

23 December 2022

CABINET – 9 JANUARY 2023

A meeting of Cabinet will be held at 6pm on Monday 9 January 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 December 2022.

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: Members 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 Member 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 Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member 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 3 January 2023).

Growth and Investment Portfolio

Nothing to report to this meeting.

Leisure and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

5. Council Tax Base 2023/24, Draft General Fund Revenue Capital Budget 2023/24 and Medium Term Financial Plan 2023-2027.

6. Energy Rebates and Covid 19 Grants.

Communities, Homes, Digital and Communications Portfolio

7. Draft Housing Revenue Account Capital and Revenue Budgets 2023/24 and Medium Term Financial Plan 2023-2027.

8. Social Housing Decarbonisation Fund Proposals.

Regulation and Safety Portfolio

Nothing to report to this meeting.

Change and Transformation Portfolio

9. Transformation Programme Progress Update.

10. Town Hall Works Update.

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

Nothing to report to this meeting.

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 Lowe (Chairman), Mrs Crane, Miss Lawrence, Picker, Poole, Roberts and Ms Robbins.

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 MANAGEMENT SHEET

Report Title: Council Tax Base 2023/24, Draft General Fund Revenue and Capital Budget 2023/24 and Medium-Term Financial Plan 2023-2027

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Chief Officer - Finance and Performance

Portfolio: Finance, Performance, Legal and Governance

Ward Relevance: All Wards

Prior Consultation:

Contact Officer: Jon Illingworth
Section 151 and Chief Officer - Finance and Performance
01788 533410; jon.illingworth@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: Under the Local Government Act, an authority must set a Council Tax and balanced budget, giving 14 days' notice of the Council Tax level prior

to the date of billing. The Council must set a budget before 11 March of each year.

This is the second Draft Budget Report to include Capital and Treasury commitments for 2023/24 through to 2026/27 and Council Tax Base for 2023/24.

Financial Implications:	As detailed in the main report.
Risk Management/Health and Safety Implications:	The Council has a statutory duty to set an annual General Fund Revenue budget that will enable it to determine the level of Council Tax.
Environmental Implications:	There are no environmental implications arising from this report. A full Climate Change and Environmental Impact Assessment will be presented with the final budget report at Council on 22 February 2023.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	There are no Equality and Diversity implications arising from this report. It may be necessary later in the budget process to carry out Equality Impact Assessments of the implications of any service changes.
Options:	N/A
Recommendation:	<ol style="list-style-type: none">1) The draft General Fund Revenue and Capital Budget position for 2023/24 alongside the Council's 2023-2027 Medium Term Financial Plan be considered;2) the Council Tax Base 2023/24 as detailed in Section 4.2 and Appendix 2 be approved; and3) subject to consultation with the Chief Executive, Monitoring Officer and the Leader of the Council, delegated authority be given to the Chief Officer for Finance and Performance to amend the Council Tax Base, subject to the details of the final funding allocations for 2023/24 having an impact on the calculation used in this report.
Reasons for Recommendation:	This updated overview of the Council's General Fund revenue and capital budgets needs to be considered by Cabinet as part of the budget setting

process and to ensure its affordability and contribution to the Council's Corporate Strategy.

The report includes assumptions for growth and savings which require consideration for inclusion in the 2023/24 draft budgets and the Medium-Term Financial Plan.

Cabinet - 9 January 2023

Council Tax Base 2023/24, Draft General Fund Revenue and Capital Budget 2023/24 and Medium-Term Financial Plan 2023-2027

Public Report of the Chief Officer - Finance and Performance

Recommendation

- 1) The draft General Fund Revenue and Capital Budget position for 2023/24 alongside the Council's 2023-2027 Medium Term Financial Plan be considered.
- 2) The Council Tax Base 2023/24 as detailed in Section 4.2 and Appendix 2 be approved.
- 3) Subject to consultation with the Chief Executive, Monitoring Officer and the Leader of the Council, Delegated Authority be given to the Chief Officer for Finance and Performance to amend the Council Tax Base, subject to the details of the final funding allocations for 2023/24 having an impact on the calculation used in this report.

1. PURPOSE

- 1.1. This is the second budget report from the Chief Officer for Finance and Performance. The previous budget report provided an initial overview of the national picture alongside the Council's financial position for 2023/24.
- 1.2. The purpose of this report is to provide a Draft Budget giving details of growth and savings proposals in preparation for the Final Budget and Medium-Term Financial Plan (MTFP) to be approved by Cabinet and Council 22 February 2023.
- 1.3. Following the announcement of the Autumn Statement on 17 November the details of the impact on Rugby Borough Council through the Provisional Local Government Finance Settlement (PLGFS) were released on the 19 December shortly before the publication of this report. Therefore, officers will continue to analyse the details and will provide any relevant updates as part of the February update report.
- 1.4. The report includes all decisions made by Cabinet and Council up to the meeting of Cabinet on the 5 December.
- 1.5. **Throughout the report savings on expenditure and income are shown in brackets.**
- 1.6. This report includes the following appendices:

- **Appendix 1** – Medium-Term Financial Plan 2023-2027
- **Appendix 2** – Council Tax Base detail for each Parish area
- **Appendix 3** – Summary of General Fund reserves and balances 2023-2027
- **Appendix 4** – Proposed growth and savings for 2023/24
- **Appendix 5** – Fees and charges schedule for 2023/24
- **Appendix 6** – Current approved capital programme

2. PROCESS REVIEW FOR MEDIUM-TERM FINANCIAL PLAN AND MEDIUM-TERM FINANCIAL STRATEGY

- 2.1. The current Medium-Term Financial Strategy (MTFS) covers the period 2018-2023, this has been used as the starting point for the updated MTFP attached as Appendix 1, given the expected significant changes in local government funding, the recovery from the pandemic plus the anticipated changes in the structure and strategic direction of the organisation, the strategy will be updated as part of the current budget setting process.
- 2.2. There is a commitment to establishing a rolling three-year budget setting process and this approach to financial planning will enable the Council to manage the impact of financial changes and challenges over the medium term and run alongside the delivery of the Corporate Strategy. This approach will require the Council to use the reserves to manage the lead in time for delivering savings approved by Council. It is anticipated that this can be readdressed by adjusting future savings targets to replenish the reserves where necessary.
- 2.3. The process for the budget setting process began in March as the Chief Finance Officer established a budget working group consisting of the Leadership team and other officer representatives as required. In addition to looking at the delivery of the savings for the 2023/24 financial year analysis has taken place on the delivery of the current years savings as well as the budget monitoring process. The group invited Cabinet and Group Leaders for a joint meeting during November after the announcement of the Autumn Statement.

3. SUMMARY

- 3.1. The information in the Autumn Statement and the PLGFS has provided officers more clarity around the significant funding reforms that have made financial planning over the medium term extremely challenging. The key messages are:
- 1) The continuation of new homes bonus for a further two years could generate the Council an extra £1m of income a year in 2023/24 and 2024/25.
 - 2) The business rates reset, and the fair funding review will not take place until at least 2024/25, this will allow more time to:
 - deliver and embed the transformation programme;

- continue to contribute the growth gained above the current baseline to reserves;
- continue to support any invest to save options put forward which is expected with the delivery of the Corporate Strategy and the associated delivery plan
- allows Rugby Borough Council to retain approximately £6m of business rates growth which allows the Council to balance any residual savings/transformation target for 2023/24 and smooth the MTFP where necessary.

3.2. Within the information provided in this report significant levels of income generation and cost reduction have been identified without the need to reduce front line services the balancing of the 2023/24 budget has been made more challenging because of the cost-of-living crisis and the impact this has had on inflation. In February when the existing MTFP was approved, the cash impact of inflation was projected at £0.753m, less than 12 months on this has increased to £2.765m, which has absorbed a lot of these savings. The medium-term impact of inflation is still in flux and so officers will continue to analyse inflation and to part mitigate any unknown increase a corporate inflation budget of £0.330m has been held centrally, if the impact of inflation is managed from service budgets this will be released as a saving in 2024/25.

4. BACKGROUND

4.1. Rugby Borough Council's Opening Budgetary Position

4.1.1. The 2022-2026 MTFP presented to Council at its meeting on the 22 February 2022, reported an initial gap for 2023/24 of £3.200m and a total shortfall of £3.264m for the life of the plan. The detailed papers can be found using the link below:

[Council 22 February 2022](#)

4.1.2. At Cabinet on 17 October 2022, the first update report on the 2023/24 budget setting process was presented. The report pre-dated the Autumn Statement and so the assumptions were based on information available at the point of publication, but it was acknowledged that the position will continue to evolve, and that key information was required from the announcement of the PLGFS on 19 December.

4.1.3. Appendix 1 provides a summary of changes when compared to the 2022/23 base budget. However, since February some of the key budget assumptions and circumstances underpinning the budget will have changed for 2023/24.

4.1.4. The current economic situation and the cost-of-living crisis has had a significant impact on the budget requirement for 2023/24 and the life of the MTFP. The 2022-2024 MTFP approved in February 2022 assumed 2023/24 non staffing inflationary increases of £0.104m, however as a result of the cost-of-living crisis, it is now expected that the budget will need to be increased by £1.114m. In addition to this, as a result of the 2022/23 pay negotiations which gave staff a £1,925 pay increase (an average of 6-7%

across the whole establishment) compared to the 2% budgeted value and the continued impact of inflation, the staffing costs for the organisation are expecting to increase by £1.002m in 2023/24 compared to what was originally earmarked within the budget in February. The most significant areas to draw attention to are:

Increase in 2023/24 draft budget (£000s)	Category/description	Increase included in 2022-2026 MTFP (£000s)	Variance (£000s)
1,654	Salaries – the impact of the £1,925 pay award and a 4% increase in the 2023/24 pay and increments	652	1,002
605	Contractual – because of CPI compared to February 2022	68	537
322	Gas	10	312
187	Electricity	26	161

Table 1 – Most Significant Inflation Items

4.2. Council Tax and Business Rates

Current Year

- 4.2.1. The latest forecast information for 2022/23 indicates that the tax base (as at 30 November 2022) is 39,621.43 which is 0.35% above the budgeted estimate of 39,485.02. Council Tax Reduction awards are at an average 6.17% of the net Council Tax which is 6.04% lower than compared to last year's average (6.57%).
- 4.2.2. The final collection fund estimates for 2022/23 which are used for budget setting 2023/24 are expected to be confirmed on 15 January 2023 and will be included within the Council Tax Setting report.
- 4.2.3. The existing MTFP already includes the impact of the Collection Fund regulations that which required the repayment of Collection Fund deficits arising in 2020/21 to be spread over three years rather than one year. The budgeted 2020/21 in year total Collection Fund deficit was £0.042m with £0.014m accounted for in 2022/23 and 2023/24 and financed from the Budget Stability reserve.
- 4.2.4. The sections below and Appendix 2 provide full details of the Council Tax base for 2023/24 with the financial impact of this marginally above (0.75%) of the initial estimates included within the MTFP reported in February 2022. The revised estimate with an assumed 2.99% increase is £8.525m. This excludes Parish precepts as the Council does not have any involvement in these and Parishes do not have any referendum limit caps.

