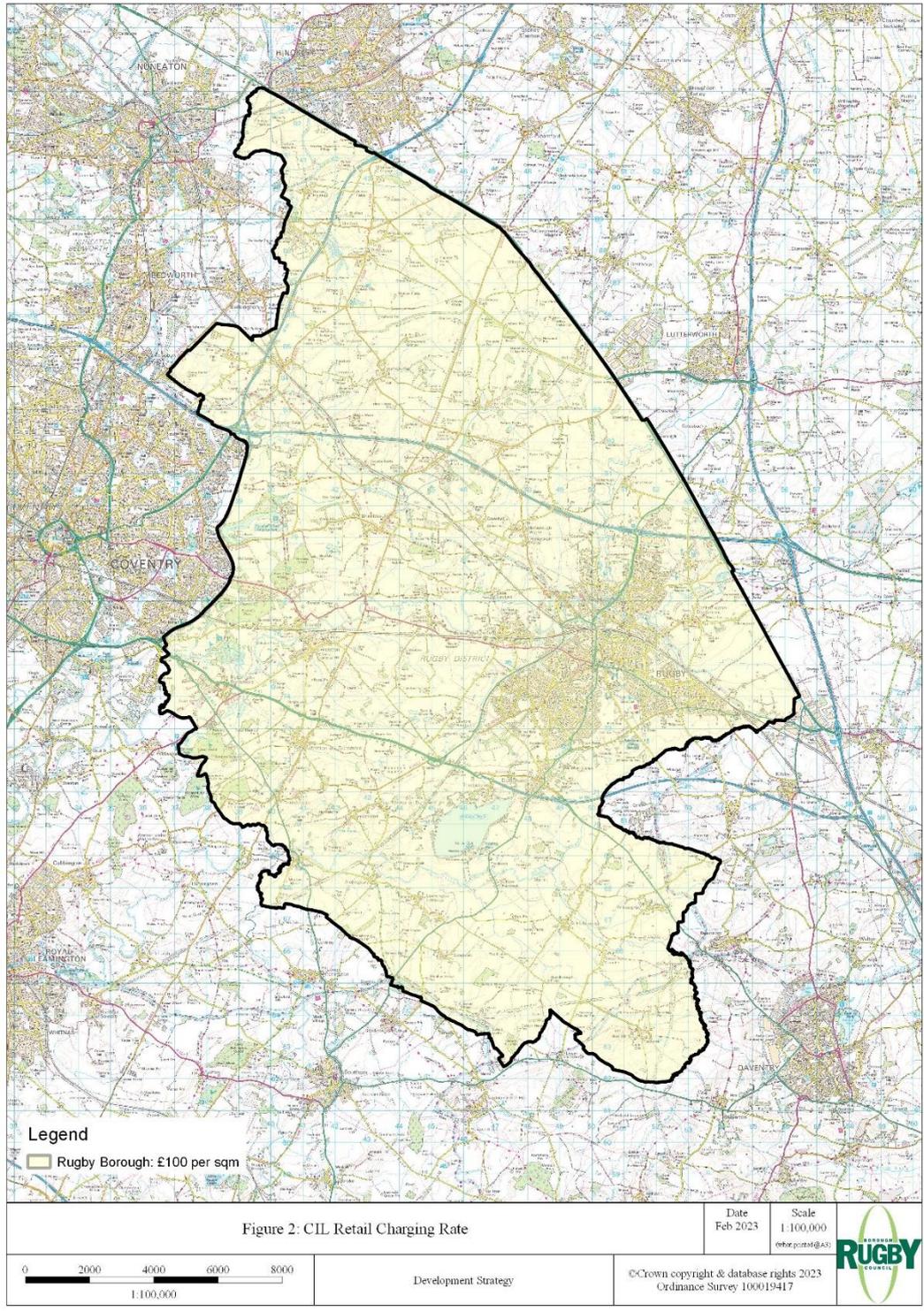


Figure 2 Retail CIL Charging Zones



Appendix 4 – Statement of the Representations Procedure

The Community Infrastructure Levy Draft Charging Schedule is out for public consultation from Monday 8th May 2023 until **5pm Friday 16th June 2023**.

During that period the relevant the draft charging schedule and supporting evidence will be available for inspection on the council's website

https://www.rugby.gov.uk/info/20028/having_your_say/114/current_consultations and at:

Rugby Borough Council's offices, Town Hall, Evreux Way, Rugby, CV12 2RR,

Rugby Library and Information Centre, Little Elborow Street, Rugby, CV21 3BZ

Dunchurch Community Library, The Green, Dunchurch, Rugby, CV22 6PA

Wolston Library and Information Centre, Warwick Road, Wolston, Coventry, CV8 3GX.

Consultation responses can either be sent via

- 1) email to localplan@rugby.gov.uk with 'Draft CIL Charging Schedule' in the subject line or
- 2) by post to:

CIL Consultation,

Development Strategy Team,

Town Hall,

Evreux Way

Rugby

CV21 2RR

Please note, if you submit a response by email you do not need to submit a paper copy as well. Consultation responses will be made available for public inspection.

If you wish to be kept informed about when

- i) the draft is submitted for examination in accordance with Section 212 of the Planning Act 2008,
- ii) when the examiner's recommendations are published and (subject to a favourable examiner's report),
- iii) approval of the charging schedule.

Please state this in your consultation response.

In addition, in your response you can request the right to be heard by the examiner.

Rugby Borough Council

Climate Change and Environmental Impact Assessment

Community Infrastructure Levy – Submission of Community Infrastructure Levy (CIL) Charging Schedule for Examination – June 2023

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-24) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

If you require help, advice and support to complete the forms, please contact Dan Green, Deputy Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	The report recommends to Council that it approves the submission of the CIL draft charging schedule for examination.
Is this a new or existing Policy/Service/Change?	This would be a new charge.
If existing policy/service please state date of last assessment	Not applicable.
Ward Specific Impacts	Borough-wide.
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	The report recommends to Council that it approves the submission of the CIL draft charging schedule for examination. The charging schedule is required to be independently examined before it can be approved by the Council. If the authority introduces CIL it could use some of the revenue generated to fund environmental enhancements.
Completed By	Neil Holly, Development Strategy Manager
Authorised By	Nicola Smith, Chief Officer Growth & investment
Date of Assessment	30 May 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	Next stage of the adoption process – approval by the Council of the CIL charging schedule (likely autumn 2023)
Key points to be considered through review	No negative impacts have been identified at this stage.
Person responsible for review	Neil Holly, Development Strategy Manager
Authorised by	Nicola Smith, Chief Officer Growth & investment

AGENDA MANAGEMENT SHEET

Report Title:	Creation of a CIL and Local Plan Monitoring Officer Post
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer – Growth and Investment
Portfolio:	Growth and Investment
Ward Relevance:	All wards
Prior Consultation:	All Group Leaders
Contact Officer:	Neil Holly, Development Strategy Manager neil.holly@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This report seeks approval for the creation of a new post on the establishment of CIL and Local Plan Monitoring Officer.
Financial Implications:	The cost of the new post full time post, if appointed on the mid-point on Grade D would be £35,580 per year.

Risk Management/Health and Safety Implications:

The principal risks identified are:

- That the Council will be unable to attract a suitable candidate to the new role. This is a material risk.
- That CIL income proves inadequate to cover the cost of the new role.

Environmental Implications:

None arising from this report

Legal Implications:

Under Section 212 Planning Act 2008, before the Council approves its CIL charging schedule it must appoint an independent and appropriately qualified examiner to examine the draft. The examiner will determine whether the CIL charging schedule has met the relevant requirements. If the charging schedule meets the relevant requirements then the Council may proceed to approve it and bring it into effect. Under Regulation 61 of the Community Infrastructure Levy Regulations 2010 the Council may apply up to 5% of CIL collected to administrative expenses incurred by it in connection with that collection.

Equality and Diversity:

Recruitment to this role will be carried out in accordance with the Council's recruitment procedures. An Equality Impact Assessment is attached as Appendix 2.

Options:

Option 1 – Approval be given for the creation of a new permanent post of CIL and Local Plan Monitoring Officer on the establishment to be funded through CIL receipts as detailed in section 3 below.

Option 2 –Approval is not given for the creation of the new post and CIL is administered within existing staff resources as detailed in section 5 below.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT –

1. approval be given for the creation of a new permanent post of CIL and Local Plan Monitoring Officer on the establishment
2. a supplementary budget of £17,790 (6 months) be established in 2023/24 to be funded from the budget stability reserve to

fund the role whilst CIL income balances are being established

3. approval be granted establish a temporary budget of £35,580 in 2024/25 and £17,790 (6 months) in the 2025/26 financial year within the MTFP to fund the officer whilst CIL income balances are being established and;
4. following the receipt of sufficient CIL income, approval to fund the post from CIL admin income generated each year

Reasons for Recommendation:

To allow the Council to effectively administer CIL and carry out local plan monitoring.

Cabinet – 26 June 2023

Creation of a CIL and Local Plan Monitoring Officer Post

Public Report of the Chief Officer – Growth and Infrastructure

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT –

1. approval be given for the creation of a new permanent post of CIL and Local Plan Monitoring Officer on the establishment
2. a supplementary budget of £17,790 (6 months) be established in 2023/24 to be funded from the budget stability reserve to fund the role whilst CIL income balances are being established
3. approval be granted establish a temporary budget of £35,580 in 2024/25 and £17,790 (6 months) in the 2025/26 financial year within the MTFP to fund the officer whilst CIL income balances are being established and;
4. following the receipt of sufficient CIL income, approval to fund the post from CIL admin income generated each year;

1. INTRODUCTION

- 1.1. Part 11 of the Planning Act 2008 enables local authorities to levy a charge on new development to fund infrastructure within their area. This is known as the Community Infrastructure Levy (CIL).
- 1.2. There is a process set out in the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended) for adopting a CIL. At the meeting on 26 June 2023 Cabinet will be asked to recommend to Council that it agree to the submission of the Council's draft CIL charging schedule for independent examination. If the independent examination is successful, the Council will then be asked to approve the CIL charging schedule and bring it into effect.
- 1.3. It is necessary to plan for the administration of the CIL which will have new resource implications for the Growth and Investment Portfolio.

2. RESOURCE REQUIREMENTS

- 2.1. CIL administration includes checking floorspace calculations, calculating the CIL payable and sending liability notices to developers/landowners.

Additionally, it will be necessary to check whether the development can claim exemptions/reliefs from the charge. Once a commencement notice is received from the developer in respect of a development, the Council will need to serve a demand notice and ensure payment is made. There will also be an enforcement element of the role, if developers fail to serve the correct notices or to make payment. There is also a procedure for appealing a CIL notice and the authority may receive appeals. Finally, there is a requirement for monitoring to ensure the neighbourhood share is passed to the relevant parish council and CIL collected is spent on infrastructure improvements.

- 2.2. Local plan monitoring would include compiling the data for the council's annual Authority Monitoring Report, Five Year Housing Land Supply Statement and Annual Infrastructure Funding Statement and submitting necessary monitoring returns to government.
- 2.3. Appointing a monitoring officer will help ensure more detailed and timely monitoring of the local plan. This also aligns with the Council wanting to be a more data driven council with performance monitoring being central to how it delivers services. Approval has already been given by Council on 22 February 2022 to recruit a local plan monitoring officer on a 1 year fixed term contract, but the Council were unsuccessful in recruiting to that position.
- 2.4. It is proposed that the CIL and local planning monitoring officer would devote part of their time to the administration and monitoring of CIL and part of their time to local plan monitoring.
- 2.5. There is limited resource within the team to administer CIL, and not enough to cover the demands of the role nor any resilience. There is also limited resource within the team to do the Local Plan monitoring. It is expected by the CIL Regulations that the introduction and administration of CIL will place additional resource demands which is why councils are allowed to apply 5% of CIL receipts to the costs of administering the levy.
- 2.6. This is an opportunity to create a post that provides resilience and covers work that is not currently being undertaken and therefore it is proposed to combine CIL and local plan monitoring into one role.
- 2.7. The proposed job profile for the role is attached as Appendix 1. The post would report to the Development Strategy Manager and also work closely with the Lead s106 and CIL Compliance Officer.
- 2.8. The post has been graded as grade D. The annual cost to the Council if appointed at the mid-point of grade D for a 37-hour week would be £35,580.

3. FUNDING THE NEW POST

- 3.1. It is proposed that from year three onwards the post would be wholly funded through CIL receipts. This is explained in paragraphs 3.3 to 3.14 below. However, in the first and second year after introduction of the CIL Charging Schedule it is unlikely that the part of CIL receipts which can be spent on administration will be sufficient to cover the cost of the post.

- 3.2. Only developments which are granted planning permission after the date on which the CIL Charging Schedule is brought into effect will be liable to pay CIL. CIL would be payable by those developments upon their commencement, rather than on grant of planning permission. It will therefore take time for receipts to come in after CIL is brought into effect.
- 3.3. In years one and two after the introduction of the CIL Charging Schedule it is proposed that the cost of the post be funded through the creation of a temporary budget. Thereafter the post will be self-funding through CIL receipts.
- 3.4. CIL is charged in pounds per square metre of new floorspace created. Authorities are permitted to apply 5% of levy receipts to the cost of administering CIL.
- 3.5. The draft CIL charging schedule sets the following charging rates per square metre of new floorspace:

Development type	Urban area	Rural area
Residential 11 units or more	£60	£160
Residential up to 10 units	£100	£200
Residential development on strategic sites	£0	£0
Apartments in the urban area	£0	Residential charging rate applies
Convenience retail	£100	£100
All other uses	£0	£0

- 3.6. CIL will be levied across different sizes of developments of different types, however, to give an indication of the minimum level of CIL income for a financial year, it would be prudent to focus on the application type that the Council receives most of. Our records show that development of nine or fewer houses have been a relatively consistent source of housing supply.
- 3.7. Small developments of this type that are residential conversions of existing buildings will often be able to deduct the floor space previously in another use from their CIL chargeable floor area. This would result in a nil CIL charge. Similarly, developments of apartments in the urban area of Rugby will not pay CIL under the proposed charging schedule.
- 3.8. If apartments and conversions are excluded, the average number of new homes built per year, on small sites of nine or fewer homes, over the past five years is shown in the table below. The Council does not have data on the average size of these new homes, however, if it is assumed that the average dwelling is a 2-storey, 3 bedroom, 5 person house (the most common type of dwelling in the borough) then that would give a floor area of 93m² when applying the Nationally Described Space Standard. The CIL income this would generate is shown in the table below.

	Urban area	Rural area
--	------------	------------

Number of dwellings annually	27	37
Charging rate per m ²	£100	£200
Assumed m ² per dwelling	93m ²	93m ²
Total annual CIL income	£251,100	£688,200

- 3.9. Under r61 of the Community Infrastructure Levy Regulations 2010, 5% of CIL collected may be applied to administrative expenses incurred by the authority in connection with CIL.
- 3.10. Five percent of the above income from sites of nine or fewer dwellings would equate to £49,965 per year.
- 3.11. In addition to CIL income from sites of nine or fewer dwellings, there would be CIL income from larger housing sites which do not form part of the strategic allocations and from convenience retail proposals. The timing of these types of development coming forward is less predictable and so it is more difficult to forecast potential receipts. Receipts from these sources will be highly variable year to year.
- 3.12. Most of the main rural settlement allocations under the Local Plan 2011-2031 already have planning permission and so would not be CIL chargeable. The sites that do not yet have planning permission are Plott Lane, Stretton on Dunsmore (circa 25 dwellings), Leamington Road, Ryton on Dunsmore (circa 75 dwellings), and Linden Tree Bungalow, Wolston (circa 15 dwellings). These sites are all more than ten dwellings in size and are within the rural area. Therefore, if they were to be granted planning permission after the CIL charging schedule were brought into effect and subsequently development were to commence, then they would be chargeable to CIL at £160 per square metre. There is, however, no guarantee of when and if these sites will come forward.
- 3.13. It is proposed that the permitted administrative proportion of CIL receipts is applied to fund the new post. With a projected income for administration purposes of at least £49,965 and the cost of a new post of £35,580, the post would be fully funded via this new income stream.
- 3.14. There are risks associated with the introduction and administration of CIL. It is possible that the introduction of CIL would reduce the number of small sites coming forward, although the viability evidence to support the charging schedule shows that small sites would still be viable at the proposed charging rates. It is also possible that the number of small sites coming forward would reduce due to economic conditions. This may mean in some years the administrative income received may go down but in others it would go up. Over the Medium Term Financial Plan (MTFP) however the cost of establishing this post would be cost neutral.

4. TIMING OF RECRUITMENT

- 4.1. The appointment of a CIL and Local Plan Monitoring Officer is contingent upon the approval by the Council of the CIL charging schedule. This in turn is contingent upon the independent examiner concluding that the charging schedule meets the relevant requirements.
- 4.2. In view of these dependencies, it is not recommended to proceed with recruitment to the new post until the independent examiner's conclusions are known. However, approving the creation of the new post now will allow the Council to move quickly to fill the post once the examiner's conclusions are known, ensuring the officer is in post as soon as possible after the CIL charging schedule is approved.

5. ALTERNATIVE OPTION

- 5.1. The alternative to creating the new post is to administer and monitor CIL and undertake local plan monitoring using existing staff resources.
- 5.2. At present s106 monitoring is undertaken by the Lead S106 and CIL Compliance Officer and local plan monitoring is undertaken by officers in the Development Strategy Team. The Lead S106 and CIL Compliance Officer also undertakes enforcement and monitoring of large sites and has insufficient capacity to continue with this work and administer CIL.
- 5.3. Engaging an additional officer will provide resilience to the administration of CIL. The administration of CIL requires the Council to serve and respond to notices in a timely manner or it will lose potential income from chargeable development. Without the new post-holder there would be a risk of missed notices. For example, if local authorities fail to serve a liability notice in a timely manner they may lose the ability to collect CIL from a development.
- 5.4. In relation to local plan monitoring, this would continue as present without a specific officer. However, engaging a new dedicated officer would be likely to improve the timeliness and detail of plan monitoring. This in turn would support more effective decision making and policy development. This accords with the corporate emphasis on using performance indicators and collecting and analysing data. This will enable decisions to be data driven enabling the Council to use data to improve performance and future planning.
- 5.5. For these reasons the alternative option is not recommended.

6. CONCLUSION

- 6.1. It is recommended that Council agree to the creation of a new permanent post on the establishment of CIL and local plan monitoring officer.

Name of Meeting: Cabinet

Date of Meeting: 26 June 2023

Subject Matter: Creation of a CIL and Local Plan Monitoring Officer Post

Originating Department: Growth and Investment

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

RUGBY BOROUGH COUNCIL

JOB PROFILE

Post No.	Tbc
Post Title:	Local Plan and CIL Monitoring and Research Officer
Unit/Team:	Development Strategy
Grade:	Grade D
Service:	Growth & Investment
Reports to:	Development Strategy Manager
Issue Date:	April 2023

PURPOSE OF THE JOB

- Carry out monitoring functions for the Planning Service and produce reports analysing the results.
- Assist in the monitoring and administration of s106 (planning obligations/legal agreements associated with the Town and Country Planning Act) and the Community Infrastructure Levy.

1. ESSENTIAL FUNCTIONS AND RESPONSIBILITIES

- 1.1 Assist in the monitoring and administration of the Community Infrastructure Levy and any successor Infrastructure Levy. This will include the preparation and sending of correspondence, reviewing notices, measuring plans and updating records within the Council's development management case management system.
- 1.2 Monitor all aspects of housing and economic supply data for local and national purposes. Produce Authority Monitoring Reports annually and ad hoc monitoring information for major planning applications or appeals for publication.
- 1.3 Prepare the Council's annual Infrastructure Funding Statement.
- 1.4 Assist with the production and publication of the Council's 5-year housing land supply statement, including updating housing monitoring data.
- 1.5 Contribute to the preparation of local development plan policy and supplementary planning documents.
- 1.6 After experience, attend meetings and represent the Council at the CSWAPO (Coventry, Solihull, Warwickshire, Association of Planning Officers) Joint Monitoring Officers Group (JMOG).
- 1.7 Carry out planning research and analysis.
- 1.8 Assist in the preparation of Housing and Economic Land Availability Assessments.

- 1.9 Produce maps using GIS software to support planning policy preparation.
- 1.10 Develop an understanding of national and local planning legislation, policy and guidance as it relates to monitoring and the Community Infrastructure Levy.
- 1.11 Keep records of own work activities in a systematic manner to set targets and monitor achievements.
- 1.12 Carry out site visits and attend meetings associated with the Community Infrastructure Levy, planning policy, monitoring and future development issues.
- 1.13 Liaise with the Lead s106 and CIL Compliance Officer to co-ordinate monitoring data and ensure this is accurate and links in with S106 agreements. Liaise with external partners on the phasing of external infrastructure to assist with housing delivery and the delivery of economic development.
- 1.14 Assist in the monitoring of large sites within the borough including Appendix K of the South West Rugby SPD in conjunction with the Major Projects and Economic Development Team and the Lead s106 and CIL Compliance Officer.

2. OTHER DUTIES AND RESPONSIBILITIES

- 2.1 Act as liaison officer with IT for improvements to planning policy pages on the Council website. Publish monitoring information on the Council's website.
- 2.2 Use relevant software including the Council's case management system (currently Agile), Excel, MS Outlook, MS Word, PowerPoint, QGIS mapping software.
- 2.3 Contribute to the preparation of the Council's Infrastructure Delivery Plan and updates thereto.
- 2.4 Assist in preparing responses to requests for information in relation to s106 and CIL under the Freedom of Information Act and Environmental Information Regulations.
- 2.5 Assist in preparing and organising public consultation events and materials.
- 2.6 With experience, provide monitoring information to other officers, councillors, members of the public and interest groups, and external partners in a confident and effective manner.
- 2.7 Be aware of Health and Safety legislation and so far, as is reasonably practicable, ensure compliance with the Health and Safety at Work Act, the Council's Safety Policy and the Departmental Safety Policy.
- 2.8 Any other reasonable duties as requested by the Development Strategy Manager and Lead s106 and CIL Compliance, in line with your skills and knowledge, and meet deadlines set by them.

3. SUPERVISORY RESPONSIBILITIES

None.

4. FINANCIAL RESPONSIBILITIES

None.

5. RESPONSIBILITY FOR ASSETS AND DATA

Handling data as required by the Data Protection Act 2018.

6. EXTENT OF PUBLIC CONTACT

Dealing with enquiries from customers to provide planning monitoring information, including information on 5-year housing land supply, the Infrastructure Funding Statement, Community Infrastructure Levy, s106, Infrastructure Delivery Plan, and other housing and economic data. Relevant contact by phone, e-mail, letter, Microsoft Teams and in person with other Council officers, developers, agents and members of the public. Contact with members of the Council.

7. WORKING CONDITIONS AND ENVIRONMENT

Work in accordance with the Council's Agile working policy but ability to travel readily and efficiently to all parts of the Borough and Council offices to visit sites and check upon progress or attend Council meetings.

8. CORPORATE RESPONSIBILITIES

All staff must act within the Council's rules and follow all reasonable management requirements. These are contained within: the Council's Standing Orders, Employment Policies, Constitution and Code of Conduct for Employees. Other documents may be introduced at times setting out rules of the Council. These will cover responsibilities and requirements for the following:

Financial Accounting
Equality and Diversity
Health and Safety
Risk Management
Anti- Fraud
Data Quality and Data Protection
Business Continuity
Major Emergency Plan
Procurement and Contract Management
Safeguarding of Children and Vulnerable Adults

Copies of the relevant rules and policy are available on the staff intranet or from your manager

In addition, all employees are expected to behave in line with our Values and Behaviours and challenge other employees whose behaviour is against our values.

9. KNOWLEDGE, SKILLS, EXPERIENCE AND QUALIFICATIONS

Refer to Person Specification attached.



Signed as agreed:

Postholder

Date

PERSON SPECIFICATION



Post: Local Plan and CIL Monitoring and Research Officer

For effective performance of the duties of the post the postholder will be able to demonstrate that they have the skills and/or knowledge detailed in 'Essential Criteria'.

Criteria	Essential/ Desirable	Method of Assessment
A minimum of GCSE A – C grades (or their equivalent) in English Language and Mathematics.	E	A, D
Be able to demonstrate a good standard of literacy.	E	A, I
Numeracy and analytical skills, to research and analyse complex information and to draw out clear conclusions and outputs.	E	A, I
Able to present information in a clear and accurate way.	E	A, I
Ability to produce information and statistics by use of databases and spreadsheets.	E	A, I
Ability to prioritise and organise work to meet required deadlines and work with limited supervision.	E	A, I
Possess a valid and appropriate driving licence and be able to attend meetings and site visits throughout the Borough.	E	A, D
A commitment to work within our CAN DO values.	E	A, I
Demonstrate competence with Microsoft Office (Word, Outlook, Excel, PowerPoint and Microsoft Teams).	E	A, I
Possess knowledge of town planning procedures in the UK.	D	A, I
Degree level qualification in planning or a related subject.	D	A, D
Previous experience of planning research or monitoring work in the UK.	D	A, I
Knowledge and experience of the use of GIS mapping software	D	A, I

Application	A
Interview	I
Test (written, presentation, practical – e.g. word processing)	T
References	R
Documentary – e.g. certificates	D

Appendix 2 - EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Development Strategy
Policy/Service being assessed	Creation of a CIL and Local Plan Monitoring Officer Post.
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	The proposal is the creation of a new office post. Part of the purpose of the post is to administer CIL. CIL will be a new service/requirement. An EQiU for the introduction of CIL was produced and appended to the 20 March 2023 cabinet report.
EqlA Review team – List of members	Neil Holly - Development Strategy Manager
Date of this assessment	6 th June 2023
Signature of responsible officer (to be signed after the EqlA has been completed)	

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality & Diversity Advisor.

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The new position will administer the Community Infrastructure Levy (CIL), which is a proposed new levy on development, and will undertake planning policy monitoring. The latter is an existing service, but additional resource is needed to undertake this in an effective way.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It primarily fits in with priorities on: <ul style="list-style-type: none"> • Rugby Borough Council is a responsible, effective and efficient organisation. • Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents.
(3) What are the expected outcomes you are hoping to achieve?	The outcomes are to appoint a new officer to effectively administer CIL and undertake local plan monitoring.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Provides a better service to customers in the administration of CIL and through providing more timely and potentially more detailed planning monitoring information.
<u>Stage 2 - Information Gathering</u>	
(1) What does the information tell you about those groups identified?	The population likely to be interacting with the new officer are the local development sector: landowners, developers and planning agents, together with other council employees, parish councils and potentially councillors.

<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>The appointment of the new officer is not a new strategy/service in itself. The approval of the CIL charging schedule is subject to a separate consultation and examination process.</p>
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<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>As detailed above, the proposed introduction of CIL has been subject to consultation in line with our Statement of Community Involvement.</p>
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<p><u>Stage 3 – Analysis of impact</u></p>	
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<p><u>(1)Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p>RACE</p>	<p>DISABILITY</p>	<p>GENDER</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP</p>	<p>AGE</p>	<p>GENDER REASSIGNMENT</p>
	<p>RELIGION/BELIEF</p>	<p>PREGNANCY MATERNITY</p>	<p>SEXUAL ORIENTATION</p>



<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>(a) Effective administration of CIL by the new officer is a precondition to being able to collect the levy from development. The levy itself can be spent on local infrastructure. Depending on the nature of infrastructure funding decisions, they could have a bearing on cross cutting themes. However, it will not be part of the job of the new officer to determine spending priorities as the role is administrative in nature in relation to CIL.</p> <p>(b) Not applicable</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>N/A</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>N/A</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>N/A</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>N/A</p>

Stage 4 – Action Planning, Review & Monitoring

If No Further Action is required then go to – Review & Monitoring

(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

No further action is required.

EqlA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments

(2) Review and Monitoring
State how and when you will monitor policy and Action Plan

The separate EqlA of the CIL charging schedule will be reviewed again prior to adoption of the Charging Schedule, probably in late 2023.

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on (date of assessment) and will be reviewed on (insert review date).’

AGENDA MANAGEMENT SHEET

Report Title:	UK Shared Prosperity Fund (UKSPF) - Year 2 Spend
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer- Growth and Investment
Portfolio:	Growth and Investment
Ward Relevance:	All Wards
Prior Consultation:	Internal consultation with Leadership Team, Finance, Corporate Performance and Risk and Equalities, all Group Leaders
Contact Officer:	Nicola Smith – Chief Officer Growth and Investment
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	The purpose of this report is to make recommendations for the allocation of Year 2 UKSPF spend as well as the creation of a UKSPF Local Partnership Group.

Financial Implications:	The Council is required to provide bi-annual returns to government on the spending of UKSPF monies. If the money allocated for year 2 is not spent the Council could be required to repay the money to Government.
Risk Management/Health and Safety Implications:	The projects identified in the report will need to be delivered by the end of March 2024.
Environmental Implications:	A Climate Change and Environment Impact Assessment has been completed and is attached as appendix 3. There is positive impact on energy usage, sustainable transport/travel, sustainable procurement and biodiversity and habitats.
Legal Implications:	None as a direct result of this report.
Equality and Diversity:	An Equality Impact Assessment has been completed and is attached as appendix 4.
Options:	<p><u>Option 1</u> Agree the spend and recommendations as set out in the report</p> <p><u>Option 2</u> Not agree the spend and recommendations as set out in the report</p>
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT –</p> <ol style="list-style-type: none"> 1. the allocation of UKSPF for 2023/2024 (year 2) as set out in the report is approved; 2. delegated authority be given to the Chief Officer for Finance and Performance in consultation with the Chief Officer for Growth and Investment to make any other minor changes to spend to ensure all money is spend by the end of the financial year 2023/2024; 3. the formation of a UKSPF Local Partnership group as set out in the report is approved and delegated authority be given to the Chief Officer for Growth and Investment to agree the composition for this group in consultation with all Group Leaders and the Portfolio Holder; and

4. delegated authority is given to the UKSPF Local Partnership Group to review grant applications and make recommendations to Council.

**Reasons for
Recommendation:**

To enable the Borough Council to use the funding provided by Government to deliver levelling up schemes which also deliver the aims of the Council's Corporate Strategy.

Cabinet - 26 June 2023

UK Shared Prosperity Fund (UKSPF) – Year 2 Spend

Public Report of the Chief Officer – Growth and Investment

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT –

1. the allocation of UKSPF for 2023/2024 (year 2) as set out in the report is approved.
2. delegated authority be given to the Chief Officer for Finance and Performance in consultation with the Chief Officer for Growth and Investment to make any other minor changes to spend to ensure all money is spend by the end of the financial year 2023/2024;
3. the formation of a UKSPF Local Partnership group as set out in the report is approved and delegated authority be given to the Chief Officer for Growth and Investment to agree the composition for this group in consultation with all Group Leaders and the Portfolio Holder; and
4. delegated authority is given to the UKSPF Local Partnership Group to review grant applications and make recommendations to the Council.

1. Background

1.1. In April 2022 the Government announced a new fund to support its levelling up agenda. The UK Shared Prosperity Fund (UKSPF) is a three year fund to replace the monies which previously came from the European Union such as the European Social Fund (ESF) and European Regional Development Fund (ERDF).

1.2. The UKSPF is centred around three investment priorities Community and Place, Supporting Local Business and People and Skills.

Community and Place

- Improvements to town centres and highstreets
- Support for local arts, cultural, heritage and creative activities
- Funding for local sports facilities
- Community measures to reduce the cost of living

Supporting Local Business

- Investment in open markets and improvements to town centre retail
- Business Support measures to drive employment growth
- R&D grants to support the development of innovative products and services

People and Skills

- Employment support for inactive people
- Support for local areas to fund local skills needs
- Green skills courses
- Support and help people in employment who are not supported by mainstream provision to address barriers to accessing education and training courses

1.3. The original amounts of funding available to Rugby announced in April 2022 were:

Year 1 22/23	£457,938
Year 2 23/24	£824,289
Year 3 24/25	£1,770,694

1.4. The Council was required to submit an Investment Plan and Expenditure Profile for the three year period between 2022 and 2025 to Government August 2022 to secure the funding and it was agreed at the Council of the 19th July 2022 the split of the yearly funds across the three investment priorities, Communities and Place, Supporting Local Business and People and Skills.

1.5. Prior to the submission of the Investment Plan the Government altered the allocation of funds pushing the majority of the overall amount into year 3 as follows:

Year 1 22/23	£370,500
Year 2 23/24	£741,000
Year 3 24/25	£1,941,421

1.6. The proportional split as agreed by July 2022 Council was then applied to the revised figures and incorporated into the Investment Plan to Government prior to the submission on 1st August 2022. The approved Investment Plan and accompanying Expenditure Profile is attached as Appendix 1 and 2 respectively.

1.7. The Government approved the submitted Investment Plan and Expenditure profile in February 2023 enabling Year 1 funds to be released to the Council.

1.8. In November 2022 and February 2023 Council agreed the projects to spend Year 1 funds on in line with the Investment Plan and Expenditure Profile.

1.9. It is a requirement of the funding that the Government is provided with regular reports on how the funds are spent and it is also required that the fund to be spent within the allocated year.

2. Year 2 Spend (2023-2024)

- 2.1. The funding allocated for Year 2 is £741,000, £322,800 of which is for capital projects whilst the remaining £418,200 is for revenue based projects. This also includes the 4% admin charge which is to allow Council's to administer the fund.
- 2.2. The Investment plan identifies a number of projects for year 2. These projects make up £275,000 of the £418,200 allocation of Year 2 revenue spend. A breakdown of the recommended projects is set out below.
- 2.3. A further £322,800 of capital projects and £143,200 of revenue projects are yet to be identified. There will be Member engagement over the coming months to identify future projects and proposals will be brought back to Council for a decision to ensure that the project is delivered in accordance with Government timescales.

Community and Place

Local sports facilities, tournaments, teams and leagues (£50,000)

- 2.4. Investment Priority E10 seeks to strengthen our social fabric and foster a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.
- 2.5. One of the key outcomes is to increase levels of participation in sports and recreational activities at facilities that have benefitted from funding which will help all in our community live healthy lives and result in higher life expectancy.
- 2.6. The Local Partnership Board will be involved in encouraging the submission of potential schemes by relevant groups as well as reviewing applications and making recommendations to Council as to which grants applications should be approved in accordance with the UKSPF investment priority interventions and outcomes.

Community Support to reduce the Cost of Living (£50,000)

- 2.7. Investment Priority E13 seeks to encourage community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- 2.8. The Local Partnership Board will be involved in encouraging the submission of potential schemes by relevant groups as well as reviewing applications and making recommendations to Council as to which grants applications should be approved in accordance with the UKSPF investment priority interventions and outcomes.

Feasibility Studies (£20,000)

- 2.9. Investment Priority E14 seeks to fund feasibility studies to strengthen our social fabric and foster a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space.
- 2.10. The public realm and open space framework is an important element of the Town Centre Regeneration Strategy and in order to build on that framework and deliver better public spaces across Rugby town centre a public realm masterplan is required.
- 2.11. The Town Centre Regeneration Strategy is a high level strategic vision, work is now required to take the public realm schemes from paper to pavement and so £20,000 was set aside in the Investment Plan to commission a masterplan.
- 2.12. It is envisaged that this feasibility study will draw up detailed schemes of public realm improvement that can then be delivered using UKSPF monies set aside in the Year 3 allocation. This ensures that we can demonstrate that UKSPF funding was used to bring forward schemes from inception to delivery.
- 2.13. Further feasibility studies may be required to give the Council a better understanding of where to focus resources in the future and how to plan for a growing and ageing population e.g health provision across the Borough. Investigations are currently ongoing with our partners about the information required before any commitment of funds will be requested.

Supporting Local Businesses

Direct Grants for Businesses and Start Ups (£130,000)

- 2.14. Supporting local business and more specifically, UKSPF intervention E16 – Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses was included as part of the Council's Investment Plan. The main objective is to create job and boost community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure facilities.
- 2.15. The Local Partnership Board will be involved in encouraging the submission of potential schemes from local businesses to receive a grant to assist in the start up or expansion of their business as well as reviewing applications and making recommendations to Council as to which grants applications should be approved in accordance with the UKSPF investment priority interventions and outcomes.

Interim Small Business Support (£25,000)

- 2.16 A Business Support Review jointly commissioned by the six local authorities across Warwickshire was undertaken using funds from Year 1 of the UKSPF. As part of that joint commission recommendations on future programmes to

support small businesses were made and are being considered by all of the local authorities. However, funding currently in place to support businesses which was previously funded through European Regional Development Fund – (ERDF) ends on 30th June 2023 and therefore an interim funding proposal has been proposed by WCC, whilst the longer term programmes are fully reviewed.

2.17 The interim support proposed by WCC would be for:

- Start up Support – An extension to the existing offer county-wide which has been funded by ERDF, WCC and the other five local authorities since 2016 and will be delivered by Coventry & Warwickshire Chamber of Commerce.
- Project Warwickshire (Tourism, Leisure and Hospitality) – An extension to the existing county-wide ‘Project Warwickshire’ programme, which is also delivered by the Coventry and Warwickshire Chamber of Commerce.
- High Growth Businesses – to develop and commission a joint high-growth innovation programme, with an opportunity to extend WCC’s agreement with University of Warwick Science Park and support businesses with the highest growth potential.

2.18 These programmes have delivered quantifiable support for businesses in the last year. The start-up programme supported 350 residents and 84 businesses. The Project Warwickshire programme ran a business breakfast in March this year which was well attended by local business who were able to make connections with organisations who can provide support to grow their business in the tourism, leisure and hospitality sector. It is therefore considered that continuing the funding of these programmes for an interim period would support the Council’s aspirations to support local businesses in particular those within the town centre.

2.19 The interim funding arrangement will be for July, August and September of 2023 and will cost approximately £25,000.

2.20 A further report will then be brought before Members on longer-term business support arrangements in the coming months.

3. UK Shared Prosperity Fund Local Partnership Group

3.1. The UKSPF Prospectus states that comprehensive and balanced local partnerships will be a core component of how the fund is administered locally and a report was taken to Council 22 February 2023 stating that a further report would be brought back to Members regarding the details and options on establishing a Local Partnership Group in Rugby.

3.2. The Local Partnership Group should bring together a diverse range of local and regional stakeholders to act as an advisory group to Rugby Borough Council as lead authority to the UKSPF and support the Council in achieving UKSPF outcomes for Rugby residents, communities and businesses.

3.3. It is proposed that the Local Partnership Group is made up of one delegate from each political group as well as the inclusion of, but not explicitly:

- Chief Officer for Growth and Investment
- Chief Officer Finance and Performance
- Representatives from Warwickshire County Council
- Local businesses and investors (large employers and small and medium sized employers)
- Business support providers or representatives
- Local partnership boards and strategic bodies
- Prominent local community & faith organisations for example Parish Councils
- Voluntary, sector social enterprise and civil society organisations
- Rural representatives for example Warwickshire and West Midlands Association of Local Councils (WALC)
- Education and skills providers
- Employment experts and providers – for example Jobcentre Plus
- Members of Parliament where appropriate

3.4. It is proposed that the Local Partnership Group will be involved in encouraging relevant groups to engage in the grant application process as well as reviewing all applications and making recommendations to Council as to which grants applications are successful in line with the UKSPF investment priority interventions outcomes.

3.5. It is recommended that delegated authority be given to the Chief Officer for Growth and Investment to liaise with all Group Leaders and the Portfolio Holder in order to agree the composition of the Local Partnership Group and send invitations accordingly.

4. Financial Implications

4.1. The revenue spend for each project is set out below:

Revenue Project	Amount
Local sports facilities, tournaments, teams and leagues	£50,000
Community support to reduce the cost of living	£50,000
Feasibility Studies	£20,000
Direct Grants for Businesses	£130,000
Small Business Support	£25,000
Total	£275,000

4.2. This report only addresses £275,000 of the overall £741,000 Year 2 allocation of UK Shared Prosperity Fund with a further report due in the autumn detailing additional projects for the remaining Year 2 allocation, prior to which Member engagement will take place in order to inform the next report.

5. Options Available

- 5.1. Taking the above into account, two options are proposed for consideration of Members, namely:

Option 1

Agree the spend and recommendations as set out in the report

Option 2

Not agree the spend and recommendations as set out in the report

6. Conclusion and Recommendations

- 6.1. It is recommended that the revenue spend as detailed in the report is approved with a further report coming back to Council for the remaining allocation for Year 2. In addition, it is also recommended that a Local Partnership Group is set up to create the link with Rugby's community, businesses and residents, particularly in relation to the assessment and recommendation of grant fund applications to support our local businesses.

Name of Meeting: Cabinet
Date of Meeting: 26 June 2023
Subject Matter: UK Shared Prosperity Fund Year 2 Spend
Originating Department: Growth and Investment

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Investment Plan
2	Expenditure Profile

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Rugby Borough Council

UK Shared Prosperity Fund: Investment Plan Document

Update December 2022

Purpose

The purpose of document paper is to outline Rugby Borough Council's approach for delivering the Council's share of the UK Shared Prosperity Fund (UKSPF). This document seeks to provide additional details on the proposals contained within the Council's UKSPF Investment Plan.

The Council will use UKSPF funding to both provide short term improvements with a lasting impact and provide schemes which leave the local economy ready for the opportunities of the future. The Council expects there to be a real multiplier effect in terms of investment from the projects selected.

Background

Rugby is one of the fastest growing boroughs in the country with the population expected to increase to c. 130,000 people over the next 10 years. It benefits from excellent road and rail connections, which drives the economy and provides a wide catchment for visitors to Rugby Town Centre, including a relatively affluent catchment for the Town Centre.

Rugby Town Centre has an attractive and plentiful built heritage, including Rugby School, and intimate streets that create a very walkable and cyclable town centre, with Caldecott Park as a high quality green space at its core.

However, like many locations, Rugby Town Centre faces structural challenges. High vacancy levels and the changing role of retail in the centre has been fuelled by changing retail behaviours, the success of Elliot's Fields Retail Park, and the long term impacts of the COVID-19 pandemic. The Town Centre also has a weak office market with limited inward investment and more recently, the loss of established occupiers moving to other locations due to the lack of suitable alternative commercial spaces.

Whilst Rugby does have a diverse leisure offer, this is pepper-potted across the centre with limited ancillary food and beverage uses to support these activities. This therefore limits Rugby's ability to provide a compelling day to night-time draw. Rugby Market is underperforming, with the envisaged ability to do more to draw in crowds and support the town centre revitalisation through a re-imagined offer in the future.

The wards within Rugby town centre itself are of the most deprived wards in the borough and as of 2019 seven lower super outputs areas (LSOAs) are within the 30% most deprived areas in the country, an increase of two LSOA since 2015.

The Council recognised this and strongly believe that regenerating and improving the town centre environment would boost the local economy. Therefore, Rugby Borough Council bid for the Future High Street Fund as well as the Heritage Action Zone fund however these bids were unsuccessful. The Council also felt that as it is categorised as a Tier 3 Council, despite the deprivation in some of its wards, for the purposes of the Levelling Up Fund, it was unlikely to be awarded monies against Tier 1 and 2 authorities if bids were submitted.

In response to this context, Rugby Borough Council procured a design team, comprising Avison Young, Allies and Morrison and Urban Flow, to prepare a masterplan for Rugby Town Centre.

This strategic masterplan exercise, intended to culminate in a robust Regeneration Plan for the Town Centre, has established an agreed vision for the Town Centre:

"Rugby Town Centre will be first choice for Rugby residents and visitors. It will be vibrant, resilient and a community focal point; supported and characterised by a strong daytime and night-time

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economy, a culture of entrepreneurship, and a thriving hub of independent and non-independent businesses. We will deliver a place and a mix of uses that puts people first, celebrates Rugby's heritage and contributes positively to the lives of our community creating a prosperous and sustainable place that we can all be proud of."

The process will ultimately define a transformative level of regeneration in the centre, through identifying key development and investment opportunities supported by a delivery strategy including need for intervention, viability and delivery responsibilities.

To support the vision, a set of objectives and place principles have been developed. To date, the process has included considerable engagement with Council Officers, Council Members, major Town Centre stakeholders, local businesses and the local community.

Now adopted it is intended that the Town Centre Regeneration Strategy will provide a plan for the town centre for investors and business moving forward, with support from the Council.

Rugby Borough Council's Corporate Strategy 2021-2024 also centres around four priority outcomes with the economy 'arm' supporting the fact that the Council is ambitious and wants to see real regenerative change to benefit its residents, business and visitors:

Climate

Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. The Council has committed to being net zero by 2030 and will work with businesses, residents, and partners to improve the environmental sustainability of the Council and lead the borough through a green recovery and into a greener future.

Economy

Rugby will encourage and support sustainable economic growth, consistent with its social and environmental priorities. Rugby Borough has ambitions to promote Rugby as a place to do business and helping the borough recover from the economic impact on Covid-19, ensuring that residents have the skills they need to meet local demand, nurture and support independent shops as well as helping businesses thrive.

Health & Communities

Rugby wants to ensure that its residents live healthy, independent lives, with the most vulnerable protected and this can be achieved by providing access to high quality green spaces and recreational facilities, high quality and affordable homes as well as working with partners to invest in services to meet local needs.

Organisation

Rugby Borough Council is committed to being a responsible, effective and efficient organisation which will continue to manage its finances well, embrace innovation and value its people, delivering high quality services.

The Council's four priority outcomes align closely with the Government's Levelling Up White Paper core objectives identified below and shows the commitment the Council has to the Borough's businesses, residents and visitors.

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- boost productivity, pay, jobs, and living standards by growing the private sector, especially in those places where they are lagging;
- spread opportunities and improve public services, especially in those places where they are weakest;
- restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
- empower local leaders and communities.

The Opportunity

The UK Shared Prosperity Fund is a 3 year programme that focuses on 3 key areas of investment priorities: Community and Place, Supporting Local Business and People and Skills.

Community and Place

- Improvements to town centres and highstreets
- Funding for local sports facilities
- Community measures to reduce the cost of living

Supporting Local Business

- Investment in open markets and improvements to town centre retail
- Business Support measures to drive employment growth
- R&D grants to support the development of innovative products and services

People and Skills

- Employment support for inactive people
- Support for local areas to fund local skills needs
- Green skills courses
- Support and help people in employment who are not supported by mainstream provision to address barriers to accessing education and training courses

Before the first payment is made in October, the Council must submit an Investment Plan which needs to set out the high-level strategic aims that the Council wishes to address over the next 3 years. The UKSPF closely aligns with the Council's Corporate Strategy on areas such as creating a diverse and resilient economy and meeting the challenges of climate change.

Engagement

The Council has engaged in a significant round of informal consultation with key stakeholders when drawing up the Investment Plan. Borough Councillors have helped to shape the type of projects being considered. The Borough Council and Warwickshire County Council have worked together closely on the Investment Plan and will continue to work closely together on its delivery. The Council has engaged education institutions such as Rugby College to understand how our workforce can be equipped with the skills of the future. Organisations representing business such as the Chamber of Commerce and Federation of Small Business have been key to shaping the Investment Plan's approach to supporting business. The Council has also engaged with the voluntary sector.

The Challenge

The Council's analysis of challenges is focused on the town centre, then the wider Borough. Rugby Town Centre's vacancy rate has been performing consistency in line with national trends, but long-term vacancies are a consistent challenge. There are concentrations of vacancies in areas of the town centre where long-term empty buildings have started to decay, which has a highly visible negative impact but also represents lost potential employment and economic activity. The town centres public realm is significantly outdated, with a specific need identified to improve pedestrian connections between the town centre and railway station, which currently gives a poor first impression to visitors and investors alike.

The loss of key anchor stores and stalled development proposals has left key sites/units empty or underdeveloped. This undermines Rugby's ability to compete with the strong competition provided by neighbouring towns. Empty units and stalled sites also undermine Rugby's efforts to transition from a retail-led town centre to a more mixed-use destination. To help meet these challenges, the Council has commissioned a new Town Centre Regeneration Strategy and market review to create a truly mixed use town centre. The new strategy will guide how the town centre develops over future decades by identifying key development sites and other interventions and crucially how they will be delivered.

Whilst Rugby's economy has performed relatively strongly it cannot stand still. Rugby has the second lowest GVA per worker in Warwickshire. Business start-up rates are below the national average and reduced further during the Covid-19 pandemic. The average size of businesses in Rugby is below the national average. Whilst many of these companies may have significant opportunities for growth they need support to grow. Rugby's lower GVA is considered to reflect that local business need greater support with new technology and may benefit from efforts to utilise Rugby's strong rail links with London. Rugby Borough Council takes a positive approach towards growth and wants to harness the benefits of this growth to create a better town centre and create more jobs for all our residents.

Investment Priorities

The Investment Plan identifies the priorities for the UK Shared Prosperity Fund. This section provides additional detail on the main priorities and in some cases the types of projects expected to come forward but are not confirmed at this stage.

Place and Communities

The town centre is a key focus for Rugby's UKSPF allocation. The Council's overall strategy is to integrate town centre regeneration with improving local skills, with the potential to identify complementary interventions that make the benefits of this funding go further. The UKSPF is an opportunity to support projects which will complement the recently adopted Town Centre Regeneration Strategy. The Town Centre Regeneration Strategy is considering projects for the next 15 years whilst UKSPF funding will consider projects for next three years.

Place and Communities UKSPF Priorities:

- E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
- E10 Funding for local sports facilities, tournaments, teams and leagues to bring people together
- E13 Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- E14: Funding to support relevant feasibility studies.

Example Projects

The Council has a range of potential projects but the below have been identified as potential priority projects owing to their potential across the areas of Communities and Place, Supporting Local Business and People and Skills. These projects may also form part of the projects being developed as part of the Town Centre Regeneration Strategy and Council's Corporate Strategy.

Meanwhile Uses

Delivering transformational change includes achieving the small changes that in combination can help transform a street, not just the largest regeneration sites. Meanwhile Uses provide the opportunity for the temporary occupation of vacant units by non-commercial occupiers who would otherwise be unable to afford commercial rents. The footfall helps neighbouring units e.g. coffee shops, encourage new jobs to be created as social enterprises expand and encourage landlords to invest in their vacant units. The Council would work with Rugby First (Business Improvement District) to act as a facilitator matching landlords and potential tenants.

Shopfront Improvement Scheme

A shopfront improvement scheme could provide grants to landlords who agreed to invest in their empty units and also units in need of repair. The scheme could focus on concentrations of vacancies in Rugby, with works guided by a new supplementary planning document (SPD). These works would aim to decrease vacancies, improve the general appearance of the town centre and could be combined with other interventions to maximise socio-economic benefit. Frontages schemes are an

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investment multiplier, with landlords, tenants, nearby shops all encouraged to invest more in their respective units and businesses. The process would be managed by the Council through an 'open call' process and applications assessed against a published selection criteria.

Rugby Bicentenary 2023

The Bicentenary of the game of Rugby is an opportunity to encourage residents into the town centre to celebrate their town's history. A series of events will be held, but the Council is looking at small interventions which collectively can make a big difference to how the town centre looks and feels. This could be new lighting, restoring what we have already and making the most of our green space and public realm. The Council wants to get the basics right to create a more pleasant environment to encourage people to spend more time in the town centre, but also to improve the connections between the railway station and town centre.

Deliverable Outcomes

Some of the deliverable outcomes as identified in the spreadsheet required for E1, E10, E13 and E14 have not been completed due to the inability to obtain the correct baseline information to then base a percentage increase. However improved public perception, increased visitor numbers, job created/safeguarded, improved perception, reduction in Co2e and increase energy efficiency are all outcomes the Council wants to improve. Therefore, whilst a quantifiable figure has not been inserted into the spreadsheet, this does not imply that the Council does not have any intention of improving in all these areas.

With regards to footfall, the Council used to monitor this pre-pandemic, however there is no up to date baseline data. The Council has procured the installation of new footfall cameras which will be operational early in 2023.

Support for local businesses

Rugby's Economy

Rugby has a significant presence within the transport & storage sector as the sector benefits from Rugby's central location: access to the "Golden Triangle" motorway network (M6/M1/M42), A5 corridor and London's "Magic Circle"; where local businesses and residents can reach the London within an hour via rail. The transport & storage sector overall accounts for nearly 4% of Rugby's total GVA equating to £287m as of 2019.¹

Within transport & storage the main industry strengths come from the Warehousing & Storage and Postal and Courier Activities (Logistics). Rugby is home to many leading logistics companies such as DHL. Postal and Courier Activities (Logistics) had a location quotient² of 6.3 in 2021 indicated that the industry is over 6 times more concentrated in Rugby when compared to the national average. Warehousing & Storage had a location quotient of 4.4 in 2021 indicated that the industry is over 4 times more concentrated in Rugby when compared to the national average.

With the presence of the manufacturing technology centre and AGCO and Meggit amongst others the Manufacturing sector is also a significant sector strength in Rugby and overall accounts for over 5% of

¹ ONS, GVA regional breakdown, 2022

² Location Quotient (LQ) is a way of quantifying how "concentrated" an industry is in a region compared to a larger geographic area, such as the state or nation.

Appendix 1

Rugby's total GVA equating to £343m as of 2019. Rugby has a relatively large industrial concentrations of various manufacturing sub industries. Manufacturing of electrical equipment has the highest LQ out of all manufacturing at 6.3 followed by manufacturing of motor vehicles at 5.7, this shows that they are over 6 and 5 times more concentrated in Rugby than the national average respectively.

Professional and business services are also considered significant strengths to Rugby these are high value high skilled industries which provide 5.7% contribution towards total GVA in 2019. Professional services alone had a location quotient of 1.3, suggesting a above national average concentration base in Rugby.

Tourism is one of the key drivers of economic growth to the South Warwickshire economy and surrounding areas. Rugby (where the sport of Rugby Football originated) has strong tourism potential that is currently not being fulfilled. Rugby's tourism / visitor economy in terms of GVA value only accounts just a little over 1% of Rugby's Total GVA as of 2019. This likely to have fallen further due to the impacts of COVID 19 on tourism in 2020.³

The visitor economy in Rugby has a fairly low LQ value of 0.5 suggesting that the concentration of the visitor economy is lower than the national average. The negative economic impact on high streets and the retail sector have only been catalysed further due to the onset of the COVID-19 pandemic. Rugby's wholesale and retail trade GVA value accounts for 3.5% of total GVA in 2019 but its overall LQ value comes in at 0.9 suggesting a lower than national average concentration.

Support for Local Business UKSPF Priorities

- E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.
- E22: Investing in enterprise infrastructure and employment/ innovation site development projects. This can help to unlock site development projects which will support growth in places.
- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
- E31: Funding to support relevant feasibility studies.

Proposed approach

A host of tailored support for new and existing businesses has been operating across Rugby. The Council is assessing how this can continue and be enhanced by working with existing delivery partners. Support includes helping businesses with their cashflow, digital marketing and sales. This support can be vital for companies in their first 12 months of trading. The Council is developing a local business strategy and economic strategy which collectively will provide the overarching framework for this and be delivered through a Local Partnership Board.

Example Projects

Supporting Rugby Market

Rugby Market is at the heart of what makes Rugby a market town. As the retail market changes, Rugby Market needs to change with it. The Council has recently gone out to tender for a new operator so now is the time to provide additional support to reform the market. The market could be supported to provide high-quality, standardised stalls with a clear design theme and a new layout

³ Lightcast, GVA, 2022

Appendix 1

enabling the market to gain a greater critical mass. The market would need to provide more food and beverage, arts and craft and flowers and plants to reposition itself as a market which appeals to all ages. UKSPF funding could help support this transition.

Business Hub/Shared workspace

Shared workspace is increasingly common across the UK, especially since homeworkers have sought new places to collaborate. Such venues can provide opportunities for networking, training events and help provide low-cost meeting rooms to enable new enterprises to keep their costs down. The Rugby Business Hub would be unique as it would seek to enable Rugby to utilise its excellent rail links to London. For example, enabling Rugby businesses to host clients who have come on the train for in-person meetings in high quality office space. The Council would be looking to enter into a partnership agreement to run the business hub, from day-to-day operations to special events.

Deliverable Outcomes

Some of the deliverable outcomes as identified in the spreadsheet required for E16 and E23 have not been completed as the projects have not been formalised and so some outputs are unknown at this point in time.

People and Skills

Background

Further to the negative impact of the pandemic, those who were unemployed or fell out of unemployment are now finding it increasingly challenging to make positive moves towards employment. Within Warwickshire from March 2020 – March 2022, the area recorded a 42% increase in individuals on the claimant count. This increase from 7,830 individuals to 11,120 shows an area which is still in recovery with an inflated number of job seekers who require further support to move into employment or sustain longer term roles. For Rugby specifically, the area has seen a 38% increase which totals 580 additional individuals on the claimant count. Without sustained levels of employment support until 2024/25, there is a risk that those who are at risk of being unsupported will fall out of employment and eventually become economically inactive. To date (December 2021) the economically inactive rate for Warwickshire stands at 17.9%. With funded support ringfenced for the Community and Voluntary Sector across 2023/24, greater responsive work is required in 2024/25 to recover the drop in engagement levels and to support the wider economy in recovery.

People and Skills UKSPF Priorities:

- E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.

Proposed Approach

The Council is working with providers to explore the gaps in local skills training, especially in the area of digital skills, engineering and logistics. Skills training is vital to boost productivity to improve Rugby's GVA, tackle unemployment and ensure the future success of the local economy.

Appendix 1

Rugby Council will be working with stakeholders and partners through a Local Partnership Board to deliver outcomes of the Fund having identified where the gaps are through a feasibility study.

Deliverable Outcomes

Many of the deliverable outcomes as identified in the spreadsheet required for E33 have not been completed as the projects have not been formalised and so some outputs are unknown at this point in time.

Expenditure Profile				UKSPF Allocation Annual Expenditure				UKSPF Allocation Capital/Revenue Split (£)						
Investment Priority	Intervention	UKSPF Allocation	% of Total UKSPF Allocation	2022-23	2023-24	2024-25	Annual Expenditure Totals	Capital 22/23	Revenue 22/23	Capital 23/24	Revenue 23/24	Capital 24/25	Revenue 24/25	Capital/Revenue Totals
Communities & Place	E1: Improvements to town centres & high streets	£1,552,295	51%	£280,500	£342,800	£928,995	£1,552,295	£250,000	£30,500	£272,800	£70,000	£846,315	£82,680	£1,552,295
Communities & Place	E2: Community & neighbourhood infrastructure projects		0%				£0							£0
Communities & Place	E3: Creation of and improvements to local green spaces		0%				£0							£0
Communities & Place	E4: Enhancing existing cultural, historic & heritage institutions offer		0%				£0							£0
Communities & Place	E5: Built & landscaped environment to 'design out crime'		0%				£0							£0
Communities & Place	E6: Local arts, cultural, heritage & creative activities		0%				£0							£0
Communities & Place	E7: Support for active travel enhancements in local area		0%				£0							£0
Communities & Place	E8: Campaigns to encourage visits and exploring of local area		0%				£0							£0
Communities & Place	E9: Impactful volunteering and/or social action projects		0%				£0							£0
Communities & Place	E10: Local sports facilities, tournaments, teams & leagues	£180,000	6%	£80,000	£50,000	£50,000	£180,000	£80,000	£0	£0	£50,000	£0	£50,000	£180,000
Communities & Place	E11: Capacity building & infrastructure support local groups		0%				£0							£0
Communities & Place	E12: Community engagement schemes, local regeneration		0%				£0							£0
Communities & Place	E13: Community measures to reduce the cost of living	£100,000	3%		£50,000	£50,000	£100,000	£0	£0	£0	£50,000		£50,000	£100,000
Communities & Place	E14: Relevant feasibility studies	£20,000	1%		£20,000		£20,000	£0	£0	£0	£20,000	£0	£0	£20,000
Communities & Place	E15: Digital connectivity for local community facilities		0%				£0							£0
Communities & Place	Total for 'On-menu' Interventions	£1,852,295	61%	£360,500	£462,800	£1,028,995	£1,852,295	£330,000	£30,500	£272,800	£190,000	£846,315	£182,680	£1,852,295
Communities & Place	Insert Bespoke Intervention		0%				£0							£0
Communities & Place	Insert Bespoke Intervention		0%				£0							£0
Communities & Place	Insert Bespoke Intervention		0%				£0							£0
Communities & Place	Insert Bespoke Intervention		0%				£0							£0
Communities & Place	C&P Bespoke Interventions Total	£0	0%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Communities & Place	Communities & Place Interventions Total	£1,852,295	61%	£360,500	£462,800	£1,028,995	£1,852,295	£330,000	£30,500	£272,800	£190,000	£846,315	£182,680	£1,852,295
Local Business	E16: Open markets & town centre retail & service sector	£210,000	7%		£130,000	£80,000	£210,000	£0	£0	£50,000	£80,000	£0	£80,000	£210,000
Local Business	E17: Development & promotion of visitor economy		0%				£0							£0
Local Business	E18: Supporting Made Smarter Adoption		0%				£0							£0
Local Business	E19: Investment in research & development at the local level		0%				£0							£0
Local Business	E20: R&D grants supporting innovative product & service development		0%				£0							£0
Local Business	E21: Development of innovation infrastructure at a local level		0%				£0							£0
Local Business	E22: Enterprise infrastructure & employment / innovation sites	£250,000	8%			£250,000	£250,000					£240,000	£10,000	£250,000
Local Business	E23: Strengthening local entrepreneurial ecosystems	£342,342	11%		£148,200	£194,142	£342,342				£148,200		£194,142	£342,342
Local Business	E24: Training hubs, business support offers, incubators & accelerators		0%				£0							£0
Local Business	E25: Bid for & host international business events & conferences		0%				£0							£0
Local Business	E26: Growing the local social economy		0%				£0							£0
Local Business	E27: Develop angel investor networks		0%				£0							£0
Local Business	E28: Export grants to grow overseas trading etc.		0%				£0							£0
Local Business	E29: Supporting decarbonisation & improving natural environment		0%				£0							£0
Local Business	E30: Business support measures to drive employment growth		0%				£0							£0
Local Business	E31: Support relevant feasibility studies	£10,000	0%	£10,000			£10,000		£10,000					£10,000
Local Business	E32: Investment to protect from natural hazards, flooding and coastal erosion		0%				£0							£0
Local Business	Total for 'On-menu' Interventions	£812,342	27%	£10,000	£278,200	£524,142	£812,342	£0	£10,000	£50,000	£228,200	£240,000	£284,142	£812,342
Local Business	Insert Bespoke Intervention		0%				£0							£0
Local Business	Insert Bespoke Intervention		0%				£0							£0
Local Business	Insert Bespoke Intervention		0%				£0							£0
Local Business	Insert Bespoke Intervention		0%				£0							£0
Local Business	LB Bespoke Interventions Total	£0	0%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Local Business	Local Business Interventions Total	£812,342	27%	£10,000	£278,200	£524,142	£812,342	£0	£10,000	£50,000	£228,200	£240,000	£284,142	£812,342
People & Skills	E33: Employment support for economically inactive people	£388,284	13%			£388,284	£388,284						£388,284	£388,284
People & Skills	E34: Courses including basic, life & career skills		0%				£0							£0
People & Skills	E35: Enrichment & volunteering activities		0%				£0							£0
People & Skills	E36: Increase levels of digital inclusion, essential digital skills		0%				£0							£0
People & Skills	E37: Tailored support for the employed to access courses		0%				£0							£0
People & Skills	E38: Local areas to fund local skills needs		0%				£0							£0
People & Skills	E39: Green skills courses		0%				£0							£0
People & Skills	E40: Retraining support for those in high carbon sectors		0%				£0							£0
People & Skills	E41: Funding to support local digital skills		0%				£0							£0
People & Skills	Total for 'On-menu' Interventions	£388,284	13%	£0	£0	£388,284	£388,284	£0	£0	£0	£0	£0	£388,284	£388,284
People & Skills	Insert Bespoke Intervention		0%				£0							£0
People & Skills	Insert Bespoke Intervention		0%				£0							£0
People & Skills	Insert Bespoke Intervention		0%				£0							£0
People & Skills	Insert Bespoke Intervention		0%				£0							£0
People & Skills	P&S Bespoke Interventions Total	£0	0%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
People & Skills	People & Skills Intervention Total	£388,284	13%	£0	£0	£388,284	£388,284	£0	£0	£0	£0	£0	£388,284	£388,284
Allocation Totals		£3,052,921	100%	£370,500	£741,000	£1,941,421	£3,052,921	£330,000	£40,500	£322,800	£418,200	£1,086,315	£855,106	£3,052,921

Rugby Borough Council

Climate Change and Environmental Impact Assessment

Rugby Borough UK Shared Prosperity Fund Year 2

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-24) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

If you require help, advice and support to complete the forms, please contact Dan Green, Deputy Executive Director.

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	UK Shared Prosperity Fund (UKSPF) – Year 2
Is this a new or existing Policy/Service/Change?	This is a new Government funding source. Council approval has been given for the general areas of spend across the next 3 years as of 19th July 2022.
If existing policy/service please state date of last assessment	None.
Ward Specific Impacts	Borough-wide.
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	The UKSPF is centred around three investment priorities Community and Place, Supporting Local Business and People and Skills. Year 2 spend is centred around funding for improvements to town centres, bringing people together through local sports facilities, supporting local businesses and also assisting communities with the cost of living. The projects outlined have given consideration to the Council's Climate Change Strategy, whilst also benefitting the Borough's residents.
Completed By	Helen Nightingale Major Projects and Economic Development Manager
Authorised By	Nicola Smith – Chief Officer for Growth and Investment
Date of Assessment	6 th June 2023

SECTION 2: IMPACT ASSESSMENT

Appendix 3

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourage local communities to submit proposals that will assist with the cost of living including the reduction in energy usage.			12 months
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The strategy looks to improve key routes and improve pedestrian and cyclist routes within the town centre. It also seeks to improve bus connectivity, accessibility and reliability.	N/A	N/A	Short term – up to 2 years
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A public realm feasibility study requires to be commissioned and will be encouraged to demonstrate their sustainability credentials			12 months – 2 years
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The public realm masterplan will encourage interventions that look to introduce tree planting and additional community spaces into the town centre	N/A	N/A	Short term – up to 2 years
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Appendix 3

Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
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SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	Not required for this document – additional documents will have their own assessment.
Key points to be considered through review	N/A
Person responsible for review	N/A
Authorised by	Nicola Smith - Chief Officer for Growth and Investment.

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Growth & Investment
Policy/Service being assessed	UK Shared Prosperity Fund (UKSPF) Spend Year 2
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	No. Council approved the general areas of spend across the three years at Council.
EqIA Review team – List of members	Helen Nightingale
Date of this assessment	06/06/2023
Signature of responsible officer (to be signed after the EqIA has been completed)	Helen Nightingale

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality & Diversity Advisor.

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The purpose of the report is to make recommendations on Year 2 projects to spend UK Shared Prosperity Fund Monies as well as set up a Local Partnership Board.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The Delivery of the Year 2 projects for the UKSPF has the ability to contribute to several corporate priorities:</p> <ul style="list-style-type: none"> • Link places together with good quality green infrastructure • Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents • Residents live healthy, independent lives, with the most vulnerable protected. • Rugby Borough Council is a responsible, effective and efficient organisation. <p>These priorities can be met by: Establishing a local partnership board to ensure all voices in the community are heard Assisting local businesses through a grant scheme and providing business support Encourage the submission of scheme for the community to assist with the cost of living as well as promote local sports facilities, teams and leagues Creating a feasibility study for the public realm including better accessibility for disabled people. Creating a Local Partnership Board to represent the local community</p>
(3) What are the expected outcomes you are hoping to achieve?	To improve the physical environment of Rugby Town Centre for its residents and businesses and to encourage Rugby as a destination to boost its economy. Retain and support local job creation through business support and grants. Support the local community to assist in the cost of living and promote local sports teams and leagues.

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	The spending of the fund may affect customers or the wider community.		
<p><u>Stage 2 - Information Gathering</u></p>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).		
<p>(1) What does the information tell you about those groups identified?</p>	No analysis has been undertaken as this is a grant from Government and it has not been feasible to get data as the fund has a time limit to be spent.		
<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	A Local Partnership Board is being proposed to enable groups who may be affected by the UKSPF monies to be represented.		
<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	A Local Partnership Board is being proposed to engage with the community, business and residents in relation to grant funding.		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could</p>	<p>RACE No</p>	<p>DISABILITY Yes</p>	<p>GENDER No</p>

<p>amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>MARRIAGE/CIVIL PARTNERSHIP No</p>	<p>AGE No</p>	<p>GENDER REASSIGNMENT No</p>
<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>Having a Local Partnership Board will ensure many voices in the community are represented in relation to the spending of the UKSPF.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>		
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>N/A</p>		
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>Government requires a Local Partnership Board be in place to ensure all members of the community are considered in respect of the any grants being issued or encouraged to be submitted for review.</p>		
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>The proposals intend to support local schemes that promote good relations between groups.</p>		

(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	No
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<u>Stage 4 – Action Planning, Review & Monitoring</u>																										
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																						
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	After the year 2 UKSPF fund is spent, year 3 will also need to be evaluated and the success of years 1 and 2 spend will be evaluated to see if it achieved what it intended.																									

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 6th June 2023 and will be reviewed on 31st March 2025.

Agenda No 8

AGENDA MANAGEMENT SHEET

Report Title:	Sports Facility Improvements
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Leisure and Wellbeing
Ward Relevance:	All
Prior Consultation:	Rugby Welsh RFC, Sport England, England Rugby, GLL, Rugby and Northampton Athletics Club, England Athletics, all Group Leaders
Contact Officer:	Tom Kittendorf - Chief Officer Leisure & Wellbeing
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	The report outlines a capital budget request for the utilisation of Section 106 funding for identified projects at Alwyn Road Recreation Ground and Rugby Athletics Track.
Financial Implications:	This report seeks to ensure the outlined capital projects have appropriate capital budgets

approved, £351,400 to be funded through Section 106 funding, £100,000 partnership funding and possible further external funding.

Risk Management Implications:

Risk management implications include the potential non delivery of capital projects should recommendations and budget requests not be approved. A risk register will be developed and maintained throughout the life of the project.

Environmental Implications:

An environmental impact assessment has been produced and is attached at Appendix 1.

Legal Implications:

Legal agreement to be formalised with Rugby Welsh RFC for part funding and long term utilisation of the pavilion.

Equality and Diversity:

Equality and Diversity considerations have been taken into account and the proposed recommendations have a positive impact in terms of accessibility for all communities, and supports the health, wellbeing and safety of all communities in the area. An equality impact assessment is attached at Appendix 2.

Options:

1) Approve the capital budget requests for 2023/24 and enable Section 106 expenditure on identified project as per capital strategy process.

2) Reject the capital budget requests

Recommendation:

(1) A capital budget of £16,700 be added to the 2022/23 programme for the Rugby Athletics track, to be funded via specific section 106 funding received; and

(2) IT BE RECOMMENDED TO COUNCIL that a capital budget of £434,700 be added to the 2022/23 programme for the Alwyn Road Recreation Ground pavilion and sports pitches, to be funded via specific section 106 funding and partnership funding committed.

Reasons for Recommendation:

The capital budget request will enable the Council to secure the delivery of improvements to the Council sports facilities at Alwyn Road Recreation Ground and Rugby Athletics Track while ensuring appropriate spend of Section 106 money be approved.

Cabinet - 26 June 2023

Sports Facility Improvements

Public Report of the Chief Officer - Leisure and Wellbeing

Recommendation

- (1) A capital budget of £16,700 be added to the 2022/23 programme for the Rugby Athletics track, to be funded via specific section 106 funding received; and
- (2) IT BE RECOMMENDED TO COUNCIL that a capital budget of £434,700 be added to the 2022/23 programme for the Alwyn Road Recreation Ground pavilion and sports pitches, to be funded via specific section 106 funding and partnership funding committed.

1. Introduction

- 1.1 The Council's Corporate Strategy 2021-24 Health and Wellbeing Priorities sets out that the Council will:
 - support residents to live active lives, with high quality, accessible green space and recreational facilities
 - make sure residents are proud of their borough
- 1.2 Rugby Borough Council owns open space, recreation grounds and leisure assets across the borough, managed through the Parks and Open Spaces service. These open spaces are subject to capital improvements as they reach the end of their usable lifespan. The Council also owns a number of sports pitches for which it is responsible for the maintenance and development.
- 1.3 Rugby Borough Council's supplementary planning document sets out the Council's approach to seeking Section 106 contributions from developers for onsite and offsite open space and leisure facilities. This is to ensure the provision of good quality and accessible open space which is fundamental to maintaining and improving the provision of open space and public realm.
- 1.4 The provision of open space and contributions is calculated at planning stage with legal agreements formulated between developers and the Council.
- 1.5 Section 106 agreement B117 (outdoor sports facility, capital expenditure, Alwyn Road Park) is a legal agreement that outlines £263,653 funding to be used expressly towards outdoor sport and community facility provision at Alwyn Road Recreation Ground.

- 1.6** Section 106 agreement B117 (outdoor sports facility maintenance, Alwyn Road Park) is a legal agreement that outlines an additional £71,044 for the maintenance and improvements to the sports facilities on Alwyn Road Recreation Ground.
- 1.7** Section 106 agreement B150 (outdoor sports facility) is a legal agreement that outlines contributions for outdoor sports facilities such as Rugby Athletics Track. The identified improvements have been initially quoted as £16,700 by the previous contractor who undertook the large-scale track resurface. These works will be subject to the appropriate procurement pathway.
- 1.8** This report sets out a total of £334,700 Section 106 funding to be utilised for capital improvements to Alwyn Road Recreation Ground pavilion and sports pitches, with an additional £100,000 partnership funding from Rugby Welsh Rugby Football Club to support the project. As well as a further £16,700 Section 106 funding to be used for improvements to Rugby Athletics Track.
- 1.9** The schemes outlined will deliver significant improvements to the sites and ensure residents are able to access quality sports facilities through enhancements and improvements to the sites.
- 1.10** Rugby Borough Council delivers a variety of capital schemes each financial year that are funded through a variety of sources, including capital financing, external funding applications and Section 106 funding where developer contributions are used towards the costs of providing community and social infrastructure.
- 1.11** Capital budget requests are created to account for the overall expenditure of projects and reference how the projects will be funded. The following report sets out a capital budget request for capital improvement works to be carried out at Alwyn Road Recreation Ground and Rugby Athletics Track.
- 1.12** The report sets out capital project schemes that have been identified and approved within a Section 106 funding legal agreement that the Council can now bring forward for implementation. Additional external funding will be explored through grant application processes, further supporting the development of the borough's sporting infrastructure.
- 1.13** Consultation has been undertaken with local community sports clubs and users at Alwyn Road Recreation Ground and Rugby Athletics Track to identify desired improvement works and Phase 2 public consultation will be taken forward following the confirmed designs intended for use at Alwyn Road Recreation Ground.

2. Rugby Welsh Rugby Football Club

- 2.1** The Council was approached by Rugby Welsh Rugby Football Club (RWRFC) as the primary user of the Alwyn Road Recreation Ground pavilion and pitches.
- 2.2** Rugby Welsh Rugby Football Club (RWRFC), founded in 1936, is the primary community sports club which is based at Alwyn Road Recreation Ground. The rugby club competes in Counties 3 (West South) and delivers senior men's rugby union activity at the site.
- 2.3** Officers have been proactively engaging with RWRFC around their development needs and a 10-year development plan. Of primary concern is the current condition of the pavilion and sports pitches. Through the Council's Playing Pitch Strategy, a strategic need to develop the facilities was identified and subsequent Section 106 funding identified and collected from surrounding housing developments that have taken place in the local area.
- 2.4** RWRFC has been working to identify how it can support improvements to the current facilities that are past its useful end of life at Alwyn Road Recreation Ground.
- 2.5** As a key stakeholder and community group that would be consulted on the future development of the pavilion, the club has confirmed financial support to deliver greater outcomes and benefits for the community rugby club.
- 2.6** RWRFC has confirmed in writing additional partner funding of £100,000 towards the pavilion improvement project through various fundraising efforts. The pavilion is currently a single storey building with 2 changing rooms, 1 shower room, male and female toilet block.
- 2.7** The recommendations of the report are to support the future proposed development of the pavilion and sports pitches at Alwyn Road Recreation Ground.
- 2.8** An allocation of £334,700 from outlined Section 106 agreements, towards the pavilion and playing pitch improvement projects, has been discussed with the Section 106 Officer and confirmed the projects meet the conditions and can be utilised for the projects.