2023/24

- 4.2.5. The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 require the billing authority (Rugby Borough Council) to calculate its Council

Tax Base for the following year and to notify the Tax Base to Warwickshire County Council and Police Authority by 31 January. All Parish councils are also to be provided with the information for their area. The regulations prescribe the rules for making the calculations. The Tax Base is expressed in terms of an equivalent number of band D properties for the whole area and for parts of the area as appropriate.

- 4.2.6. For Section 33 of the Local Government Finance Act 1992 and in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012 the amounts calculated by the Council as its Tax Base for the whole area for the financial year beginning 1 April 2023 is 40,434.65 with the detail for those parts of its area as specified in Appendix 2.
- 4.2.7. The financial impact of the latest Tax Base information is marginally short of the anticipated income for 2022/23 reported within the MTFP in February 2022 and has a positive impact of £0.028m on the income levels compared to the original plan.

Business Rates

- 4.2.8. Net Rates Payable at the end of September (Quarter 2) are 3.71% higher than estimated in the NNDR1 mainly due to lower than initially anticipated levels of Discretionary Reliefs funded by S.31 Grants and Unoccupied Property Reliefs.
- 4.2.9. The final collection fund estimates for 2022/23 which are used for budget setting 2023/24 is confirmed alongside the completion of the NNDR1 submission which is submitted 31 January 2023 and then included within Council Tax Setting report.
- 4.2.10. The impact of the Collection Fund regulations that came into force on 1 December 2020 required the repayment of Collection Fund deficits arising in 2020/21 to be spread over three years rather than one year. The budgeted 2020/21 in year total Collection Fund deficit was £1.029m with £0.343m to be accounted for in 2022/23 and 2023/24 and financed from the Business Rates reserve.

5. MEDIUM TERM FINANCIAL PLAN 2023-2027

- 5.1. Appendix 1 shows the MTFP for the next four financial years. In summary, it shows the following forecast budget deficits:

Financial Year	Saving/ Transformation Target £000s
2023/24	0
2024/25	1,786
2025/26	3,534
2026/27	3,871

Table 2 – Saving/Transformation Targets

6. GOVERNMENT ANNOUNCEMENTS – BUDGET PLANNING

Autumn Statement / PLGFS

6.1. The Chancellor announced the 2022 Autumn Statement on 17 November:
<https://www.gov.uk/government/publications/autumn-statement-2022-documents>

6.2. The PLGFS was released on 19 December:
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2023-to-2024>

6.3. The announcements that are specifically relevant to district Councils are shown below:

- “Core” Band D council tax (2.99% maximum increase, or £5 for shire districts and for ALL fire authorities if higher). £20 maximum for Greater London Authority (GLA), and £15 for policy and crime commissioners (previously announced as £10). Same principles in 2024/25. No referendum principles for Mayoral Combined Authorities or town and parish councils.
- Baseline Funding Level (BFL) and Revenue Support Grant (RSG). Local authorities’ BFL and RSG allocations will be uplifted in line with the Consumer Price Index in 2023/24, and 2024/25. CPI is 10.1% for 2023/24, and an estimated 7.4% for 2024/25. “Negative RSG” continues to be abolished. **Rugby Borough Council’s Business Rate Settlement Funding Assessment (SFA) is £2.610m**
- Cap compensation. From 2023/24 onwards, cap compensation will be paid based on the CPI (10.1%) rather than Retail Price Index (RPI) (12.6%).
- 3% Funding Guarantee. This new feature ensures every authority has a 3% increase in government funding (this essentially measures the change in Core Spending Power excluding Band D). It will be funded from “a proportion of” NHB legacy payments and the current Lower Tier Services Grant. **The council’s share of £134m of 3% Funding Guarantee grant is £1.075m.**
- Services Grant will continue to operate in the same way in 2023/24 (with £200m top-sliced from the Services Grant to claw-back funding for the National Insurance Contributions increase that was reversed). **The Council’s share of £464m of Service Grant is £0.094.**
- New Homes Bonus (NHB) will continue in 2023/24 and will be paid on the same basis as in 2022/23. The legacy payments, which will end in 2022/23, will be used to fund the new 3% funding guarantee. NHB’s future in 2024/25 is unclear: ministers have promised to issue a new consultation before the 2024/25 settlement. **The council’s share of £291m of 2023-24 NHB grant is £0.987m.**
- Rural Services Delivery Grant (RSDG) will continue unchanged.
- Any funding reforms or changes in funding distribution will not be implemented until 2025/26 at the earliest. This means a further delay to the Fair Funding Review and the Business Rates baseline reset. These reforms are unlikely to be implemented until 2026/27.

7. RISK ASSESSMENT OF GENERAL FUND BALANCES AND EARMARKED RESERVES

- 7.1. As part of the annual budget setting process an assessment of required level of reserves needs to be undertaken, taking account of the potential future financial risks faced by the Council. It is considered prudent to hold sufficient reserves and balances to give the Council the ability to manage any peaks in expenditure and troughs in income and funding over the medium term, by making short term contributions towards balancing the budget and give the Council time to plan service changes and further efficiencies.
- 7.2. The risk assessment is not a forecast use of reserves, it is a summary of all the financial risks that could face the authority. With the announcement of the deferral of the reset there is less pressure on reserves, however the risk assessment alongside a review of the balances of all of the reserves held by the Council will be presented as part of the report being presented at Council Tax Setting meeting on 23 February.
- 7.3. The forecast use of reserves based on information available in December 2022 for the period of the MTFP is included at Appendix 3.

8. IMPACT OF TRANSFORMATION PROGRAMME

- 8.1. A Programme Board has been established to lead delivery of the Corporate Strategy and to lead the organisation's broader transformation programme. The Programme Board consists of all members of leadership team, together with representatives from the Transformation Unit. Further details on the work of the programme can be found elsewhere on the agenda of this Cabinet meeting. The work of the programme will be essential in continuing achieve the Corporate Strategy Delivery outcome of

"setting robust, comprehensive and achievable budgets, exploring all avenues of income to meet our financial targets".
- 8.2. The transformation programme deals with all aspects of the business but some of the projects do not have a direct cashable benefit. However, during 2022/23 the benefit gained is expected to total approximately £0.749m. Those schemes that are expected to have a financial outcome will be tested against the commercialisation pillars which were agreed in conjunction with Chartered Institute of Public Finance and Accountancy (CIPFA). In having this baseline to work towards officers can have active challenge and ensure projects are undertaken with the best interests of the Council in mind.



Commitment/deliverability

Ensuring that Rugby has secured appropriate financial commitments; that there is a clear focus on value for money; that the risk profile of the initiative/project is acceptable to Rugby.



Value for resource

Linked to commitment. Ensuring that Rugby has the required resources (internal/external/voluntary) and that resources are prioritised. Ensuring that there is balance between risk and reward to encourage innovation.



Innovation

“Encouraging our staff to be innovative”. Creating an environment and the support network for staff to generate and realise new possibilities and ways of doing things.



Reward and return

Striking the right balance to ensure that we maximise the Councils USP as a key enabler for further change. To ensure that we cascade *reward and return* to our communities and the people/business we serve.



Aspiration and inspiration

Ensuring that we aspire and inspire the organisation to do the right things and that we create the right opportunities. Deliver the corporate priorities to get the best value, outcomes and services for our residents and businesses.

9. REVENUE BUDGET

9.1. Savings Assumptions

9.1.1. The draft budget for 2023/24 includes savings proposals for the next 12 months totalling £4.526m with full details given within Appendix 4. Several of the proposals are temporary and so the benefit is gained for one year only, these are separately identified and the MTFP for 2024/25 has been amended to reflect the savings will be required to be delivered in the next financial year.

9.1.2. Savings proposals identified in the appendix will require a savings delivery plan to document how the full saving will be achieved. The risk of this not being in place is that with no approved plan there is no certainty around the delivery of this target. Officers with the support of Financial Services will produce detailed action plans for achievement and the delivery of the savings. The progress will be reported to Cabinet as part of the quarterly financial and performance reporting in 2023/24. Non delivery will add pressure to the MTFP as reserve balances will be required over and above the level in the risk assessment as well as requiring alternative options to deliver a balanced budget.

9.2. Growth

9.2.1. There are limited areas of growth included in the draft budget, and a summary is shown in Appendix 4. The largest item relates to a centrally held inflation budget to protect the Council for any shocks in prices due to the fast-changing situation with inflation

9.2.2. A summary is shown in Appendix 4.

9.3. Fees and Charges

9.3.1. To keep in line with inflation, it is proposed fees and charges be increased by 10.1% which is CPI in September 2022. However, there the exemptions:

- where fees are set nationally by government and therefore not within the authority's control; and
- fees whereby decisions have already been made on the value for the 2023/24 financial year.

9.3.2. The fees and charges for the trade waste service have not been published in the schedule due to the commercially sensitive nature of the activity.

9.3.3. It should also be noted that because fees are rounded to the nearest £0.10 there could be variations to the percentage increase.

9.3.4. The proposed draft schedule of new fees and charges are detailed within Appendix 5 with any further updates to be included in future reports.

9.4. **Procurement**

9.4.1. Despite challenges facing the authority with inflation, there is a continued commitment to reducing contract values for future renewals and to a reduction in non-contracted spend. In combination with providing training to all budget managers as a module on the corporate wide training programme. Procurement officers have been challenging specifications to ensure that they reflect the service required, and reduce volume or activity where possible, alongside the consolidation of similar purchases across the organisation and potentially external partners, into one contract thus reducing transactional costs and benefitting from potential economies of scale, e.g. a building cleaning contract for corporate properties, housing and private lease properties, gas and electricity contracts for all assets and a fuel framework for all Council vehicles.

9.4.2. Officers have also been supporting contract managers to identify non-contracted spend and putting contracts in place to ensure compliance and explore opportunities to create savings through these contracts.

9.4.3. As part of the final Council Tax Setting report the updated Procurement Strategy will be presented. This joint document with the Council's partners at Nuneaton and Bedworth Borough Council outlines the vision and aims of the Council and provides a framework for achieving objectives set out in the Corporate Strategy, such as promoting innovation, sustainability, social inclusiveness, and supporting small and medium-sized enterprises (SMEs). Effective procurement is critically important for local government due to cost pressures, increasing demand for public services and decreasing resources. The Council is driven to removing waste from processes, therefore, increasing efficiency and improving productivity to deliver better outcomes for the people of Rugby Borough.

10. **APPROVED PORTFOLIO CAPITAL BUDGETS**

10.1. Appendix 6 shows the approved 2023/24 budgets for continuation programmes and projects in respect of capital expenditure. The total capital programme approved for 2023/24 (excluding 2022/23 budgets that have been reprofiled) is £12.051m. Appendix 6 also shows planned capital

additional expenditure and financing that is subject to future Cabinet approval, in line with the requirements of the Capital Strategy.

- 10.2. As reported in the initial budget setting update in October (<https://www.rugby.gov.uk/meetings/meeting/1271/cabinet>): As a policy decision, due to the significant level of projects extending beyond the original timeframe, and to allow the backlog to be dealt with without adding additional strain on the process, *'no new capital projects will be approved for the 2023/24 financial year, unless urgent, to enable the backlog of work to be completed. There is a financial benefit to this because any schemes that are funded from external resources will incur a cost of borrowing (interest payment) and the Minimum Revenue Provision which is a statutory adjustment for the repayment of the debt, both of which is a revenue cost and impacts negatively on the MTFP'*.
- 10.3. The Capital Strategy also gives the Chief Financial Officer the delegated authority to review the funding of the capital programme and make changes where appropriate. For example, carrying out a funding swap of external resources to capital receipts and reserves will generate a revenue saving as Minimum Revenue Provision (MRP) and net cost of borrowing will not be required. As part of the budget setting process the Chief Financial Officer has reviewed the programme and is recommending £2.000m of capital receipts are used to fund the existing programme as the cost of borrowing is greater than the investment return; because of this, the Council gains a benefit of £0.106m.
- 10.4. The following table details the financing implications of these recommendations for 2023/24 to 2026/27:

	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Current MRP	1,621	1,403	1,490	1,588	1,544
Proposed MRP	1,412	1,297	1,389	1,485	1,448
Movement (-) saving	(209)	(106)	(101)	(103)	(96)

Table 3 – MRP Forecast

- 10.5. In addition, the Prudential Code for Capital Finance in Local Authorities sets out that to demonstrate that an authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The Capital Strategy will set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

Name of Meeting: Cabinet

Date of Meeting: 9 January 2023

Subject Matter: Council Tax Base 2023/24, Draft General Fund Revenue and Capital Budget 2023/24 and Medium-Term Financial Plan 2023-2027

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

	Medium term financial plan (forecast)			
	2023/24	2024/25	2025/26	2026/27
	£ 000's	£ 000's	£ 000's	£ 000's
BASE EXPENDITURE BUDGET bf	20,879	20,315	22,323	17,191
Corporate Adjustments	44	0	0	0
BASE BUDGET	20,924	20,315	22,323	17,191
Growth Items				
Salary Adjustments	1,695	460	569	681
Inflation	1,070	250	250	150
Other Service Growth	803	0	0	0
Total Growth	3,568	710	819	831
Financial Management Adjustments				
Contribution to/from Reserves BRR- Growth	0	751	(5,733)	203
Collection Fund (BR) one off transfer from reserves BRER	0	343	0	0
Collection Fund and CTAX one off transfer from reserves BSR	0	14	0	0
Reversal off 2022/23 only reserve usage	(412)	0	0	0
Total Financial Management Adjustments	(412)	1,109	(5,733)	203
Savings				
Permanent	(2,067)	0	0	0
Temporary/Use of reserves	(1,947)	0	0	0
Income Generation	0	(85)	(295)	0
Total Savings	(4,013)	(85)	(295)	0
Corporate Items				
Changes to Net Cost of Borrowing	208	170	68	0
Changes to MRP	0	92	96	(37)
Change in Parish Precept	40	20	20	20
Total Changes in Corporate items	248	282	184	(17)
Total Net Base Budget	20,314	22,331	17,299	18,208
Financed By				
BASE INCOME BUDGET				
Grants				
Other Government Grants	(1,476)	(1,250)	(249)	(224)
New Homes Bonus	(987)	0	0	0
Business Rates				
Settlement Funding Assessment (SFA)	(2,505)	(2,690)	(2,746)	(2,801)
Adjustment to reflect revised sustainable baseline	(414)	(228)	(172)	(118)
Pooling Dividend	(500)	(500)	0	0
Retained Growth to BRR Equalisation Reserve	(5,285)	(6,036)	(304)	(506)
Collection Fund Surplus(-)/Deficit	343	0	0	0
Council Tax				
Tax Base & 2% price increase	(9,422)	(9,768)	(10,123)	(10,486)
£5 increase in the Band D each year	(38)	(73)	(106)	(136)
3% increase in compared to a £5 increase in a Band D	(45)	0	0	0
Collection Fund Surplus(-)/Deficit	14	0	0	0
TOTAL	(20,314)	(20,545)	(13,700)	(14,272)
SAVING / TRANSFORMATION TARGET	(0)	1,786	3,599	3,936
Reported Feb 2022 (+ = deficit)	3,200	0	65	65
Diff	(3,200)	1,786	3,534	3,871

Appendix 2

PARISH OF;	Tax Base 2023/24
Ansty	132.83
Binley Woods	1,000.50
Birdingbury	170.57
Bourton & Draycote	147.42
Brandon & Bretford	297.99
Brinklow	464.38
Burton Hastings	97.10
Cawston	2,017.94
Church Lawford	163.07
Churchover	1,218.42
Clifton-upon-Dunsmore	1,590.99
Combe Fields	70.81
Copston Magna	21.96
Cosford	8.70
Dunchurch	1,789.09
Easehall	108.93
Frankton	177.06
Grandborough	218.65
Harborough Magna	185.94
Kings Newnham	29.25
Leamington Hastings	246.87
Long Lawford	1,396.17
Marton	217.52
Monks Kirby	227.87
Newton & Biggin	489.99
Pailton	225.82
Princethorpe	173.11
Ryton-on-Dunsmore	695.50
Shilton & Barnacle	350.48
Stretton Baskerville	8.74
Stretton-on-Dunsmore	519.63
Stretton-under-Fosse	97.24
Thurlaston	209.90
Wibtoft	25.06
Willey	38.15
Willoughby	191.87
Withybrook	122.08
Wolfhampcote	154.37
Wolston	994.49
Wolvey	513.37
Total Parishes	16,809.83
Rugby Town Area	23,494.92
Contributions in Lieu	129.90
Total Tax Base 22/23	40,434.65

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

Appendix 3

	Balance at 1st April 2022	Net Forecast Transfers in year	Balance at 31st March 2023	Forecast Net Transfers in Year	Balance at 31st March 2024	Forecast Net Transfers in Year	Balance at 31st March 2025	Forecast Net Transfers in Year	Balance at 31st March 2026	Description of Reserve
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Gen Fund Revenue Account	(2,175)	0	(2,175)	0	(2,175)	0	(2,175)	0	(2,175)	Held for unforeseen emergencies
Corporate Reserves										
Business Rates Equalisation Reserve	(11,304)	(5,057)	(16,361)	(2,995)	(19,356)	(6,150)	(25,506)	(896)	(26,402)	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	(2,707)	758	(1,949)	331	(1,618)	150	(1,468)	200	(1,268)	Held for budget volatility and pressures on the delivery of savings
GF Revenue Carry Forward Reserve	(1,182)	1,182	0	0	0	0	0	0	0	Annual carry forwards as approved each year by Council at outturn
Subtotal Corporate Reserves	(15,193)	(3,117)	(18,310)	(2,664)	(20,974)	(6,000)	(26,974)	(696)	(27,670)	
Other Earmarked Reserves										
Non-Conditional Revenue Grants	(393)	212	(181)	40	(141)	40	(101)	0	(101)	Unringfenced grant income received but not fully utilised.
Revenue Section 106 Agreements	(1,496)	(878)	(2,374)	103	(2,271)	108	(2,163)	0	(2,163)	Section 106 contributions from developers to fund service spend
Warwickshire Consortium Reserve	(2)	0	(2)	0	(2)	0	(2)	0	(2)	Held for Warwickshire Wide Training joint working.
STW Pensions Reserve	(86)	0	(86)	0	(86)	0	(86)	0	(86)	Held for pension contributions
Subtotal - Organisation Wide Reserves	(1,977)	(666)	(2,643)	143	(2,500)	148	(2,352)	0	(2,352)	
Transformation Fund	(400)	(976)	(1,376)	125	(1,251)	143	(1,109)	0	(1,109)	To fund transformation projects that will deliver ongoing revenue savings
Emergency Climate Reserve	(500)	(500)	(1,000)	0	(1,000)	0	(1,000)	0	(1,000)	To support the delivery of the Climate Change Strategy
Subtotal - Executive Directors	(900)	(1,476)	(2,376)	125	(2,251)	143	(2,109)	0	(2,109)	
HoF Licence Reserve	(51)	51	0	0	0	0	0	0	0	Now fully committed
Acquisition Reserve (AG/M)	(16)	0	(16)	0	(16)	0	(16)	0	(16)	For the purchase of Artworks for the RAGM
Family Weight Project Reserve	(58)	0	(58)	0	(58)	0	(58)	0	(58)	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	(125)	51	(74)	0	(74)	0	(74)	0	(74)	
Town Centre Improvement Reserve	(162)	40	(122)	0	(122)	0	(122)	0	(122)	To support the Town Centre development
Subtotal - Growth and Investment	(162)	40	(122)	0	(122)	0	(122)	0	(122)	