3. Rugby Athletics Track

- 3.1** In 2022 the Council utilised Section 106 funding to carry out a track improvement and refurbishment programme. To complete the full refurbishment of the facility the condition survey highlighted required improvement to the hammer cage flooring and shotput fan areas.
- 3.2** The final two improvements will complete the full refurbishment of the Council facility and ensure the quality and condition is maintained for community and club usage.

- 3.3** The identified improvements have been initially quoted as £16,700 by the previous contractor who undertook the large-scale track resurface. These works will be subject to the appropriate procurement pathway.
- 3.4** An allocation of £16,700 from the outlined Section 106 agreement, for the track improvement project, has been discussed with the Section 106 Officer and confirmed the project meet the conditions and can be utilised for the project.

4. Next Steps

- 4.1** Officer have met and RWRFC to prepare appropriate project plan to initiate works. Once a budget has been approved, this will include seeking formal architect drawings and full costings under the current financial expectations.
- 4.2** England Rugby will be engaged to ensure the facility meets national guidelines and standards.
- 4.3** Pavilion aspirations include for a social space and a first floor extension enabling community use of the site, rather than being solely a changing room facility.
- 4.4** The Council's Project Manager will lead the project, overseeing planning, design and construction through to its handover, whereby Project Manager time will be accounted for within the capital expenditure for the project.

5. Conclusion and Recommendations

- 5.1** The recommendations of the report are to support the proposed development of the pavilion and sports pitches at Alwyn Road Recreation Ground and Rugby Athletics Track, by approving capital budget requests for the utilisation of £351,400 Section 106 funding to be used towards these projects.
- 5.2** Delivering improvements to Rugby Athletics Track and the pavilion and sports pitches at Alwyn Road Recreation Ground will enable the development of sports and community activity provision at the sites. Supporting the delivery of the Council's Health and Wellbeing Priorities, to support residents to live active lives, with high quality, accessible green space and recreational facilities and making sure residents are proud of their borough.
- 5.3** An additional £100,000 partner funding contribution from RWRFC to be used to support the development of the pavilion at Alwyn Road, subject to appropriate legal agreement.
- 5.4** The Section 106 funding is specifically outlined for the upgrade of the Alwyn Road sports pavilion and pitches, and cannot be used elsewhere on other projects, therefore rejection of the request would result in the Section 106 funding being returned to the developer.

- 5.5** The Section 106 funding identified for use at Rugby Athletics Track completes the full refurbishment project undertaken in 2022 and the remaining balance currently held, to carry out improvements to the hammer cage base and rejuvenation of the landing sector of the shotput fan area.

Name of Meeting: Cabinet
Date of Meeting: 26 June 2023
Subject Matter: Sports Facility Improvements
Originating Department: Leisure and Wellbeing

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-24) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

If you require help, advice and support to complete the forms, please contact Dan Green, Deputy Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	Leisure and Wellbeing – Sport and Recreation and Leisure Facilities
Policy/Service/Change being assessed	Section 106 – Capital budget request for improvements to sports facilities
Is this a new or existing Policy/Service/Change?	New
If existing policy/service please state date of last assessment	
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	To request a capital budget be created for the utilisation of Section 106 funding for enhancement works to Alwyn Road Recreation Ground and Rugby Athletics Track
Completed By	Tom Allen
Authorised By	
Date of Assessment	04/05/2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Alwyn Road pavilion project will look at options to combine on-site utilisation of renewable energy with higher levels of energy efficiency and imported 'green energy' supplies.		RBC Project Officer	Dec 2023
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing higher quality leisure facilities in the local community will reduce the need for travel, enabling more residents to use active travel to reach desired facilities.			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

<p>Community leadership</p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p>Consultation has been undertaken with local residents and users at Alwyn Road Recreation Ground and Rugby Athletics Track to identify desired improvement works and Phase 2 public consultation will be taken forward following the confirmed designs intended for use at Alwyn Road Recreation Ground.</p> <p>Working in partnership with Rugby Welsh Rugby Football Club, reaching a legal agreement whereby the club are responsible for the management and maintenance of the pavilion. The community Rugby club will take ownership of energy usage, enabling them to undertake regular assessments of energy usage and consider all potential options for reducing consumption.</p>		<p>Project Officer / Legal</p>	<p>Dec 2023</p>
<p>Biodiversity and habitats</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>				

Adaptation/Mitigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If required, mitigation measures to be put in place to reduce noise disturbances during construction and operation.		RBC Project Officer	If required
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	
Key points to be considered through review	
Person responsible for review	
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality and Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Sport and Recreation
Policy/Service being assessed	Section 106 – Capital budget request for improvements to sports facilities
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review team – List of members	Tom Allen, Minakshee Patel
Date of this assessment	04/05/2023
Signature of responsible officer (to be signed after the EqlA has been completed)	Tom Allen

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality and Diversity Advisor.

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality and Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To request a capital budget be created for the utilisation of Section 106 funding for enhancement works to Alwyn Road Recreation Ground and Rugby Athletics Track
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	Residents live healthy, independent lives, with the most vulnerable protected. Rugby Borough Council is a responsible, effective and efficient organisation.
(3) What are the expected outcomes you are hoping to achieve?	Creation of capital budgets to enable the delivery of projects designed to improve the sports facilities at Alwyn Road Recreation Ground and Rugby Athletics Track.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Users of Rugby Athletics Track and Alwyn Road Recreation Ground Employees Public
<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

Appendix 2

<p>(1) What does the information tell you about those groups identified?</p>	<p>Feedback from local residents and users of Alwyn Road Recreation Ground pavilion has identified that the facility is outdated, worn, and no longer fit for purpose, and that this has affected user levels. As well as Rugby Welsh RFC, as the primary user, reporting that it affects their ability to attract and retain members. England Rugby have reported that the site does not meet current recommended facility guidelines, therefore improving the quality of the site would increase the opportunity to access quality facilities for both new and existing players.</p> <p>Users of Rugby Athletics Track have reported that the concreting and red scree around the throws areas are both showing signs of deterioration to the level that it is impacting users levels, as well as negatively affecting their satisfaction levels of the facility. GLL, who manage the site on behalf of the council, have also reported that these areas need attention to contribute to maintaining the track at the accreditation level that it currently holds from England Athletics.</p> <p>Employees have provided feedback that the age and wear to the facility make the site harder to maintain and contribute to increased energy consumption and costs.</p>
<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>Consultation has been undertaken with local residents and users at Alwyn Road Recreation Ground and Rugby Athletics Track to identify desired improvement works and Phase 2 public consultation will be taken forward following the confirmed designs intended for use at Alwyn Road Recreation Ground.</p>
<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	
<p><u>Stage 3 – Analysis of impact</u></p>	

Appendix 2

<p>(1) Protected Characteristics From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p>RACE N/A</p>	<p>DISABILITY Positive impact</p>	<p>GENDER Positive impact</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP N/A</p>	<p>AGE Positive impact</p>	<p>GENDER REASSIGNMENT N/A</p>
	<p>RELIGION/BELIEF N/A</p>	<p>PREGNANCY MATERNITY N/A</p>	<p>SEXUAL ORIENTATION N/A</p>
<p>(2) Cross cutting themes (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how? (b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>The proposed capital works would increase access to high quality provision for all residents and users.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>		
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>N/A</p>		

Appendix 2

(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	Works would improve disabled access to Alwyn Road Recreation Ground pavilion, allowing disabled users to better utilise the facility and increase sport and physical activity participation opportunities. Improved female changing provision would also increase participation opportunities.
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	Creation of social space as part of first floor extension would support development of new and existing community groups, promoting interaction and cohesion amongst local community. Improved facilities would also help attract new participants for Rugby Welsh Rugby Football Club, providing further opportunities for interaction.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	None identified at present.

<u>Stage 4 – Action Planning, Review and Monitoring</u>																										
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 1023 2119 1251"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																						
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	Following confirmed designs, Phase 2 public consultation will be taken forward to direct the capital project at Alwyn Road Recreation Ground.																									

Please annotate your policy with the following statement:

'An Equality Impact Assessment on this policy was undertaken on 4.5.23 and will be reviewed after phase 2 consultation.'

Agenda No 9

AGENDA MANAGEMENT SHEET

Report Title:	Finance and Performance Monitoring 2022/23 - Year-End
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	All Group Leaders
Contact Officer:	Jon Illingworth, Section 151 and Chief Financial Officer jon.illingworth@rugby.gov.uk 01788 533410
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This report sets out the 2022/23 Year-End financial and performance position for the Council. It also presents proposed 2022/23 budget carry forward requests and other adjustments for approval as required by Financial Standing Orders.

Financial Implications:	As detailed in the main report.
Risk Management/Health and Safety Implications:	This report is intended to give Cabinet an overview of the Council's spending and performance position for 2022/23 to inform future decision-making.
Environmental Implications:	There are no environmental implications arising from this report and no environmental assessment is required for this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended and no Equalities Impact Assessment is required for this report.
Options:	Members can elect to approve, amend or reject the carry forward requests or reserve contributions as listed at recommendations 1 to 9
Recommendation:	<ol style="list-style-type: none"> 1) The Council's anticipated financial position for 2022/23 in Sections 1 to 6 and Appendices 1 and 2 be considered; 2) carry forward Requests of £0.90m from 2022/23 to 2023/24 for Growth and Investment and Leisure and Wellbeing as detailed in paragraph 3.2 and Appendix 3 be approved; 3) General Fund movement in reserves as detailed in paragraph 3.3 and Appendices 1 and 4 be approved; 4) reserves forecast included in paragraph 3.3 and Appendix 4 be noted; 5) HRA Movement in Reserves as detailed in paragraph 4.2 and Appendix 2 be approved; 6) capital project reprofiling detailed at paragraph 5.3 and Appendix 3 be noted and the budget added to the 2023/24 programme: <ol style="list-style-type: none"> a. General Fund - £5.566m b. HRA - £38.106m; 7) performance summary & performance data included in Section 7 and Appendix 6 be considered & noted; and

IT BE RECOMMENDED TO COUNCIL THAT:

- 8) carry forwards requests of £0.078m from 2022/23 to 2023/24 for Corporate Items as detailed in paragraphs 3.2 and Appendix 3 be approved;
- 9) General Fund transfer of business rates surplus (£1.783m) to the Business Rates Equalisation Reserve as detailed in paragraph 6.2 be approved; and
- 10) the creation of a Business Support Grants Reserve as detailed in paragraph 3.3 be approved.

**Reasons for
Recommendation:**

A strong financial and performance management framework, including oversight by Members and the Leadership Team, is an essential part of delivering the Council's Corporate Strategy.

Cabinet - 26 June 2023

Finance & Performance Monitoring 2022/23 - Year-End

Public Report of the Chief Financial Officer

Recommendation

- 1) The Council's anticipated financial position for 2022/23 in Sections 1 to 6 and Appendices 1 and 2 be considered;
- 2) carry forward Requests of £0.90m from 2022/23 to 2023/24 for Growth and Investment and Leisure and Wellbeing as detailed in paragraph 3.2 and Appendix 3 be approved;
- 3) General Fund movement in reserves as detailed in paragraph 3.3 and Appendices 1 and 4 be approved;
- 4) reserves forecast included in paragraph 3.3 and Appendix 4 be noted;
- 5) HRA Movement in Reserves as detailed in paragraph 4.2 and Appendix 2 be approved;
- 6) capital project reprofiling detailed at paragraph 5.3 and Appendix 3 be noted and the budget added to the 2023/24 programme:
 - c. General Fund - £5.566m
 - d. HRA - £38.106m;
- 7) performance summary & performance data included in Section 7 and Appendix 6 be considered & noted; and

IT BE RECOMMENDED TO COUNCIL THAT:

- 8) carry forwards requests of £0.078m from 2022/23 to 2023/24 for Corporate Items as detailed in paragraphs 3.2 and Appendix 3 be approved;
- 9) General Fund transfer of business rates surplus (£1.783m) to the Business Rates Equalisation Reserve as detailed in paragraph 6.2 be approved; and
- 10) the creation of a Business Support Grants Reserve as detailed in paragraph 3.3 be approved.

1. INTRODUCTION

This is the final outturn finance and performance monitoring report for 2022/23, which combines finance (revenue and capital) as well as performance for General Fund (GF) and Housing Revenue Account (HRA). The year-end position for 2022/23 is based on actual expenditure from 01 April 2022 to 31 March 2023.

Please note that this financial position is subject to change from the outcome of the external audit review of the Statement of Accounts with any changes to be reported as part of the quarterly monitoring in 2023/24.

The key sections of the report are laid out as follows:

- Background – Section 2
- General Fund (GF) Revenue Budgets and Performance - Section 3 & Appendix 1
- Carry forward requests Section 3.1, 3.2 and Appendix 3
- General Fund Reserves Section 3.3 & Appendix 4
- Inflationary Impacts and Risks section 3.4
- Housing Revenue Account (HRA) Revenue Budgets & Performance- Section 4 & Appendix 2
- Capital Budgets - Section 5 and Appendices 1 (GF) & 2 (HRA)
- Collection Fund – Section 6
- Corporate Performance information- Section 7 & Appendix 6

Throughout the report, pressures on expenditure and income shortfalls are shown as positive values. Savings on expenditure and additional income are shown in brackets.

2. BACKGROUND

2.1 As at December 2022, (Quarter 3) the Council reported a forecast pressure of £0.463m to the overall GF budget and of £0.402m to the overall HRA budget. Variances from the Quarter 3 forecast are outlined in section 3 (General Fund) and section 4 (HRA).

3. GENERAL FUND (GF) REVENUE BUDGETS

3.1 GF Overview and Key Messages:

Across the Council there is a final variance of **(£0.496m)** compared to the final budget of **£20.880m**. Further details of portfolio variances can be seen in Appendix 1 and the main variances are summarised below.

The Final Outturn, as shown in Appendix 1, includes carry forward requests of **£0.168m**. Details of the proposed carry forwards are shown in Appendix 3.

The proposed net transfer to other earmarked reserves is (£0.200m) and this is detailed in Appendix 4.

2022/23 Main Variances

Variances that are +/- £0.100m in total are shown below. Further details of portfolio variances and key performance indicators can be seen in **Appendix 1**

- **Communities, Homes, Digital and Communications** reports a pressure of **£0.256m**:
 - **£0.157m** – Housing Advice and Benefits Team – largely due to the savings target around house purchases to mitigate the increased cost of leased temporary accommodation not being achieved due to the lack of suitable units available on the open market during 2022/23.
 - **£0.103m** - Housing Advice and Benefits Team - Expenditure required for general and major repairs for Private Sector Leasing properties.
 - **(£0.235m)** – additional grant money received in year relating to homelessness prevention schemes

There has been a favourable movement of **(£0.242m)** when compared to the reported forecast outturn position at quarter 3 with the most significant variances being:

- **(£0.097m)** – lower rent allowances and rent rebates than previously forecast on Housing Benefits.
 - **(£0.052m)** – lower than anticipated usage for gas costs compared to previous year and lower than expected increases for gas and electricity
- **Finance, Performance, Legal and Governance** reports a pressure of **£0.331m**:
 - **£0.193m** - pressure on income from Court Fees due to no recovery action taken in respect of unpaid council tax to prioritise resources to deliver the Council Tax energy Rebate Scheme
 - **£0.174m** - due to the cost of covering vacancies within the Financial Services Team by agency staff – with both posts now recruited to and will be in post during 2023/24
 - **Growth and Investment** reports a pressure of **£0.186m**:
 - **£0.320m** - Pressure on income from Planning Applications in Planning Services following a decline in planning applications being submitted in Quarter 3 and 4 which reflected turbulence in the wider economy in the autumn. Monthly income is now recovering in line with profile.
 - **£0.193m** - due to the cost of covering vacancies within the planning services team by agency staff
 - **(£0.140m)** - Saving on vacant posts within Economic Development and Town Centre

There has been an adverse movement of **£0.262m** when compared to the reported forecast outturn position at quarter 3, mainly due to the pressure on income from Planning applications which was only identified between quarter 3 and quarter 4.

- **Leisure and Wellbeing** reports a pressure of **£0.368m**:
 - **£0.122m** - pressure due to unachieved sales, fees and charges income against targets and unsuccessful recruitment to income generating vacancies
 - **£0.162m** –within Parks mainly due to pressures arising from; inflationary costs on existing contracts, increases in fuel prices following changes to regulations regarding the use of red diesel, increase in repairs and maintenance of equipment and, further impacted by the reduced sponsorship for the Rugby in Bloom scheme

There has been an adverse movement of **£0.115m** when compared to the reported forecast outturn position at quarter 3, the variance also reflects additional works and services outlined above and additional costs reported under £0.050m for Parks, for example badger surveys on open space land owned by the council.

- **Operation and Traded Services** reports a pressure of **£0.592m**:
 - **£0.280m** – the use of agency staff and overtime payments to deliver scheduled works due to vacancies and absences across all waste and recycling services
 - **£0.194m** - pressure on income from Green Waste due to a shortfall of 4,900 subscriptions to the service compared to previous years.
 - **£0.135m** - increased cost of fuel across the fleet mainly due to an inflationary increase of 26% when compared to the average price of fuel 2021/22
 - **£0.107m** - pressure due underachievement of income in Trade Waste due to the increased costs due to inflation.
 - **(£0.103m)** - saving within Street Scene / Highways which is mainly due to retaining more work internally thereby reducing spend on external contractors
- **Regulation and Safety** reports a pressure of **£0.075m**
 - **£0.242m** - mainly due to an underachievement in Car Parking income, largely related car parking usage having decreased post-pandemic
 - **(£0.118m)** - is due to an overachievement of income within Cemeteries and the Crematorium following an increase in services provided compared to the budgeted profile

There has been a favourable movement of **(£0.176m)** when compared to the reported forecast outturn position at quarter 3 position, primarily due to:

- **(£0.089m)** additional Cemeteries and Crematorium income in the final quarter of the year following an increase in demand compared to the profile
 - **(£0.056m)** – due to staff vacancies within Safety and Resilience and Licensing
- **Executive Services** reports a pressure of **£0.290m**:
 - **£0.105m** – As a result of the housing programme led by Caldecott Development Limit not being progressed, no loan has been made to the company, meaning the interest income has not been achieved

There has been an adverse movement of **£0.051m** when compared to the reported forecast outturn position at quarter 3, mainly due the reduction in salaries costs being recharged to capital schemes as a result of vacancies within the team and a year-end assessment of the allowable proportion of activity chargeable to capital schemes

- **Corporate Items** report savings of **(£2.369m)**:
 - **(£0.209m)** – reduction in Minimum Revenue Provision (MRP) for debt repayments due to reduced capital expenditure in 2021/22
 - **(£0.738m)** – Net cost of borrowing due rising interest rates and a reduction in capital expenditure resulting in an increase of funds to invest
 - **(£0.762m)** – release of the covid recovery fund to offset income pressures with services
 - **(£0.500m)** – release of centrally held inflation budget to partially offset utility, fuel and pay inflation within services
 - **(£0.102m)** arising from additional interest earned on the pension contributions prepayment as a result of improved interest rates.
 - **(£0.100m)** – To offset expenditure relating to town hall improvements after the return to the workplace following the COVID-19 pandemic

There has been a favourable movement of **(£0.793m)** when compared to the reported forecast outturn position at quarter 3 position, primarily due to an increase in interest rates and a reduction in capital expenditure resulting in an increase of funds available to invest.

This year has seen a large number of vacancies within services across all portfolios. With the move to a more agile way of working, this has meant more job opportunities have become available and Rugby Borough Council is now competing with a much wider range of recruiters. During 2022/23, we have seen a (£1.499m) saving on salaries which has been offset by an overspend on Agency of £1.215m. As at 31 March 2023, 56.04 full time equivalent posts are still vacant which equates to 13% of the budget. Due to the large number of vacancies, recruitment expenses have risen to a total of £0.122m (a budget pressure of £0.075m) following the use of innovation such as microsites to promote Rugby Borough Council as a place to work on top of targeted recruitment using partners such as WM Employers. In addition to this, jobs have had to be re-advertised on multiple occasions following the unsuccessful campaigns.

2022/23 Savings and Income Proposals

- Total Portfolio savings of **(£0.763m)** – have been risk assessed of which, **(£0.490m)** are assessed as **green** and delivered. The balance of **(£0.273m)** were undelivered during the year of which the most significant were (£0.157m) related to Housing Acquisition Savings within Homes and Communities and (£0.062m) was the remaining balance of the Transformation Target in Organisational Transformation team.
- Total Portfolio income targets of **(£0.216m)** – have been risk assessed of which **(£0.023m)** are assessed as **green** and delivered and **(£0.193m)** undelivered. Of this (£0.105m) relates to there being no housing development schemes in progress, therefore, CDL has not requested any loans and no interest is due.

- Corporate and Salary savings of **(£0.300m)** have been achieved in full during the year.
- Digitalisation savings of **(£0.095m)**; **(£0.018m)** has been achieved during the year. **(£0.077m)** was undelivered.
- Corporate savings of **(£0.102m)** arising from additional interest earned on the pension contributions prepayment as a result of improved interest rates.

Even though the red rated savings have not been delivered, work will continue in order to achieve them in future years. Through the work of the budget working group, each Chief Officer, in collaboration with the budget manager and the finance business partner will produce an updated savings delivery plan which will detail the actions required to deliver the savings. The impact of non delivery means that the Council reserve balances will be used to fund the pressures, or Council will be asked to approve additional savings proposal to make to ensure a balanced Medium Term Financial plan. Progress on the plans will be reported throughout the 2023/24 financial year.

3.2 Carry Forward Balances

A total of **£0.168m** has been requested to be carried forward into 2023/24 to mitigate risks and finish projects which were not able to be completed during the year; the details of which are contained within Appendix 3.

It is requested that supplementary revenue budgets of £0.168m for 2023/24, to be financed from the carry-forward reserve as a result of carry forwards from 2022/23, as detailed in Appendix 3 be approved.

3.3 Corporate and General Fund Earmarked Reserves as at 31 March 2023

Included in appendix 4 is a detailed analysis of the reserves held within the GF.

Corporate reserves have a balance of **(£22.826m)** at 31 March 2023 which is a movement of **(£5.026m)** since 31 March 2022. This includes a £0.496m contribution to general fund balances which is 2022/23 variance to outturn.

Other earmarked reserves managed within services is **(£6.005m)** which is a movement of **(£1.213)** since 31 March 2022. Details of this movement can be found in Appendix 4.

Included within the earmarked reserve is the request to create Business Support Grants Reserve of (£0.200m). This is a revenue budget which was approved as part of the 2020/21 budget setting cycle and due to the fact, it is unlikely to be designed and implemented in a single year creating a reserve will prevent the need for future carry forwards. A report will be presented to Cabinet in due course providing more details of the final scheme. If members reject the request, then the scheme does not proceed and the £0.200m is absorbed back into the corporate balances for the Council.

It is recommended that the General Fund movement in reserves as detailed in paragraph 3.3 and Appendices 1 and 4 be approved and the forecasts in Appendix 4 be noted

It is recommended the creation of a Business Support Grants Reserve as detailed in paragraph 3.3 be approved

4 HOUSING REVENUE ACCOUNT (HRA) REVENUE BUDGETS

4.1 Content

Housing Rents were set by Council on 7 February 2022. Council agreed to a rent uplift of 4.1% (CPI + 1%) for 2022/23 in line with government guidance on Social Rent policy for the period 2020/21 to 2024/25.

4.2 HRA Overview and Key Messages

The Final Outturn reports a balanced budget against the approved budget of **£17.296m** which includes a reduction in the contribution to future Capital expenditure projects of **£0.268m**. Details of significant in-year variances are set out in Appendix 2.

Below is a summary of variances +/- £0.100m:

- **Transfer to Housing Repairs Account** is reporting a pressure of **£0.791m**. This is due to several factors.
 - **£0.280m** due to a 45% increase in the number of void properties that have required extensive repairs, so the work has been outsourced to external contractors. A review has been commissioned and recommendations will be implemented.
 - **£0.167m** due to challenges in the labour market, there has been a struggle to recruit to vacant posts, result in the use of more expensive agency staff. Vacancies have now been filled, so the reliance on agency staff will reduce.
 - **£0.235m** as a result of an increase in the volume of roofing repairs, so a planned programme of replacement roofs is to be considered. Also general inflation has increased the cost of materials, fuel etc.
- **Supervision and Management** is reporting a pressure of **£0.221m**. This is largely due to increased utility costs and the 2022/23 pay award being greater than originally budgeted for.
- **Interest and Investment Income** is reporting a saving of **(£0.727m)**. This is due to interest rates having risen rapidly throughout 2022/23, resulting in increased returns on investments.

It is requested the HRA movements in Reserves as detailed in Appendix 2 are approved by Full Council.

5. CAPITAL

The revised approved capital programme (GF and HRA) for 2022/23 is **£57.370m** and there is a final variance of **(£2.260m)** against budget as detailed in Appendices 1 and 2.

5.1 General Fund – Capital (Appendices 1 and 5)

The revised approved GF capital programme for 2022/23 is **£11.651m**. The programme shows a net variance at year-end of **(£0.360m)**. Explanations for in-year variances are detailed in Appendix 1.

The most significant variance is within the Communities, Homes, Digital and Communications portfolio, where significant savings have arisen due to the local digital fund scheme transferring to revenue of **(£0.150m)** and within Regulation and Safety portfolio **(£0.180m)** where the crematorium car park extension being removed from the programme.

A detailed summary of all the general fund Capital programme for 2022/23 is shown in appendix 5. This is an itemised list of the programme, as opposed to the portfolio summary as shown in appendix 1. As an enhancement for 2023/24 reporting, this information will be provided on a quarterly basis as part of the new Finance and Performance report.

5.2 Housing Revenue Account (HRA) – Capital (Appendix 2)

The revised approved HRA capital programme for 2022/23 is **£45.719m**. The programme shows a net variance of **(£1.900m)**. Explanations for in-year variances are detailed in Appendix 2.

The most significant variances are **(£0.328m)** in relation to heating upgrades and savings of **(£0.413m)** that related a scheme where tenant engagement was lower than anticipated.

5.3 Capital Budget Reprofiting 2022/23

Budget reprofiling on the capital programme arises when the approved scheme is not completed in the year in which the budget was approved. Details of the reprofiling on both the General Fund and the Housing Revenue Account is detailed in Appendix 3. The reprofiling relating to the 2022/23 programme has been endorsed by the Budget Working Group and have been approved by the Chief Officer – Finance and Performance under delegated powers as detailed in the 2022/23 Capital Strategy. Progress on the delivery of the schemes will continue to be reported as part of the quarterly reports to Cabinet.

It is requested that capital project reprofiling, detailed at Appendix 3 be noted.

Through the work of the Budget Working Group, any capital reprofiling for a scheme that was approved before February 2020 will require an updated business case to provide reassurance that the remit of the scheme including the cost has not shifted considerably from the point when members approved it. If through the analysis there is a significant change it will be recommended that a new Cabinet report is produced

to provide members with an update and a decision to make in relation to the continuation of the scheme.

6. COLLECTION FUND

The Council has a statutory requirement to operate a Collection Fund as a separate account to the General Fund. The purpose of the Collection Fund, therefore, is to isolate the income and expenditure relating to Council Tax and National Non-Domestic Business Rates. The administrative costs associated with the collection process are charged to the General Fund. For the purpose of the report the analysis will be split between Council Tax and Business Rates.

6.1 Council Tax

The amount of council tax income received into the General Fund for 2022/23 is fixed to the original budgeted amount, not the actual amount billed during the year. Any difference between the actual amount and the original budget will create a surplus or deficit on the Collection Fund, to be accounted for in future years. This has no impact on the 2022/23 General Fund revenue budget variance.

The final outturn has resulted in a council tax surplus of **(£0.629m)** and is detailed in the table below:

Council Tax Collection Fund Surplus 2022/23	2022/23 £000
Warwickshire County Council	(480)
Police and Crime Commissioner for Warwickshire	(80)
Rugby Borough Council	(69)
Total	(629)

Table 1 – Summary of Collection Fund surplus shares for 2022/23

6.2 Business Rates

The Council sets its business rates income budget based on the NNDR1 form that is submitted to Government on 31 January each year. It was forecast that the Council would collect **(£52.201m)** of business rates during 2022/23, of which Rugby Borough Council would retain **(£7.412m)**.

The following table details the Council's outturn position and a budget surplus of **(£1.783m)** for 2022/23 which is proposed to be transferred into the business rates equalisation reserve.

Business Rates Income	2022/23 Budget £000	2022/23 Outturn £000	Variance £000
RBC share of NDR Income @ 40% (as per the NNDR1 forecast)	(20,880)	(20,880)	0
Less Tariff	13,272	13,272	0
Gross Amount Retained	(7,608)	(7,608)	0
Section 31 Grants	(3,136)	(3,899)	(763)
Levy Payment	3,772	3,714	(58)
Net Retained Income	(6,972)	(7,793)	(821)
Coventry & Warks' BR Pool Income*	(360)	(1,243)	(883)
Retained Disregarded Amounts	(80)	(126)	(46)
Business Rates Income	(7,412)	(9,162)	(1,750)
Year-end reconciliation adjustments	0	(33)	(33)
Total Business Rates Income	(7,412)	(9,195)	(1,783)

Table 2 – Summary of Business Rates outturn for 2022/23 (excluding budgeted collection fund surplus for 2022/23 financed from reserves).

*This is a provisional figure pending final closure of accounts from Business Rates Pooling in 2022/23 any further changes will be reflected in the 2023/24 accounts.

The 2022/23 budget surplus of **(£1.783m)** is due to the reasons below:

- In accordance with legislation, the business rates income charged to the General Fund is fixed to the statutory NNDR1 estimate, regardless of how much business rates are billed or received. Any actual cash variance is being managed through the Collection Fund (see note 1 below).
- Additional grant funding received in 2021-22 from central government (section 31) to provide COVID-19 relief to business rate payers has now been recognised.
- The Council is a member of the Coventry & Warwickshire Business Rates Pool (the Pool). The pooling gain in 2022/23 was (£1.243m) which was higher than the budgeted amount of (£0.360m), due to the risk based approach taken at budget setting.

It is recommended that the budget surplus of (£1.783m) is approved to be transferred to the Business Rates Equalisation Reserve to manage any future risk and volatility in cashflow.

Note 1:

At the year end the **actual** business rates income billed and accounted for in the Collection Fund was lower than the budgeted amount in 2022/23. This is because a reduction in gross business rates due to temporary closure of the large business, slower than expected new business growth and increased level of reliefs that reduced net business rates payable.

The overall Business Rates deficit on the Collection Fund was **£2.280m** of which the relevant shares are shown in the table below. The Council's share of the deficit of £0.912m will be charged to the General Fund in 2023/24.

Business Rates Collection Fund Deficit 2022/23	2022/23 £000
Central Government	1,140
Warwickshire County Council	228
Rugby Borough Council	912
Total	2,280

Table 3 – Summary of Collection Fund deficit shares for 2022/23

7. PERFORMANCE SUMMARY

The data 2022/23 can be seen in Appendix 6. The appendix highlights the key Performance Indicators (KPIs) and Key statistics as at 31 March 2023.

As the organisation develops and prioritises change, the measures will also evolve which could mean additions as well as some measures being removed from the model into 2023/24. This does not mean the information will stop being recorded, it could just mean that a re-categorisation to operational KPI means the measure is retained in team performance.

Name of Meeting: Cabinet

Date of Meeting: 26 June 2023

Subject Matter: Finance and Performance Monitoring 2022/23 - Year-End

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1 - General Fund Dashboard - Outturn 2022/23

1) Revenue Forecasts

Service	Current Net Budget	Total Net Expenditure	Employee Variance	Running Cost Variance	Income Variance	Pending Carry Forward Requests	Pending Reserve	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000
Communities, Homes, Digital and Communications	2,306	2,562	(263)	(78)	596			256
Finance, Performance, Legal and Governance	3,062	3,392	(67)	6,135	(5,738)			331
Growth and Investment	1,560	1,708	(73)	109	111	38	200	186
Leisure and Wellbeing	3,597	3,913	33	433	(150)	52		368
Operation and Traded Services	4,328	4,920	220	169	203			592
Regulation and Safety	1,205	1,281	(99)	133	41			75
Executive Services	0	142	131	10	2			142
Transformation Change Unit	(79)	69	(58)	127	79			148
Corporate Items - MRP, Net Cost of Borrowing, RCCO and Investment Income	1,701	763	0	(938)	0			(938)
Corporate Items - Other	(735)	(2,244)	(282)	(1,227)	0	78		(1,431)
Total Approved Budget	16,946	16,507	(457)	4,873	(4,856)	168	200	(272)

Funding

Grants	(2,489)	(2,809)	0	(319)	0			(319)
Business Rates	(9,263)	(11,048)	0	837	0			(1,784)
Council Tax	(9,127)	(9,127)	0	5	0			0
	(20,880)	(22,983)	0	523	0	0	0	(2,104)

3) Reserve Summary

Name of reserve	Current Net Budget	Total net expenditure			Pending Carry Forward	Pending Reserve	Total Variance
	£000	£000			£000	£000	£000
Transfer to/from Carry Forward Reserve	(1,182)	(1,014)			(168)		0
Transfer to/from Budget Stability Reserve	(193)	(193)					(0)
Transfers to/from earmarked reserves	1,354	1,451				(200)	97
Transfer to/from Business Rates Equalisation Reserve	3,954	5,737				0	1,783
Total Transfers	3,933	5,981			(168)	(200)	1,880
Total Reserves	0	(496)			0	0	(496)

5) Capital Summary

Portfolio	Current Budget	Total net			Pending	Pending	Total Variance
	£000	£000			£000	£000	£000
Communities, Homes, Digital and Communication Capital	2,481	1,366			890		(224)
Finance, Performance, Legal & Governance Capital	52	23			29		0
Growth and Investment	48	124			9		86
Leisure and Wellbeing Capital	2,292	1,033			1,207		(51)
Operation and Traded Services Capital	6,248	3,094			3,145		(9)
Regulation and Safety Capital	531	82			286		(162)
Executive Services							
Transformation Change Unit							
Corporate Items							
Grand Total	11,651	5,724			5,566	0	(360)

2) Head Count

Portfolio	Budgeted FTE's	Actual FTE's at outturn	Vacant FTE's
Communities and Homes, Digital and Communications	104.66	84.27	(20.39)
Finance and Performance, Legal and Governance	52.30	49.51	(2.79)
Growth and Investment	29.28	29.27	(0.01)
Leisure and Wellbeing	39.61	36.96	(2.65)
Operation and Traded Services	131.29	114.44	(16.85)
Regulation and Safety	42.06	31.20	(10.86)
Executive Services	12.81	11.92	(0.89)
Transformation Change Unit	8.21	6.61	(1.60)
Corporate Items			
Total	420.22	364.18	(56.04)

4) Delivery of 2022/23 savings targets

PORTFOLIO	Total	Red	Green
	£000s	£000s	£000s
Communities and Homes, Digital and Communications	(324)	(191)	(133)
Finance, Performance, Legal and Governance	(23)		(23)
Growth and Investment			
Leisure and Wellbeing			
Operation and Traded Services	(90)	(17)	(73)
Regulation and Safety	(3)	(3)	
Executive Services			
Transformation Change Unit	(309)	(62)	(247)
Corporate Items	(14)		(14)
TOTAL GF	(763)	(273)	(490)

Red savings	Red
	£000s
Procurement saving within Bereavement Services on maintenance costs	(3)
Cleaning costs for the Town Hall (£8k) plus license costs within IT (£7k)	(17)
Mainly relates to savings on fuel and vehicle repairs at WSU	(17)
Housing Acquisition saving	(157)
Mainly due to savings on cleaning and repairs & maintenance within the Housing Advice & Benefits Team	(17)
Remaining balance of the Transformation Target	(62)
TOTAL GF	(273)

6) Delivery of new income targets

PORTFOLIO	Total	Red	Green
	£000	£000	£000
Communities, Homes, Digital and Communications	61	(16)	77
Growth & Investment	(50)		(50)
Operation and Traded Services	(47)	(47)	0
Regulation and Safety	(50)		(50)
Executive Services	(105)	(105)	
Corporate Items	(25)	(25)	
TOTAL GF	(216)	(193)	(23)