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

Appendix 3

	Balance at 1st April 2022	Net Forecast Transfers in year	Balance at 31st March 2023	Forecast Net Transfers in Year	Balance at 31st March 2024	Forecast Net Transfers in Year	Balance at 31st March 2025	Forecast Net Transfers in Year	Balance at 31st March 2026	Description of Reserve
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
CIPFA Training Reserve	(24)	3	(21)	3	(18)	0	(18)	0	(18)	Used for future CIPFA training for the Financial Services Team
Corporate Assurance Training Reserve	(4)	0	(4)	2	(2)	1	(1)	0	(1)	Used for future audit training for the Corporate Assurance Team
Insurance / RM Reserve	(11)	(24)	(35)	0	(35)	0	(35)	0	(35)	Insurance premium rebates from reductions held here to buffer future risk.
Subtotal - Finance, Performance, Legal and Governance	(39)	(21)	(60)	5	(55)	1	(54)	0	(54)	
Corporate Apprentice Scheme Reserve	(54)	0	(54)	5	(49)	5	(44)	5	(39)	Contribution towards the Corporate Apprentice Scheme.
Energy Efficiency Investment Fund	(91)	(14)	(105)	0	(105)	0	(105)	0	(105)	Accumulation of income from Feed in Tariffs from solar panels
Woodside Park R & M Reserve	(29)	0	(29)	3	(26)	2	(24)	0	(24)	Contribution to pay for repairs to the sewage system.
Welfare Support Reserve	(325)	40	(285)	98	(187)	98	(89)	0	(89)	Additional non conditional resources to help fund the Housing Advice and Benefits Team (eg Homelessness, staffing, SWEP payments)
Welfare Support IT Reserve	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Held for specific IT improvements
Subtotal - Communities and Homes, Digitalisation and Communications	(599)	26	(573)	106	(467)	105	(362)	5	(357)	
Hackney Carriages Reserve	(34)	19	(15)	0	(15)	0	(15)	0	(15)	To account for taxi licenses spanning multiple years and to achieve a cost neutral position
Crematorium Replacement Reserve	(73)	43	(30)	(25)	(55)	0	(55)	(25)	(80)	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)	18	(14)	(3)	(17)	0	(17)	(3)	(20)	Income from Cameo scheme to be used for future investment in memorialisation
Environmental Crimes Reserve	(21)	0	(21)	0	(21)	0	(21)	0	(21)	Ring-fenced surplus from Environmental Crime Fixed Penalty Notices; to be used for related educational or preventative works.
Licensing Reserve	(30)	0	(30)	0	(30)	0	(30)	0	(30)	To be used to mitigate budget volatility in future years.
Graves In Perpetuity	(11)	0	(11)	0	(11)	0	(11)	0	(11)	For use in Cemeteries service
HMO License Reserve	(24)	20	(4)	17	13	0	13	(11)	2	Income held to account for 5 year HMO licenses paid in advance
Subtotal - Regulation and Safety	(225)	100	(125)	(11)	(136)	0	(136)	(39)	(175)	
Land Drainage Reserve	(20)	0	(20)	2	(18)	2	(16)	2	(14)	To cover future spend requirements
Waste Reserve	(135)	85	(50)	0	(50)	0	(50)	0	(50)	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)	85	(70)	2	(68)	2	(66)	2	(64)	
Total Service Earmarked Reserves	(4,182)	(1,861)	(6,043)	370	(5,674)	399	(5,275)	(32)	(5,309)	
TOTAL General Fund Reserves	(21,550)	(4,978)	(26,528)	(2,294)	(28,823)	(5,601)	(34,423)	(728)	(35,154)	

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
GROWTH				
Land Charges	41	Removal of grant funding - See savings proposal GI - 5	Y	GI - 1
Economic Development & Town Centre	96	Removal of grant funding - See savings proposal GI - 7	Y	GI - 2
Town Centre Improvements	150	One year budget reinstated for Town Centre Improvements financed through Business Rates growth at Elliot's Field	N	GI - 3
Total Growth & Investment Portfolio	287			
Financial Services	31	Reduction in Capital Salaries Contributions following fixed term post ending mid-year - there is corresponding reduction in the salary budgets	N	FPLG - 1
General Financial Services	33	Budget for external audit fees increased with proposed fees for 2023/24	N	FPLG - 2
Total Finance, Performance & Legal & Governance Portfolio	64			
Housing Strategy & Enabling	1	Reduction of income for Garage rental to match current income received	N	CH - 1
Total Communities & Homes Portfolio	1			
Communications Team	13	Removal of external fees & charges income following service no longer provided	Y	DC - 1
Mobile Telephones	8	Increase in the Mobile telephones budget to reflect historic spend	N	DC - 2
IT Services	38	Removal of Capital Salaries Contribution following end of project	N	DC - 3
IT Services	31	Removal of external fees & charges income following service no longer provided	N	DC - 4
IT Services	13	Removal of income from the Housing Revenue Account following end of project	N	DC - 5
Total Digital & Communications Portfolio	103			
Grounds Maintenance	12	Reduction of income following impact of Section.106 funding ending	N	OP - 1
Total Operations & Traded Services Portfolio	12			
Insurance	19	Centrally held Insurance to be distributed over services for increased premium cover	N	CORP - 1
Corporate inflation budget	330	Budget set aside for inflation shocks in addition to what is included in the budget	N	CORP - 2
Total Corporate Growth	349			
Total Growth	816			
PERMANENT SAVINGS				
Bulky Waste Collection	(6)	Income budget for bulky waste collections increased to reflect increased fees & charges based on current volume	N	OP - 2
WSU Depot	(20)	5% Fuel savings efficiencies through route optimisation and improved methods of working	N	OP - 3
Street Cleansing	(10)	Budget created to reflect charging for collections of street bins on unadopted roads across the borough	N	OP - 4
Street Scene	(35)	Disestablishment of vacant post (Street Scene Officer)	N	OP - 5
Total Operations & Traded Services Portfolio	(71)			
Cemeteries	(10)	Income budget increased to reflect increased fees & charges based on historic data	N	RS - 1
Cemeteries	(9)	Income budget increased to reflect increased fees & charges based on historic data	N	RS - 2
Crematorium	(9)	Disestablishment of vacant post (Gardener)	N	RS - 3
Crematorium	(15)	Savings on utilities budget following a review of usage	N	RS - 4
Crematorium	(25)	Cost reduction following a review of external contractors	N	RS - 5
Crematorium	(21)	Memorial income budget increased to reflect increased fees & charges	N	RS - 6
Crematorium	(134)	Increased income following review of fees and charges	N	RS - 7
Total Regulation & Safety Services Portfolio	(222)			
Art Gallery & Museum	(8)	Income budget created to reflect insurance recharge to external partners	N	LW - 1
Total Leisure & Wellbeing Portfolio	(8)			
Planning Services	(50)	Increase in income budget for Planning Performance Agreements and Pre-App charges following historic data	N	GI - 4
Land Charges	(41)	Reduction in Salaries budget following removal of fixed term posts	Y	GI - 5
Development Strategy	(44)	Reduction in Salaries budget following removal of fixed term post in line with grant funding reduction	N	GI - 6
Economic Development & Town Centre	(104)	Reduction in Salaries budget following removal of fixed term post in line with grant funding reduction	Y	GI - 7
Town Centre Improvements	(150)	Removal of temporary one year budget for Town Centre Improvements	Y	GI - 8
Total Growth & Investment Portfolio	(389)			

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
CAST - Private Sector Leasing	(15)	Increase in rental income budget to reflect current income received	N	CH - 2
Corporate Property Central Utilities	(96)	Increase in income budget to reflect increased cost of utilities recharged to external partners	N	CH - 3
Woodside Park	(35)	Disestablishment of vacant post (Tenancy & Estates Officer)	N	CH - 4
Total Communities & Homes Portfolio	(146)			
Communications	(13)	Reduction of Publicity & Marketing budget in line with historic spend	Y	DC - 6
Total Digital & Communications Portfolio	(13)			
Council Tax	(35)	Disestablishment of vacant post (Valuation Officer)	N	FPLG - 4
Total Finance & Performance	(35)			
COVID-19 Recovery fund	(447)	Removal of Corporate Budget to mitigate pressure on services following recovery from the COVID-19 pandemic	N	CORP - 3
COVID-19 Recovery fund	(325)	reduction of fund as approved as part of the 2022-26 MTFP	N	CORP - 4
Minimum Revenue Provision	(325)	Use of capital receipts to fund the capital programme reduces the MRP requirement within the revenue budgets	N	CORP - 5
Fees and charges	(48)	impact of raising prices by 10.1% for fees and charges controlled by RBC	N	CORP - 6
Procurement Framework	(51)	Increase in income expected from hosted procurement framework - increased from £25k in 2022/23	N	CORP - 7
Total Permanent Corporate Savings	(1,196)			
Total Permanent (Savings) Proposals	(2,080)			
TEMPORARY SAVINGS				
Business rates growth	(585)	Use of expected 2022/23 Business rates pool dividend variance to cover the impact of the 2022/23 pay award	N	CORP - 8
Business rates growth	(1,361)	Use of expected 2023/24 expected business rates growth	N	CORP - 9
Business rates pool dividend	(500)	Additional Business Rates Pool Dividend following extension of the Coventry and Warwickshire pool	N	CORP - 11
Total Temporary Corporate (Savings)	(2,446)			
Total (Savings)	(4,526)			
Total Growth and (Savings)	(3,710)			