7) Revenue variance narrative

PORTFOLIO	Outturn Variance	Previous Variance (Q3)	Movement	Reason for Variances
Communities, Homes, Digital and Communications	256	497	(242)	<p>Pressures:</p> <ul style="list-style-type: none"> -£294,000 IT & Digital Services - consultancy funded from salaries underspend to cover vacancies -£21,000 IT & Digital Services - annual Microsoft licences increase and other annual increases due to inflation and market conditions -£103,000 Housing Advice and Benefits Team - Expenditure required for general and major repairs for Private Sector Leasing properties -£157,000 Housing Advice and Benefits Team - A deferred budgeted saving target to mitigate the increased cost of temporary accommodation is not achievable due to the lack of suitable accommodation available on the open market -£90,000 Asset Maintenance - A pressure of £90,000 due to increased Electricity and Gas prices -£149,000 Asset Maintenance - An additional pressure of £149,000 due to expenditure required for repairs and maintenance, £98,000 for Public Offices (which included non-capitalised expenditure for town hall redecoration and relocation of the Property Repairs service and non-budgeted expenditure for the Work Services Dept of £39,000) -£81,000 Welfare Services - due to the demand for the service not increasing, this service has not met the budget set based upon an increased uptake in lifeline alarms <p>Savings:</p> <ul style="list-style-type: none"> -(£146,000) IT & Digital Services -salary savings due to vacancies not filled due to difficulties in recruitment -(£23,000) IT & Digital Services - hardware maintenance cost savings to budget due to alignment of budgets and staff vacancies meant that some planned works have not been undertaken -(£138,000) IT & Digital Services - grant funding received against consultancy for the Local Digital Fund scheme -(£38,000) Customer Services - additional salary savings due to vacancies due to recruitment difficulties and staff structure changes -(£82,000) Apprenticeships - due to vacancies while positions were assessed for requirements -(£235,000) Housing Advice and Benefits Team - Additional grant money received in year <p>The variance of £160,000 between outturn and Q3 is made up of various small variances all under £50k across the Digital & communications portfolio mainly due to salary savings as explained above. For the Communities and Homes portfolio there were variances between outturn and year end for Housing Benefit Payments of (£97k) for the following the final calculations from the Housing Subsidy claim and £83k for Corporate Property Administration for works that were carried out in the later part of the year.</p>
Finance, Performance, Legal and Governance	331	293	38	<p>Pressures</p> <ul style="list-style-type: none"> -£133,000 Financial Services mainly due to the cost of covering vacancies with Agency Staff partly mitigated by vacancy savings and the cost of April 2022 pay award. Vacancies on Financial Services Team to be filled as soon as possible to reduce cost of covering by use of Agency Staff -£129,000 Council Tax and Revenues due to shortfall of income from Court Fees partly mitigated by New Burdens Funding. No recovery action in respect of unpaid council tax due to prioritisation of resources to deliver the Council tax energy rebate scheme -£87,000 General Financial Services mainly due to additional External Audit Fees for 2020/21 and 2021/22 partly mitigated by grant income, plus an increase in payment card costs -£42,000 Legal Services due to one-off external legal costs <p>Savings</p> <ul style="list-style-type: none"> -(£31,000) Retired Employees due to reducing numbers in the scheme -(£22,000) Corporate Assurance New Burdens Funding received plus net savings against staff vacancies and use of external consultants -(£21,000) Chief Officer due to savings against training fees partly offset by salaries including effect of April 2022 pay award <p>Other minor pressures/(savings) total £14,000</p>
Growth and Investment	186	(76)	262	<p>Pressures</p> <ul style="list-style-type: none"> -£484,000 within Planning Services is due to the following variances, £192,000 on agency staff covering vacancies and dealing with a backlog of planning applications, the backlog was a result of the gap between staff leaving and agency staff being recruited. An underachievement of income of £320,000 on Planning Applications offset with additional income of £54,400 from PPA/PreApp charging. <p>Savings</p> <ul style="list-style-type: none"> -(£129,000) within Development Strategy due to salary voids within the year -(£126,000) within Economic Development due to two fixed term vacancies and a members of staff who started mid year against a full years budget. <p>Other pressures/(savings) total</p>
Leisure and Wellbeing	368	253	115	<p>Pressures</p> <ul style="list-style-type: none"> -£122,000 within Sports and Recreation mainly due to a projected underachievement on the sales fees and charges income target and unsuccessful recruitment to income generating vacancies. This is an ongoing budget pressure and is likely not contained to 2022/23. At the moment there are no viable options to cover this income shortfall. -£33,000 within the Benn Hall due to staffing costs following regrade and a overspend on new equipment and maintenance, plus technician costs. -£162,000 within the Parks due to overspends on maintenance of equipment mainly due to vandalism in play parks, overspend on External Contractors in regard to Tree Works, Internal Contractor work for repairs and maintenance across the borough and an underachievement of income for Rugby in Bloom through lack of sponsorship. -£41,000 within the Visitor Centre due to an underachievement of income through sales made through the Visitor Centre shop. <p>Other minor pressures/(savings) total £35,000</p>
Operation and Traded Services	592	582	10	<p>Pressures</p> <ul style="list-style-type: none"> -£280,000 Salaries and Agency staff - across all waste & recycling services due to the additional cost of the April 2022 pay award, employing agency staff, overtime and buyback of unused annual leave to cover high levels of sickness absence and maintain service levels during periods of high absence. Partly mitigated by savings arising from the industrial action April /May 2022. Service continuing to collaborate with Human Resources and Occupational Health to manage returns to work from long term sickness absences, plus a review of use of the collection rounds and use of fixed term contracts to ease pressure on future reliance on agency staff to support staffing levels required to deliver the service -£194,000 Green Waste - underachievement of income due to shortfall of 4,900 subscriptions. Future service delivery under review to ensure service does not operate at a loss in future years -£135,000 Fuel - increase in fuel costs partly mitigated by savings arising from period of industrial action. Route optimisation for all collection rounds ensuring spend on fuel is minimised and to align with Corporate Climate strategy -£107,000 Trade Waste - underachievement of income partly mitigated by savings on purchase and repair of Trade Waste bins. Council approved 40% increase to fees from April 2023 plus service review to ensure service does not operate at a loss in future years -£50,000 Bulky Waste collections - delay in increased collections due to industrial action and staff absence levels. Service to re-optimize rounds to ensure maximum capacity is achieved together with increased comms to advertise service -£37,000 Vehicles - Contract hire and repair and maintenance. Delay in the delivery of new vehicles which is being experienced nationally, the service are monitoring the spend on repairs of ageing fleet to inform Vehicle Replacement Capital Programme <p>Savings</p> <ul style="list-style-type: none"> -(£103,000) Streetscene - mainly due to savings on spend with external contractors by retaining more work internally -(£91,000) s106 Funding from providing bin service to Houlton -(£30,000) net savings from cost of collection of recycled material and credits received from WCC -(£22,000) Sale of Vehicles receipts received <p>Other minor pressures/(savings) total £35,000</p>
Regulation and Safety	75	252	(176)	<p>Pressures</p> <ul style="list-style-type: none"> £290,000 Car Parks- due to an underachievement of income of £242,000; this largely relates to Pay and Display income. Parking fees are being reviewed as part of a new parking strategy. There are overspends on business rates, machine repair costs, gritting and pothole repairs totalling £48,000. <p>Savings</p> <ul style="list-style-type: none"> (£51,000) Cemeteries- additional income from burials compared to budget, particularly during the final quarter (£67,000) Crematorium- additional income from cremations and memorials compared to budget, particularly during the final quarter (£45,000) Safety and Resilience- due to vacancies for the part of the year which have been filled from April 2023 (£23,000) Licensing- (£11,000) due to a vacant trainee post and (£8,000) grant funding received (£36,000) Regulatory Services- due to year-end land charges review in relation to historic works in default that were completed by the service <p>Other minor pressures/(savings) total £7,000</p>
Executive Services	142	100	42	<p>Pressures</p> <ul style="list-style-type: none"> £75,000 Human Resources Centralised Services- increase in recruitment costs. This is due to vacancy levels and difficulty in recruiting to some posts, which has meant several rounds of advertising. The overall salary saving across the council is £457,000, so off-sets this pressure. £26,000 Human Resources Centralised Services- for Employee Wellbeing expenses due to the current commitments provided for all employees which are as follows; monthly occupational health clinics, physio and counselling sessions on an ad-hoc basis, HepB clinics, blood tests and injections for front line workers when due, pre-employment checks and 2 x health care sessions. £41,000 Executive Director- unforeseen one-off employee costs

Transformation Change Unit	148	139	9	<p>Pressures -£105,000 RBC development company- as no monies have yet been loaned to the Council's development company, no interest will be received, which has a positive impact on the net cost of borrowing for the Council -£78,000 Transformation Change Unit- reduction in salaries being recharged to capital schemes -£31,000 Transformation Change Unit- consultancy costs. This is due to backfilling posts to ensure that projects continued to be delivered. -£62,000 Transformation Unit (Organisational)- remaining balance of the Transformation saving target</p> <p>Savings -(£91,000) Transformation Change Unit- due to staff vacancies that have not been recruited to during 2022/23 -(£40,000) RBC Holding- Reduced spend on the operating budget of the Council's holding company (CGL)</p> <p>Other minor pressures/(savings) total £3,000</p>
Corporate Items	(2,369)	(1,576)	(793)	<p>Savings -(£209,000) MRP - reduced capital spend in 2021/22 produced a saving in MRP for 2022/23 -(£738,000) Net Cost of Borrowing - increased income due to rising interest rates and a reduction in capital spend resulting in an increase of funds available to invest -(£63,000) RCCO - less revenue contribution required for purchase of waste bins due to additional developer income and S106 -(£762,000) released against covid recovery fund- this offsets income pressures within services -(£500,000) released against centrally held inflation budget- this partly offsets fuel, utility and pay inflationary pressures within services -(£100,000) offsets expenditure relating to town hall improvements within Asset Maintenance -(£102,000) additional income in relation to interest from pension prepayment</p> <p>Pressures -£77,000 underachievement of digitalisation savings target -£25,000 underachievement of procurement savings target; this is expected to be achieved in 2023/24</p>
Funding and Reserves	(224)	0	(224)	<p>Saving -(£319,000) Grant Income - additional new burdens grant money received during 2022/23</p> <p>Pressures -£97,000 increased contributions to reserves</p>
TOTAL GF	(496)	463	(735)	

8) Capital variance narrative

PORTFOLIO	Outturn Variance	Previous Variance (Q3)	Movement	Reason for Variances
Communities, Homes, Digital and Communication	(224)	(207)	(17)	<p>Savings (£150,000) Local Digital Fund as reclassified as a revenue budget (£57,000) Changing Places - project deferred to be included in town centre strategy action plan for future delivery</p>
Finance, Performance, Legal & Governance	0	(20)	20	Asset Management System
Growth & Investment	86	0	86	
Leisure and Wellbeing	(51)	6	(58)	<p>Pressure £82,000 S.106 capital expenditure for maintenance of sports facilities at Long Lawford Parish and play area equipment at Ryton on Dunsmore parish</p>
Operation and Traded Services	(9)	0	(9)	Underspend on Street Furniture
Regulation and Safety	(162)	(159)	(4)	<p>Savings (£150,000) Crematorium Car Park extension- scheme no longer taking place due to.....</p>
TOTAL GF	(360)	(379)	19	

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Outturn 2022/23

1) Revenue Summary

Service	Current Budget £000	Total Income/ Expenditure £000	Pending Supplementary Budget /Virement £000	Pending Reserve Movement Requests £000	Total Variance £000
Rent income from dwellings	(16,110)	(16,096)	0	0	13
Rent income from land and buildings	(120)	(120)	0	0	(0)
Charges for services	(905)	(859)	0	0	46
Contributions towards expenditure	(161)	(154)	0	0	7
Total Income	(17,296)	(17,230)	0	0	66
Transfer to Housing Repairs Account	3,899	4,690	0	0	791
Supervision & Management	5,157	5,378	0	0	221
Rent, rates, taxes and other charges	125	52	0	0	(73)
Depreciation and impairment	3,239	3,239	0	0	0
Debt management costs	24	0	0	0	(24)
Provision for bad or doubtful debts	66	80	0	0	14
Total Expenditure	12,511	13,440	0	0	929
HRA share of Corporate/Democratic Core Costs	290	290	0	0	0
Net cost of HRA services	(4,495)	(3,500)	0	0	995
Interest payable and similar charges	1,295	1,295			0
Interest and Investment Income	(191)	(918)			(727)
Net Operating expenditure	(3,391)	(3,123)	0	0	268
Contributions to (+) / from (-) reserves	49	29	0	0	(20)
Revenue Contributions to Capital Expenditure	3,342	3,094	0	0	(248)
(Surplus) / Deficit for the Year on HRA Services	0	0	0	0	(0)

2) Head Count- Vacancies (HRA)

Budgeted FTE's 22/23	Actual FTE's at Q4	Vacant FTE's at Q4
88.32	81.81	(6.51)

3) Reserves & Balances

Name of reserve / balance	Balance as at 1/04/22 £000	Actual contribution (to)/from £000	Forecast balance as at 31/03/23 £000	Forecast contribution (to)/from £000	Forecast balance as at 31/03/24 £000	Forecast contribution (to)/from £000	Forecast balance as at 31/03/25 £000
Housing Revenue Account Balances	(4,294)	209	(4,085)	0	(4,085)	0	(4,085)
HRA Balances (Capital)	(15,014)	(2,422)	(17,436)	1,600	(15,836)	2,876	(12,960)
HRA Major Repairs Reserve	(3,805)	(1,256)	(5,061)	769	(4,292)	718	(3,574)
Housing Repairs Account	(93)	93	0	0	0	0	0
HRA Climate Change Reserve	(0)	(976)	(976)	(1,000)	(1,976)	0	(1,976)
Sheltered Housing Rent Reserve	(309)	(49)	(358)	(49)	(407)	(49)	(456)
Right to buy Capital Receipts	(9,942)	(2,825)	(12,767)	1,774	(10,993)	1,774	(9,219)
	(33,457)	(7,226)	(40,683)	3,094	(37,589)	5,319	(32,270)

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Outturn 2022/23

4) Capital Summary

Service	Original Budget £000	Total Expenditure £000	Pending Supplementary Budget/Virement/carry forward £000	Total Variance £000
Automated Repairs System	74	0	74	0
Biart Place - Capital	17,875	427	17,448	0
Housing Management System	175	82	50	(43)
Laundries	113	82		(31)
Fire Risk Prevention Works	105	56	49	0
Rewiring	201	86	115	0
Lifeline Renewal Programme	56	33	23	(0)
Finlock Gutter Improvements	130	15		(115)
Rebuilding Retaining Walls	113	58	30	(25)
Replacement Footpaths	182	13		(169)
Door Security Systems	126	113		(13)
Electrical Upgrades - Community Rooms	50	46		(4)
Boiler Works - Tanser Court	114	0		(114)
LED lighting	5	0		(5)
Roof Refurbishment - Tanser Court	175	0		(175)
Driveways	45	11	25	(9)
Fire Risk Prevention works voids	105	69		(36)
Rewiring Unplanned Renewals	100	0		(100)
Fire Risk Unplanned Renewals	40	0	40	0
Roofing unplanned renewals	50	0	50	0
Disabled Adaptations	216	290		74
Kitchen Modifications	812	201	611	0
Kitchen Modifications Voids	200	75		(125)
Kitchens non voids	52	48	4	(0)
Heating Upgrades	1,022	559	135	(328)
Bathroom Modifications	391	399		8
Bathroom Modifications - voids	175	43		(132)
Bathrooms non voids	84	(2)	10	(76)
Housing Window Replacement	20	20		0
Carbon Management Plan (HRA)	2,919	326	2,180	(413)
Purchase of Council Houses	12,672	807	11,865	0
Rounds Gardens Capital	2,166	430	1,736	0
Rounds Gardens demolition	5,000	1,425	3,575	(0)
Property Repairs Team Vehicle	86	0	86	0
Victoria House Roof Refurbishment	70	0		(70)
Overall Total	45,719	5,713	38,106	(1,900)

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Outturn 2022/23

5) Revenue variance narrative

Service	Outturn Variance £000	Previous Variance (Q3) £000	Movement £000	Reason for variances
Rent income from dwellings	13	161	(148)	The number of sales over the year was less than the estimated figure of 33 properties and there was a decline towards year end giving a final figure of the year of 25 - this resulted in additional income being received in the year. Final year end figures taking into account of income from HRA homeless properties showed an overall variance for the year of +0.08%.
Rent income from land and buildings	(0)	1	(2)	
Charges for services	46	29	17	
Contributions towards expenditure	7	10	(4)	
Transfer to Housing Repairs Account	791	814	(23)	<p>Pressures</p> <p>£280,000 Voids -45% increase in the number of void properties being returned requiring major repairs, outsourcing to external contractors required. Voids consultancy review undertaken April/May 2023 recommendations being implemented to manage our housing stock to reduce the turnaround time of repairs</p> <p>£167,000 Agency Staffing - challenges arising from market conditions to be able to recruit to vacant posts. Vacancies have now been filled and reliance on agency has been reduced</p> <p>£235,000 External Contractors - due to volume of roofing repair works including an increase in scaffolding costs. A planned programme of works to include replacement roofs is being investigated</p> <p>£100,000 value of jobs completed pre April 2022 of which £60k is rechargeable to the HRA, with remaining £40k to be further investigated to ensure income is maximised where possible. Process of reviewing value of completed jobs to facilitate timely invoicing has been implemented.</p> <p>£39,000 External Legal Costs - cost of defending disrepair claims. Alternative Disrepair Resolution now in place to mitigate future claims</p> <p>£27,000 Transport - including increased cost of fuel and contract hire . Fuel costs have reduced and fleet renewal planned to reduce running costs</p> <p>Savings</p> <p>(£105,000) Planned Maintenance Schemes - net underspend across all schemes due to changes in inspection schedules and renewal programmes</p> <p>Other minor pressures/(savings) total £48,000</p>
Supervision & Management	221	192	29	The variance reflects movements in utility costs and salaries (including agency and pay award)
Rent, rates, taxes and other charges	(73)	0	(73)	The previous financial years showed a greater number of bills being paid compared to 2022/23 and this will be amended in future years budgets
Debt management costs	(24)	(24)	0	
Provision for bad or doubtful debts	14	(59)	73	Final figures show that since the last calculation the level of debts have increased. Debts greater than 1 year old have also increased which attracts a higher level of provision. The overall provision made was £80k against a budget of £66k.
HRA share of Corporate/Democratic Core Costs	0	2	(2)	
Interest and Investment Income	(727)	(725)	(2)	Due the rise in interest rates throughout the financial year, this result in increased returns on investments
Contributions to (+) / from (-) reserves	(20)	0	(20)	
Revenue Contributions to Capital Expenditure	(248)	0	(248)	This saving is due to the pressure on net operating expenditure resulting in a reduced revenue contribution to capital
TOTAL HRA	(0)	402	(402)	

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Outturn 2022/23

6) Capital variance narrative

Service	Outturn Variance £000	Previous Variance (Q3) £000	Movement £000	Reason for variances
Housing Management System	(43)	0	(43)	Saving as Phase 1 complete
Laundries	(31)	(28)	(3)	
Finlock Gutter Improvements	(115)	(105)	(10)	Savings due to reduced number of properties requiring gutter replacements
Rebuilding Retaining Walls	(25)	(30)	5	
Replacement Footpaths	(169)	(172)	3	Savings due to reduced number of properties requiring replacement footpaths
Door Security Systems	(13)	0	(13)	
Electrical Upgrades - Community Rooms	(4)	(5)	1	
Boiler Works - Tanser Court	(114)	0	(114)	Saving with possible spend if work is needed to be determined before bigger budget is requested
LED lighting	(5)	0	(5)	
Roof Refurbishment - Tanser Court	(175)	0	(175)	Saving with possible spend if work is needed to be determined before bigger budget is requested
Driveways	(9)	0	(9)	
Fire Risk Prevention works voids	(36)	0	(36)	
Rewiring Unplanned Renewals	(100)	(100)	0	Rewire for voids redirected to Asset Management
Disabled Adaptations	74	40	34	Pressure due to larger projects and unpredictability of spend
Kitchen Modifications Voids	(125)	(125)	(0)	Saving due to reduced number of properties requiring kitchen modifications
Heating Upgrades	(328)	(322)	(6)	Savings on supplier costs due to retendering
Bathroom Modifications	8	0	8	
Bathroom Modifications - voids	(132)	(135)	3	Savings due to planned programme of bathroom refurbishments reducing requirement for reactive refurbishments
Bathrooms non voids	(76)	(49)	(27)	Savings due to planned programme of bathroom refurbishments reducing requirement for reactive refurbishments
Carbon Management Plan (HRA)	(413)	(369)	(44)	Scheme reduced due to smaller tenant engagement than planned
Victoria House Roof Refurbishment	(70)	(70)	0	Saving due to decisions to be made on future of the site
	(1,900)	(1,470)	(430)	

Portfolio	Service	Proposed Carry Forward	Description
Growth and Investment	Town Centre Improvements	38	Budget requested to be carried forward to fund items that were detailed in a report taken to Council in July 2022 as requested as part of the Town Centre Public Realm working party.
		38	
Leisure & Wellbeing	Town Centre - Kings Coronation	10	Kings Coronation budget established in 2022/23, however, the Kings Coronation takes place in May budget requested to be carried forward in order to pay for events and activities planned in the new financial year
Leisure & Wellbeing	Town Centre - Bicentenary	42	Bicentenary of the game run from January to December 2023, budget is requested to be carry forward in order to fund activities in the new financial year
		52	
Corporate Items - Other	Corporate	78	Budget requested to be carried forward to fund the RCCO contribution from the Covid Adaptations budget to Town Hall Capital Adaptations in order to fund the capital adaptations to the Town Hall for the club room etc
		78	
	Grand Total	168	

General Fund Capital Reprofileing 2022/23

Portfolio	Service	Budget to be Reprofiled £000s	Reason for Reprofileing
Leisure & Wellbeing	Preservation Conservation	101	The project has been delayed due to delays because of staffing and delays in finding a suitable contractor to complete the works
Leisure & Wellbeing	Safety Improvements	21	To fund the ongoing scheme
Leisure & Wellbeing	Glaramara Close Play Area Refurbishment	10	Due to the vacant manager position has meant the project has been slipped
Leisure & Wellbeing	Apple Grove/Sorrell Drive Play Area Refurbishment	224	Due to the vacant manager position has meant the project has been slipped
Leisure & Wellbeing	New Bilton Recreation Ground Refurbishment	150	Due to the vacant manager position has meant the project has been slipped
Leisure & Wellbeing	Park Connector Network	167	To fund the ongoing scheme
Leisure & Wellbeing	Queen Diamond Jubilee Centre	420	Delays in the contract extension due to legal issues has resulted in the project being slipped
Leisure & Wellbeing	UKSPF - Floodlights Project	50	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
Leisure & Wellbeing	UKSPF - Bicentenary Project	29	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
Leisure & Wellbeing	UKSPF - Market Equipment	31	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
Leisure & Wellbeing	UKSPF - Bandstand Project	4	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
	Leisure & Wellbeing Portfolio Total	1,207	
Growth and Investment	UKSPF - Footfall Camera Project	9	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
	Growth and Investment Portfolio Total	9	
Regulation & Safety	Memorial Safety	52	Lack of resources within the team due to vacancies; also needs to go out to tender
Regulation & Safety	Rainsbrook Cemetery Preparation	131	Additional report to be taken for remainder of scheme
Regulation & Safety	Croop Hill Chapel Refurbishment	60	Various staff delays due to vacancies and other commitments plus report required for additional budget.
Regulation & Safety	Crematorium Memorialisation Project	43	Works delayed due to waiting for contractor but due to be completed in 23/24. Report required for additional £10k budget
	Regulation & Safety Portfolio Total	286	
Communities, Homes, Digital & Communications	ICT Renewal Programme	(11)	net overspend of £11k to be offset against 23/24 to realign budgets due to advance purchases due to the current market situation with prices & supply
Communities, Homes, Digital & Communications	Digitalisation and Development Programme	27	Reprofile for ongoing work
Communities, Homes, Digital & Communications	Parks & Grounds Inspection System	15	Reprofile due to looking at best options for the service
Communities, Homes, Digital & Communications	Corporate Property Enhancements	225	c/f for ongoing works
Communities, Homes, Digital & Communications	Town Hall Adaptations	78	c/f for ongoing works on clubroom and kitchen refurbishments
Communities, Homes, Digital & Communications	Housing Acquisition Fund	294	For a future acquisition
Communities, Homes, Digital & Communications	Carbon Management Plan	200	c/f for solar works at AGM and QDJC due to staff resources
Communities, Homes, Digital & Communications	UKSPF - White Goods Programme	62	Delays in the confirmation of the UKSPF funding meant projects were not started as soon as anticipated
	Communities, Homes, Digital & Communications Portfolio Total	890	
Finance, Performance & Governance	Corporate Asset Management System	29	to be reprofiled for the PRS teams new stock supplier integration and for ongoing works for playgrounds, trees and grounds maintenance & enhanced reporting
	Finance, Performance & Governance Portfolio Total	29	
Operation & Traded Services	Great Central Walk Bridge	611	Reprofiled in line with programme of works
Operation & Traded Services	Route Optimiser System	10	For future development of software to support increased efficiency in delivery of Trade Waste service
Operation & Traded Services	Vehicles	1,952	Reprofiled to meet cost of vehicles on order at 31/3/23 to be delivered in 23/24
Operation & Traded Services	Sherbourne Recycling	572	Due to timing of drawdowns of the loan facility
	Operations & Traded Portfolio Total	3,145	
	Total General Fund Reprofileing to 2023/24 and Future Years	5,566	

Portfolio	Scheme	Budget to be Reprofiled £000s	Reason for Reprofileing
HRA	Automated Repairs System	74	Reprofile for future developments
HRA	Biart Place - Capital	17,448	Reprofile for design fees and future build costs
HRA	Housing Management System	50	for future development work as go through Phase 2
HRA	Fire Risk Prevention Works	49	Reprofile to meet future anticipated cost of works
HRA	Rewiring	115	for future development work as go through Phase 2
HRA	Lifeline Renewal Programme	23	for ongoing work on upgrading the equipment
HRA	Rebuilding Retaining Walls	30	Reprofile to meet future cost of works
HRA	Driveways	25	Reprofile to meet future anticipated cost of works due to ageing driveways
HRA	Fire Risk Unplanned Renewals	40	Reprofile to meet future anticipated cost of works
HRA	Roofing Unplanned Renewals	50	Reprofile to meet future anticipated cost of works
HRA	Kitchen Modifications	611	Due to existing supplier being replaced
HRA	Kitchen non Voids	4	Reprofile due to delays in supply re supplier being replaced
HRA	Heating Upgrades	135	For 60 properties delayed due to access issues
HRA	Bathroom Modifications - non voids	10	Reprofile £10k to meet future works
HRA	Carbon Management Plan	2,180	reprofile the 2nd phase budget request against external funding, to commence in 23/24
HRA	Purchase of Council Houses	11,865	Reprofiled into future years for ongoing purchases.
HRA	Rounds Gardens Capital	1,736	Reprofiled into future period as not in full design yet as awaiting joint venture
HRA	Rounds Gardens demolition	3,575	Reprofiled in future period due to demolition not starting until September and spanning two years
HRA	Property Repairs Team Vehicle	86	Reprofile due to delays in supply of vehicles plus re-evaluation of replacement programme
Total HRA Reprofileing to 2023/24 and Future Years		38,106	
Grand Total Reprofileing to 2023/24 and Future Years		43,672	

General Fund (GF) Reserves and Balances over the Medium Term Financial Plan 2022/26

	Balance at 1 April 2022	Actual transfers in/out	Contributions to be approved	Balance at 31 March 2023	Description of Movement	Balance at 1 April 2023	Forecast Net Transfers in Year	Balance at 31 March 2024	Forecast Net Transfers in Year	Balance at 31 March 2025	Forecast Net Transfers in Year	Balance at 31 March 2026	Description of Reserve
	£000s	£000s	£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
General Fund Revenue Account	(2,250)	(496)	0	(2,746)	Contribution to balance is the 2022/23 outturn position	(2,746)	0	(2,746)	0	(2,746)	0	(2,746)	Held for unforeseen emergencies.
Business Rates Equalisation Reserve	(11,304)	(5,737)	0	(17,041)	Contribution as per 2022/23 budget setting process in addition to contribution included in outturn report	(17,041)	1,701	(15,340)	(7,066)	(22,406)	(561)	(22,967)	The business rates equalisation reserve is to help mitigate the anticipated reduction in funding from business rates reset and fair funding in future years.
Budget Stability Reserve	(3,064)	193	0	(2,871)	As per various Cabinet/Council reports during 2022/23	(2,871)	331	(2,540)	150	(2,390)	200	(2,190)	Held for budget volatility and pressures on the delivery of savings.
GF Revenue Carry Forward Reserve	(1,182)	1,014	0	(168)	As per outturn reports 2021/22 and 2022/23	(168)	168	0	0	0	0	0	Annual carry forwards as approved each year by Council at outturn.
Subtotal Corporate Reserves	(17,800)	(5,026)	0	(22,826)		(22,826)	2,200	(20,626)	(6,916)	(27,542)	(361)	(27,903)	
Other Earmarked Reserves													
Non-Conditional Revenue Grants	(393)	188	0	(205)	In year revenue grants utilised by services	(205)	40	(165)	40	(125)	0	(125)	Unringfenced grant income received but not fully utilised.
Revenue Section Agreements	(2,106)	170	0	(1,937)	In year usage of s106 funding	(1,937)	114	(1,823)	114	(1,709)	114	(1,595)	Section 106 contributions, with no conditions attached, set aside to fund future spend.
Warwickshire Consortium Reserve	(2)	0	0	(2)		(2)	0	(2)	0	(2)	0	(2)	Held for Warwickshire Wide Training joint working.
STW Pensions Reserve	(86)	0	0	(86)		(86)	0	(86)	0	(86)	0	(86)	Held for pension contributions.
Subtotal - Organisation Wide Reserves	(2,587)	358	0	(2,229)		(2,229)	154	(2,075)	154	(1,921)	114	(1,807)	
Transformation Fund	(400)	(948)	0	(1,348)	Budgeted contribution of £1m as per 2022/23 budget setting process, in addition to approved drawdowns	(1,348)	125	(1,223)	143	(1,223)	0	(1,223)	To fund transformation projects that will deliver ongoing revenue savings.
Emergency Climate Reserve	(500)	(500)	0	(1,000)	Budgeted contribution as per 2022/23 budget setting process	(1,000)	0	(1,000)	0	(1,000)	0	(1,000)	To support the delivery of the Climate Change Strategy.
Town Centre Strategy Reserve	0	0	0	0		0	(5,000)	(5,000)	0	(5,000)	0	(5,000)	New reserve established to support Rugby Town Centre regeneration.
Subtotal - Executive Directors	(900)	(1,448)	0	(2,348)		(2,348)	(4,875)	(7,223)	143	(7,223)	0	(7,223)	

	Balance at 1 April 2022	Actual transfers in/out	Contributions to be approved	Balance at 31 March 2023	Description of Movement	Balance at 1 April 2023	Forecast Net Transfers in Year	Balance at 31 March 2024	Forecast Net Transfers in Year	Balance at 31 March 2025	Forecast Net Transfers in Year	Balance at 31 March 2026	Description of Reserve
	£000s	£000s	£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
HoF Licence Reserve	(51)	51	0	0	Close down of reserve following closure of Hall of Fame	0	0	0	0	0	0	0	Now fully committed.
Acquisition Reserve (AG/M)	(16)	0	0	(16)		(16)	0	(16)	0	(16)	0	(17)	For the purchase of Artworks for the RAGM.
Family Weight Project Reserve	(58)	0	(31)	(89)	Contribution to reserve to be used to mitigate future contract costs following increases	(89)	22	(68)	0	(68)	0	(68)	To mitigate costs of the service throughout the contract period, no inflation built in to agreement so needed to meet costs of salaries etc.
Subtotal - Leisure and Wellbeing	(126)	51	(31)	(105)		(105)	22	(84)	0	(84)	0	(85)	
Town Centre Improvement Reserve	(162)	40	0	(122)	Budgeted draw down of reserve to part fund Town Centre Strategy Works	(122)	0	(122)	0	(122)	0	(122)	To support the Town Centre development.
Business Support Grants Reserve	0	0	(200)	(200)	New reserve set up with approval requested in Outturn report. £200k underspend from 22/23 Economic Development and Town Centre budget transferred to reserve for future use	(200)	0	(200)	0	(200)	0	(200)	Reserve created to support new businesses in the Town Centre
Subtotal - Growth and Investment	(162)	40	(200)	(322)		(322)	0	(322)	0	(322)	0	(322)	
CIPFA Training Reserve	(24)	5	0	(19)		(19)	3	(16)	0	(16)	0	(16)	Used for future CIPFA training for the Financial Services Team.
Corporate Assurance Training Reserve	(4)	0	0	(4)		(4)	2	(2)	1	(1)	0	(1)	Used for future audit training for the Corporate Assurance Team.
Insurance / RM Reserve	(11)	0	(25)	(36)	Premium rebate received in year	(36)	0	(36)	0	(36)	0	(36)	Insurance premium rebates from reductions held here to buffer future risk.
Subtotal - Finance, Performance, Legal and Governance	(38)	5	(25)	(59)		(59)	5	(54)	1	(53)	0	(53)	
Corporate Apprentice Scheme Reserve	(54)	0	0	(54)		(54)	5	(49)	5	(44)	5	(39)	Contribution towards the Corporate Apprentice Scheme.
Energy Efficiency Investment Fund	(91)	0	(31)	(122)	In year receipts	(121)	0	(121)	0	(121)	0	(121)	Accumulation of income from Feed in Tariffs from solar panels.
Woodside Park R & M Reserve	(29)	0	0	(29)		(29)	3	(26)	2	(24)	0	(24)	Contribution to pay for repairs to the sewage system.
Welfare Support Reserve	(325)	12	0	(313)	In year drawdown	(313)	98	(215)	98	(117)	0	(117)	Additional non conditional resources to help fund the Housing Advice and Benefits Team (e.g. Homelessness, staffing, SWEP payments).
Welfare Support IT Reserve	(100)	0	0	(100)		(100)	0	(100)	0	(100)	0	(100)	Held for specific IT improvements.
Subtotal - Communities and Homes, Digitalisation and Communications	(599)	13	(31)	(618)		(617)	106	(511)	105	(406)	5	(401)	

	Balance at 1 April 2022	Actual transfers in/out	Contributions to be approved	Balance at 31 March 2023	Description of Movement	Balance at 1 April 2023	Forecast Net Transfers in Year	Balance at 31 March 2024	Forecast Net Transfers in Year	Balance at 31 March 2025	Forecast Net Transfers in Year	Balance at 31 March 2026	Description of Reserve
	£000s	£000s	£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Hackney Carriages Reserve	(34)	26	0	(8)	After accounting adjustments, drawdown from reserve to balance budget	(8)	0	(8)	0	(8)	0	(7)	To account for taxi licenses spanning multiple years and to achieve a cost neutral position.
Crematorium Replacement Reserve	(73)	(4)	0	(77)	Budgeted contribution of (£25,000) into reserve plus £21,000 spend to finance Crematorium capital scheme	(77)	64	(13)	0	(13)	(25)	(38)	For long-term planning; for replacement of the cremators plus other works. Budgeted contribution of £25k per annum for both RBC and WNC.
Crematorium Cameo Reserve	(32)	0	(2)	(34)	Income from Cameo scheme transferred to reserve	(34)	8	(26)	0	(26)	(3)	(29)	Income received from membership of Cameo scheme and held for future investment in the Crematorium service.
Environmental Crimes Reserve	(21)	0	(1)	(22)	Additional FPN income transferred to reserve	(22)	0	(22)	0	(22)	0	(22)	Ring-fenced surplus from Environmental Crime Fixed Penalty Notices; to be used for related educational or preventative works.
Licensing Reserve	(30)	0	(7)	(37)	Additional license income transferred to reserve	(37)	0	(37)	0	(37)	0	(37)	To be used to mitigate budget volatility in future years.
Graves In Perpetuity	(11)	0	0	(11)		(11)	0	(11)	0	(11)	0	(11)	For use in Cemeteries service.
HMO License Reserve	(24)	14	0	(10)	After accounting adjustments done, drawdown from reserve to balance budget	(10)	4	(6)	0	(6)	(11)	(17)	Income held to account for 5 year HMO licenses paid in advance.
Subtotal - Regulation and Safety	(224)	35	(10)	(199)		(199)	76	(123)	0	(123)	(39)	(161)	
Land Drainage Reserve	(20)	0	0	(20)		(20)	2	(18)	2	(16)	2	(14)	To cover future spend requirements.
Waste Reserve	(135)	29	0	(106)	In year drawdown	(106)	35	(71)	0	(71)	0	(71)	Created to help fund any unexpected pressures in future years, mainly Gate Fees which may increase depending on usage/tonnages.
Subtotal - Operation and Traded	(155)	29	0	(126)		(126)	37	(89)	2	(87)	2	(85)	
Total Service Earmarked Reserves	(4,791)	(916)	(297)	(6,005)		(6,005)	(4,475)	(10,481)	405	(10,218)	82	(10,138)	
TOTAL General Fund Reserves	(24,842)	(6,438)	(297)	(31,577)		(31,578)	(2,275)	(33,852)	(6,511)	(40,507)	(279)	(40,786)	