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
LEISURE AND WELLBEING								
Rugby Art Gallery and Museum (RAGM)								
Floor One Gallery artist exhibition hire 2 weeks			129.80			142.90	VAT Exempt	Excluded
Public Liability Insurance administration fee (Floor One Gallery)			27.60			30.40	VAT Exempt	N/A
Children's workshops - 2 hours			10.60			11.70	VAT Exempt	N/A
Children's workshops - 10 - 4			26.50			29.20	VAT Exempt	N/A
Baby Splats			5.80			6.40		
Tripointum - Roman Britain school workshop			106.10			116.80	VAT Exempt	N/A
Roman Day			228.10			251.10	VAT Exempt	N/A
Arts Award 'Discover in a Day' school session per child			7.40			8.10	VAT Exempt	N/A
Sketch book journey school workshop			106.10			116.80	VAT Exempt	N/A
Historic loans box hire			7.40			8.10	VAT Exempt	N/A
Magic Carpet			122.00			134.30	VAT Exempt	N/A
Draw, Draw, Draw			106.10			116.80	VAT Exempt	N/A
Rugby Collection			100.80			111.00	VAT Exempt	N/A
Archaeological archive deposits, per box			300.00			330.30	VAT at 20%	Excluded
Centre supervisor to stay after hours (hourly rate)			44.10			48.60	VAT at 20%	Excluded
Gallery Assistant (per hour)			33.10			36.40	VAT at 20%	Excluded
<u>Education Room 1 - hire charges</u>								
Per hour			25.00			27.50	VAT Exempt	N/A
National Charities/Education			20.00			22.00	VAT Exempt	N/A
Local Groups/Charities/Education			17.40			19.20	VAT Exempt	N/A
<u>Education Room 2 - hire charges</u>								
Per hour			17.60			19.40	VAT Exempt	N/A
National Charities/Education			14.20			15.60	VAT Exempt	N/A
Local Groups/Charities/Education			12.30			13.50	VAT Exempt	N/A
Note: Room Hire								
FULL day room hire offers a 5% discount								
Refreshments can be provided at an additional cost please contact service directly for details								
Rugby Open fee - single artwork			7.10			7.80	VAT at 20%	Excluded
Rugby Open fee - three artworks			18.40			20.30	VAT at 20%	Excluded
Rugby Open late collection of artwork fee (per artwork per day)			5.10			5.60	VAT at 20%	Excluded
Rugby Open commission on artwork sales			25% commission			25% commission	VAT at 20%	N/A
The Benn Hall								
Monday - Thursday per hour								
Main Hall			35.00			35.00	VAT Exempt	N/A
Rokeby Room			25.00			25.00	VAT Exempt	N/A
Bar			15.00			15.00	VAT Exempt	N/A
Whole Building			60.00			60.00	VAT Exempt	N/A
Friday - Sunday & Bank Holidays per hour								
Main Hall			65.00			65.00	VAT Exempt	N/A
Rokeby Room			40.00			40.00	VAT Exempt	N/A
Bar			20.00			20.00	VAT Exempt	N/A
Whole Building			100.00			100.00	VAT Exempt	N/A
Wedding hire								
With exclusive use of whole building including kitchen from 10am - 1am			1250.00			1,250.00	VAT Exempt	
With exclusive use of whole building including kitchen from 5pm - 1am			730.00			730.00	VAT Exempt	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Use of Kitchen Facilities for the provision of:-								
Tea/Coffee/Squash/Biscuits			40.00			40.00	VAT Exempt	N/A
All other catering per hour			25.00			25.00	VAT Exempt	N/A
Show Packages								
Monday - Wednesday			400.00			400.00	VAT Exempt	
Thursday to Sunday			600.00			600.00	VAT Exempt	
NOTE:								
(a) Preparation time, if required, must be arranged at time of booking. Please note this cannot always be guaranteed.								
(b) Christmas Eve, New Year's Eve and New Year's Day will be charged at weekend rate.								
Sports and Recreation								
Use of Community Sports Coach			17.80			19.60	VAT Exempt	N/A
Use of a Play Ranger			17.80			19.60	VAT Exempt	N/A
Use of On Track Sports Leaders								
Schools (PPA/Lunch)			17.80			19.60	VAT Exempt	N/A
Sport Specific			21.60			23.80	VAT Exempt	N/A
Mentoring			21.60			23.80	VAT Exempt	N/A
Small Group Work			32.40			35.70	VAT Exempt	N/A
Youth Club			18.30			20.10	VAT out of Scope	N/A
Sport Leader Courses			32.40			35.70	VAT Exempt	N/A
Boxing Leader Courses			32.40			35.70	VAT Exempt	N/A
Parks								
Caldecott Park - to be fixed with the café leaseholder								
Special Events on Parks and Open Spaces								
Sports Tournaments			price on application			price on application	VAT Exempt	N/A
Charitable Events			no charge			no charge	N/A	N/A
Dog Shows - per opening day			312.00			343.50	VAT Exempt	N/A
Fairs/Circuses - per operating day			414.00			455.80	VAT Exempt	N/A
Fairs/Circuses - per setting up day			118.00			129.90	VAT Exempt	N/A
Returnable deposit for new fair/circus operator			327.00			360.00	VAT Exempt	N/A
Commercial Events			416.00			458.00	VAT Exempt	N/A
Filming rights (per day)			221.00			243.30	VAT Exempt	N/A
Ice Cream Licence			price on application			price on application	VAT at 20%	N/A
Sports Pitches								
SPORTS PITCHES ARE HIRED PER SESSION (not including time spent changing)								
All hirers must provide evidence of Public Liability insurance of £5 million and sign the current Terms and Condition of Hire								
Matches must be completed by 9pm Monday to Saturday and by 6pm on Sunday								
Rugby Football: 1 session is deemed to last up to 100 minutes								
Football: 1 session is deemed to last up to 120 minutes								
Cricket: 1 session is deemed to last up to 4 hours								
Changing Facilities: where booked will be charged per pitch session as above								
This is an unattended service provided to specific clubs/teams by prior agreement. An attended service is available for a casual booking - additional charge payable								
Where an all day booking is made, morning is deemed to be one session, afternoon one session and evening one session. Each session will be charged as detailed.								
Senior pitch hire								
Football, Rugby, Cricket, Gaelic Football			41.00			45.10	VAT Exempt	N/A
			34.00			37.40		
Intermediate pitch hire								
Football			32.00			35.20	VAT Exempt	N/A
			27.00			29.70		