Appendix 5 - General Fund Capital Programme 2022/23

Portfolio	Scheme	Original Budget £000	Total Expenditure £000	Pending Supplementary Budget/ Virement/carry forward £000	Outturn Variance £000	Previous Variance (Q3) £000	Movement £000	Reason for variances
Communities, Homes, Digital and Communication	Corporate Property Enhancements	365	140	225	0	0	0	
Communities, Homes, Digital and Communication	Changing Places	57	0	0	(57)	(57)	0	project deferred to be included in town centre strategy action plan for future delivery
Communities, Homes, Digital and Communication	Housing Acquisition Fund	294	0	294	0	0	0	
Communities, Homes, Digital and Communication	Carbon Management Plan	200	0	200	0	0	0	
Communities, Homes, Digital and Communication	Disabled Facilities Grant	768	760	0	(8)	0	(8)	
Communities, Homes, Digital and Communication	Woodside Park LPG	8	0	0	(8)	0	(8)	
Communities, Homes, Digital and Communication	Town Hall Adaptations	150	72	78	0	0	0	
Communities, Homes, Digital and Communication	UKSPF - White Goods Programme	62	0	62	0	0	0	
Communities, Homes, Digital and Communication	ICT Renewal Programme	125	178	(11)	42	0	42	net overspend of £11k to be offset against 23/24 to realign budgets due to advance purchases due to the current market situation with prices & supply
Communities, Homes, Digital and Communication	ICT refresh programme - Infrastructure	123	87	0	(36)	0	(36)	underspend to fund overspend on ICT Renewal Programme
Communities, Homes, Digital and Communication	ICT refresh programme - AV equipment	29	28	0	(1)	0	(1)	underspend to fund overspend on ICT Renewal Programme
Communities, Homes, Digital and Communication	Digitalisation and Development Programme	45	18	27	0	0	0	
Communities, Homes, Digital and Communication	Sophos Intercept	25	24	0	(1)	0	(1)	underspend to fund overspend on ICT Renewal Programme
Communities, Homes, Digital and Communication	PCI & Cyber Security	65	61	0	(4)	0	(4)	underspend to fund overspend on ICT Renewal Programme
Communities, Homes, Digital and Communication	Local Digital Fund Scheme	150	0	0	(150)	(150)	0	Scheme reclassified as revenue
Communities, Homes, Digital and Communication	Parks and Grounds Inspection System	15	0	15	0	0	0	
Communities, Homes, Digital & Communications Portfolio Total		2,481	1,366	890	(224)	(207)	(17)	
Finance, Performance, Legal & Governance	Corporate Asset Management System	52	23	29	0	(20)	20	
Finance, Performance & Governance Portfolio Total		52	23	29	0	(20)	20	
Growth and Investment	UKSPF - Footfall Camera Project	48	38	9	0	0	0	
Growth & Investment Portfolio Total		48	38	9	0	0	0	
Leisure and Wellbeing	Preventative Conservation	101	0	101	0	0	0	Project slipped into next financial year due to delays in staffing and finding contractors to do work.
Leisure and Wellbeing	Athletics Track	4	0	0	(4)	0	(4)	
Leisure and Wellbeing	Capital Expenditure Sec 106	305	387	0	82	0	82	
Leisure and Wellbeing	New Bilton Recreation Ground	150	0	150	0	0	0	
Leisure and Wellbeing	Whitehall Recreation Ground	335	304	0	(31)	0	(31)	Saving relates to power to Bandstand moved to UKSPF

Appendix 5 - General Fund Capital Programme 2022/23

Portfolio	Scheme	Original Budget £000	Total Expenditure £000	Pending Supplementary Budget/ Virement/carry forward £000	Outturn Variance £000	Previous Variance (Q3) £000	Movement £000	Reason for variances
Leisure and Wellbeing	Open Spaces Refurbishment - Safety Improvements	72	51	21	0	0	0	
Leisure and Wellbeing	Open Spaces refurbishment Glaramara Close play area	126	97	10	(19)	0	(19)	
Leisure and Wellbeing	Newbold Quarry works	11	17	0	6	6	(0)	Pressure relates to work completed in relation to insurance claim which has been rejected
Leisure and Wellbeing	Open Spaces Refurb. Apple Grove/Sorrell Drive	250	26	224	0	0	0	
Leisure and Wellbeing	Park Connector Network	319	152	167	0	0	0	
Leisure and Wellbeing	Queen Diamond Jubilee Centre	420	0	420	0	0	0	
Leisure and Wellbeing	UKSPF - Floodlights Project	50	0	50	0	0	0	
Leisure and Wellbeing	UKSPF - Christmas Lights Project	38	38	0	0	0	0	
Leisure and Wellbeing	UKSPF - Bicentenary Project	45	16	29	0	0	0	
Leisure and Wellbeing	UKSPF - Market Equipment	31	0	31	0	0	0	
Leisure and Wellbeing	UKSPF - Bandstand Project	35	31	4	0	0	0	
	Leisure & Wellbeing Portfolio Total	2,292	1,119	1,207	35	6	29	
Operation and Traded Services	Route Optimiser System	10	0	10	0	0	0	
Operation and Traded Services	Great Central Walk Bridge	611	0	611	0	0	0	
Operation and Traded Services	Street Furniture	72	61	0	(11)	0	(11)	
Operation and Traded Services	Sherbourne Recycling	3,207	2,635	572	0	0	0	
Operation and Traded Services	Purchase of Waste Bins	88	90	0	2	0	2	
Operation and Traded Services	Purchase of Vehicles	2,260	308	1,952	0	0	0	
	Operations & Traded Portfolio Total	6,248	3,094	3,145	(9)	0	(9)	
Regulation and Safety	Rainsbrook Cemetery Preparation	161	30	131	0	0	0	Additional report to be taken for remainder of scheme
Regulation and Safety	Memorial Safety	52	0	52	0	0	0	£22k has been slipped from 21/22. Annual budget is £30k. No works done to date due to lack of resources within the team; also needs to go out to tender
Regulation and Safety	Crematorium Car Park Extension	180	0	0	(180)	(180)	0	Scheme no longer going ahead
Regulation and Safety	Croop Hill Chapel Refurbishment	60	0	60	0	0	0	Various staff delays and budget insufficient. Report required for additional budget.
Regulation and Safety	Crematorium Memorialisation Project	43	0	43	0	0	0	Works delayed due to waiting for contractor but due to be completed in 23/24/ Report required for additional £10k budget
Regulation and Safety	Crematorium Music System Upgrade	0	21	0	21	21	(0)	Approved by JC but budget was not in place; this has been completed funded from Crem reserves
Regulation and Safety	Safer Streets	35	31	0	(3)	0	(3)	Funded by grant; remaining grant to be returned
	Regulation & Safety Portfolio Total	531	82	286	(162)	(159)	(3)	
	Total General Fund Capital Programme	11,651	5,724	5,566	(360)	(380)	20	

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
A) Key Statistics										
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: % of homes that have had required gas safety checks	%	no target, however trends will be analysed	N/A	99.87	99.22	99.17	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: % of homes in buildings that have had all the necessary fire risk assessments	%	no target, however trends will be analysed	N/A	100	99.99	95.45	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: % of homes in buildings that have had all the necessary asbestos management surveys or reinspection	%	no target, however trends will be analysed	N/A	90.90	98.70	94.44	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: % of homes in buildings that have had all the necessary legionella risk assessments	%	no target, however trends will be analysed	N/A	100	100.00	95.93	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: % of homes in buildings where the communal passenger lifts have had all the necessary checks	%	no target, however trends will be analysed	N/A	100	79.62	88.23	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	C&P	lotto - revenue generated to support VCS	£	no target, however trends will be analysed	8,515	8,506	8,209	8,050	Mary Jane Gunn
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of households in temporary accommodation (excluding B&B)	Number	no target, however trends will be analysed	30	13	48	96	George Balogun
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of homelessness applications determined where we have a duty	Number	no target, however trends will be analysed	49	46	28	63	George Balogun
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of applicants on the housing waiting list	Number	no target, however trends will be analysed	616	550	394	420	George Balogun
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of discretionary awards paid (Council Tax)	Number	no target, however trends will be analysed	15	4	21	26	Carrie Maskell
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of discretionary awards paid (rent)	Number	no target, however trends will be analysed		Q1 and 2 combined 65	31	33	Carrie Maskell
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of households in receipt of HB	Number	no target, however trends will be analysed	2,354	2,322	2,224	2,209	Carrie Maskell
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of households in receipt of CTR	Number	no target, however trends will be analysed	5,200	5,209	5,171	5,179	Carrie Maskell
Communities, Homes, Digital and Communications	Communities and Homes	HABT	% of housing benefit claims processed within 20 days	%	no target, however trends will be analysed	N/A	N/A	N/A	68	Carrie Maskell
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of homelessness applications determined where we do not have a duty	Number	no target, however trends will be analysed	0	5	4	19	George Balogun

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Communities, Homes, Digital and Communications	Communities and Homes	Housing Services	Number of evictions for rent arrears	Number	no target, however trends will be analysed	2	2	2	4	Marie Barlow
Communities, Homes, Digital and Communications	Communities and Homes	Housing Services	Number of evictions for ASB	Number	no target, however trends will be analysed	0	0	0	0	Marie Barlow
Communities, Homes, Digital and Communications	Communities and Homes	Housing Services	Number of evictions - other	Number	no target, however trends will be analysed	0	0	0	0	Marie Barlow
Communities, Homes, Digital and Communications	Communities and Homes	Housing Services	Average void (key to key)	Number	no target, however trends will be analysed	72.67	75.33	82.52	N/A	Marie Barlow
Communities, Homes, Digital and Communications	Communities and Homes	PRS	RFSH: satisfaction with repairs		no target, however trends will be analysed	N/A	N/A	N/A	N/A	Mary Jane Gunn
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of EIR requests completed within the statutory timeframe	%	no target, however trends will be analysed	100	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of Subject Access Requests (SAR) completed within the statutory timeframe	%	no target, however trends will be analysed	100	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of adult population who are active users of the Rugby Waste App	%	no target, however trends will be analysed	N/A	17.66	18.30	11.71	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	Number of services requested or enquiries answered via the CSC	Number	no target, however trends will be analysed	24,128	21,206	15,840	18,384	Emma Tomlinson
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	% service requests by digital channel (Quarterly)	%	no target, however trends will be analysed	35	17	12	29.40	Emma Tomlinson
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	% digital service requests by self serve or structured webform (Quarterly)	%	no target, however trends will be analysed	N/A	N/A	1,947	4,611	Emma Tomlinson
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	£ Cost per digital transaction (Annual)	£	no target, however trends will be analysed	N/A	N/A	N/A	N/A	Emma Tomlinson
Communities, Homes, Digital and Communications	Digital and Communications	IT & Digital Services	% service requests by digital channel (Monthly)	%	no target, however trends will be analysed	73.62	75.06	72.34	74.19	Stuart Mewes
Communities, Homes, Digital and Communications	Digital and Communications	IT & Digital Services	Critical systems uptime (%)	%	no target, however trends will be analysed	100	99	100	100	Stuart Mewes
Communities, Homes, Digital and Communications	Digital and Communications	IT & Digital Services	£ Cost per capita for technumberlogy running costs	£	no target, however trends will be analysed	N/A	N/A	N/A	N/A	Stuart Mewes
Communities, Homes, Digital and Communications	Digital and Communications	IT & Digital Services	% Waste Electrical and Electronic Equipment reused or recycled (by item)	%	no target, however trends will be analysed	100	100	100	100	Stuart Mewes
Finance, Performance, Legal and Governance	Finance and Performance	across the council	% spend Rugby, Warwickshire and West Midlands	%	no target, however trends will be analysed	34	35	31	N/A	Catrina Rimen

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Finance, Performance, Legal and Governance	Finance and Performance	across the council	%of spend Rugby (All supplier sizes)	%	no target, however trends will be analysed	16	21	18	N/A	Catrina Rimen
Finance, Performance, Legal and Governance	Finance and Performance	across the council	% of spend Rugby (SMEs)	%	no target, however trends will be analysed	12	12	16	N/A	Catrina Rimen
Finance, Performance, Legal and Governance	Finance and Performance	across the council	% of agreed internal audit actions implemented on time	%	no target, however trends will be analysed	68	71	69	67	Pamela Thomas
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of current year bid levy collected	%	no target, however trends will be analysed	67.90	79.80	86.90	92.33	Chryssa Burdett
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of all years bid levy collected	%	no target, however trends will be analysed	N/A	N/A	N/A	N/A	Chryssa Burdett
Finance, Performance, Legal and Governance	Legal and Governance	Electoral Services	Electoral registrations within the borough of Rugby as a % of eligible population	%	no target, however trends will be analysed	TBC	TBC	97	97	Sara Bolderston-Bowers
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	Employees identifying as having a disability (%)	%	no target, however trends will be analysed	18.01	18.05	18.65	16.49	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees who identify as male	%	no target, however trends will be analysed	51.42	54.77	54.37	54.12	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees who identify as female	%	no target, however trends will be analysed	48.58	45.23	45.63	45.88	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees in the age bracket 15-24	%	no target, however trends will be analysed	3.24	3.65	3.84	4.65	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees in the age bracket 25-44	%	no target, however trends will be analysed	38.66	39.55	38.81	37.84	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees in the age bracket 45-59	%	no target, however trends will be analysed	42.11	40.38	42.22	41.86	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees in the age bracket 60-64	%	no target, however trends will be analysed	11.13	11.76	11.08	10.99	Martin North
Finance, Performance, Legal and Governance	Legal and Governance	Equality and Diversity	% of employees in the age bracket 65+	%	no target, however trends will be analysed	4.86	4.66	4.05	4.43	Martin North
Growth and Investment	Growth and Investment	Development Management	% of refused planning applications	%	no target, however trends will be analysed	8.06	7.05	10.11	7.73	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Number of determined applications	Number	no target, however trends will be analysed	293	252	314	281	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Number of appeals received	Number	no target, however trends will be analysed	7	3	4	5	Richard Holt

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Growth and Investment	Growth and Investment	Development Management	Number of enforcement cases closed	Number	no target, however trends will be analysed	82	79	76	108	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Serve Enforcement number of cases within 28 days of instruction	Number	no target, however trends will be analysed	N/A	N/A	N/A	N/A	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Number of planning applications received	Number	no target, however trends will be analysed	304	351	249	315	Richard Holt
Leisure and Wellbeing	Leisure and Wellbeing	Arts and Heritage Services (RAGM - Rugby Art Gallery and Museum)	Number of visitors to Rugby Art Gallery & Museum	Number	no target, however trends will be analysed	11,053	12,376	19,134	16,173	Silvia Zombardo
Leisure and Wellbeing	Leisure and Wellbeing	Parks and Open Spaces	Retention of Silver and above in Heart of England In Bloom Awards	Number	no target, however trends will be analysed	N/A	Awarded Gold	N/A	N/A	TBC
Leisure and Wellbeing	Leisure and Wellbeing	Parks and Open Spaces	Number of trees planted on RBC green space	Number	no target, however trends will be analysed	0	0	3	92	TBC
Leisure and Wellbeing	Leisure and Wellbeing	Sport and Recreation	Queens Diamond Jubilee Centre complaints	Number	no target, however trends will be analysed	9	3	0	2	Tom Allen
Leisure and Wellbeing	Leisure and Wellbeing	Sport and Recreation	Number of young people participating in Swim School Programme supporting them to lead active and healthy lifestyles	Number	no target, however trends will be analysed	1,901	1,903	1,908	1,912	Tom Allen
Leisure and Wellbeing	Leisure and Wellbeing	Sport and Recreation	% of participants completing 90% or more of the Family Weight Management Course per annum	%	no target, however trends will be analysed	N/A	88	91	81	Tom Allen
Operations and Traded	Operations & Traded Services	Grounds Maintenance	% of planned works completed on time inc grass cutting, hedge trimming and bedding planted	%	no target, however trends will be analysed	N/A	N/A	80	80	Deborah Middlemiss
Operations and Traded	Operations & Traded Services	Property Repairs	% of jobs completed within our definition of First-time fix	%	no target, however trends will be analysed	N/A	71	99	99.40	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	Average number of days to complete a repair	days	no target, however trends will be analysed	N/A	7.70	20	40	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	Number of overdue jobs, planned and responsive	Number	no target, however trends will be analysed	N/A	N/A	171	171	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	Number of emergency repairs received as % of total	Number	no target, however trends will be analysed	N/A	5	3	7.42	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	Number of Handyperson jobs completed ** Change to % of handyperson jobs invoiced on completed jobs** from Q4	%	no target, however trends will be analysed	N/A	106	43	18	Rachael Savage
Operations and Traded	Operations & Traded Services	Street Cleansing	% of sweeping routes completed on time	%	no target, however trends will be analysed	N/A	N/A	85	80	Anton Cuscito
Operations and Traded	Operations & Traded Services	Street Cleansing	Number of fly tips collected after 5 days (of reporting)	Number	no target, however trends will be analysed	100	100	100	100	Anton Cuscito

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Regulation and Safety	Regulation and Safety	Bereavement Services	% of local deceased usage through Rainsbrook Crematorium	%	no target, however trends will be analysed	77	86	63	71	Lorraine Marley
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of deployments of fly tipping cameras		no target, however trends will be analysed	3	3	2	2	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of patrols of parks specifically to engage with dog owners regarding dogs and leads, dog fouling and micro-chipping	Number	no target, however trends will be analysed	3	0	0	13	Claire Baldwin
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of environmental permitted sites due for inspection completed	%	no target, however trends will be analysed	100	88	79	133	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 5	%	no target, however trends will be analysed	74.70	74.00	73.50	75.40	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 4 and above	%	no target, however trends will be analysed	89.70	89	89.10	91	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 3 and above	%	no target, however trends will be analysed	96.10	95.70	95.50	95.80	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 2 and below	%	no target, however trends will be analysed	3.90	4.40	4.50	4.20	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of premises improved after a Food Hygiene Rating Scheme requested revisit	%	no target, however trends will be analysed	100	No requests.	N/A	100	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of domestic nuisance complaints received	Number	no target, however trends will be analysed	193	245	120	101	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of complaints received regarding industrial and commercial nuisance	Number	no target, however trends will be analysed	2	75	29	31	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Total number of licensed HMOs	Number	no target, however trends will be analysed	192	192	196	196	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of new HMOs Licensed	Number	no target, however trends will be analysed	9	5	18	17	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of HMOs where formal action taken under any Regulation and Safety legislation	Number	no target, however trends will be analysed	0	0	0	0	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of Statutory Nuisances cases which required formal action	Number	no target, however trends will be analysed	0	0	0	0	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of fly tipping recorded incidents	Number	no target, however trends will be analysed	463	401	377	557	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Cost of fly tips to council	£	no target, however trends will be analysed	N/A	N/A	N/A	N/A	Verna Zinclair

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of unauthorised encampments attended by Community Wardens for public safety and welfare visits		no target, however trends will be analysed	3	1	1	0	Claire Baldwin
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Cost of unauthorised encampments to the council	£	no target, however trends will be analysed	N/A	N/A	0	0	Vernas Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Air quality improvements (average)		no target, however trends will be analysed	N/A	N/A	N/A	N/A	Henry Biddington
Regulation and Safety	Regulation and Safety	Licensing and Parking	Total number of animal licences	Number	no target, however trends will be analysed	26	26	25	20	Zulfeqar Rahman

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
B) Key Performance Indicators										
Communities, Homes, Digital and Communications	Communities and Homes	Housing Services	% of rent roll collected	%	to be baselined	70.18	86.29	85.98	83.92	Marie Barlow
Communities, Homes, Digital and Communications	Communities and Homes	Assets	RFSH: homes that do not meet the Decent Homes Standard	Number	to be baselined	0	0	0	0	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	Assets	Number of Council homes completed	Number	to be baselined	N/A	N/A	N/A	N/A	TBA
Communities, Homes, Digital and Communications	Communities and Homes	Assets	% of homes rated (EPC) C and above	%	to be baselined	N/A	N/A	68	68	Bill Winter
Communities, Homes, Digital and Communications	Communities and Homes	C & P	Number of affordable homes delivered	Number	to be baselined	32	80	47	53	Craig Oakley
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of people rough sleeping	Number	to be baselined	6	8	10	14	George Balogun
Communities, Homes, Digital and Communications	Communities and Homes	HABT	Number of households in bed and breakfast for less than 6 weeks	Number	to be baselined	0	3	9	5	George Balogun
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of Freedom of Information (FOI) requests completed within the statutory timeframe	%	90	83	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	Number of data breaches and near misses reported internally	Number	0	2	3	6	7	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	Number of data breaches reported to the Information Commissioner's Office (ICO)	Number	0	0	0	0	0	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of Residents that respond to annual survey as "proud of the Borough" (Annual)	%	30	N/A	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% alignment of the demographic of respondents to annual survey and the demographic of the borough (Annual)	%	70	N/A	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	Number complaints (Quarterly)	Number	300	N/A	N/A	N/A	173	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of Residents that respond to annual survey as "having Trust in the Council" (Annual)	%	60	N/A	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Communications	% of complaints responded to within the timeframe	%	90	60	N/A	N/A	N/A	Matthew Deaves
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	The % of requests resolved at the first point of contact (Quarterly)	%	70	N/A	N/A	N/A	N/A	Emma Tomlinson

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Communities, Homes, Digital and Communications	Digital and Communications	Customer Services	Service Delivery Metric: Customer satisfaction (Quarterly) %	%	75	N/A	N/A	N/A	77.67	Emma Tomlinson
Communities, Homes, Digital and Communications	Digital and Communications	IT & Digital Services	Average resolution time (business hours) of all IT services tickets	Hours	24	9.51	6.06	6.04	9.04	Stuart Mewes
Finance, Performance, Legal and Governance	all	across the council	% delivery of MTFS savings targets	%	100	N/A	N/A	59.87	52	All Chief Officers
Finance, Performance, Legal and Governance	Finance and Performance	across the council	% of outstanding sundry debtors over 28 days from invoice date	%	to be baselined	N/A	N/A	N/A	N/A	Chryssa Burdett
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of Current year Council Tax collected	%	98.60	37.28	57.90	84.60	94.83	Chryssa Burdett
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of current year nummern-domestic Rates collected	%	98.60	31.66	58.00	84.40	96.75	Chryssa Burdett
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of all years Council Tax collected	%	98.60	N/A	N/A	N/A	89.95	Chryssa Burdett
Finance, Performance, Legal and Governance	Finance and Performance	Revenues	% of all year nummern-domestic Rates collected	%	98.60	N/A	N/A	N/A	97.71	Chryssa Burdett
Finance, Performance, Legal and Governance	Legal and Governance	Democratic Services	% Member attendance of training programme	%	to be baselined	22	22	26	33	Claire Waleczek
Finance, Performance, Legal and Governance	Legal and Governance	Democratic Services	% Member attendance at Committee meetings	%	to be baselined	78	77	84	81	Claire Waleczek
Finance, Performance, Legal and Governance	Legal and Governance	Monitoring Officer	Number of complaints received relating to Members and Parish Council Members	Number	to be baselined	7	2	2	8	Aftab Razzaq
Growth and Investment	Growth and Investment	Development Management	Quality of decision making - Number of appeals relating to a Major application upheld as a % of all Major Applications determined (Annual)	%	<10	0.02	0.02	0	0	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Quality of decision making - Number of appeals relating to a nummern-major application upheld as a % of all nummern-major applications determined (Annual)	%	<10	0.01	0.01	0.64	1.20	Richard Holt
Growth and Investment	Growth and Investment	Major Projects and Economic Development	Number of businesses ceasing trading (Annual)	Number	To be baselined	N/A	N/A	N/A	N/A	Helen Nightingale
Growth and Investment	Growth and Investment	Development Management	Speed of decision making - % of major planning applications determined within 13 weeks	%	60	75	100	86	92	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Speed of decision making - % of minumerr planning applications determined within 8 weeks	%	70	84	85	82	79	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Speed of decision making - % of other planning application determined within 8 weeks	%	80	87	86	87	86	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Average end to end time for Land Charge Searches (in days)	Days	10.00	4.58	3.60	2.32	2.02	Richard Holt
Growth and Investment	Growth and Investment	Development Management	Number of enforcement cases received	Number	to be baselined	77	97	37	85	Richard Holt

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Growth and Investment	Growth and Investment	Development Management	Determine action within 8 weeks where there is a breach of planning control and it is expedient to take action	Number	80	N/A	N/A	N/A	N/A	Richard Holt
Growth and Investment	Growth and Investment	Development Strategy	The number of new homes built within the year (Annual)	Number	663	N/A	N/A	N/A	939	Neil Holly
Growth and Investment	Growth and Investment	Development Strategy	Rugby Borough Council's 5 year land supply for new homes (Annual)	Number	>5 Years	N/A	N/A	N/A	5.60	Neil Holly
Growth and Investment	Growth and Investment	Development Strategy	Rugby exceeds the Housing Delivery Test (Annual %)	%	> 95	N/A	N/A	N/A	132	Neil Holly
Growth and Investment	Growth and Investment	Major Projects and Economic Development	£ of inward investment (Annual)	£	to be baselined	N/A	N/A	N/A	N/A	Helen Nightingale
Growth and Investment	Growth and Investment	Major Projects and Economic Development	Number of new businesses trading (Annual)	Number	to be baselined	N/A	N/A	N/A	N/A	Helen Nightingale
Growth and Investment	Growth and Investment	Major Projects and Economic Development	Number of vacant units in the town centre (Annual)	Number	to be baselined	N/A	N/A	N/A	N/A	Helen Nightingale
Growth and Investment	Growth and Investment	Major Projects and Economic Development	Number of visitors to the town centre (Annual)	Number	to be baselined	N/A	N/A	N/A	N/A	Helen Nightingale
Growth and Investment	Growth and Investment	Major Projects and Economic Development	£ external funding received to contribute to regeneration programme (Annual)	£	to be baselined	N/A	N/A	N/A	390,500	Helen Nightingale
Growth and Investment	Growth and Investment	Major Projects and Economic Development	Number of businesses trading in the borough (Annual)	Number	to be baselined	N/A	N/A	N/A	5,025	Helen Nightingale
Leisure and Wellbeing	Leisure and Wellbeing	Parks and Open Spaces	% of tree inspections overdue	%	<10	N/A	N/A	N/A	<10	TBC
Leisure and Wellbeing	Leisure and Wellbeing	Parks and Open Spaces	% of playground inspections overdue	%	<10	N/A	N/A	0	0	TBC
Leisure and Wellbeing	Leisure and Wellbeing	Sport and Recreation	Leisure Centre Visits	Number	>60,000 per month	69,615	63,440	71,066	37,098	Tom Allen
Leisure and Wellbeing	Leisure and Wellbeing	Sport and Recreation	Total number of contacts in top 30% LSOA's - all ages		>1,000	1,983	1,472	2,115	2,020	Tom Allen
Operations and Traded	Operations & Traded Services	Streetscene	Number of external works quoted for	Number	5	3	6	5	6	Paul Mernagh
Operations and Traded	Operations & Traded Services	Streetscene	% of external works quoted for and won	%	50	33	33	0	0	Paul Mernagh
Operations and Traded	Operations & Traded Services	Property Repairs	Customer satisfaction via perception survey %	%	95	N/A	N/A	N/A	N/A	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	% of minumberr voids completed on time (up to 7 days)	%	95	N/A	96	100	0	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	% of standard voids completed on time (up to 4 weeks)	%	95	N/A	0	87.5	60	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	% of major voids completed on time (up to 8 weeks)	%	95	N/A	96	0	40	Rachael Savage
Operations and Traded	Operations & Traded Services	Property Repairs	% of major, standard and minumberr voids	%	Minor - 0 Standard - 80 Major - 20	N/A	Minor - 22.6 Standard - 23.7 Major - 53.6	Minor - 8 Standard - 46 Major - 46	Minor - 100 Standard - 40 Major - 60	Rachael Savage
Operations and Traded	Operations & Traded Services	Waste & Recycling	% of household waste sent for reuse, recycling and composting	%	50	40.80	43.12	44	44.60	Anton Cuscito
Operations and Traded	Operations & Traded Services	Waste & Recycling	Tonnage of residual waste per household KG	Kg	120	N/A	102.00	N/A	100.25	Anton Cuscito

Portfolio	Chief Officer		Code & Title	Analysed by	Target	June 2022 (Q1)	September 2022 (Q2)	December 2022 (Q3)	March 2023 (Q4)	Assignee
Operations and Traded	Operations & Traded Services	Waste & Recycling	% of residual waste sent to landfill	%	0	N/A	18.97	N/A	13.40	Anton Cuscito
Operations and Traded	Operations & Traded Services	Waste & Recycling	Number of missed Refuse Bins	Number	300	416	416	298	245	Anton Cuscito
Operations and Traded	Operations & Traded Services	Waste & Recycling	Number of missed Green waste Bins	Number	300	599	527	405	203	Anton Cuscito
Operations and Traded	Operations & Traded Services	Waste & Recycling	Number of missed Recycling Bins	Number	300	270	562	228	230	Anton Cuscito
Operations and Traded	Operations & Traded Services	Waste & Recycling	% Contamination of recycling collected at kerbside	%	10	12.16	11.56	12	12	Anton Cuscito
Operations and Traded	Operations & Traded Services	Grounds Maintenance	Reduction of peat in composting as %	%	100	100	100	100	N/A	Deborah Middlemiss
Regulation and Safety	Regulation and Safety	Bereavement Services	Number of cremations held at Rainsbrook	Number	1,000	272	282	246	326	Lorraine Marley
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	% of planned food inspections completed	%	98	74	62	67	100	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of accidents reported by businesses where RBC enforce via the HSE RIDDOR system	Number	to be baselined	12	11	13	11	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of accidents needing investigation	Number	to be baselined	6	8	7	7	Henry Biddington
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of HMOs Inspected (including annual inspection of licenced HMOs, inspections for all new applications and any enforcement e.g. complaints).	Number	to be baselined	8	13	29	26	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of Community Protection Warnings issued	Number	to be baselined	2	2	2	6	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of Community Protection numberties issued	Number	to be baselined	2	0	0	0	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of fly tipping incidents investigated	Number	100	100	100	100	100	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of fly tipping incidents where action taken against suspected or actual fly tippers (e.g. warning letters, fixed penalty numberties, prosecutions).	Number	to be baselined	15	14	26	10	Verna Zinclair
Regulation and Safety	Regulation and Safety	Environmental Health and Community Safety	Number of patrols in high risk areas (e.g. fly tipping, ASB)	Number	to be baselined	1,042	1,058	1,284	1,132	Claire Baldwin
Regulation and Safety	Regulation and Safety	Licensing and Parking	Average time to process new taxi driver licence applications (weeks)	Weeks	12	12	12	6.80	4	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	Average time to process new vehicle licence applications and transfers. (hours)	Hours	24	24	24	24	36	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	Average time to process new operator licence applications (hours)	Hours	36	36	36	1	N/A	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	Average time to process new premises alcohol licences (days)	Days	31	36	36	63	31	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	Average time to process new alcohol personal licence applications (days)	Days	20	20	20	24	11	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	% of annual animal licence inspections due in year completed	%	100	N/A	N/A	10	65	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Licensing and Parking	% of annual taxi operator licence inspections due in year completed	%	100	N/A	N/A	30	0	Zulfeqar Rahman
Regulation and Safety	Regulation and Safety	Safety and Resilience	Total number of RIDDOR reportable incidents reported to the HSE	Number	0	0	1	2	0	Letitia Lees/Wendy Browett

Agenda No 10

AGENDA MANAGEMENT SHEET

Report Title: Low Carbon Skills Fund Proposals

Name of Committee: Cabinet

Date of Meeting: 26 June 2023

Report Director: Chief Officer – Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: Benn Ward, Eastlands Ward, Newbold and Brownsover Ward

Prior Consultation: All Group Leaders

Contact Officer: Dominic Urmston, Decarbonisation Projects Officer, 01788 533 874 or dominic.urmston@rugby.gov.uk.

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
 Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
 Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
 Residents live healthy, independent lives, with the most vulnerable protected. (HC)
 Rugby Borough Council is a responsible, effective and efficient organisation. (O)
[Corporate Strategy 2021-2024](#)
 This report does not specifically relate to any Council priorities but

Summary: The Public Sector Low Carbon Skills Fund (LCSF) provides grants to boost decarbonisation skills and unlock decarbonisation in the public sector.

The Department for Energy Security and Net Zero has made available up to £17M of funding for

Phase 4 Public Sector Low Carbon Skills Fund that will provide grants for public sector organisations to engage the specialist and expert advice and skills required to create a robust heat decarbonisation plan and/or detailed designs to prepare for heat decarbonisation and energy efficiency works.

The Phase 4 Public Sector Low Carbon Skills Fund will be delivered in 2023/24. Applicants will be informed of a decision by 30th June 2023. All applications that receive funding in the Phase 4 Public Sector Low Carbon Skills Fund must complete their heat decarbonisation plans before 28th March 2024.

The project proposal is to enable access to external expertise and support in order to prepare a heat decarbonisation plan for three Rugby Borough Council buildings:

- The Town Hall;
- Works Services Unit;
- and Rugby Art Gallery, Library and Museum.

These buildings were all identified as being amongst the largest consumers of energy and biggest emitters of greenhouse gases in the Council's corporate property portfolio by an energy analysis conducted during the creation of Rugby Borough Council's Carbon Management Strategy and Delivery Plan (2022). The proposed heat decarbonisation plan would build on this existing plan, and would lay out specific, practical steps towards decarbonising the heating systems in these buildings.

Financial Implications:

The estimated overall cost of the project is £50,000, of which 100% would be covered by the grant, should the application be successful.

Risk Management/Health and Safety Implications:

i) The award of grant remains a competitive process and the Council has submitted a formal bid, setting out the reasons for applying, detailing the activities that funding is being applied for, providing a full description of the proposal, and setting out a delivery plan, in compliance with guidance. There is no guarantee that the bid will be successful.

ii) The timeframe for delivery of the project is challenging. Following an announcement on

whether or not the bid has been successful due on 30th June 2023, all successful applications that receive funding must complete their heat decarbonisation plan before 28th March 2024.

iii) A clear delivery plan will be required to ensure that, if successful, the grant allocation is spent in compliance with the associated conditions.

iv) The grant is only available for the cost of resourcing specialist private sector skills and expertise, such as consultancy, to produce a heat decarbonisation plan. There is no certainty of final cost until the proposed works, including those of professional, administrative and ancillary works, have gone out to tender. Any overspend shall be met by the Council from its own funds.

v) If the Council is unable to complete the heat decarbonisation plan by the date specified in the Grant Offer Letter, any costs incurred to complete the project after the grant end date must be met by alternative sources, given the terms and conditions of the grant award.

vi) The ability to implement the measures outlined in the heat decarbonisation plan would be dependent on securing further funding at a later date, for example through the Public Sector Decarbonisation Scheme (PSDS).

Environmental Implications:

Please see the attached Climate Change and Environmental impact Assessment – appendix 1.

Legal Implications:

The requirements for the delivery of the scheme, including eligibility criteria, are set out in the Phase 4 Low Carbon Skills Fund (LCSF) Guidance, produced by Salix Finance.

Equality and Diversity:

There are no Equality and Diversity considerations arising from this report

Options:

If the resulting bid is successful, the Council can either:

i) Accept the £50,000 allocation and progress with creating a heat decarbonisation plan.

ii) decline the offer and continue instead to develop a programme of schemes in preparedness for any additional funding opportunities that may become

available. However, it cannot be guaranteed that such opportunities will arise.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT, in anticipation that the Council's bid to the Phase 4 Public Sector Low Carbon Skills Fund the Midlands is successful,

- (1) delegated authority be given to the Chief Officer of Communities and Homes, in consultation with the Chief Officer of Legal and Governance to accept the grant, of £50,000, subject to satisfactory terms and conditions, to access external expertise and support in order to prepare a heat decarbonisation plan for three Rugby Borough Council buildings: The Town Hall; Works Services Unit; and Rugby Art Gallery, Library and Museum;
- (2) a supplementary budget of £50,000 be established for the progress of the project, to be funded wholly by the grant allocation; and
- (3) regular updates on the progress of any resulting programme of works, including risks, be provided to the Climate Emergency Working Group.

Reasons for Recommendation:

This opportunity comes at nil cost to the Council and will support the transition of corporate buildings towards net zero.

Cabinet – 26 June 2023

Low Carbon Skills Fund Proposals

Public Report of the Chief Officer – Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT, in anticipation that the Council's bid to the Phase 4 Public Sector Low Carbon Skills Fund the Midlands is successful,

- (1) delegated authority be given to the Chief Officer of Communities and Homes, in consultation with the Chief Officer of Legal and Governance to accept the grant, of £50,000, subject to satisfactory terms and conditions, to access external expertise and support in order to prepare a heat decarbonisation plan for three Rugby Borough Council buildings: The Town Hall; Works Services Unit; and Rugby Art Gallery, Library and Museum;
- (2) a supplementary budget of £50,000 be established for the progress of the project, to be funded wholly by the grant allocation; and
- (3) regular updates on the progress of any resulting programme of works, including risks, be provided to the Climate Emergency Working Group.

1.0 Introduction

- 1.1 On 18 July 2019, Rugby Borough Council declared a climate emergency, and in doing so committed to making the Council's activities carbon neutral by 2030.
- 1.2 In early 2021, the Council agreed a new Corporate Strategy which identified four priority outcomes, including: *"Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change."*
- 1.3 In 2022, the Council published its Climate Change Strategy and Action Plan for the borough of Rugby. The action plan contains seven themes, one of which is 'Workplaces and Economy'. Under this theme, and the heading 'Our 2030 goals', the following are listed:
 - The Borough will benefit from non-residential buildings reaching net zero by 2030.
 - The Borough will benefit from workplaces which are able to adapt and become resilient to future climate change
 - We will lead by example by ensuring that the Council's operations are net zero by 2030.

- 1.4 Furthermore, in the same section of the Climate Change Strategy and Action Plan, the following specific point is included under 'Delivering Change':
- Improve the energy efficiency of our buildings by undertaking fabric upgrades, lighting retrofits and heating system replacement to low carbon alternatives such as a ground source heat pump.
- 1.5 The Department for Energy Security and Net Zero has made available up to £17M of funding for the Phase 4 Public Sector Low Carbon Skills Fund (LCSF) that will provide grants for public sector organisations to engage the specialist and expert advice and skills required to create a robust heat decarbonisation plan and/or detailed designs to prepare for heat decarbonisation and energy efficiency works.
- 1.6 The LCSF Application Portal was opened to eligible public sector organisations to apply for grants of up to £1,000,000 at 2pm on Wednesday 26th April 2023. Successful applicants will be notified by 30th June 2023.

2.0 Requirements of the scheme

- 2.1 Guidance has been produced which covers the detail of the scheme and its delivery: https://www.salixfinance.co.uk/sites/default/files/2023-03/Phase%204%20Low%20Carbon%20Skills%20Fund%20Guidance%20Notes_1.pdf A copy is attached as appendix 2.
- 2.2 In summary, the main points are:
- The Public Sector Low Carbon Skills Fund (LCSF) provides grants for public sector bodies to develop heat decarbonisation plans and/or detailed designs to prepare for procurement and delivery of heat decarbonisation and energy efficiency works.
 - Phase 4 LCSF has a maximum application grant value of £1,000,000.
 - All Applicants awarded funding must complete their projects by Thursday 28th March 2024 at the latest.
 - Social housing improvements are outside of the scope of Phase 4 of the LCSF.
 - The funding is for producing a heat decarbonisation plan(s), updating an existing heat decarbonisation plan(s), or where an up-to-date heat decarbonisation plan(s) is already in place, a standalone detailed design(s) up to at least Royal Institute of British Architects RIBA stage 3.
 - Heat decarbonisation plan(s) and detailed designs must be delivered in respect of public sector building(s) that have a fossil fuel heating system currently in place and take a whole building approach to decarbonisation. Organisations should prioritise design works on buildings with fossil fuel heating systems nearing their end of life.

- Applicants must either own the building(s) that is/are the subject(s) of the funding application or have a long-term lease arrangement, longer than the lifetime of technologies proposed, where the tenancy agreement places the responsibility for operation and maintenance of the building services on the Applicant.
- The grant is only available for the cost of resourcing specialist private sector skills and expertise, such as consultancy, to undertake an eligible project.
- The grant must not be used for capital expenditure, such as the purchase of energy efficiency or decarbonisation equipment.
- The grant must not be used to fund an existing full-time employee at the public sector organisation whose costs are already covered by internal budgets.

3.0 Project overview

- 3.1 The proposed project would see Rugby Borough Council engage specialist and expert advice to create a heat decarbonisation plan for three Council buildings: The Town Hall; Works Services Unit; and Rugby Art Gallery, Library and Museum.
- 3.2 Should funding be secured, the Council would need to procure and contract with specialist advisors to produce a heat decarbonisation plan
- 3.3 The works must be compliant with the scheme requirements in terms of qualifying properties.

4 Financial implications

- 4.1 The Council has submitted a bid to the LCSF and awaits a decision on funding. The decision notification is due by 30th June 2023.
- 4.2 The following should be noted:
- The estimated overall cost of the project is £50,000, of which 100% would be covered by the grant if the application is successful. No Council funds would need to be used for this project.
 - The grant must be used in accordance with the terms of the award letter and spent within the grant period unless this is extended by Salix Finance.

5 Risk management

- 5.1 As with any grant-funded project:
- Committing to the scheme is not without risks, with the main ones being identified on the agenda management sheet.
 - A risk register will be developed and maintained through to completion.

6 Conclusion

- 6.1 This exciting project contributes towards the Council's commitment to making its activities carbon neutral by 2030, by helping its non-residential buildings transition towards net zero.
- 6.2 This project will also contribute towards the Council's aim to create workplaces which are able to adapt and become resilient to future climate change
- 6.3 This is an opportunity for the Council to receive a grant to support the decarbonisation of three buildings which are amongst the highest emitters of greenhouse gases within its corporate portfolio.
- 6.4 Should the grant application be successful, a further report will be brought forward for the consideration of Cabinet, outlining the decarbonisation proposals that have been identified, along with confirmation of the resulting supplementary budget requirements to support their implementation.

Name of Meeting: Cabinet
Date of Meeting: 26 June 2023
Subject Matter: Low Carbon Skills Fund Proposals
Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
Appx 1	Climate Change and Environmental impact Assessment

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1 - Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Chief Executive.

If you require help, advice and support to complete the form, please contact Dan Green, Deputy Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities and Homes
Policy/Service/Change being assessed	Application to the Low Carbon Skills Fund in order to engage specialist and expert advice and skills to create a heat decarbonisation plan for three buildings: Town Hall; Works Services Unit; and Rugby Art Gallery, Museum and Library.
Is this a new or existing Policy/Service/Change?	New
If existing policy/service please state date of last assessment	
Ward Specific Impacts	Benn Ward - Creation of a heat decarbonisation plan for Town Hall Eastlands Ward - Creation of a heat decarbonisation plan for Rugby Art Gallery, Museum and Library Newbold and Brownsover Ward – Creation of a heat decarbonisation plan for Works Services Unit
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The Council has applied to the Low Carbon Skills Fund for £50,000 in order to engage specialist and expert advice and skills to create a heat decarbonisation plan for three buildings: Town Hall; Works Services Unit; and Rugby Art Gallery, Museum and Library. If successful, this would allow the Council to create a plan setting out specific, practical steps towards decarbonising the heating systems in these buildings. Ultimately, if these steps were implemented in the future, decarbonising the heating systems in some of its highest emitting buildings, would move the Council significantly closer to its goal of net zero carbon by 2030. This would also be accompanied by longer term cost savings due to the reduced energy consumption in the three buildings.
Completed By	Dominic Urmston
Authorised By	
Date of Assessment	15 th May 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A heat decarbonisation plan would include measures to reduce the energy consumption in the Town Hall, Works Services Unit, and Rugby Art Gallery, Museum and Library.	Engaging specialist and expert advice and skills in order to create a heat decarbonisation plan.	William Winter	Complete 24 March 2024
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Creating a heat decarbonisation plan for three of the Council's highest emitting buildings would show commitment to its stated aim to become carbon neutral by 2030. As such, this would display leadership within the Rugby Borough in terms of helping to tackle climate change.	Engaging specialist and expert advice and skills in order to create a heat decarbonisation plan.	William Winter	Complete 24 March 2024
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A heat decarbonisation plan would lay out the steps required to reduce energy consumption and greenhouse gas emissions in three existing buildings. The practical steps are likely to include improvements to the insulation of all three buildings, which would help keep them warmer in winter and cooler in summer.	Engaging specialist and expert advice and skills in order to create a heat decarbonisation plan.	William Winter	Complete 24 March 2024
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	
Key points to be considered through review	
Person responsible for review	
Authorised by	

Phase 4 Low Carbon Skills Fund (LCSF) Guidance

March 2023

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1. Phase 4 Low Carbon Skills fund (LCSF)

The Public Sector Low Carbon Skills Fund (LCSF) provides grants for public sector bodies to develop heat decarbonisation plans and/or detailed designs to prepare for procurement and delivery of heat decarbonisation and energy efficiency works.

These Guidance Notes cover Phase 4 LCSF and the Phase 4 LCSF funding window. As we begin this phase of the LCSF scheme, the emphasis remains on providing grant funding for projects that focus on developing plans for the decarbonisation of heat.

One of the greatest challenges today in meeting the UK's 2050 Net Zero target is decarbonising the way buildings are heated. Most of the buildings in the public sector still rely on fossil fuel-based heating and expert skills are required to identify and plan how these heating systems can be replaced, ideally at the end of their working lives.

Developing a heat decarbonisation plan (HDP) will help organisations to think more strategically about decarbonisation opportunities, and work through the planning lifecycle up to and including the development of detailed project proposals that are cost-effective, aligned with their organisational decarbonisation strategy, and ready to be funded, including through an application for other grant funding schemes.

The Department for Energy Security and Net Zero (DESNZ) has made available up to **£17 million** of funding for Phase 4 LCSF that will provide grants for public sector organisations to engage the specialist and expert advice and skills required to put in place or improve an existing heat decarbonisation plan and/or develop detailed project designs.

The Application Portal for Phase 4 LCSF will open on **Wednesday 26 April 2023** at **2pm** for all eligible public sector bodies to apply.

2. What is new for Phase 4 LCSF

Funding for detailed design work

In Phase 2 LCSF the funding was solely awarded for developing heat decarbonisation plans. In Phase 3 LCSF the option was included to conduct feasibility studies and detailed design works (up to RIBA stage 4), in combination with developing a heat decarbonisation plan(s). Through experience in delivering the Public Sector Decarbonisation Scheme (PSDS), Salix have learnt that completion of detailed design works, prior to accessing PSDS funding increases the chances of successful delivery of the project. Also, following stakeholder engagement and detailed analysis, Salix understands organisations are at varying stages of development prior to accessing funding and some will be ready to carry out detailed design work without needing to update their heat decarbonisation plan. To reflect this, the policy is being updated for Phase 4 so that detailed design is eligible as a standalone project in certain circumstance. As such the three funding options in Phase 4 LCSF are:

1. Develop or improve a heat decarbonisation plan(s) incorporating any output outlined in the scheme criteria section below.
2. Where an up-to-date heat decarbonisation plan(s), which includes the prerequisite detail is already in place, develop a standalone detailed design(s) to reach at least RIBA stage 3¹. An approved heat decarbonisation plan(s) for the applicable site must be submitted as evidence on application.

¹ <https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work>

3. A combination of options 1 and 2 where an up-to-date heat decarbonisation plan(s), with the prerequisite detail, is already in place to begin standalone detailed designs for a building(s) but there is also the requirement to develop or improve a heat decarbonisation plan(s) for a different building(s) within your estate.

The option to apply for a standalone detailed design(s) where an up-to-date heat decarbonisation plan(s) is already in place can support organisations in preparation for an application to PSDS.

The heat decarbonisation plan(s) submitted as evidence will be checked before the application moves to assessment. The plan(s) must specify how the Applicant will decarbonise building(s) on its public sector estate, specifically identifying and recommending solutions that reduce direct greenhouse gas emissions associated with fossil fuel use. The plan(s) must also show how a whole building approach has been taken and contain the energy and spatial data and outputs of relevant feasibility studies that are a prerequisite for producing detailed designs. The [Heat Decarbonisation Plan Guidance](#) should be referred to when checking the suitability of the heat decarbonisation plan(s). If the evidence fails to meet these requirements, then the application will not move onto assessment.

On completion, Salix will need to receive the following: heat loss calculations, relevant technical site surveys, data sheets, detailed designs drawings with specification details, schematics for the proposed low carbon heating system and confirmation of flow and return temperatures. Additional supporting information may be requested to clarify design details. This will also be a requirement for Applicants submitting detailed designs alongside their heat decarbonisation plans. [Useful resources and examples](#) can be found on the Salix website to support Applicants when planning and conducting detailed designs. All designs must be for eligible technologies according to the [Salix eligible technology list](#).

Grant value caps

One significant new feature in Phase 4 LCSF is the addition of grant value caps. This policy change is to mitigate the risk that a small number of high value projects exhaust a large proportion of the available budget, and to ensure that the available funding is distributed across a range of grant values. The way that the available funding is distributed across value ranges in Phase 4 is based on analysis of historical demand for LCSF.

The funding has been divided into three grant value ranges summarised below.

1. 34% of the funding will be allocated to applications below £100,000.
2. 38% of the funding will be allocated to applications between £100,001 and £500,000.
3. 28% of the funding will be allocated to applications above £500,000.

Applications will be allocated on a first come, first served basis within each cap until all the funding has been fully allocated. If there are insufficient applications in any of the grant ranges to meet the cap, then any unallocated funding will be used to fund applications from other grant ranges on a first come, first served basis. The applications will go through a rigorous assessment process to ensure they meet the requirements of the scheme criteria and application guidance before being allocated funding.

Phase 4 LCSF will have a maximum application grant value of £1,000,000.

Earlier application window

A feedback point raised regularly during stakeholder engagement is the time available to successfully deliver LCSF projects and the short timeframes between LCSF and PSDS, leading to PSDS applications in the following financial year. Therefore, the application window for Phase 4 LCSF has been brought forward to 26 April 2023.

This will accommodate organisations who are able to utilise LCSF funding to complete detailed designs by autumn 2023, in preparation for application to the next phase of PSDS or other funding options. Consequently, this will enable prospective Applicants to submit delivery ready applications, minimising the risk of unforeseen delays that are involved in the design element of a project and allowing for increased delivery contingency time.

3. Key dates for submitting applications

Announcement: Phase 4 LCSF announced on 28 March 2023 along with full scheme guidance material.

Supplementary documentation: The Phase 4 LCSF Supplementary Information Document - which contains the Supplementary Building Information Tool, Project Breakdown and Risk Register is available to download [here](#).

Application Portal: The application window for Phase 4 LCSF will be opened for applications on 26 April 2023 at 2pm and will be closed when the scheme becomes oversubscribed with fully completed, good quality applications.

Receiving applications: Once the Application Portal opens, Salix will check submitted applications to ensure that they meet the minimum standard outlined in the [Guidance on the Preparation of your Application](#). Submitted applications must meet our eligibility criteria to be submitted for full assessment. Please refer to the introduction section of the above guidance for the key criteria and familiarise yourself with the rest of the guidance provided on how to answer the application questions before developing and submitting an application.

Outcome: We expect to be able to inform Applicants if they have been successful by 14 July 2023.

Project completions: All Applicants awarded funding must complete their projects by Thursday 28 March 2024 at the latest.

4. Eligibility criteria

4.1. Who can apply?

An eligible organisation ("the Applicant") is any contracting authority in England as defined in the [Public Contracts Regulations 2015](#) and such other analogous organisations established for the public benefit.

This includes:

- Central government departments and their agencies (set out in Public Bodies as published by the Cabinet Office [here](#)).
- For central government departments where their roles are reserved (i.e. not devolved to Scottish, Welsh and Northern Irish Governments), including the Ministry of Justice and Ministry of Defence, funding may be used for estates located anywhere within the UK.
- Emergency services.

- Institutions of further and higher education.
- Local authorities.
- Schools within the state education system including maintained schools, academies, multi-academy trusts and free schools.
- Nursery schools maintained by a local authority.
- NHS Trusts and Foundation Trusts.

A local authority or government body is eligible to apply on behalf of schools that fall within the authority's remit.

A joint application can be made for more than one eligible body. In this case, a lead Applicant should be agreed, who will submit the application on behalf of the group. All projects within a group application can be submitted in a single application.

Exclusions: Public Corporations and private sector organisations are not eligible. Registered charities are also not eligible, unless they are also non-departmental public bodies as defined by the Cabinet Office.

A private sector organisation cannot apply on behalf of an eligible organisation. The application must be submitted by the lead officer and signed off by the authorising official.

Social housing is not eligible to apply to Phase 4 of the LCSF.

4.2. Scheme criteria

1. The funding is for producing a heat decarbonisation plan(s), updating an existing heat decarbonisation plan(s), or where an up-to-date heat decarbonisation plan(s) is already in place, a standalone detailed design(s) up to at least RIBA stage 3.
2. Heat decarbonisation plan(s) and detailed designs must be delivered in respect of public sector building(s) that have a fossil fuel heating system currently in place and take a whole building approach to decarbonisation. Applicants must either own the building that is the subject of the funding application or have a long-term lease arrangement, longer than the lifetime of technologies proposed, where the tenancy agreement places the responsibility for operation and maintenance of the building services on the Applicant. Organisations should prioritise design works on buildings with fossil fuel heating systems nearing their end of life.
3. An eligible heat decarbonisation plan will:
 - Specify how the Applicant will decarbonise building(s) on its public sector estate, specifically identifying measures that reduce direct greenhouse gas emissions associated with fossil fuel use, in public sector buildings; and
 - Aim to maximise cost-effectiveness by taking a 'whole building' approach to building decarbonisation; and
 - Produce or facilitate the production of the information and data required to develop an investment ready project, and to support making a valid application for PSDS or other funding options. Specific activities that might be carried out include:
 - Desktop analysis
 - Building audit / site survey
 - Specialist technical site survey
 - Feasibility studies

- Investment grade proposals
 - Detailed design
 - Please refer to the [Heat Decarbonisation Plan Guidance](#) for guidance on a good quality heat decarbonisation plan.
4. An eligible detailed design will:
- Provide a summary of the process an Applicant went through to pick certain measures which demonstrate why the chosen approach to decarbonisation is preferable to other available options or combination of options; and
 - Produce the technical design, including a design specification and detailed drawings for the low carbon technology proposed to decarbonise the site, incorporating proposed details such as size, make, model, flow temperatures etc., stating which standards and design principles have been used; and
 - Consider facilitating works including electrical infrastructure upgrades, emitter replacements, pipework improvements and other adjustments to the building infrastructure, for example building fabric improvements.
 - Complete design works up to at least RIBA stage 3, using the provided [resources and examples](#) for support, to ensure the designs are to a standard that will allow a transition into the delivery phase.
 - To meet the eligibility criteria on completion, Salix will need to receive the following: heat loss calculations, relevant technical site surveys, data sheets, optimal sizing calculations, detailed design drawings with specification details and schematics for the proposed low carbon heating system and confirmation of proposed flow and return temperatures. Examples of these are available on the website page linked above.
Note: Additional information may be requested for bespoke projects, for example to evidence that a design can deliver sufficient Delta T values.
5. Applicants must demonstrate how they will ensure that their project provides value for money as part of the application process. All Applicants will be required to submit a cost breakdown when submitting the application, as part of the [Supplementary Information Document](#). The cost breakdown will be assessed against the activities taking place and the proposal outlined in the application response.
6. The Grant is only available for the cost of resourcing specialist private sector skills and expertise, such as consultancy, to undertake an eligible project.
7. Applications must be original and bespoke to the organisation applying and the site(s) that is the subject of the application. Applications must also be completed in full. Where there is evidence that applications are not original and bespoke to the organisation applying and the site(s) that is the subject of the application process, or where answers are not provided in full and/or required information is missing or the application is otherwise incomplete, these applications will be rejected.
8. Specific exclusions:
- The Grant must not be used for capital expenditure, such as the purchase of energy efficiency or decarbonisation equipment.

- The Grant must not be used to fund an existing full-time employee at the public sector organisation whose costs are already covered by internal budgets.
- The Grant must not include VAT, unless the VAT cannot be reclaimed from HMRC.

There is a maximum grant value of £1,000,000.

4.3. Additionality criteria

Projects are also required to meet the criteria of being 'additional.' See additionality criteria below:

- The Project is not required to be in place by law (including building regulations or health and safety legislation). Please note that for measures that go beyond what is required by law, grant funding can be sought for the increased cost.; and
- The Project is being undertaken on public sector building(s) that have a fossil fuel heating system currently in place and takes a whole building approach to decarbonisation; and
- The Project is not undertaken with a view to commercial gain (other than the reduction of costs through increased energy efficiency); and
- The Project has not begun; and
- Funding for the Project has not been agreed via another source; and
- In Salix's reasonable opinion, the Project would not take place without the Grant.

The additional works that can be covered by this grant to improve an existing HDP may include more in-depth studies, such as site surveys, feasibility studies and detailed design (RIBA stage 3-4), where there was originally only a strategic plan. Also, if certain buildings were not previously covered in an original plan, they can be added to the proposed plan.

Further changes to a site or additional works needing to be incorporated to an existing heat decarbonisation plan may also be eligible.

5. Responsibilities and competence

Salix assumes that the Applicant and/or the partner(s) they are working with are competent and fully responsible for the projects to be funded. This may include, but is not limited to:

- Project identification and development
- Establishment of firm costs
- Selection of suitable supplier(s) following the Applicant's procurement procedure
- Project delivery including project management
- Reporting on project progress
- Post project completion activities

The public sector Applicant is responsible for ensuring that all contractors involved in the provision of services in relation to the proposed project(s) hold and maintain appropriate professional indemnity insurance to cover all the services to be carried out and that copies of the relevant certificates are obtained.

Public sector Applicants must also ensure that all professional consultants and/or contractors provide invoices, receipted invoices, and completion certificates (where appropriate) in relation to the services carried out on the project(s) as they may be required for audit of the project(s).

During and on completion of the project, Salix will be engaging Applicants through surveys, which will help Salix continually improve its services. It is a requirement of the scheme that these surveys sent via email are completed by the Applicant to the required deadline.

6. The online application process

Private organisations can support the preparation of the Application Form, but the online application must be reviewed, signed off and submitted by the Applicant directly and not by any external consultant or contractor.

Applicants must ensure they have the right resources and internal support to deliver a project and evidence must be provided to support this.

6.1. Registration

- Visit the Phase 4 LCSF webpage [here](#) and click on “Register for Application Portal here”. This will be available in early April.
- If you are an existing grant recipient, please log in via the usual route on the Salix website

6.2. Submitting the online application in the Phase 4 LCSF Application Portal

When the Application Portal opens, visit our Phase 4 LCSF webpage and click the link “Application Portal”.

This will take Applicants to the Grant Scheme Application Portal.

The Application Portal includes a progress bar showing completion of the steps. At any point Applicants can save applications and continue later.

The Application Portal asks for contact details of the Applicant, a main contact, and an Authorising Official at the eligible organisation.

Applicants upload their completed [LCSF Supplementary Information Document](#) and the necessary supporting information.

Once Applicants are satisfied that all sections of the Application Portal are complete, click submit.

6.3. Application authorisation

Upon submission, an automatic email will be sent to the named Authorising Official at the eligible organisation or lead Applicant for a group application. This email will request authorisation for Salix to begin assessing the application and requires a response via email by the Authorising Official before Salix can proceed.

Please ensure the Authorising Official is available to respond so your application is not delayed, application assessment cannot start without this authorisation.

7. Assessment and award of funding

7.1. Assessment process

Applications will be assessed by the LCSF team according to the criteria set out in the [Guidance on the Preparation of your Application](#).

If there are any questions or further information required, the Applicant will be contacted to request this. It will not be possible to progress the application further until the requested information is provided and agreed by Salix.

Applicants are expected to return information and evidence to Salix to meet the queries within three working days. Where this is not met, applications will be unsuccessful.

If applications are considered poor in terms of quality, incomplete or are missing key documents then Salix reserves the right to reject the application without completing the assessment.

7.2. Issuing a Grant Offer Letter

Following successful assessment, confirmation of the grant funding will be sent to applicants by Salix in a Grant Offer Letter via email. A copy of this letter must be signed by the public body's Authorising Official and returned to Salix within ten working days.

The Grant Offer Letter outlines the terms and conditions of receiving the grant value allotted to the Phase 4 LCSF approved project. It includes the grant start and end dates and several schedules which will be used as a template for monitoring and reporting during the grant period.

No grant funding can be claimed for work completed before the Grant Offer Letter is accepted by the grant recipient. However, organisations are free to prepare for work to commence before the Grant Offer Letter is accepted, but they cannot claim any grant funding for these preparations.

8. Delivery of the project

8.1. Managing delivery: Progress updates to Salix

The Grant Offer Letter outlines how regular contact with Salix will be maintained from assessment to completion and what is required from the successful Applicant during this period. This will include scheduled meetings, quarterly monitoring reports with updates to risk registers, project programmes and payment profiles. All grant recipients will be allocated a dedicated Salix relationship manager to assist with queries and help support the project.

The regular meetings with grant recipients who have larger projects may include a senior manager from the Salix team.

Salix aims to facilitate the successful delivery of all approved projects by efficiently administering the scheme. The Company will offer practical support and guidance based on the knowledge acquired from previous projects and from working with a wide range of agencies.

It is important to note that a sample of projects will be audited by Salix. See Section 9 for more detail.

While successful Phase 4 Applicants will be notified anytime from June onwards, no payment claims can be made by grant recipients before the Grant Offer Letter has been signed. All grant funding must be claimed before the grant end date.

Experience from previous LCSF phases has shown that those grant recipients that start early with a clear project plan, deliver a more effective product within the grant period. The Applicant's Salix relationship manager will seek to arrange a call with the Applicant in July to discuss the project plan. Key areas to consider are:

- Key milestones, and risks to successful delivery
- Internal governance, procurement and approval process
- Payment forecast as per Schedule 3 timescales (when the Applicant will expect to be requesting payments from Salix)

All successful Applicants are required to provide Salix with quarterly monitoring reports on the project risks and progress towards key milestones during the delivery of the project. The Schedule 4 webform will be provided by relationship managers, with the first report due in early August after the Grant Offer Letter is signed and quarterly from that point on.

Underspend following contract award is to be reported to Salix immediately. Salix will issue the Applicant a grant amendment letter for the new project value. Any underspend will be reallocated to applicants on the reserve list.

8.2. Payment of the grant

Applicants will be able to claim payments during the delivery of and following completion of their project(s). Payments can only be claimed for work that has been completed and cannot be claimed in advance of, or without evidence of need. Please note that payments are only made directly to eligible organisations and will be processed on a monthly basis, starting from August 2023.

The payments, made on a monthly cycle, will be subject to providing the required level of evidence that work has been completed. The grant will be accessible from the grant start date and is available to be requested until the grant end date. The grant will be provided in a maximum of two payments in the amounts and at the times set out in the forecast, subject to the following requirements:

- An accurate forecast of the expected claim is submitted to Salix two months ahead of any claim. An updated forecast is required if a payment month will not be met. Payment will not be made if it's not included in the forecast sent to DESNZ.
- Salix must receive a completed payment request accompanied by the supporting documentation to evidence the amount being claimed before any claim for payment can be processed.
- The claim for expenditure must be signed by an Authorising Official from the eligible organisation.
- Have met the full conditions set out in the Terms and Conditions accompanying the Grant Offer Letter.

Where a lead Applicant has submitted a joint application for a group of eligible public bodies, payments can be made to individual eligible organisations following the same process as outlined in the paragraph above.

In the event of any projected overspend by the successful Applicant in its delivery of the project outside the sums set out in the Project Programme within the Grant Offer Letter, the amount of such overspend shall be met by the recipient from its own funds. It is essential that all successful Applicants inform Salix immediately if there are any significant changes to the costs of the project.

When a project is on a projected overspend track, the Applicant must raise this immediately with Salix, who will arrange to discuss how this situation is being risk managed. That discussion will include how the Applicant can use its own funding to complete the project. Salix will also discuss if the Applicant needs to reduce the project scope to remain within the funding available. This would be to ensure that the remaining grant is sufficient to meet the remaining costs required for the delivery of the project. Salix is not authorised to agree additional funding.

Applicants may only claim reimbursement of the costs actually spent on the costs included in their application. If these amount to less than the total grant awarded, the balance may not be claimed.

Projects should complete by the date specified in the Grant Offer Letter. No payments can be made after this date. Any costs incurred to complete the project after the grant end date must be met by alternative sources. The Applicant will be required to provide the completed output from the project as per the conditions of funding in the grant offer letter. These will be quality reviewed prior to final payment being submitted.

9. Audit

Salix is responsible for taking reasonable steps to monitor grant recipients' use of funding awarded, including the delivery of the projects for which this funding was approved. This will include undertaking audits of a sample of grants.

If selected for audit a grant recipient will be required to engage with the audit process within the timescales stated in the audit notification letter to ensure the audit can be completed on time. The grant recipient is responsible for providing evidence to demonstrate that the public funds granted under this scheme have been used for the purposes for which they were awarded, as stated in the Grant Offer Letter and Terms & Conditions. This requirement will also extend to any other public sector bodies which are beneficiaries under the grant, in which case, the main grant recipient will need to ensure that each organisation complies with the terms of the grant.

The grant recipient will be required to demonstrate that they have followed applicable government regulations for managing public money, their organisation's policies and procedures (covering procurement, conflict of interest declarations, financial delegations), and have effectively managed the risks related to funding, grant claims, procurement of contractors/consultants, payments, and project delivery.

Grant recipients will need to demonstrate that due diligence checks have been carried out for any contractors and subcontractors used on the projects, that they hold appropriate insurance cover for the goods and services provided under the contract and that evidence of this is retained. They will also need to provide evidence of the grant income and expenditure being fully accounted for in the accounting system. Each grant recipient selected for audit, will be required to provide the relevant supporting documentation for any expenditure covered with grant funding. This will include but will not be limited to contract documents, invoices, insurance certificates, evidence of due diligence checks, conflicts of interest registers/declarations, completion certificates etc. This requirement will also extend to any subcontractors used on the grant insofar as the evidence is required to demonstrate how the grant was used. The audit will also review the project outputs (HDP, detailed designs, etc)).

All grant recipients must maintain all income and expenditure records related to the grant, and the project for a period of at least six years following the grant end date. Salix has the right to review the grant recipient's accounts and records that relate to the

project and the grant and has the right to take copies of such accounts, records, or any other related supporting documentation.

The Accountable Officer will be contacted if the grant recipient is selected for an audit. Following the audit, the grant recipient will receive an audit report and opinion from the audit team.

10. Support and advice

Please refer to the Salix webpage for the most up to date information regarding key dates and how to apply, [here](#).

As well as having specialised teams with expert knowledge of the different areas of the public sector, Salix runs a series of webinars giving people a chance to ask questions. Salix also produces videos supporting the announcement and the opening of the Application Portal. Please view our website for details about relevant webinars, [here](#).

All Phase 4 LCSF enquiries should be sent by email to phase4LCSFgrants@salixfinance.co.uk, the Phase 4 team is on hand to answer all queries within three working days.

AGENDA MANAGEMENT SHEET

Report Title:	Delivery of the Corporate Strategy 2022/23
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Executive
Portfolio:	Change and Transformation
Ward Relevance:	All
Prior Consultation:	All Group Leaders
Contact Officer:	Dan.green@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The report provides a summary of performance and delivery against the Corporate Strategy for 2022/23
Financial Implications:	There are no financial implications arising directly from this report.
Risk Management/Health and Safety Implications:	There are no risk management implications arising directly from this report.

Environmental Implications: There are no environmental implications arising directly from this report.

Legal Implications: There are no legal implications arising directly from this report.

Equality and Diversity: There are no equality and diversity implications arising directly from this report.

Options:

Recommendation: The performance and achievements in the delivery of the Corporate Strategy during 2022/23 be noted.

**Reasons for
Recommendation:**

Cabinet - 26 June 2023

Delivery of the Corporate Strategy 2022/23

Public Report of the Chief Executive

Recommendation

The performance and achievements in the delivery of the Corporate Strategy during 2022/23 be noted.

1. BACKGROUND

1.1 The current Corporate Strategy 2021-24 was adopted by Council on 23 February 2021.

1.2 The Strategy sets out what we will be doing to support the Borough, and was produced during the Covid-19 pandemic, incorporating the basis for the Council's proposed recovery with outcomes described that correlate to the four pillars of recovery: Economy; Climate; Health and Communities; and Organisation and the four overarching outcomes:

- Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change
- Rugby has a diverse and resilient economy, which benefits all residents
- Residents are able to live healthy, independent lives, with the most vulnerable protected
- Rugby Borough Council is a responsible, effective and efficient organisation

2. DELIVERY OF THE CORPORATE STRATEGY

2.1 The attached report details the performance and achievements in the delivery of the Corporate Strategy during the 2022/23 municipal year.

Name of Meeting: Cabinet
Date of Meeting: 26 June 2023
Subject Matter: Corporate Strategy – Annual Report
Originating Department: Chief Executive Office

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Delivering the Corporate Strategy 2022-2023



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Climate
Change
and the
Environment



2-5

Economy



6-9

Health and
Communities



10-20

Organisation



21-30

Delivering the Corporate Strategy 2022-2023

2022/23 has been a year in which this Council has continued to deliver against its four corporate strategy outcomes with the aim of addressing climate change, enabling a diverse and resilient economy, supporting healthy communities and ensuring that our Rugby Borough Council remains an efficient, effective organisation.

Through an ambitious programme of transformation, we have been able to evolve our ways of working, deliver financial efficiencies and improve outcomes for our customers. As we further progress this transformation programme, these successes will provide the foundations for our future projects and initiatives.

In addition to our scheduled business, there have, as ever, been unexpected areas of business for the Council to deliver through the course of the year. We shared the nation's sadness at the passing of her late majesty, Queen Elizabeth II and were proud to celebrate the proclamation of His Majesty King Charles III.

This annual report provides details of some of our work from the last 12 months, highlighting some of our key achievements. As always, our essential services remain at the heart of what we do and again, we thank our colleagues for their ongoing commitment to do what is right for Rugby.



Cllr Derek Poole
Leader of the Council



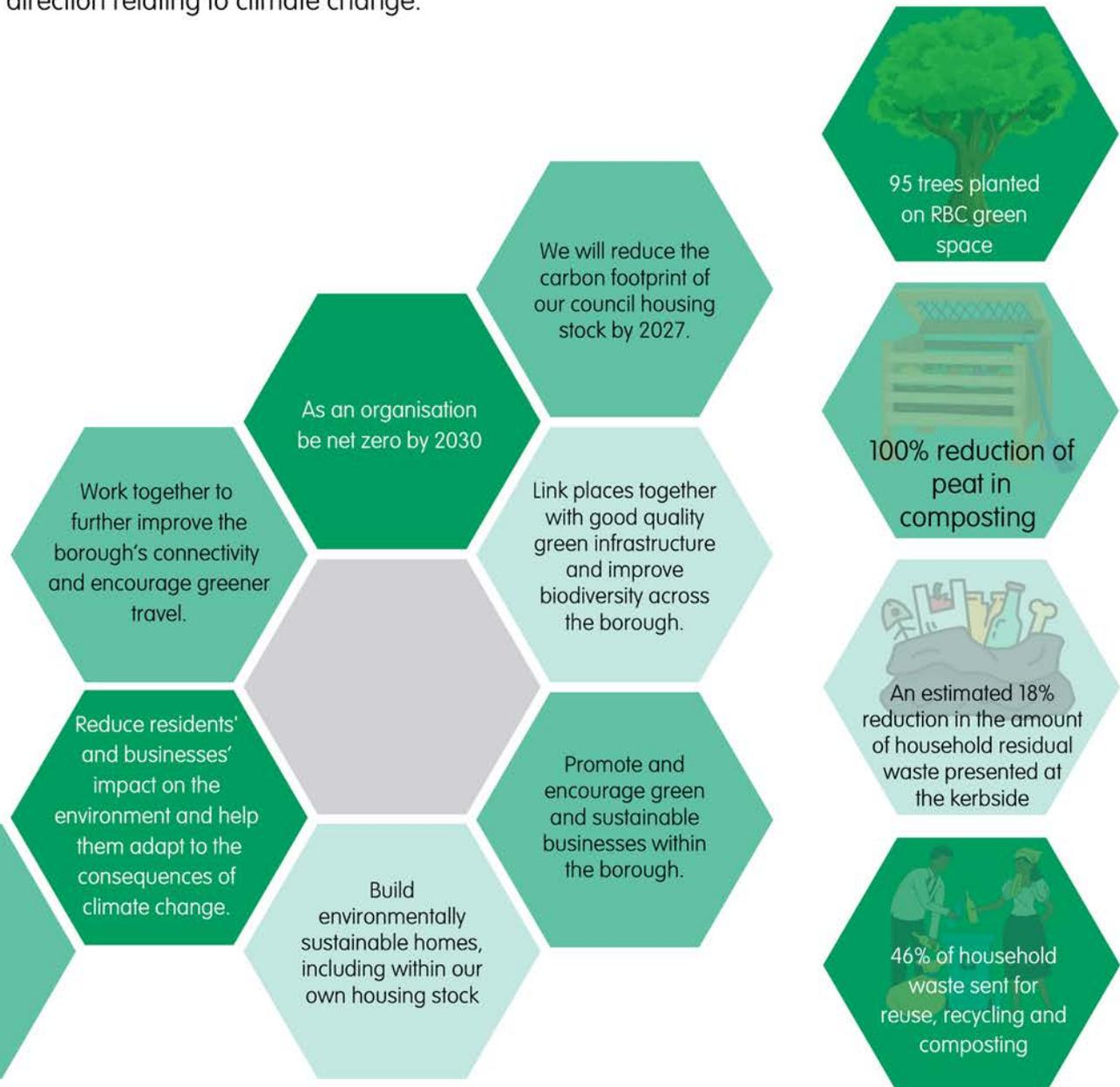
Mannie Ketley
Chief Executive



Climate Change and the Environment

As part of our cross-party Climate Emergency Working Group, over the past year we have focused on a number of key issues including achieving the objectives of the Climate Change Strategy and Action Plan. Through this strategy, the Council has set out a long-term approach to delivering our net zero vision, where "Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon place."

The Council has made many progresses over the past year as it set this longer-term strategic direction relating to climate change.



Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change

<p>ENERGY EFFICIENCY</p> <p>Progressed our partnership with Midlands Net Zero to identify opportunities for improving the energy efficiency of our wider portfolio of properties and we are have commissioned energy efficiency and generation studies for the Town Hall, Art Gallery and Museum and Hunters Lane depot.</p>		<p>RECYCLING PERFORMANCE</p> <p>Collected 8,500 tonnes of dry recycling and 9,700 tonnes of organic (food and garden waste) recycling, increasing the Borough's overall recycling rate to an estimated 46.4%</p>
<p>HEDGE LAYING</p> <p>Utilised traditional techniques, such as Midlands Style hedge laying to provide natural habitats for wildlife within our green spaces.</p>	<p>ACTION PLAN</p> <p>Developed and adopted a Climate Change Strategy and Action Plan – setting out our goals to achieve by 2030 and the initial actions required to achieve them.</p>	
<p>FOOD WASTE</p> <p>Worked with WRAP (The Waste and Resources Action Programme) to determine the most efficient means of introducing weekly food waste collections and ensuring that our waste collection service can be carbon net zero.</p>	<p>BRONZE AWARD</p> <p>We are now a Carbon Literate Organisation, having achieved Bronze Award in 2022.</p>	<p>ELECTRIFICATION</p> <p>Progressed the decarbonisation of our fleet by ordering our first electric vehicles, including the Mayoral car, and commissioning the Energy Saving Trust to support the broader fleet transition.</p>
<p>ENVIRONMENTAL IMPACT</p> <p>Embedded Climate Change and Environmental Risk Assessments into our decision making processes and through the course of the year, ensuring that decisions by Cabinet and Council are made with full knowledge of their climate and environmental implications.</p>		<p>CLOUD SERVICES</p> <p>By using cloud services, we have saved at least 12,000 tons of equivalent CO2 from on-premises alternatives.</p>
	<p>CLIMATE TOOLKIT</p> <p>Prepared a Climate Change Toolkit which will be included in our Councillors induction programme.</p>	<p>ENERGY EFFICIENCY</p> <p>Delivered energy efficiency measures to 41 council homes, including solar PV installation, heating systems replacement and loft insulation, by accessing Local Authority Delivery Scheme funding.</p>

GREEN CORRIDOR FOR SAFE CYCLING

Part funded a project which has delivered huge improvements to the National Cycle Network Route 41, known as the 'Lias Line'. Sustrans delivered the £5m project, whereby 4.0km of the National Cycle Network has been diverted to completely sealed off-road track with ecological enhancements, creating new habitats making it an attractive green space to benefit both people and wildlife.