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees A	2022/23 Fees B	2022/23 Fees C	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C		
	£	£	£	£	£	£		
Junior pitch hire Football, Rugby		21.00	18.00		23.10	19.80	VAT Exempt	N/A
Mini pitch hire Football		16.00	13.00		17.60	14.30	VAT Exempt	N/A
UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE								
Training (per training session)		11.00	11.00		12.10	12.10	VAT Exempt	N/A
Changing Rooms (subject to change as facilities are refurbished) Charged per session as above. Changing rooms are opened as for Football/Cricket, 30 minutes before kick-off, Rugby/Gaelic 60 minutes before kick-off and early opening - price on application.								
Unattended regular use through the season on specified number of occasions (minimum 10)								
Seniors £22 per room per occasion (no refunds unless cancelled by Council)			23.00			25.30	VAT Exempt	N/A
Juniors £15 per room per occasion (no refunds unless cancelled by Council)			16.00			17.60	VAT Exempt	N/A
Juniors Weekly access to toilets only (For season- dates as agreed)			260.00			286.30	VAT Exempt	N/A
Unattended casual use (less than 10 occasions)								
Seniors £18.00 per room per occasion			19.00			20.90	VAT at 20%	Included
Juniors £12.50 per room per occasion			13.00			14.30	VAT at 20%	Included
Attended Service Additional £25 payable		Additional £25 payable			Additional £25 payable		VAT Exempt	
Late Booking Charges								
Each Pitch (Including VAT)			11.00			12.10	VAT at 20%	Included
Changing room(s) (plus VAT as appropriate)			11.00			12.10	VAT at 20%	Excluded
Professional Trainers (per hour)			15.00			16.50	VAT Exempt	N/A
GROWTH AND INVESTMENT								
Planning Services								
Pre-application Charges								
Householder Extensions or Outbuildings			90.00			90.00		Included
Other Commercial Development			Price on application			Price on application		
1-4 Dwellings, Agriculture, Change of Use or other Minor Development Proposals								
Additional Meeting and/or Advice Notice in regard to above			395.00			395.00		Included
Additional Meeting and/or Advice Notice in regard to above			120.00			120.00		Included
5-9 Dwellings; or any development with 500m2 to 999m2 of Floor Space								
Additional Meeting and/or Advice Notice in regard to above			1,050.00			1,050.00		Included
Additional Meeting and/or Advice Notice in regard to above			120.00			120.00		Included
10 to 49 dwellings; or any development up to 0.49; or 1,000 to 4,999 m2 of floor space								
Additional Meeting and/or Advice Notice in regard to above			2,400.00			2,400.00		Included
Additional Meeting and/or Advice Notice in regard to above			500.00			500.00		Included
50 to 99 dwellings; or development 0.5 to 0.99ha or 5,000 to 9,999 m2 of floor space								
Additional Meeting and/or Advice Notice in regard to above			3,700.00			3,700.00		Included
Additional Meeting and/or Advice Notice in regard to above			500.00			500.00		Included
200+ Dwellings; or development greater than 2 ha; or gross floor area greater than 10,000m2								
Additional Meeting and/or Advice Notice in regard to above			5,500.00			5,500.00		Included
Additional Meeting and/or Advice Notice in regard to above			900.00			900.00		Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
REGULATION AND SAFETY								
Bereavement Services								
Adult rates apply to persons aged 18 or over								
Rainsbrook Crematorium								
Cremation Fees inclusive of Organist fee, scattering fee & Environmental Levy				Fees are to be reviewed by the Joint Committee				
Child - up to and including 17 years of age			no charge				VAT Exempt	N/A
Adult - service 9.00am - 4.45pm			860.00				VAT Exempt	N/A
Adult - no service 8.15am - 8.45am, 5.00pm - 5.30pm			550.00				VAT Exempt	N/A
Adult - No service with attendance			n/a					
Cremation of body parts (<i>if we did not cremate deceased</i>)			200.00				VAT Exempt	N/A
Cremation of body parts (<i>if we cremated deceased</i>)			n/a				VAT Exempt	N/A
Weekend Surcharge								
Saturday cremation 10.00am - 12 noon - strict rotation			640.00				VAT Exempt	N/A
Saturday interment of cremated remains (am only)			150.00				VAT Exempt	N/A
Saturday scattering of cremated remains (am only)			75.00				VAT Exempt	N/A
Scattering of ashes when cremation has taken place at Rainsbrook			n/a					
Scattering of ashes when cremation has taken place elsewhere			50.00				VAT Exempt	N/A
Supply of casket (with name plate)			60.00				VAT Exempt	N/A
Forwarding cremated remains by post (inland)			price on application				VAT at 20%	Included
Audio recording of services			65.00				VAT at 20%	Included
DVD recording of service			65.00				VAT at 20%	Included
Subsequent copies			40.00				VAT at 20%	Included
Download link								
Slideshow / Visual Tribute (price dependant on number of photos chosen)			75-100				VAT at 20%	Included
Webcast			75.00				VAT at 20%	Included
Use of Rainsbrook Ceremony Room (for a memorial service- no cremation)			300.00				VAT Exempt	N/A
Bearer's fee (advance booking only)			50.00				VAT Exempt	N/A
Memorial flowers medium			40.00				VAT at 20%	Included
Memorial flowers large			60.00				VAT at 20%	Included
Late arrival / overrun per 15 minutes			300.00				VAT Exempt	N/A
Late cancellation								
Late paperwork								
Retention of ashes (per month)								
Duplicate Cremation certificate								
Family history search								
Book of Remembrance								
Two line entry			75.00				VAT at 20%	Included
Five line entry			125.00				VAT at 20%	Included
Five line entry with emblem			175.00				VAT at 20%	Included
Eight line entry			195.00				VAT at 20%	Included
Eight line entry with emblem			225.00				VAT at 20%	Included
Memorial Tree (Bronze Plaque only, 10 year lease)			450.00				VAT at 20%	Included
Memorial Barbican Plaque (5 year lease)			375.00				VAT at 20%	Included
Memorial Bench (Bronze Plaque only, 10 year lease)			250.00				VAT at 20%	Included
Desk Vase Tablet Package (50 year lease, inclusive price)			2275.00				VAT Exempt	N/A
Memorial Korb (5 year lease)			350.00				VAT at 20%	Included
Tree of Life (10 year lease)			450.00				VAT at 20%	Included
Memorial Boulder (10 year lease)			575.00				VAT at 20%	Included
Armed Forces Wall (Inclusive of Regimental Badge, perpetuity)			250.00				VAT at 20%	Included
Reservation fee: Granite Memorial Annual Charge for Space only			100.00				VAT at 20%	Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Rugby Borough Council Cemeteries								
Croop Hill Cemetery, Whinfield Cemetery, Watts Lane Cemetery, Clifton Road Cemetery								
Burial Charges								
Non-residents of Rugby are subject to triple fees in respect of Exclusive Right of Burial and Interment fees								
Purchase of Exclusive Right of Burial for 50 years								
Adult's Plot			1,500.00			1,650.00	VAT out of Scope	N/A
Reservation Fee			N/A			N/A	VAT out of Scope	N/A
Adult's Plot - Watts Lane Green Burial area (single depth only)			1,500.00			1,650.00	VAT out of Scope	N/A
Reservation Fee			N/A			N/A	VAT out of Scope	N/A
Interment fees - preparation and backfilling of grave								
Babies & children up to 17yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge		
Adult grave			850.00			940.00	VAT out of Scope	N/A
Stepped single grave - for burial without coffin			900.00			990.00	VAT out of Scope	N/A
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)			650.00			720.00	VAT out of Scope	N/A
Construction of vault			price on application			price on application	VAT out of Scope	N/A
Interment of Cremated Remains in a Cemetery								
Purchase of Exclusive Right of Burial for 50 yrs								
Cremation plot for 2 caskets (most plots are this size)			650.00			720.00	VAT out of Scope	N/A
Cremation plot for 4 caskets (Croop Hill Cemetery)			750.00			830.00	VAT out of Scope	N/A
Reservation Fee			350.00			390.00	VAT out of Scope	N/A
Rugby Borough Council Cemeteries								
Interment fees - preparation and backfilling of grave								
Babies and children up to 17 yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge	VAT out of Scope	N/A
Adult - interment of cremated remains			350.00			390.00	VAT out of Scope	N/A
Adult - strewing of cremated remains under turf			200.00			220.00	VAT out of Scope	N/A
Scattering of ashes on the surface is not permitted								
Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries			100.00			110.00	VAT out of Scope	N/A
Use of Rainsbrook Ceremony Room (no cremation)			300.00			330.00	VAT Exempt	N/A
Cemetery Memorial Tree with bronze plaque			275.00			305.00	VAT out of Scope	N/A
Cemetery Memorial Bench			price on application			price on application	VAT at 20%	N/A
Family History Search - Detailed genealogy research			25.00			50.00	VAT out of Scope	N/A
Exhumation			price on application			price on application	VAT out of Scope	N/A
Plaque on Whinfield Memorial Scrolls			150.00			165.00	VAT out of Scope	N/A
Plaque on Watts Lane Memorial Book			150.00			165.00	VAT out of Scope	N/A
Plaque on Child in Hand Memorial at Clifton Road			150.00			165.00	VAT out of Scope	N/A
Memorial Permit Fees								
Main Cemetery Areas (purchased graves only)								
Headstone (including any base slab)								
Up to 5'6" high x 3'0" wide x 1'6" deep			250.00			275.00	VAT out of Scope	N/A
Vase								
Up to 1'3" high and 1'0" diameter			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Main Cemetery Section								
Up to 2'0" (h) x 2'6" (w) x 1'6" (d)								
Plaque/tablet - Whinfield Cremation Section			150.00			165.00	VAT out of Scope	N/A
Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Watts Lane Cremation Section								
Up to 2'0" (h) x 2'3" (w) x 2'0" (d)			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Croop Hill Cremation Section								
Up to 1'6" (h) x 1'6" (w) x 3'0" (d)			150.00			165.00	VAT out of Scope	N/A
Added inscription to any memorial			150.00			165.00	VAT out of Scope	N/A
Replacement of existing memorial where no amendment to previous approval			no charge			no charge		N/A
Kerbstones including headstone (where permitted)			450.00			500.00	VAT out of Scope	N/A
Kerbstones only (where permitted)			300.00			330.00	VAT out of Scope	N/A
Oversized headstone			500.00			550.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Licences and Permits								
Animal Licences								
House to House Licence			no charge			no charge	VAT out of Scope	N/A
Pet Shops/Selling of animals								
1 Year Licence			195.00			195.00	VAT out of Scope	N/A
2 Year Licence			320.00			320.00	VAT out of Scope	N/A
3 Year Licence			467.00			467.00	VAT out of Scope	N/A
Renewal			145.00			145.00	VAT out of Scope	N/A
Animal Boarding Establishments (large establishments- 7 and over)								
1 Year Licence			210.00			210.00	VAT out of Scope	N/A
2 Year Licence			367.00			367.00	VAT out of Scope	N/A
3 Year Licence			525.00			525.00	VAT out of Scope	N/A
Renewal			160.00			160.00	VAT out of Scope	N/A
Animal Boarding Establishments (small establishments- 6 and under)								
1 Year Licence			180.00			180.00	VAT out of Scope	N/A
2 Year Licence			315.00			315.00	VAT out of Scope	N/A
3 Year Licence			450.00			450.00	VAT out of Scope	N/A
Renewal			130.00			130.00	VAT out of Scope	N/A
Dog day care								
1 Year Licence			175.00			175.00	VAT out of Scope	N/A
2 Year Licence			300.00			300.00	VAT out of Scope	N/A
3 Year Licence			425.00			425.00	VAT out of Scope	N/A
Renewal			130.00			130.00	VAT out of Scope	N/A
Hiring of horses (plus annual vet's fee- payable separately)								
1 Year Licence			220.00			220.00	VAT out of Scope	N/A
2 Year Licence			385.00			385.00	VAT out of Scope	N/A
3 Year Licence			550.00			550.00	VAT out of Scope	N/A
Renewal			170.00			170.00	VAT out of Scope	N/A
Breeding of Dogs (plus vet's fee- payable separately)								
1 Year Licence			240.00			240.00	VAT out of Scope	N/A
2 Year Licence			420.00			420.00	VAT out of Scope	N/A
3 Year Licence			600.00			600.00	VAT out of Scope	N/A
Renewal			190.00			190.00	VAT out of Scope	N/A
Licences								
Keeping or training animals for exhibition (3 year licence)			180.00			180.00	VAT out of Scope	N/A
Keeping or training animals for exhibition (renewal)			130.00			130.00	VAT out of Scope	N/A
Re-rating visits			175.00			175.00	VAT out of Scope	N/A
Variation of a licence			130.00			130.00	VAT out of Scope	N/A
Dangerous Wild Animals Act (excluding vet fees)			315.00			315.00	VAT out of Scope	N/A
Zoo Licence (excluding vet fees)			625.00			625.00	VAT out of Scope	N/A
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)			165.00			165.00	VAT out of Scope	N/A
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (temporary events e.g. conventions and guest tattooists. Limited to 2 weeks and only if registered with another local authority - proof required.)			40.00			40.00	VAT out of Scope	N/A
Ear piercing only (per practitioner)			85.00			85.00	VAT out of Scope	N/A
Food Premises Registration			no charge			no charge	VAT out of Scope	N/A
Street Traders Licence (per pitch per day - issued by Rugby First)			32.00			32.00	VAT out of Scope	N/A
Sex Establishment Licence			4,700.00			4,700.00	VAT out of Scope	N/A
Hypnotism			100.00			100.00	VAT out of Scope	N/A
Note: all animal licences may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.								