<p>HOUSING STOCK 68% of the Council housing stock, covered by a current Energy Performance Certificate, currently attains an energy rating of C and above.</p>	<p>BUSINESS INVOLVEMENT Engaged with local business both on an individual level and through networking events to better understand their needs in terms of addressing Climate Change.</p>	<p>RUGBY NET ZERO Provided signposting for funding and training for residents and businesses via the RugbyNetZero website.</p>
<p>WILDFLOWERS Sown wildflowers on some of the arterial routes into town and naturalised narcissi, snowdrops and winter aconites at various sites - when these plants finish flowering, we lift and divide the clumps to provide plants to use in other locations.</p>	<p>REDUCING EMISSIONS Continued to work with Cemex regarding their emissions reduction targets and how they can contribute to other climate objectives within the Borough.</p>	
<p>RUGBY CYCLE FORUM Welcomed the Rugby Cycle Forum as an official partner of Rugby Net Zero. The forum brings together local cyclists, officers and Councillors from Rugby Borough Council and Warwickshire County Council and partners with the aim of making cycling safe, convenient and pleasant in and around Rugby.</p>	<p>TRAVEL PLANS Ensured that green travel remains at the fore of partnership plans such as Rugby's Local Transport Plan.</p>	
	<p>RENEWABLE ENERGY The Council's electricity is now supplied from 100% renewable green energy sources.</p>	<p>INSULATION Secured £1.1m of government funding, to be matched by £1m of our own funding, for a 2-year programme that will deliver external wall insulation to 110 hard to heat council homes.</p>

IMPROVED HABITATS

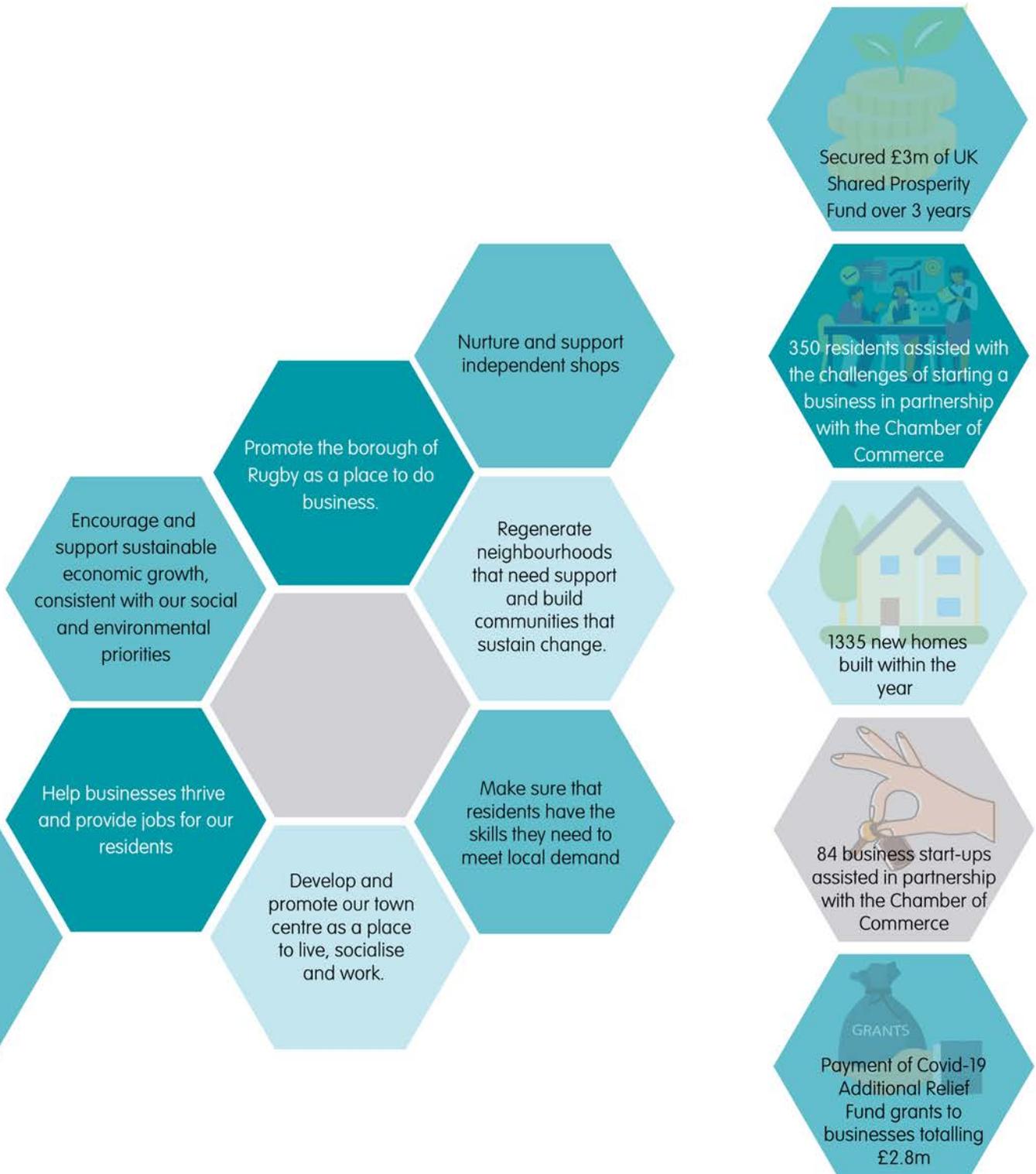
Worked in partnership with Warwickshire Wildlife Trust to secure funding which will carry out improvements as part of Dunsmore Living Landscapes of approximately £40,000 for habitat improvements and develop wildflower rich grassland within the borough.

<p>QUALITY NEW HOMES Progressed plans for a new housing scheme at the former Biart Place site, which will deliver highly energy efficient social rented homes. The new homes will not be connected to the gas grid and are predicted to attain an Energy Performance Certification of A, as opposed to E and F for the homes that they replace.</p>	<p>AWARD WINNERS Retained the Gold award at Heart of England in Bloom for 14th year running and were awarded a judges' discretionary award for our Grounds Maintenance service.</p>	
<p>THE RUGBY APP Our Rugby Borough Council app continues to grow with current subscriptions at over 11,000 unique households. Our next phase is to look to expand the information and services beyond waste and recycling.</p>	<p>REDUCING WASTE Residual black bin waste has fallen from 488 kg per household in 2021/22 to an estimated 401 kg per household in 2022/23.</p>	<p>LOW EMISSION TAXIS Updated our taxi licensing policy requiring new vehicles to be low emission or ultra-low emission from 2024.</p>
<p>ORGANIC PLANTING Developed a new partnership with Garden Organic, who are providing specialist advice and support to the Council in the areas of sustainable planting, sustainable land management, community education and community composting.</p>	<p>SUSTAINABLE TRAVEL Through the Town Centre Regeneration Strategy, committed to developing a movement network that enables safe, active and sustainable localised journeys.</p>	<p>PRIVATE SECTOR HOUSING As part of the Energy Company Obligation Scheme, our partner, EON improved the thermal efficiency of 95 private sector homes with wall insulation and loft insulation.</p>
<p>SUSTAINABLE DEVELOPMENT Adopted a new Climate Change and Sustainable Design and Construction Supplementary Planning Document (SPD). This guidance will support developments within the borough to be sustainable.</p>	<p>GREEN FLAGS Retained our 3 Green Flag awards and Community award, and added another Green Flag Community award, returning to 5 Green Flags, recognising the well-managed parks and green spaces within our Borough.</p>	<p>CLIMATE ADAPTATION Across our greenspaces we have removed annual bedding areas and replaced with permanent planting which is tolerant to the increasingly dry conditions we are experiencing due to climate change.</p>
	<p>DECARBONISATION Used stock modelling data to inform bids for funding opportunities to target the decarbonisation of our least energy efficient homes and our developing investment plans.</p>	



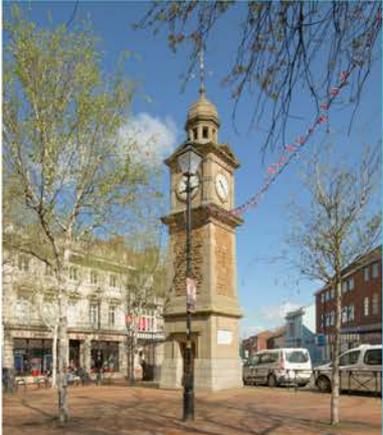
Economy

We have continued our business support and evolved it this year, moving from supporting local businesses to live throughout the pandemic to helping them to flourish through recovery. Recognising the town centre's importance as a focal point for the Borough, and recognising the need for change to enable it to thrive, we have given particular attention to its regeneration.



Rugby has a diverse and resilient economy, which benefits all residents

<p>APPRENTICESHIPS There has been a new intake of apprentices across multiple Council services, working in partnership with Warwickshire College.</p>		
<p>THE SKILLS GAP Commissioned a joint study with all local authorities across Warwickshire to review the current gaps in skills support to enable targeted support for underrepresented sectors. The findings of this study will inform commissioning of specific targeted support using UK Shared Prosperity Fund.</p>	<p>GROWTH HUB Investing in business support by funding the Coventry and Warwickshire Growth Hub, to provide help and support to medium to large businesses in Rugby and across the region</p>	<p>POST-PANDEMIC SUPPORT Supported local businesses in the tourism, leisure and hospitality sector who were significantly impacted by the Covid-19 pandemic through a series of masterclasses with the Chamber of Commerce who provided advice on online and social media marketing and methods of increasing footfall.</p>
<p>BUSINESS GROWTH Work continues with the Chamber of Commerce to deliver targeted initiatives for businesses. A three-year programme has delivered a growth accelerator for businesses assisting 253 businesses and generating £468,000 of Gross Development Value.</p>	<p>TOWN CENTRE SUPPRT Held working groups with town centre stakeholders for markets, business support, events, public realm and town centre safety to find out what immediate interventions could be made in the town centre.</p>	<p>SAFE WORKPLACES The council now supports approximately 65% of the workplaces and 45% of the workforce with workplace health and safety, ensuring that our borough is a safe place to work.</p>
	<p>BUSINESS ACCOUNT Obtaining £350,000 funding through the Continual Funding Model from Department for Levelling Up, Housing and Communities. Business accounts are now being designed to be integrated into our Customer Communications Management system</p>	

<p>UK SHARED PROSPERITY FUND In year 1 the Council has committed £314,680 to projects in the town centre to improve the look and feel of the town through a mixture of events and meanwhile uses.</p>	<p>REGENERATION STRATEGY Adopted the Town Centre Regeneration Strategy which will provide once in a generation change for the town centre. To deliver this strategy a £5million reserve has been created. Further work is now underway on a delivery action plan to realise the vision.</p>	<p>LICENSING The time it takes to process taxi drivers applications has typically reduced from 12 weeks to between 4 and 7. Processing personal alcohol licenses have reduced from 20 days to 11 days.</p> <p>INWARD INVESTMENT Progressing a new Economic Strategy to help support local businesses and to drive investment.</p>
<p>RUGBY MARKET In February 2023 a new specialised market operator, CJ's Events, was appointed to run the Rugby outdoor market with the aim to increase the number of traders and widen the offer. New stalls have also been provided which improve the appearance of the market.</p>	<p>TOWN CENTRE BRANDING Progressing marketing and branding work to promote the Town Centre and wider borough including an upgrade to The Rugby Town website, a new website for investors and greater presence and promotion across our social media channels.</p>	
	<p>CASHLESS PARKING The Council operates a number of car parks in the town centre and has recently started a trial to support cashless payments using the RingGo app, to better support customers. Half of tickets are now purchased through RingGo.</p>	<p>TOWN TOURS 2022-2023 saw the return of regular spring and summer free town tours, coordinated by our Visitor Centre and led by our volunteer Rugby Town Guides. 26 Tours have welcomed over 200 local residents, international and VIP visitors and local schools discovering Rugby and its heritage.</p>

RUGBY SUMMERTIME

We delivered a successful summer events programme with the return of the Cinema in the Park, Town Centre Beach and the Street Circus. 12 films were shown with over 4,500 tickets allocated and over 1,000 people attended the town centre beach



SOUTH WEST RUGBY

The first phase of housing for 210 homes and a primary school has been granted planning permission. The Homestead Link Road application has also been submitted which will provide the highway infrastructure required to allow the south west allocation to be delivered.

COMMUNITY SUPPORT

Financial support and resource continues to assist community associations in their work in New Bilton, Benn, Overslade, Brownsover, Newbold and Long Lawford

BUSINESS BREAKFASTS

Together with the Chamber of Commerce, we have hosted a series of business breakfasts which have focussed on issues such as town centre regeneration, climate change, public realm, community safety and business support.

EMPLOYMENT SITES

Delivered planning permission for over 100 hectares of employment land and worked with the owners of our strategic allocated employment sites to ensure that they are built out and provide jobs and opportunities for residents. All employment units are now built and occupied at Prologis, Ryton.



LOCAL PLAN

Commenced work on a new Local Plan to ensure that we provide sufficient employment opportunities for our residents and to ensure we don't stifle business demand.

NEW HOMES

Over 1,500 new dwellings received planning permission across the Borough including 90 dwellings on an allocated rural housing site in Wolvey.

RUGBY CENTRAL

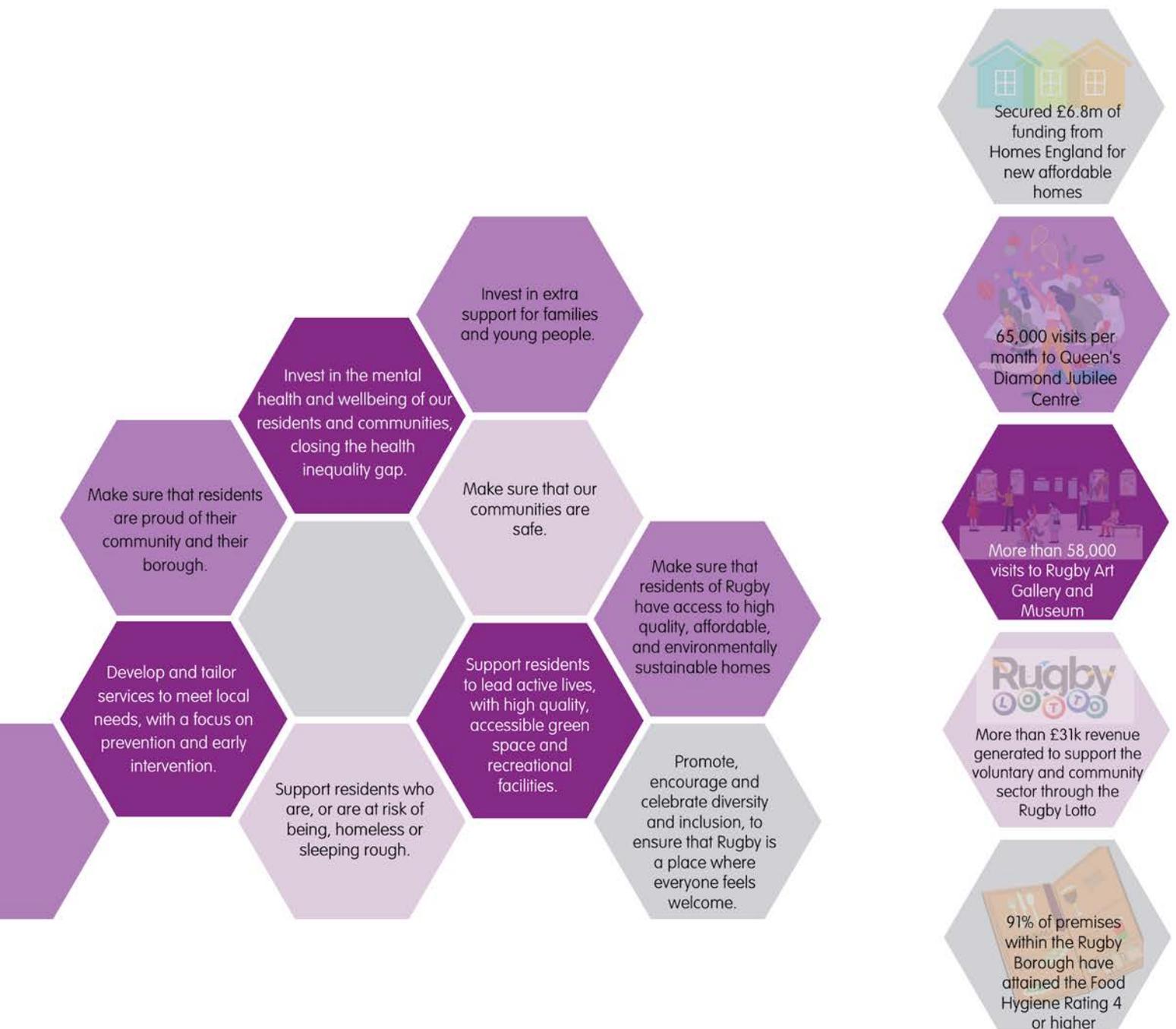
A new mixed use development for the partial demolition and rebuild of Rugby Central has been granted planning permission which is in line with the vision for the town centre regeneration.

SYMMETRY PARK, RUGBY
Construction has begun on the first two employment units by Tritax in South West Rugby.



Health and Communities

The health and wellbeing of our communities has remained amongst our highest priorities throughout the year. We continue to use the data available to us to understand the needs of our communities and work with them and other partners to ensure that we allocate our limited resources to where they are most needed and in doing so prevent the most vulnerable from falling into crisis.



Residents are able to live healthy, independent lives, with the most vulnerable protected

<p>COST OF LIVING</p> <p>Supported the third sector to provide additional advice and support regarding the cost-of-living crisis. This has included supporting community organisations, including those managing and running premises, so that they can maximise support to local communities including by providing warm hubs.</p>	<p>ON TRACK</p> <p>The council's social inclusion team, On Track, delivered youth clubs across Brownsover, Long Lawford and Hillmorton, supporting young people's physical and mental health. There was a reduction in reported anxiety and improved mental health, measured using a framework called Seedstar.</p>	
<p>SAFER STREETS</p> <p>Secured £10,000 from the Police Crime Commissioner to deliver targeted projects aiming to reduce anti-social behaviour and help women and girls feel safe in Rugby.</p>	<p>SUPPORTING YOUNG PEOPLE</p> <p>On Track secured external funding of £8,000 from the Police Crime Commissioner to deliver activities for young people to support mental health through engagement programmes.</p>	
<p>SOCIAL ENTERPRISE</p> <p>Through the BEAM project, which supports people who are homeless or at risk of becoming homeless into training and employment, we have supported nine of our most vulnerable residents. Six of these have now gone into work. Our close links with the Department for Works and Pensions has resulted in an increase in referrals into the scheme.</p>		<p>REMEMBRANCE</p> <p>In November, the Mayor and the Civic Party took part in a remembrance parade and service at the War Memorial gates in Hillmorton Road.</p>
<p>QUEEN ELIZABETH II</p> <p>With great sadness, we learnt of the late Queen Elizabeth's death in September. We held a special Council meeting to pay tribute to her, observed a period of national mourning, hosted a floral tribute and opened books of condolence at the Benn Hall, Rugby Art Gallery and Museum and Rainsbrook Crematorium.</p>		

DAMP AND MOULD

We identified and visited 250 homes within our stock to assess for potential condensation and damp issues.

PREVENTING HOMELESSNESS

We continue to support 16 clients through our housing Pathways programme to prevent repeat homelessness and rough sleeping.

YOUTH INTERVENTION

On Track worked in partnership with Clarion and Orbit Housing Associations to deliver positive youth interventions to their residents.

TACKLING FUEL POVERTY

Using the Housing Climate Change reserve of £1M, we will improve the insulation of 110 properties which are otherwise hard to heat. This will help to address fuel poverty in the Borough.

HOUSEHOLD SUPPORT

Worked in partnership with Warwickshire County Council to investigate and where appropriate support cost of living related initiatives such as auto enrolment of children for free school meals, the Household Support Scheme and a Warwickshire Cost-of-living Summit.

OPEN SPACES

Continued to provide high quality green spaces, recognising the mental health benefits which people gain from accessing them. Projects include improvements Whitehall Recreation Ground, Caldecott Park, Galamara Play Area, Apple Grove, Freemantle Open Space, Arnold Street Pocket Park and our Parks Connector Networks.

HOUSING SUPPORT

Three former Pathways clients, in need of intensive Housing Support, have graduated to an introductory tenancy in social housing

**BEREAVEMENT**

Continue to work in partnership with NHS Charity Compassionate Rugby connecting people across the borough for the health and wellbeing of our community.

RUGBY ST CROSS

Continued to work with a wide range of health providers within the Borough and planning permission was granted at Rugby St Cross Hospital for a new 2-storey Endoscopy Facility to provide increased facilities locally for residents.

AREA ACTION PLANS

Progressed Local Area Action Plans, for the Benn and New Bilton Wards, focussing on working with a range of partners to develop strategies specifically in response to localised issues. Such issues include public realm improvements, tackling fly tipping, wellbeing initiatives and community safety initiatives.



WCAVA

The Council has commissioned Warwickshire Community and Voluntary Action to support community and voluntary organisations in the borough of Rugby in ensuring they have good governance and can access grants that enable them to deliver services to our residents.

HEALTHY LIFESTYLES

3 year continuation of the Family Weight Management Service 'Changemakers' secured, delivering healthy lifestyle advice to families across the whole of Warwickshire.

RELEVANT COMMUNICATIONS

Delivered targeted communications ensure that the full range of cost of living support which is available to residents and businesses is understood and shared. This includes a dedicated series of webpages to support residents who are at risk of financial difficulty, and a dedicated business advice page providing support and guidance on reducing energy costs and accessing funding.

MEN'S HEALTH

Continue to promote Sky Blues in the Community, including their Mentalk sessions where Men are able to benefit from regular mental health support, physical activities and the chance to make new friends.



TARGETED SUPPORT
Upskilled our staff to be able to identify financial vulnerability and signpost towards appropriate support and advice.

KING CHARLES III

On Sunday 11th September we marked the beginning of King Charles III reign, with proclamation outside of rugby Town Hall. The event was attended by the Mayor, the Deputy Lieutenant of Warwickshire.

LEISURE CENTRE

The councils Queen's Diamond Jubilee Centre, operated by GLL, saw an average of 65,000 visits per month with residents able to swim, use the gym and attend fitness classes.

TENANT SUPPORT

We continue to identify tenants who may struggle to meet their rent payments, along with those living in harder to heat properties, and visit them to offer support.

**RUGBY ART GALLERY AND MUSEUM**

The Rugby Art Gallery and Museum accepted 750 new items into the social history collection and archaeology archives, and secured a £50,000 grant from Arts Council England for workshops with community groups from across the borough, including members of the Benn Partnership Centre, the Sikh Social and Welfare Association, and Individual Support Solutions, resulting in displays in various locations.

The team has created a permanent gallery to celebrate some of its Rugby Collection pieces alongside a family friendly 'discovery zone', while Rugby Collection pieces have gained national and international recognition with loans to the TATE Modern, Musee de International in Switzerland and various galleries throughout the UK.

'The Summer of Discovery' programme, themed around Science, Technology, Engineering, Art and Mathematics, funded from The Royal Society's 'Places of Science' grant, enabled 2,566 children to take part in a range of activities over the summer, with a launch event where 811 people attended a live science show.

Costumes, illustrations and props from hit ITV drama The Ipcress Style came to Rugby Art Gallery and Museum, with the team working with Rugby Based costume designer Keith Madden to create an exhibition exploring the themes 'concept, make and screen'

RAGM became the first venue to host a new ARTIST ROOM touring exhibition from TATE celebrating the life and work of world-famous artist Louise Bourgeois, while 'Every Object Tells a Story' welcomed 8616 visitors, engaging local groups and residents who told their stories about local history objects, and the Floor One Gallery hosted 21 exhibitions.

SPORTS AWARDS

We hosted the annual Rugby Sports Awards, including a total of £1,000 awarded to talented young people who are high performing in their respective sports.

SPORTS PITCHES

372 hours of sports pitch hire was booked supporting local community sport delivery on council open space.

FAMILY FUN

1,750 people attended National Playday with families enjoying free play activities at Whitehall Recreation Ground, ensuring families have accessible, affordable opportunities to attend a large -scale family fun day.



TEMPORARY ACCOMMODATION

We continue to work closely with private landlords to ensure that we have sufficient temporary accommodation available to meet needs. We currently lease 38 properties, including 6 houses in multiple occupation, providing 31 bedspaces.



HOPE4

We continue to work closely with HOPE 4 and other voluntary and statutory agencies to tackle issues of homelessness within the borough – primarily through the work of the homelessness forum which ensures that the local response is co-ordinated and reactive to needs.

SWEP

During periods of extreme cold weather, we have activated our Severe Weather Emergency Protocol to offer additional support to rough sleepers during the winter.

WHITEHALL BANDSTAND

The bandstand at Whitehall Recreation Ground has now been restored and is enhanced by new paths and ramps which ensure accessibility. New electrical connections have been added, with lighting and a power supply for events.

PLAY AREAS

Apple Grove and Glaramara were successfully awarded external funding of £100,000 with refurbishments to be carried out to both sites.

WARM WELCOME

Rugby Art Gallery and Museum introduced a weekly Winter Warm Hub, funded by WRCC, providing a warm welcome with refreshments, craft materials and creative worksheets for adults and children. Providing activities to encourage conversation, such as boardgames and puzzles. Also supplying resources from local organisations such as Act on Energy and Citizens Advice.

MONEY ADVICE

The council has commissioned Bedworth, Rugby, and Nuneaton Citizens Advice (Brancab) to support thousands of residents each year in tackling debt, maximising their income, accessing housing and many other challenges. During 2022/23 2022 Brancab have supported 4450 Rugby residents with 13,800 issues. During this time, they enabled Rugby residents to maximise their income by in excess of £3.5M.

PEACE OF MIND

Our 24/7 community alarm service for our older and more vulnerable residents continues to support 2,000 residents.



FREE SHOWERS

The council's Queen's Diamond Jubilee Centre opened its doors as a winter warm hub with residents able to access a free hot drink and the showers.



FAMILY WORKSHOP

270 referrals for young people have been completed in 2022/23 for completion of a 9 week family healthy lifestyle workshop.

NEIGHBOURHOOD SUPPORT

Community Associations in New Bilton, Benn, Overslade, Long Lawford, Brownsover and Newbold provide diverse services that meet the needs of their communities and the council has committed to providing them with financial support for a further year.

TENANT INVOLVEMENT

Engagement continues with our tenants to ensure that they can influence decisions which affect their homes. This has been achieved through our tenants panel and through a new style tenant newsletter which was launched in the summer.

HOME COMPLIANCE

540 electrical safety inspections completed and also attained a 99.79% compliance rate with our gas servicing programme

COMMONWEALTH GAMES

In July, Rugby welcomed the Birmingham 2022 Queens Baton Relay, during a festival of sport at Caldecott Park. Attendees had the opportunity to take part in a variety of sports as well as welcoming the relay.

AMAZING VOLUNTEERS

We are extremely grateful to our volunteers who delivered 451 hours of volunteering within the Art Gallery and Museum and 6,400 hours of volunteering on our green spaces by wide range of partners including Warwickshire Wildlife Trust, Rugby Wildlife Group, Butterfly Conservation, Rotary and the New Bilton Community Association.



AFFORDABLE HOMES

£6.8m of Homes England funding secured for new affordable homes at Biart Place, along with a further £2m through the Local Enterprise Partnership.

MAINTAINING OUR HOMES

Investment continues in our council housing stock. During 2022/23 we completed the installation of 265 new highly energy efficient boilers; delivered disabled facility improvements to 144 of our homes to prolong dignified and independent living for our tenants, installed 143 new bathrooms; installed 50 new kitchen and replaced the security doors throughout 5 of our independent living schemes.

<p>REGULATING PRIVATE HOUSING</p> <p>Our teams continue to regulate private sector housing, focussing on issues such as tenant complaints, damp, insulation and mould. We focus this work on the areas with higher concentrations of rented properties</p>	<p>NEW CROSS FIRE</p> <p>The exhibitions at the Art Gallery and Museum included the New Cross Fire exhibition, working directly with the survivors of the tragedy, which remains a focal point of the fight for racial justice in Britain.</p>	
<p>BEST PRACTICE</p> <p>Shared best practice and supported Community Associations to deliver localised projects, such as the Brownsover Winter Family Project, offering a hot meal and a warm space to do homework for families every evening.</p>	<p>CRISIS PAYMENTS</p> <p>We were the first authority in the county to develop and go live with a procedure for ensuring speedy crisis payments to Ukrainian guests matched to sponsors in the borough.</p>	<p>LICENSED HMOS</p> <p>200 licensed HMOs regulated in the Borough to ensure that housing is well managed and of good quality, with a particular focus on safety. Through the proactive work of the regulatory team, no issues have required formal action to be undertaken by the council.</p>
<p>HOMES FOR UKRAINE</p> <p>Carried out 112 home safety checks for refugees accommodated under the government's Homes For Ukraine scheme</p>	<p>REMEMBRANCE AND HOPE</p> <p>In February, we welcomed the Borough's Ukrainian visitors to the Town Hall, following a service of remembrance and hope and marking the first anniversary of the full-scale invasion of Ukraine.</p>	<p>REFUGEE ART</p> <p>Rugby Art Gallery and Museum were delighted to display a range of art, craft, personal stories and photographs from Ukrainian refugees living in Rugby.</p>
<p>ASYLUM SUPPORT</p> <p>Our officers from a range of teams have continued to work in partnership with the Home Office, Police, NHS and other organisations to support refugees in local hotels and housing, for example through the provision of an induction pack for supporting and signposting newly arriving asylum seekers into the borough.</p>		

ENVIRONMENTAL PROTECTION

Dealt with approximately 800 nuisance complaints over the year with only a small number requiring formal action such as an abatement notice or prosecution, showing that systems and interventions are generally effective.

COMMUNITY WARDENS

The Wardens continue to provide support for communities 8 am to 10 pm (Winter) or 11 pm (Summer) and at other times if required, 7 days per week. They are able to deal professionally with many types of concerns. Main issues they respond to are fly tipping, dog issues, anti-social behaviour, unauthorised encampments and parking issues.

FLY TIPPING

Proactively addressed fly tipping with Community Wardens patrols, deployment of mobile CCTV and working with partners such as Warwickshire Police. The council has taken action against more than 50 fly tippers.



SAFE EVENTS

The Safety Advisory Group, a multi agency advisory, has supported the safe delivery of 12 events through the year.

FOOD STANDARDS

Following the COVID-19 pandemic food safety officers have been working to meet the standards set by the Food Standards Agency. The number of food businesses meeting the minimum legal standard is 95%, and those meeting the highest 5* standard is 75%.

TEA LEAF TALES

Rugby Borough Council supported the dance and community group 'Tappin' In' and 'Tea Leaf Tales', a drama group for young adults with learning disabilities. Together the group performed at the launch of the Commonwealth Games.

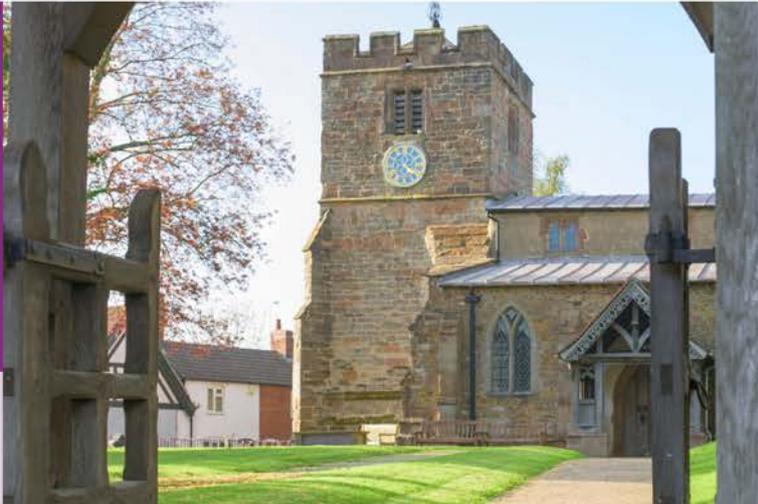
ADDITIONAL NEEDS

Bespoke family friendly performances have been delivered at the Benn Hall including a relaxed session for those with support needs

PARKS WATCH

The Community Wardens are also working with communities to improve reporting of issues in parks as part of Parks Watch, a scheme to improve safe parks through council regulators, volunteers and the general public working together.

EDUCATION PROGRAMME
26,434 children and young people have benefited from the programme at Rugby Art Gallery and Museum. This has included schools, community groups and through a partnership with Barnardo's outreach sessions focussing on early years provision for under 5s.



PLATINUM JUBILEE

Primary school children across the borough entered their paintings and drawings to decorate a giant rugby ball sculpture celebrating the Queen Elizabeth's historic reign. The sculpture was unveiled over the Platinum Jubilee bank holiday weekend featuring the final 200 designs. An exhibition featuring all 1,000 paintings and drawings submitted for the project was on display at Rugby Art Gallery and Museum.



NIGHT AT YOUR MUSEUM

Rugby Art Gallery and Museum hosted a family event 'Night at Your Museum' this year picking the theme of 'Comic Strips and Super Heroes'. The event was attended by 900 adults and children, who enjoyed meeting Optimus Prime and Bumblebee, local heroes from the fire and police service, super animals from Wildlife Displays, and building a UV city among many other activities.



Organisation

The Council has continued to be a responsible, effective, and efficient organisation – delivering high quality services and innovative solutions while managing public funds responsibly and ensuring good governance.

We have revisited many of our ways of working, progressing a transformation programme which fundamentally changes many of the ways in which we do business.

We continue to recognise that our staff are our greatest assets and that without them, none of the successes of the past 12 months would have been possible.



Rugby Borough Council is a responsible, effective and efficient organisation

<p>IMPARTIAL ADVICE SERVICES By listening to our customers, we understand that access to high quality impartial advice services and support is increasingly important. This has shaped our specifications for new funding agreements with the CAB and WCAVA from 1 April 2023.</p>	<p>IT SUPPORT IT Services dealt with more than 12,000 service requests with an average resolution time of under 9 hours, compared to the SLA of 72 hours. More than 98% of respondents rated the services as "great" from the customer satisfaction survey.</p>	<p>BALANCED BUDGET The introduction of the budget working group created focused strategic conversations to take place with key stakeholders to deliver the balanced budget</p>
<p>ANNUAL SAVINGS Achieved a corporate savings target of £300,000</p>	<p>PRE-APPLICATION ADVICE The introduction of Planning Performance Agreements and widening the scope of pre-application advice brought in an additional £140,000 to the organisation.</p>	<p>MICROSITES Migrated two of our microsites into our new Digital Experience platform, keeping our communities and businesses informed and engaged.</p>
<p>INTEGRATED SYSTEMS A new asset management system and a new housing management system were released, and work is now underway for the phase two development of both systems. These bring a modern and more integrated platform technology for the teams, whilst streamlining several teams' workloads.</p>	<p>CASE MANAGEMENT Introduced a new case management system which we use to manage complaints and Freedom of Information requests.</p>	
<p>E-BILLING Increased the take up electronic delivery of council tax bills by 6%, taking the number of households receiving their bill this way to nearly 21,000 (41%)</p>		

<p>MEMBER TRAINING</p> <p>The Learning and Development Policy introduced a new way of working for our elected members. This overarching policy provides a comprehensive framework for Councillor training and ensuring they have the required tools to effectively carry out their roles.</p>	<p>GOVERNANCE</p> <p>The introduction of an Internal Constitution has strengthened our internal governance and provides an overview of key areas and how officers and the organisation as a whole operate.</p>	<p>IT RECYCLING</p> <p>We continue our partnership with KO Recycle and MISCO who collect our redundant IT equipment for free, ensure zero landfill, and donate to good causes in a compliant and responsible way. A typical IT collection prevents over 141 items from going to landfill, prevents 21,547.5kg of CO2 in future manufacturing, prevents mining of 33,600 kg of raw materials and negates the need to utilise more than 5.3m litres of water.</p>
<p>MTFS</p> <p>The Medium Term Financial strategy was updated and adopted for the period 1 April 2023- 31 March 2026 and demonstrates that we are aware of the challenges facing us but have plans in place to mitigate against them</p>	<p>DIGITAL STRATEGY</p> <p>A new IT and Digital Services strategy was developed, externally audited for reassurance, and approved.</p>	<p>INTERNAL AUDIT</p> <p>The 2022/23 Internal Audit programme has achieved an overall delivery of 98% of all agreed management actions</p>
<p>CARBON OFFSET</p> <p>Our IT service has arranged the planting of 100 trees with an expected lifetime CO2 absorption of over 59,000kg.</p>		



<p>BUDGET SAVINGS Identified savings of £3.751m to deliver a balanced budget for 2023/24</p>	<p>TRANSPARENCY The use of savings delivery plans enabled stakeholders to understand the delivery of savings and the impact they have on service delivery .</p>	<p>THE RUGBY APP Our Rugby Borough Council waste app continues to grow with current subscriptions at over 11000 unique households. Our next phase is to look to expand the information and services beyond waste and recycling.</p>
<p>MEMBER PROTOCOL The adoption and implementation of a new Member and Officer Protocol. This is part of our journey of transformation and change in culture. The new protocol establishes key pillars in how members and officers can work together effectively. The implementation of this Protocol has included sessions with the Local Government Association.</p>		<p>SUPPORTING INFRASTRUCTURE We consulted on a draft charging schedule to enable the introduction of a Community Infrastructure Levy (CIL). Adopting CIL will allow the Council to raise additional money from new development to support improvements to local infrastructure.</p>
<p>EXTERNAL AUDIT The annual accounts completed and externally audited as per the national deadline, which only 18% of District Councils in the country were able to achieve</p>	<p>STANDING ORDERS In April the financial instructions for the organisation were relaunched which provides all officers guidance on key financial processes</p>	<p>REVENUE COLLECTION Collected 98% of council tax through the energy crisis and cost of living crisis.</p>

STAFF WELLBEING

In response to the well-being of our workforce, we followed a programme of upgrading and refreshing the town hall and satellite locations, improving the working environment for all staff.