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Pollution Prevention and Control								
The fee charging regime for these industries will change with effect from 1st April. The charging regime is set by Government annually. The new regime is risk based and full details are available on request or can be found at www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm								
Lotteries and Amusement								
Initial			40.00			40.00	VAT out of Scope	N/A
Renewal			20.00			20.00	VAT out of Scope	N/A
Licensing Act 2003								
Main Application Fee - per Rateable Band								
Band A			100.00			100.00	VAT out of Scope	N/A
Band B			190.00			190.00	VAT out of Scope	N/A
Band C			315.00			315.00	VAT out of Scope	N/A
Band D			450.00			450.00	VAT out of Scope	N/A
Band E			635.00			635.00	VAT out of Scope	N/A
Band D X (2)			900.00			900.00	VAT out of Scope	N/A
Band E X (3)			1,905.00			1,905.00	VAT out of Scope	N/A
Main Annual Charge								
Band A			70.00			70.00	VAT out of Scope	N/A
Band B			180.00			180.00	VAT out of Scope	N/A
Band C			295.00			295.00	VAT out of Scope	N/A
Band D			320.00			320.00	VAT out of Scope	N/A
Band E			350.00			350.00	VAT out of Scope	N/A
Band D X (2)			640.00			640.00	VAT out of Scope	N/A
Band E X (3)			1,050.00			1,050.00	VAT out of Scope	N/A
Variation								
Band A			100.00			100.00	VAT out of Scope	N/A
Band B			190.00			190.00	VAT out of Scope	N/A
Band C			315.00			315.00	VAT out of Scope	N/A
Band D			450.00			450.00	VAT out of Scope	N/A
Band E			635.00			635.00	VAT out of Scope	N/A
Personal Licences, Temporary Events and Other Fees								
Application for a grant or renewal of personal licence			37.00			37.00	VAT out of Scope	N/A
Temporary event notice			21.00			21.00	VAT out of Scope	N/A
Theft, loss etc. of premises licence or summary			10.50			10.50	VAT out of Scope	N/A
Application for a provisional statement where premises being built etc.			varies			varies	VAT out of Scope	N/A
Notification of change of name or address			10.50			10.50	VAT out of Scope	N/A
Application to vary licence to specify individual as premises supervisor			23.00			23.00	VAT out of Scope	N/A
Application for transfer of premises licence			23.00			23.00	VAT out of Scope	N/A
Theft, loss etc. of certificate or summary			10.50			10.50	VAT out of Scope	N/A
Notification of change of name alteration of rules of club			10.50			10.50	VAT out of Scope	N/A
Change of relevant registered address of club			10.50			10.50	VAT out of Scope	N/A
Theft, loss etc. of temporary event notice			10.50			10.50	VAT out of Scope	N/A
Theft, loss etc. of personal licence			10.50			10.50	VAT out of Scope	N/A
Duty to notify change of name or address			10.50			10.50	VAT out of Scope	N/A
Right of freeholder etc. to be notified of licensing matters			21.00			21.00	VAT out of Scope	N/A
Interim Authority notice following death etc. of licence holder			23.00			23.00	VAT out of Scope	N/A
Licences								
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs								
Scrap metal dealer site licence application fee			350.00			350.00	VAT out of Scope	N/A
Scrap metal dealer site licence renewal fee			250.00			250.00	VAT out of Scope	N/A
Scrap metal dealer site licence variation fee			90.00			90.00	VAT out of Scope	N/A
Scrap metal dealer collector licence fee			250.00			250.00	VAT out of Scope	N/A
Scrap metal dealer collector renewal fee			230.00			230.00	VAT out of Scope	N/A
Scrap metal dealer collector variation fee			90.00			90.00	VAT out of Scope	N/A
Replacement licence			30.00			30.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Fees for Mobile Homes Act 2013 licence applications and incidental costs								
Application			250.00			250.00	VAT out of Scope	N/A
Annual fee 2 to 10 residential units			150.00			150.00	VAT out of Scope	N/A
Annual fee 11 to 30 residential units			220.00			220.00	VAT out of Scope	N/A
Annual fee 31+ residential units			300.00			300.00	VAT out of Scope	N/A
Compliance notice			335.00			335.00	VAT out of Scope	N/A
Transfer of licence			72.00			72.00	VAT out of Scope	N/A
Variation of licence			215.00			215.00	VAT out of Scope	N/A
Fees only apply to relevant mobile homes sites. If exempt, licence fee Enil, no annual fee, compliance notices do not apply and transfer or variation fees Enil.								
Gambling Act permit fees								
Licensed premises gaming machines permits:								
Grant			150.00			150.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Transfer			25.00			25.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Licensed premises automatic notification process								
On Notification			50.00			50.00	VAT out of Scope	N/A
Club gaming permits								
Grant			200.00			200.00	VAT out of Scope	N/A
Grant (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Renewal			200.00			200.00	VAT out of Scope	N/A
Renewal (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Club machine permits								
Grant			200.00			200.00	VAT out of Scope	N/A
Grant (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Renewal			200.00			200.00	VAT out of Scope	N/A
Renewal (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Family entertainment centre gaming machine permits								
Grant			300.00			300.00	VAT out of Scope	N/A
Renewal			300.00			300.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Prize gaming permits								
Grant			300.00			300.00	VAT out of Scope	N/A
Renewal			300.00			300.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Gambling Act Licences								
Converted Casino								
Non-conversion provisional statement			no charge			no charge	VAT out of Scope	N/A
Non-conversion application			no charge			no charge	VAT out of Scope	N/A
1st Annual fee			2,400.00			2,400.00	VAT out of Scope	N/A
Annual fee			2,400.00			2,400.00	VAT out of Scope	N/A
Vary licence			1,600.00			1,600.00	VAT out of Scope	N/A
Transfer licence			1,080.00			1,080.00	VAT out of Scope	N/A
Reinstatement of licence			1,080.00			1,080.00	VAT out of Scope	N/A
Provisional			no charge			no charge	VAT out of Scope	N/A
Bingo								
Non conversion provisional statement			960.00			960.00	VAT out of Scope	N/A
Non conversion application			2,800.00			2,800.00	VAT out of Scope	N/A
1st annual fee			800.00			800.00	VAT out of Scope	N/A
Annual fee			800.00			800.00	VAT out of Scope	N/A
Vary Licence			1,400.00			1,400.00	VAT out of Scope	N/A
Transfer Licence			960.00			960.00	VAT out of Scope	N/A
Reinstatement of licence			960.00			960.00	VAT out of Scope	N/A
Provisional			2,800.00			2,800.00	VAT out of Scope	N/A
Gambling Act Permit Fees								
Adult Gaming Centre								
Non conversion provisional statement			960.00			960.00	VAT out of Scope	N/A
Non conversion application			1,600.00			1,600.00	VAT out of Scope	N/A
1st annual fee			800.00			800.00	VAT out of Scope	N/A
Annual fee			800.00			800.00	VAT out of Scope	N/A
Vary licence			800.00			800.00	VAT out of Scope	N/A
Transfer licence			960.00			960.00	VAT out of Scope	N/A
Reinstatement of licence			960.00			960.00	VAT out of Scope	N/A
Provisional			1,600.00			1,600.00	VAT out of Scope	N/A
Track betting								
Non conversion provisional statement			790.00			790.00	VAT out of Scope	N/A
Non conversion application			2,050.00			2,050.00	VAT out of Scope	N/A
1st annual fee			830.00			830.00	VAT out of Scope	N/A
Annual fee			830.00			830.00	VAT out of Scope	N/A
Vary licence			1,050.00			1,050.00	VAT out of Scope	N/A
Transfer Licence			790.00			790.00	VAT out of Scope	N/A
Reinstatement of licence			790.00			790.00	VAT out of Scope	N/A
Provisional			2,100.00			2,100.00	VAT out of Scope	N/A
Betting (other)								
Non conversion provisional statement			1,000.00			1,000.00	VAT out of Scope	N/A
Non conversion application			2,500.00			2,500.00	VAT out of Scope	N/A
1st annual fee			500.00			500.00	VAT out of Scope	N/A
Annual fee			500.00			500.00	VAT out of Scope	N/A
Vary licence			1,250.00			1,250.00	VAT out of Scope	N/A
Transfer licence			1,000.00			1,000.00	VAT out of Scope	N/A
Re-instatement of licence			1,000.00			1,000.00	VAT out of Scope	N/A
Provisional			2,500.00			2,500.00	VAT out of Scope	N/A
Family Entertainment Centre								
Non conversion provisional statement			790.00			790.00	VAT out of Scope	N/A
Non conversion application			1,650.00			1,650.00	VAT out of Scope	N/A
1st annual fee			625.00			625.00	VAT out of Scope	N/A
Annual fee			625.00			625.00	VAT out of Scope	N/A
Vary licence			830.00			830.00	VAT out of Scope	N/A
Transfer licence			790.00			790.00	VAT out of Scope	N/A
Re-instatement of licence			790.00			790.00	VAT out of Scope	N/A
Provisional			1,650.00			1,650.00	VAT out of Scope	N/A
Temporary Use Notices			500.00			500.00	VAT out of Scope	N/A
Copy of Licences			25.00			25.00	VAT out of Scope	N/A
Notification of Change of Licence			50.00			50.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Hackney Carriages								
Vehicle Licence- New (valid for one year)			145.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)						190.00		
Vehicle Licence- if vehicle six years + (valid for 6 months)						100.00		
Transfer of Vehicle Licence			12.50			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			34.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket						10.00		
DBS checks			44.00			50.00	VAT out of Scope	N/A
Knowledge Test			30.00			40.00	VAT out of Scope	N/A
DVLA check						10.00		
Transfer of Proprieter						10.00		
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			50.00	VAT at 20%	Included
Vehicle Safety Check cancellation fee						10.00		
Private Hire Vehicles								
Vehicle Licence- New (valid for one year)			145.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)						190.00		
Vehicle Licence- if vehicle six years + (valid for 6 months)						100.00		
Transfer of Vehicle Licence						190.00		
Operator's Licence:								
New Applications (valid for 5 years):								
1-4 Vehicles			380.00			790.00	VAT out of Scope	N/A
5-9 Vehicles			680.00			860.00	VAT out of Scope	N/A
10-19 Vehicles			974.00			970.00	VAT out of Scope	N/A
20+ Vehicles						1,130.00		
Application Renewal (valid for 5 years)								
1-4 Vehicles			344.00			790.00	VAT out of Scope	N/A
5-10 Vehicles			642.00			860.00	VAT out of Scope	N/A
10 or more Vehicles			940.00			970.00	VAT out of Scope	N/A
20+ Vehicles						1,130.00		
Driver's Licence - Dual Hackney and PHV Licence:								
New Application (Valid for 3 years)			370.00			480.00	VAT out of Scope	N/A
Application Renewal (Valid for 3 years)			220.00			480.00	VAT out of Scope	N/A
Transfer of Vehicle Licence			12.50			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			34.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket						10.00		
Knowledge Test			30.00			40.00	VAT out of Scope	N/A
Replacement Operators License						10.00		
Transfer of Proprieter						10.00		
Replacement of Dual Drivers License/PHV License (Badge)						20.00		
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			50.00	VAT out of Scope	N/A
Vehicle Safety Check cancellation fee						10.00		
Car Parks and Parking								
Off Street Parking								
John Barford Car Park								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours			2.50			2.50	VAT at 20%	Included
Up to 11 hours			5.00			5.00	VAT at 20%	Included
Sunday			1.00			1.00	VAT at 20%	Included
Railway Terrace/Gas Street/Old Market Place								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours			4.00			4.00	VAT at 20%	Included
Up to 11 hours			10.00			10.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included
Chestnut Field/North Street/Little Church Street/Evreux Way								
Up to 2 hours			1.00			1.00	VAT at 20%	Included
Up to 3 hours			1.30			1.30	VAT at 20%	Included
Sunday			1.00			1.00	VAT at 20%	Included
Westway								
Up to 5 hours			2.50			2.50	VAT at 20%	Included
Up to 11 hours			5.00			5.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Newbold Road								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours (weekdays only)			4.00			4.00	VAT at 20%	Included
Up to 11 hours			10.00			10.00	VAT at 20%	Included
Saturday up to 11 hours			3.00			3.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included
Penalty Charges								
Penalty charge			50.00 or 70.00			50.00 or 70.00	VAT out of Scope	Excluded
Penalty charge if paid within 14 days			25.00 or 35.00			25.00 or 35.00	VAT out of Scope	Excluded
Car Parks and Parking								
Season Tickets - Day Passes								
John Barford/Westway								
3 months			120.00			120.00	VAT at 20%	Included
6 months			215.00			215.00	VAT at 20%	Included
Yearly			400.00			400.00	VAT at 20%	Included
Railway Terrace/Gas Street/Old Market Place								
3 months			180.00			180.00	VAT at 20%	Included
6 months			325.00			325.00	VAT at 20%	Included
Yearly			615.00			615.00	VAT at 20%	Included
Other Charges								
Vehicles over 3 tonnes/Coaches			not permitted			not permitted	VAT at 20%	Included
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)			10.00			10.00	VAT at 20%	Included
Note: Car Park fees are being reviewed for 2023/24 and may be subject to change								
Enforcement Charges								
Fixed Penalty Fines								
The Council has, where possible, determined to set its own level of fines within the standard range of penalties. The general formula is adopted to set the default penalty level to be the maximum possible within the range for that offence. However, this penalty is DISCOUNTED to the minimum penalty possible within the range, IF the penalty is paid within 10 days in the case of Public Space Protection Orders and Fly tipping, and 7 days for all other listed offences.								
	Fixed Penalty	Maximum	Discount	Fixed Penalty	Maximum	Discount		
Depositing Litter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A
Graffiti and fly posting	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A
Nuisance parking	100.00	2,500.00	60.00	100.00	2,500.00	60.00	VAT out of Scope	N/A
Fly tipping	400.00	unlimited	300.00	400.00	unlimited	300.00	VAT out of Scope	N/A
Exposing vehicles for sale on a road	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A
Repairing vehicles on a road	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A
Abandoning a vehicle	200.00	2,500.00	120.00	200.00	2,500.00	120.00	VAT out of Scope	N/A
Unauthorised distribution of free printed matter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A
Failure to furnish documentation (Waste Carriers Licence)	300.00	unlimited	no discount	300.00	unlimited	no discount	VAT out of Scope	N/A
Failure to produce authority (Waste Transfer Note)	300.00	unlimited	no discount	300.00	unlimited	no discount	VAT out of Scope	N/A
Failure to comply with a Public Space Protection Order	100.00	2,500.00	75.00	100.00	2,500.00	75.00	VAT out of Scope	N/A
Failure to comply with a Community Protection Notice (Individual)	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A
Failure to comply with a Community Protection Notice (Business)	100.00	unlimited	no discount	100.00	unlimited	no discount	VAT out of Scope	N/A
Failure to comply with noise warning notice (licenced)	500.00	unlimited	no discount	500.00	unlimited	no discount	VAT out of Scope	N/A
Failure to comply with a Public Space Protection Order (Dogs)	100.00	1,000.00	50.00	100.00	1,000.00	50.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023								
	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Public Registers and other information								
All public registers can be viewed in person free of charge and attempts are being made to make some or all of these available on the internet.								
Contaminated land and pollution searches:			price on application			price on application	VAT out of Scope	N/A
Complete copies of list of Registered Food Premises			320.00			320.00	VAT out of Scope	N/A
Partial copies of the list of Registered Food Premises			£30 + £3 per entry			0.00	VAT out of Scope	N/A
Copies of or from other Public Registers:								
Complete premises files (printed, plus photocopying charge)			40.00			40.00	VAT out of Scope	N/A
Partial extracts form premises file (per request, plus copying)			20.00			20.00	VAT out of Scope	N/A
Printed copies of Air Quality Assessment Reports etc			51.00			51.00	VAT out of Scope	N/A
Information may be available in an electronic format. Prices available on request.								
OPERATIONS AND TRADED								
Waste Collection								
Bulky Waste Collection - up to 3 items			28.00			31.00	VAT out of Scope	N/A
Each Additional Item:								
Up to a maximum of 6			6.00			6.50	VAT out of Scope	N/A
Over 6 household items or any number of garden items (sheds, play equipment)								
Cancellation Fee			3.50			4.00	VAT out of Scope	N/A
Domestic Garden Waste Collection (annual subscription)- charge per bin			40.00			40.00	VAT out of Scope	N/A
Trade Waste			price on application			price on application	VAT out of Scope	N/A
COMMUNITIES & HOMES								
Handy Person Service								
Handy Person Service			price on application			price on application	VAT at 20%	N/A
Welfare Services								
Lifeline Personal Alarm Service - weekly charge			4.75			5.20	VAT at 20%	Excluded
Some residents may qualify for a VAT exemption.								
Emergency Housing								
Housing Guest Bedroom Charges (Including VAT)			15.00			16.50	VAT at 20%	Excluded