PREPARING FOR EMERGENCIES

The Safety and Resilience team updated the Council's Emergency Plan, including further revision after exercises over the course of the year.

IMPROVING ACCESS

We reviewed the way we deliver Housing Advice and Benefits Support to ensure that we promote ease of access for our customers.



WORKING TOGETHER

We took the opportunity to better utilise space and centralise teams that had been working in other buildings, thus reducing overheads and improving staff morale. This included the relocation of the Property Repairs service hub, freeing up the Albert Street depot to form part of the town centre regeneration plans.



GAS SERVICING

Achieved an impressive compliance level of in excess of 99% with the gas servicing of our homes and view zero contact from our tenants as an indicator of potential vulnerability. This empathetic approach has resulted in our identifying households that need some extra support.

<p>IMPROVING LIVES We prevented 82 households from becoming homeless</p>	<p>STAYING SAFE We have revised the Council's Health and Safety Policy, reflecting current best practice.</p>	<p>REPORTING INCIDENTS The new SHE health and safety software management system is now fully in place and is being increasingly used by employees and managers. This has improved awareness of near miss reporting which has increased by over 250%.</p>
	<p>TRADE WASTE REVIEW A review of the trade waste service was conducted to ensure that operations are run efficiently, to reduce running costs and guarantee that the service is not subsidised by the taxpayer.</p>	
<p>DEMONSTRATING VALUE Delivered 37 hours of finance training to budget managers to support them with delivering and demonstrating value for money within their service.</p>	<p>INNOVATIVE PROCUREMENT Progressed our commercial aspirations by establishing a demolition procurement framework with Pagabo. This will generate a fee for the council as the framework is used by other local authorities.</p>	<p>SHERBOURNE RECYCLING As part of Sherbourne Recycling Limited, we have progressed the construction of a new Materials Recycling Facility. This state-of-the-art facility will enable the council and partners to process dry mixed recycling more efficiently and to offer this service to commercial customers.</p>

NATIONAL AWARDS

Winning the Royal Town Planning Institute Award for Planning Excellence in Heritage and Culture for Houlton Secondary School. An innovative and committed public/private partnership created an iconic education facility in the heart of a new community, delivered on budget and on programme, almost entirely during a global pandemic. Standing proud once again, not just as a preserved heritage building but as a vibrant, bustling school where children are learning and being inspired by how their school was part of our country's most pioneering communications advances.



TRANSFORMATION

Through the reshaping of three services we have been able to secure continued service delivery without increasing the cost of the organisation



COMMUNITY HALL

The Benn Hall has continued to provide a wide range of shows throughout the year. This year, the venue held an additional 16 shows with more than 75% capacity reached.

2,278 visitors attended the pantomime performances of Sleeping Beauty over 12 performances, 27 blood donation events were held throughout the year, supporting the NHS drive to increase supplies. The venue hosted the National Irish Dance Championships for the first time, welcoming visitors from all over the UK and Ireland, and also hosted the Rugby's Got Talent Final 2022.



COMMERCIALISATION

Identified and launched 5 commercialisation pillars which provide a basis for understanding the organisations appetite for commercial activity

HOUSING LIST

Continued to work with registered providers to meet housing needs in the borough. The number of customers on our waiting list reduced from 494 as at 1 April 2022 to 420 as at 31 March 2023.

RENT SENSE

We used software to target support to those of our tenants that are most likely to struggle to pay their rent.

ONGOING SAVINGS

Transformation projects have realised a cashable benefit of £0.286m in 2022/23 and a further £0.463m from April 2023. This includes procurement savings and ensuring that fees are set at levels which cover the costs of running services.

HOMELESSNESS DUTY

We supported another 124 households who were homeless and to whom we owed a duty into a home that meets their needs

HOW WE'RE DOING

The council has introduced new tools to support service performance and cost benchmarking with other councils across the local government sector. This will support the council to drive service improvement and enhance value for money.

ENERGY REBATE

Paid the Council Tax Energy Rebate to over 36,000 households on time, totalling more than £5.4m in value.

<p>CONSISTENT COMMUNICATIONS We developed a new communications and engagement strategy and tested it with our Management Team, to ensure that all services adopt consistent standards</p>	<p>WASTE COLLECTION Maintained a 99% collection rate for household refuse and recycling bins.</p>	<p>TEMPORARY HOUSING We supported 76 households by offering them temporary accommodation whilst we progressed their homelessness application.</p>
<p>ONLINE SERVICES Work continues with our digital experience platform, which has recently seen a suite of waste services go live, such as this year's green waste subscriptions and the introduction of an FOI and Complaints case handling system. The work continues so that we can develop website services to this platform and to expand the number of services available to both staff and customers for more efficient and streamlined services.</p>		
<p>DISCRETIONARY FUNDING We supported 444 households to avoid crisis through the allocation of Discretionary Housing Payments.</p>	<p>MAKING THINGS EASY We reviewed incoming demand and optimised user journeys to ensure easy task completion for our customers.</p>	<p>HELP WITH BILLS We processed 357 new claims for Housing Benefit and 1287 applications for Council Tax reduction.</p>

ADDITIONAL RELIEF

Continued covid support to Business through payment of CARF grants totalling £2.8m



THE RUGBY BLUEPRINT

We developed and rolled out the Rugby Blueprint. This supports the evolution of the Council's culture, providing a framework of how the organisation will become the best it can be, being more innovative, with empowered decision making at all levels. This includes communities, whom the Council will work with as equal partners to achieve their aspirations and collectively shape the borough and enhance local pride.

ORGANISATIONAL DEVELOPMENT

invested in performance management, objective setting and coaching skills development training for all the Leadership Team and Management Team. This will support and enable the evolution of the organisation's culture, equipping managers with the skills to embed the Rugby Blueprint.



Thank you to all our staff for delivering great things for Rugby



AGENDA MANAGEMENT SHEET

Report Title:	Councillors' Allowances 2022/23
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance
Ward Relevance:	N/A
Prior Consultation:	All Group Leaders
Contact Officer:	Lisa Marshall, Finance Business Partner
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	Yes
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances paid to each councillor for the previous financial year. The report details allowances claimed for 2022/23 financial year.

Financial Implications:	The maximum amounts able to be claimed by councillors for basic allowance, special responsibility allowance and travel and subsistence are stipulated in the Members' Allowance Scheme.
Risk Management Implications:	All claims made by councillors are rigorously checked for accuracy and compliance with the Council's Members' Allowance Scheme.
Environmental Implications:	N/A
Legal Implications:	The Members' Allowance Scheme is required to comply with the Local Authorities (Members' Allowances) (England) Regulations 2003.
Equality and Diversity:	N/A
Options:	N/A
Recommendation:	The allowances claimed by Councillors for 2022/23 as detailed at Appendix 1 to the report, be noted.
Reasons for Recommendation:	To satisfy the legislative requirement to publish the list of allowances claimed.

Cabinet - 26 June 2023

Councillors Allowances 2022/23

Public Report of the Chief Officer - Finance and Performance

Recommendation

The allowances claimed by Councillors for 2022/23 as detailed at Appendix 1 to the report, be noted.

1. Introduction

The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances paid to each councillor for the previous financial year.

The required information for 2022/23 financial year is shown in Appendix 1. A list of details of all Special Responsibility Allowances for this financial year is attached in Appendix 2.

2. Allowances Paid

The amounts paid to councillors include basic allowance and special responsibility allowance (if applicable).

Councillors can also claim travel and subsistence allowances for meetings and conferences as determined by the Council. However, these amounts may vary as:

- i) Some councillors prefer not to claim these allowances
- ii) They are often dependent on the frequency of journeys a councillor undertakes; and
- iii) They are dependent on how far councillors have to travel from their homes to the Town Hall

Name of Meeting: Cabinet
Date of Meeting: 26 June 2023
Subject Matter: Councillors Allowances 2022/23
Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Councillors Allowances 2022/23**Appendix 1****Councillors**

Councillor Surname	Councillor Forename	Ward	Basic Allowance £	Special Resp Allowance £	Mileage NT / Rugby Casual £	Conference Fees £	Mobile Phones £	Total £
A'Barrow	Julie	Bilton	7,420.32	4,330.20				11,750.52
Allanach	Glenda	Rokeby & Overslade	7,420.32					7,420.32
Bearne	Andrew	Wolston & The Lawfords	766.90					766.90
Brader	Michael	New Bilton	733.55					733.55
Brown	Barbara	New Bilton	7,420.32					7,420.32
Cade	Christopher	Bilton	-268.42					-268.42
Crane	Emma	Leam Valley	7,420.32	6,183.72				13,604.04
Daly	Adam	Hillmorton	7,420.32					7,420.32
Douglas	Timothy	Paddox	7,420.32					7,420.32
Dumbleton	Carie-Anne	Rokeby & Overslade	7,420.32					7,420.32
Eccleson	Peter	Dunsmore	7,420.32	3,710.16				11,130.48
Edwards	Samuel	Eastlands	6,642.38					6,642.38
Ellis	James	Newbold & Brownsover	7,420.32					7,420.32
Garcia Maures	Belinda	Revel & Binley Woods	7,420.32					7,420.32
Gillias	Anthony	Revel & Binley Woods	7,420.32	3,759.82				11,180.14
Harrington	Richard	Benn	6,642.38					6,642.38
Hassell	Evelyn	Clifton, Newton & Churchover	7,420.32					7,420.32
Keeling	Dale	Admirals & Cawston	766.90					766.90
Lawrence	Kathryn	Hillmorton	7,420.32	6,183.72				13,604.04
Lawrence	Toby	Bilton	6,642.38					6,642.38
Lewis	William	Rokeby & Overslade	7,420.32					7,420.32
Livesey	Alison	Coton & Boughton	6,642.38					6,642.38
Lowe	Sebastian	Coton & Boughton	7,420.32	14,053.32		495.00	84.39	22,053.03
Mahoney	Thomas	Benn	7,420.32					7,420.32
Maoudis	Rebecca	Wolvey & Shilton	7,420.32		104.40			7,524.72

McQueen	Craig	Eastlands	766.90					766.90
Mistry	Ish	New Bilton	7,420.32					7,420.32
Moran	Michael	Admirals & Cawston	6,642.38					6,642.38
New	Noreen	Paddock	7,420.32					7,420.32
O'Rourke	Margaret	Benn	7,420.32	2,799.38				10,219.70
Parker	Lisa	Bilton	7,420.32					7,420.32
Picker	Ian	Hillmorton	7,221.84	5,939.58				13,161.42
Poole	Derek	Wolston & The Lawfords	7,420.32	6,183.72	120.60	495.00	84.23	14,303.87
Rabin	Wayne	Newbold & Brownsover	7,420.32					7,420.32
Robbins	Carolyn	Coton & Boughton	7,420.32	6,183.72				13,604.04
Roberts	Deepah	Dunsmore	7,420.32	688.88				8,109.20
Roberts	Howard	Dunsmore	7,420.32	6,183.72			90.51	13,694.55
Roodhouse	Susan	Eastlands	7,420.32					7,420.32
Roodhouse	Jerry	Paddock	7,420.32	1,390.24				8,810.56
Sandison	Neil	Eastlands	7,420.32					7,420.32
Shera	James	Benn	766.90					766.90
Simpson-Vince	Jill	Coton & Boughton	766.90	639.10		495.00		1,901.00
Slinger	John	New Bilton	6,642.38					6,642.38
Srivastava	Ramesh	Newbold & Brownsover	7,420.32					7,420.32
Timms	Heather	Revel & Binley Woods	7,420.32	537.33				7,957.65
Ward	Simon	Wolston & The Lawfords	6,642.38					6,642.38
Watson-Merret	Carolyn	Admirals & Cawston	7,420.32	3,444.40				10,864.72
Williams	Mark	Admirals & Cawston	7,420.32					7,420.32
Willis	Timothy	Wolston & The Lawfords	7,420.32	537.33				7,957.65
Total			310,309.01	72,748.34	225.00	1,485.00	259.13	385,026.48

Independents

Councillor Surname	Councillor Forename	Committee	Special Resp Allowance £	Mileage NT / Rugby Casual £	Subsistence £	Total £
Dudfield	Paul	Audit & Ethics	3,574.08			3,574.08
Eves	John	Audit & Ethics	1,523.88	75.60	2.00	1,601.48
Shackley	Paul	Shareholders	3,574.08	126.00		3,700.08
Total			8,672.04	201.60	2.00	8,875.64

SPECIAL RESPONSIBILITY ALLOWANCES 2022/23
with effect from 19 May 2022

SPECIAL RESPONSIBILITY	NAME OF COUNCILLOR
Mayor	Cllr Ms Carolyn Watson-Merret
Leader of the Council / Chair of Cabinet / Change and Transformation Portfolio Holder	Cllr Sebastian Lowe
Deputy Leader of the Council / Deputy Chair of Cabinet / Regulation and Safety Portfolio Holder	Cllr Derek Poole
Cabinet Members / Portfolio Holders:	
Growth and Investment	Cllr Ian Picker
Leisure and Wellbeing	Cllr Howard Roberts
Communities, Homes, Digital and Communications	Cllr Mrs Emma Crane
Finance, Performance, Legal and Governance	Cllr Ms Carolyn Robbins
Operations and Traded Services	Cllr Miss Kathryn Lawrence
Chair of Licensing and Safety Committee	Cllr Mrs Julie A'Barrow
Chair of Planning Committee	Cllr Anthony Gillias
Chair of Scrutiny Committee	Cllr Peter Eccleson
Chair of Appeals Committee	Cllr Mrs Heather Timms
Chair of Grievance Committee	Cllr Tim Willis
Main Opposition Group Leader (Lab)	Cllr Mrs Maggie O'Rourke
Group Leader (Lib Dem)	Cllr Jerry Roodhouse
Chair of Audit and Ethics Committee	Mr Paul Dudfield
Vice Chair of Audit and Ethics Committee	Mr John Eves
Chair of Shareholders Committee	Mr Paul Shackley

Agenda No 13

AGENDA MANAGEMENT SHEET

Report Title:	Treasury Management 2022/23 – Annual Report
Name of Committee:	Cabinet
Date of Meeting:	26 June 2023
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All
Prior Consultation:	All Group Leaders
Contact Officer:	Dawn Lewis Ward, Lead Accountant dawn.lewis-ward@rugby.gov.uk 01788 533408
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	Yes
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	The report sets out the Treasury Management activities for 2022/23
Financial Implications:	None as a direct result of this report. The report ensures that Cabinet is aware of the final Treasury Management position for 2022/23.

Risk Management/Health and Safety Implications:	Risk management considerations are set out within the report and there are no health and safety implications
Environmental Implications:	There are no environmental implications for this report, therefore a Climate Change and Environmental Impact Assessment is not required
Legal Implications:	There are no legal implications for this report
Equality and Diversity:	There are no equality and diversity implications for this report, therefore an Equality Impact Assessment is not required
Options:	As this report complies with the Treasury Management Code of Practice, which was approved by Council, no other options have been considered
Recommendation:	<ol style="list-style-type: none"> 1) The Treasury Management report for 2022/23 be noted; and 2) the actual treasury management indicators (Appendix A) be noted.
Reasons for Recommendation:	To provide Members with relevant information to make informed decisions around Treasury Management Activity and, in line with best practice, comply with the Code of Practice

Cabinet - 26 June 2023

Treasury Management 2022/23 – Annual Report

Public Report of the Chief Officer - Finance and Performance

Recommendation

- (1) The Treasury Management report for 2022/23 be noted; and
- (2) the actual treasury management indicators (Appendix A) be noted.

1. BACKGROUND

- 1.1 The Council is required to operate a balanced budget which broadly means that, year on year, cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus cash is invested in low-risk counterparties or instruments commensurate with the Council's risk appetite, providing adequate liquidity initially before considering investment return as per the Council's Treasury Management Strategy which was adopted on 1 April 2022.
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 Accordingly, treasury management is defined as:
"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2. INTRODUCTION

- 2.1. On 22 February 2022, in accordance with the CIPFA Code of Practice for Treasury Management in the Public Sector, Council approved the Treasury Management Strategy for 2022/23. The Code requires the Council to approve a treasury management strategy before the start of each financial year, a mid-year report, and an annual report after the end of each financial year. The code requires local authorities to comply with three key principles:

KEY PRINCIPLE 1 Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

KEY PRINCIPLE 2 Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and portfolio liquidity when investing treasury management funds.

KEY PRINCIPLE 3 They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

- 2.2. This report covers the treasury activities for the financial year 2022/23.
- 2.3. Part of the Council's treasury activity is to address any borrowing need, either through borrowing from external bodies, or utilising temporary cash resources available within the Council. The wider treasury activities also include managing the Council's cash flows, its existing borrowing activities, and investment of surplus funds. These activities are structured to manage risk foremost, and then to optimise performance.

3. ECONOMIC REVIEW 2022/23 – provided by Link Asset Services (Corporate Treasury Advisors) April 2023

- 3.1. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022/23.
- 3.2. Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps in 2022. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	UK	Eurozone	US
Bank Rate	4.50%	3%	4.75%-5%
GDP	0.1%q/q Q4 (4.1%y/y)	+0.1%q/q Q4 (1.9%y/y)	2.6% Q4 Annualised
Inflation	8.9%y/y (Mar)	6.9%y/y (Mar)	6.0%y/y (Feb)
Unemployment Rate	3.9% (Mar)	6.6% (Feb)	3.6% (Feb)

- 3.3. Q2 of 2022 saw UK GDP deliver growth of +0.1% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Q4 GDP was positive at 0.1% q/q. Most recently, January saw a 0.3% m/m increase in GDP as the number of strikes reduced compared to December. In addition, the resilience in activity at the end of 2022 was, in part, due to a 1.3% q/q rise in real household disposable incomes. A big part of that reflected the £5.7bn payments received by households from the government under the Energy Bills Support Scheme.
- 3.4. Nevertheless, CPI inflation picked up to what should be a peak reading of 11.1% in October, although hopes for significant falls from this level will very much rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices. On balance, most commentators expect the CPI measure of inflation to drop back towards 5.1% by the end of 2023. As of March 2023, CPI was 8.9%.
- 3.5. The UK unemployment rate fell through 2022 to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact remains, however, that with many economic participants registered as long-term sick, the UK labour force shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC (Monetary Policy Committee) will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food (up 18.3% y/y in February 2023) and energy that have endured since Russia's invasion of Ukraine on 22 February 2022.
- 3.6. Bank Rate increased steadily throughout 2022/23, starting at 0.75% and finishing at 4.25%. The Bank of England's MPC increased the bank rate by further 25bps to 4.5% in May.

Link Group Interest Rate View 27.03.23												
	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
BANK RATE	4.50	4.50	4.25	4.00	3.50	3.25	3.00	2.75	2.75	2.50	2.50	2.50
3 month ave earnings	4.50	4.50	4.30	4.00	3.50	3.30	3.00	2.80	2.80	2.50	2.50	2.50
6 month ave earnings	4.50	4.40	4.20	3.90	3.40	3.20	2.90	2.80	2.80	2.60	2.60	2.60
12 month ave earnings	4.50	4.40	4.20	3.80	3.30	3.10	2.70	2.70	2.70	2.70	2.70	2.70
5 yr PWLB	4.10	4.10	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20	3.20	3.10
10 yr PWLB	4.20	4.20	4.00	3.90	3.80	3.70	3.50	3.50	3.40	3.30	3.30	3.20
25 yr PWLB	4.60	4.50	4.40	4.20	4.10	4.00	3.80	3.70	3.60	3.50	3.50	3.40
50 yr PWLB	4.30	4.20	4.10	3.90	3.80	3.70	3.50	3.50	3.30	3.20	3.20	3.10

- 3.7. In the interim, following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of the 17th of November gave rise to a net £55bn fiscal tightening, although much of the “heavy lifting” has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have reversed the increases seen under the previous tenants of No10/11 Downing Street, although they remain elevated in line with developed economies generally.
- 3.8. As noted above, GDP has been tepid throughout 2022/23, although the most recent composite Purchasing Manager Indices for the UK, US, EZ and China have all surprised to the upside, registering survey scores just above 50 (below suggests economies are contracting, and above suggests expansion). Whether that means a shallow recession, or worse, will be avoided is still unclear. Ultimately, the MPC will want to see material evidence of a reduction in inflationary pressures and a loosening in labour markets. Realistically, that is an unlikely outcome without unemployment rising and wage settlements falling from their current levels. The unemployment rate for January to March 2023 increased by 0.1 percentage points on the quarter to 3.9%. The increase in unemployment was driven by people unemployed for over 12 months. Also, while the number of job vacancies fell for the ninth consecutive month in February, they remained around 40% above pre-pandemic levels.
- 3.9. Our economic analysts, Capital Economics, expect real GDP to contract by around 0.2% q/q in Q1 and forecast a recession this year involving a 1.0% peak-to-trough fall in real GDP.

4. THE COUNCIL’S CAPITAL EXPENDITURE AND FINANCING 2022/23

- 4.1. The level of capital expenditure incurred by the Council, and its financing, forms one of the required prudential indicators. The table below shows total capital expenditure for the year and how this was financed.

	2022/23 Original Budget £000s	2022/23 Estimate as at Q2 £000s	2022/23 Outturn £000s
Total capital expenditure	28,596	53,590	11,437
Resourced by:			
Capital receipts	(4,040)	(5,186)	(1,418)
Capital grants and other contributions	(1,086)	(8,713)	(1,931)
Capital reserves	(3,750)	(4,626)	(2,183)
Revenue	(6,500)	(8,606)	(988)
Unfinanced capital expenditure	13,220	26,459	4,917

4.2. Full details of capital expenditure and explanations of variances from budget can be found within the Financial and Performance Monitoring Outturn Report also included on this agenda. The fall in capital expenditure between estimate and outturn relates to reprofiling in the programme principally around:

- a) (£1.952m) Purchase of Vehicles due to lead in time vehicles will now be delivered in 2023/24
- b) (£17.448m) Biart Place for future build costs. This will be reprofiled over several years, rather than just 2023/24.
- c) (£5.311m) Rounds Gardens for the demolition & design costs
- d) (£11.865m) Availability of suitable properties on the open market for council house purchases.
- e) (£2.180m) Carbon Management Plan for phase 2 in 23/24
- f) (£1.069m) in the delivery of the HRA property programme due to material supply issues and reduced requirement for replacement kitchens, bathroom etc.
- g) (£0.611m) Great Central Walk bridges for ongoing works in collaboration with Warwickshire County Council
- h) (£0.572m) Timing of the payments for the Sherbourne Recycling Scheme.

4.3. The Council undertakes capital expenditure on long term assets. These activities may either be:

- a) Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need (although this does result in a loss of interest on resources which would otherwise be invested) or;
- b) If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need (unfinanced capital expenditure, therefore resulting in an increase in interest costs and eventual loan repayment)

5. THE COUNCIL'S OVERALL BORROWING NEED

5.1. The Council's underlying need to borrow is called the **Capital Financing Requirement (CFR)**. This figure is a gauge for the Council's debt position and represents 2022/23 and historic net capital expenditure which has not yet been

charged to revenue. The process for charging this capital expenditure to revenue is a statutory requirement and is called the **Minimum Revenue Provision (MRP)***. The Council has the option to charge more than the statutory MRP each year through Voluntary Revenue Provision (VRP). The Council's CFR for the year is shown below and represents a key prudential indicator. The total CFR can also be reduced by the application of additional capital resources (such as unapplied capital receipts.)

*In effect this is the amount required to be set aside for the eventual loan repayment.

Capital Financing Requirement	31 March 2023 Actual £000s	31 March 2023 Original Indicator £000s
Opening balance 1 April 2022	86,879	86,879
Plus: unfinanced capital expenditure	4,917	13,220
Less: MRP/	(1,412)	(1,621)
Closing balance 31 March 2023	90,384	98,478

5.2. This table demonstrates that the Council's long-term borrowing need has decreased from that predicted at the beginning of 2022/23. However, this is predominantly related to the items listed at 5.2 above and will increase in 2023/24 and beyond as substantial delivery works at the former multi-storey flats' sites come on stream after being substantially.

5.3. Current and future estimated MRP and interest costs (updated from the most recent General Fund and HRA Medium Term Financial Plans) are detailed in the table below:

	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
MRP/VRP (Debt repayments)	1,412	1,297	1,389	1,485
Net Cost of Borrowing (Interest repayments)	(26)	872	1,141	1,255
Direct Revenue Financing (DRF)	6,500	1,290	1,245	1,205
Total Revenue Implications	7,886	3,459	3,775	3,945

5.4. These values in future years may change as a consequence of the Chief Finance Officer choosing an alternative method of financing for some of the capital programme as set out in the 2023/24 Capital Strategy.

- 5.5. The borrowing strategy approved as part of the 2022/23 Treasury Management Strategy highlighted the authority was in an 'overborrowed' position due to the advance borrowing for the Council's multi-storey flat sites. As previously reported, the Council utilised the HRA Certainty rate from the PWLB to add to the HRA debt pool in advance of these works. This leaves the Council with a grand total of £66.479m being available for the scheme at an average interest rate of 1.4% for the 50 year term which is significantly lower than the 5.09% rate (as of 18 May 2023) which is now available from the PWLB. However, the council will move to an under borrowed position over the period of the medium-term financial plan.
- 5.6 This meant that the authority incurred a 'cost of carry' (paying interest costs which cannot be wholly mitigated from temporary investment income) whilst it holds borrowing awaiting capital expenditure to be undertaken. However based on the current rate of interest, the forecast of long-term saving by borrowing in advance of need will more than mitigate the short term differential in cost of carry. The table below shows that because of this the authority is 'overborrowed' as at the 31 March 2023 by £7.084m (£83.300m forecast gross debt vs. £90.384m forecast Capital Financing Requirement)

	31 March 2023 £000s
Gross Debt	83,300
Capital Financing Requirement	90,384
Under/(Over) Borrowing	(7,084)

6. TREASURY POSITION AT 31 MARCH 2023

- 6.1. The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities.

The table below shows a snapshot of the Council's position as at 31 March 2023 (not for the whole of 2022/23) compared with the previous year. This situation will of course change daily as investments are adjusted to meet cash flow requirements.

	31/03/2023		31/03/2022	
	£000s	Average Rate (%)	£000s	Average Rate (%)
Borrowings:				
PWLB	69,600	1.73	76,900	1.80
Market Deals	13,700	3.67	13,700	3.66
Local Authorities	0	0	0	1.48
Total Debt Outstanding	83,300	2.02	90,600	1.95
Investments:				
In house*	78,234	0.74	92,789	1.69
Total Investments Outstanding	78,234		92,789	

(PWLB = Public Works Loan Board)

*Average rate of return excluding capital losses on fair value investments 1.93%

7. BORROWING IN THE YEAR:

7.1. The movement in outstanding debt was (£7.3m) (including temporary borrowing) as shown below:

	£000s
Debt outstanding at 1 April 2022	90,600
Borrowing in year	0
Less: Repayments in year (Inc. temporary borrowing)	7,300
Debt Outstanding at 31 March 2023	83,300

- **Future Maturity Analysis of Loans** (illustrates future changes in debt portfolio)

	2023/24 £000s	2024/25 £000s	2025/26 £000s
PWLB/Banks	0	0	1,000
Local Authorities/Housing Associations	0	0	0
Total	0	0	1,000

8. INVESTMENTS IN THE YEAR

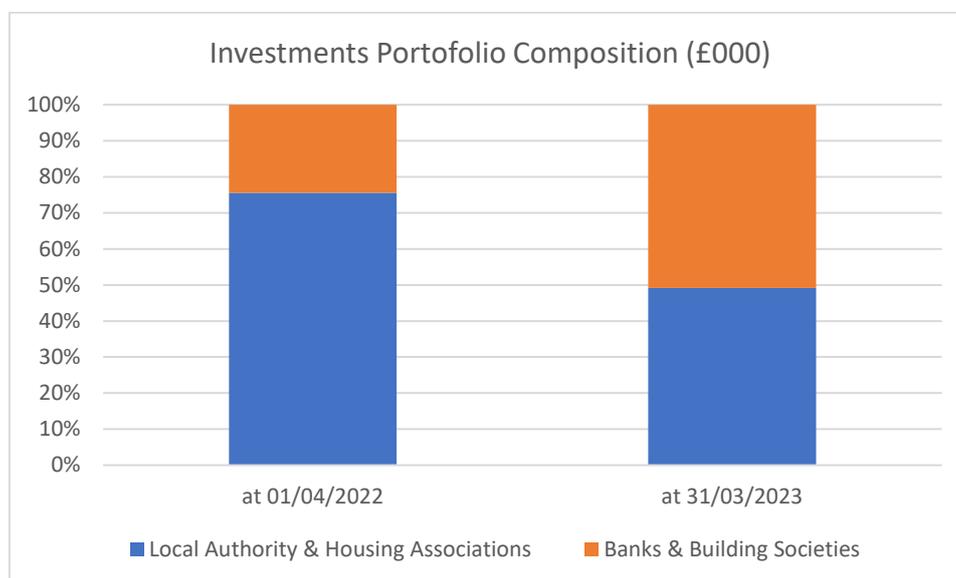
8.1. The net movement in the year was a decrease of £14.555m as shown below:

	£000s
Opening Balance at 1 April 2022	86,789
Investments in year	100,500
Less: Repayments in year	(115,055)
Closing balance at 31 March 2023	72,234

8.2. The returns achieved through the investment strategy undertaken by the Council are shown below:

	Weighted Average Investment	Weighted Average Annual Rate of Return (Net of Fees)	Benchmark Return (Average annual SONIA Rate)	Original Estimate
	£m	%	%	%
Internally managed	92.6	1.82	2.24	1.51

At the beginning of the year the average rate of return on investments portfolio was 1.24%. The rate of return has steadily increased during the year to 2.98% as of 31 March 2023. The portfolios average risk number increase slightly from 3.05 at the beginning of the year to 3.48 as at the year end. This is due to portfolio composition shifting toward higher return investments with bank and building societies instead of Local Authorities and Housing Associations.



However, as the Council only invests in A-Rated Banks and Building Societies the overall risk of default 2022-23 – 0.009% (2021-22 – 0.026%) and potential expected credit losses £0.001m (2021-22 - £0.007m) remain very low.

Future Maturity Analysis of Investments

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Banks and Building Societies	22,500	0	0	0
Local Authorities / Housing Associations	25,500	10,000	0	0
Total	48,000	10,000	0	0

IFRS 9 fair value of investments

Following the consultation undertaken by the Department of Levelling Up, Housing and Communities - DLUHC on IFRS 9 - Financial instruments, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2025. The Council is required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in

order for the Government to keep the override under review and to maintain a form of transparency.

	Externally Managed Pooled Investment Funds £000s	
	as at 31/03/2022	as at 31/03/2023
Nominal Value	6,000	6,000
Fair Value	7,164	5,991
Unrealised Fair Value Gain / (Loss)	819	(1,176)

9. BREACHES OF TREASURY MANAGEMENT STRATEGY

- 9.1. Under the CIPFA Code of Practice, any breaches of the Council's Treasury Management Strategy need to be reported to Members with an explanation of the causes of the breach.
- 9.2. There were two breaches that have previously been reported during the 2022/23 financial year
- a) On 8 April 2022 the Council's operational bank account had an amount of £10.431m overnight, a breach of £0.431m until 10 April 2022. This was due to an unplanned amount of income being received too late in the working day for officers to negotiate the movement of excess funds.
 - b) On the 28 September 2022 the overseas investment limit was breached by £1.000m. This was subsequently resolved on 14 October and improvements to monitoring systems have been made to ensure that possible breaches of this nature can be avoided.
- 9.3. Since the mid-year report, there is one further breach to report. On the 28 February 2023 the Council went £0.106m overdrawn in its operational bank account. £0.006m over our authorised limit. This was due to a transfer of funds from our money market fund not being processed when requested. Treasury Management processes were audited during 2021/22 and was given substantial assurance and so the Chief Financial Officer has confidence that there are no systemic issues in the process. However, a review has been carried out and officers involved in the process will ensure that the agreed process for maintaining a positive bank balance is adhered to and at this stage only due care and attention will need to be upheld.

10. NEW ACCOUNTING STANDARDS

- 10.1. From 1 April 2024, having been delayed for a further year, the Council will be required to adopt International Financial Reporting Standard 16, Leases, (IFRS16). This standard will require the Council, as a lessee, to recognise the value of assets it is using under a lease arrangement on its balance sheet, with a corresponding liability recognising the corresponding lease liability. This

effectively means that the Council will be changing its treatment of operating leases, except for low value or short-term leases, to finance leases.

- 10.2. After initial recognition, the value of assets leased will need to be revalued regularly on the same basis as Property, Plant and Equipment. Lease payments will be accounted for as payments of principal and interest.
- 10.3. The recognition of an asset on the Council Balance Sheet will effectively increase the Capital Financing Requirement meaning that the Council will also have to consider the requirement to account for Minimum Revenue Provision (MRP).
- 10.4. The recognition of a lease liability on the balance sheet will have a direct impact on the Council's prudential indicators. Prior to the adoption of the new accounting standard, the Council will undertake an impact assessment of the change in lease accounting and advise members of the changes.

11. ESG INVESTMENTS

- 11.1. There is a significantly greater awareness of the approach to 'ethical' investments and the Council's consideration of Environment, Social and Governance (ESG) issues when making an investment

ESG Factors

- 11.2. Following are examples of ESG issues.
 - a) Environmental risks created by business activities have actual or potential negative impact on air, land, water, ecosystems, and human health. Company environmental activities considered ESG factors include managing resources and preventing pollution, reducing emissions and climate impact, and executing environmental reporting or disclosure. Environmental positive outcomes include avoiding or minimizing environmental liabilities, lowering costs and increasing profitability through energy and other efficiencies, and reducing regulatory, litigation and reputational risk.
 - b) Social risks refer to the impact that companies can have on society. They are addressed by company social activities such as promoting health and safety, encouraging labour-management relations, protecting human rights, and focusing on product integrity. Social positive outcomes include increasing productivity and morale, reducing turnover and absenteeism, and improving brand loyalty.
 - c) Governance risks concern the way companies are run. It addresses areas such as corporate brand independence and diversity, corporate risk management and excessive executive compensation, through company governance activities such as increasing diversity and accountability of the board, protecting shareholders and their rights, and reporting and disclosing information. Governance positive outcomes include aligning interests of shareowners and management and avoiding unpleasant financial surprises.

There is an overriding requirement for the Council to consider investments in the context of, security, liquidity, and yield as the core principles of the Treasury Management Strategy, as detailed in section B. If an investment meets the core principles and delivers ESG benefits, it will be pursued.

- 11.3. During 2022/23, the Council held one short term investment of £5.000m with Standard Chartered Bank.

TREASURY MANAGEMENT INDICATORS 2022/23

1. Security: average credit rating

To measure the security of its portfolio, the council compares the historic risk of default of its investments against a maximum target rate.

As an example, *based on historic data*, a AAA (least risk) rated investment has 0.04% chance of default within 1 year and a 0.16% chance of default within 3 years. A BBB+ (most risk) rated investment has a 0.14% chance of default within 1 year and a 0.65% chance of default within 3 years.

	Limit	Actual	Achieved
Historic risk of default	0.25%	0.009%	Yes

2. Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk – that all borrowing falls due for repayment at the same time. The maturity structure of fixed rate borrowing was:

	Upper Limit	Lower Limit	Actual	Achieved
Under 12 months ¹	75%	0%	0%	Yes
12 months and within 24 months	75%	0%	0%	Yes
24 months and within 5 years	75%	0%	2.0%	Yes
5 years and within 10 years	75%	0%	0%	Yes
10 years to 20 years	75%	0%	0.6%	Yes
20 years to 30 years	75%	0%	0.6%	Yes
30 years and over	75%	0%	96.8%	No

¹Includes temporary borrowing for cash flow purposes.

The Council has breached the upper limit for borrowing for 30 years and over until maturity. This is due to the amount of borrowing that has matured and been repaid this financial year and last, to reduce the overborrowed position.

It is not envisaged that this indicator will improve in the short term, as it would not be prudent to take any long-term borrowing given the rise interest rates in recent times and the forecast that they will rise further. As part of future forecast and planning process, consideration will be given to the timing of any future borrowing and the term, to ensure a spread of maturities.

3. Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. It is used in conjunction with the liquidity indicator to ensure sufficient cash resources are available without penalty during the short to medium term. The total principal sums invested to final maturities beyond the year end were:

	31 March 23 £000s	31 March 24 £000s	31 March 25 £000s
Limit on principal invested beyond year end	70,000	70,000	70,000
Actual principal invested beyond year end	54,000	16,000	6,000
Achieved	Yes	Yes	Yes

4. Approved countries for investments as of 31 March 2023

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Qatar
- U.K.

5. Approved counterparty limits

Approved counterparties (limit per counterparty)				
Credit Rating	Banks / Building Societies	Non-UK Government	Corporate	Registered Providers
AAA	£10m 5 years	£5m 10 years	£5m 10 years	£15m 10 years
AA+	£10m 5 years	£5m 7 years	£5m 7 years	£15m 10 years
AA	£10m 4 years	£5m 5 years	£5m 5 years	£15m 10 years
AA-	£10m 3 years	£5m 4 years	£5m 4 years	£15m 10 years
A+	£10m 12 months	£5m 3 years	£5m 3 years	£15m 5 years
A	£10m 12 months	£5m 2 years	£5m 2 years	£15m 5 years
A-	£10m 6 months	£5m 1 year	£5m 1 year	£15m 5 years
BBB- and assets > £25bn	Council's UK operational bank account only £10m 1 day			
No credit rating	UK unrated Building Societies £3m 6 months	Corporates £1m 1 year	Registered Providers	
			£10m 3 years	
UK Govt	Central government: £unlimited 50 years UK Local Authority: £20m 10 years			
Pooled Funds (incl. Money Market Funds) and Real Estate Investment Trusts		£5m per Fund or Trust Overall limit on aggregate amounts invested across Funds or Trusts of £30m		

Name of Meeting: Cabinet

Date of Meeting: 26 June 2023

Subject Matter: Treasury Management 2022/23 – Annual Report

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A