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023								
	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Street Naming and Numbering								
Add a name to an existing address - Price per address			26.50			29.20	VAT at 20%	Included
Change an existing address - Price per address			26.50			29.20	VAT at 20%	Included
Register a new address - Price per address			26.50			29.20	VAT at 20%	Included
New Addresses on Large Developments - Price per 2 - 5 plots			106.10			116.80	VAT at 20%	Included
New Addresses on Large Developments - Price per 6 - 10 plots			212.20			233.60	VAT at 20%	Included
New Addresses on Large Developments - Price per 11 - 19 plots			318.20			350.30	VAT at 20%	Included
New Addresses on Large Developments - Price per 20+ plots			424.30			467.20	VAT at 20%	Included
- Price per additional plot over 20 plots			15.90			17.50	VAT at 20%	Included
Register a new Street - Price per street			106.10			116.80	VAT at 20%	Included
Rename an existing street - Price per street			212.20			233.60	VAT at 20%	Included
+ a per address charge - Price per address			26.50			29.20	VAT at 20%	Included
FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE								
Legal Services								
Copy Document – S106 Agreement: Bilateral Agreement or Unilateral Undertaking*			66.10			72.80	VAT at 20%	Included
Copy Document – S106 Agreement: Supplemental Deed or Deed of Variation*			34.30			37.80	VAT at 20%	Included
Copy Document – TPO*			34.30			37.80	VAT at 20%	Included
Ex-Council House Consent			66.10			72.80	VAT at 20%	Included
Ex-Council House Consent: Retrospective			97.80			107.70	VAT at 20%	Included
Copy Document – Lease or Shared Ownership Lease			65.50			72.10	VAT at 20%	Included
Copy Document – Enforcement Notices			19.60			21.60	VAT at 20%	Included
Copy Document – Smoke Control Order			32.40			35.70	VAT at 20%	Included
Ex-Council House Deed of Postponement			66.10			72.80	VAT at 20%	Included
Ex-Council House Letter of Compliance			66.10			72.80	VAT at 20%	Included
Leasehold Enquiries			97.80			107.70	VAT at 20%	Included
Certificate of Existence			n/a- new fee			15.00	VAT at 20%	Included
* Standard turnaround for copies is 1-3 working days. However, if any of the above documents require expediting straight away, an additional £30.00 is added to each.								
Copy documents will be emailed out to customers where possible. A number of copy documents are available on the Council's publicly accessible registers and customers are requested to check these registers prior to making a request for a copy document. Where the Council has already scanned a copy document in and holds an electronic version that can be emailed to the customer, an administration charge of £15 will be made rather than the fee shown above.								
Electoral Register								
The Open Electoral Register can be purchased in either data or paper form:-								
Fee for data copy £20.00 plus £1.50 for every 1,000 entries or part thereof purchased							VAT out of Scope	N/A
Fee for paper copy £10.00 plus £5.00 for every 1,000 entries or part thereof purchased							VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023								
	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
EXECUTIVE DIRECTOR								
Freedom of Information Request								
Freedom of Information and Environmental Information Regulation requests are charged for in just two cases:-								
<ul style="list-style-type: none"> - where the cost of answering the enquiry goes over £450; and - where there are costs for preparing the information e.g. printing, photocopying, postage, providing information in other formats (CD-ROM, audio cassette, translation) 								
<p>The time spent dealing with the above is calculated at £25 per hour.</p> <p>With the majority of requests the costs will be less than £450 and we will make no charge for the work involved.</p> <p>If however, the cost of dealing with your request goes over £450 we will contact you to discuss the information you have requested and the cost of providing it. If you still want the information in a format that is going to take the cost over that limit, then we will charge you the full amount.</p> <ul style="list-style-type: none"> - Photocopying or printing material; - Postage; - Producing material in a different format when requested e.g. CD Rom, audio cassette; - Providing extracts of databases; - Translating the material into a different language where requested; - Allowing you to reasonable time to inspect a record containing the information (FOI only); - 10p per A4 sheet for printing or photocopying, black and white; - 20p per A3 sheet for printing or photocopying, black and white; - 92p per A4 sheet for printing or photocopying, colour; - £1.24 per A3 sheet for printing or photocopying, colour; - Postage costs - documents will be sent by second class mail unless specified otherwise; - Any costs involving staff time will be charged at £25 per hour. <p>We can charge for these costs in all cases, whether or not we can also charge for the prescribed costs.</p> <p>If the total cost is less than £10, there is no charge.</p>			25.00			25.00	VAT out of Scope	N/A

General Fund Capital Programme 2023/24 and Onwards schemes already approved

Portfolio / Scheme Name	Description	Total scheme Costs	Profile of spend			Funding				Revenue Implications				
			Profile of Spend			External Contributions / Earmarked Reserves / Revenue Contributions		Balance to be funded		Running Costs		Estimated Interest costs		Minimum Revenue Provision
			2023/24	2024/25	2025/26	2023/24	Future Years	2023/24	Future Years	2023/24*	Full Year	2023/24*	Full Year	2024/25
			1	2	3	4	5	6	7	8	9	10	11	12
			£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Operation & Trading														
Vehicle Replacement	Vehicle & Equipment Replacement for front line services	1,519	805	357	357	0	0	805	714	0	0	10	30	107
Open Spaces Refurbishments - Street Furniture	Annual refresh programme of bins, benches, bus shelters and other items	126	42	42	42	0	0	42	84	0	0	0	0	2
Purchase of Waste Bins	Acquisition of domestic bins for new developments financed via S106 and developer contributions	263	88	88	88	88	175	0	0	0	0	0	0	0
			935	487	487	88	175	847	798	0	0	10	30	109
Regulation & Safety														
Memorial Safety	Headstone refurbishment work at cemeteries to make them safe	90	30	30	30	0	0	30	60	0	0	0	0	1
CCTV Cameras & Lighting	Security lighting & cameras for the town centre	15	15	0	0	15	0	0	0	0	0	0	0	0
			45	30	30	15	0	30	60	0	0	0	0	1
Communities, Homes & Digital & Communications														
ICT Refresh Programme - Desktop	Annual refresh of client devices (laptops, etc) Annual upgrade / replacement of physical and virtual servers, firewalls, backup and business continuity systems	363	135	114	114	0	0	135	228	0	0	0	0	26
ICT Refresh Programme - Infrastructure	Integration of MS Teams into council chamber / upgrade of Boardroom	325	145	90	90	0	0	145	180	0	0	0	10	28
ICT Refresh Programme - AV Equipment		54	18	18	18	0	0	18	36	0	0	0	0	3
Digitalisation and Development Program	To drive digitalisation across the organisation Grants to disabled residents for the provision of home adaptations administered by HEART	135	45	45	45	0	0	45	90	0	0	0	0	9
Disabled Facilities Grants		2,304	768	768	768	717	1,434	51	102	0	0	0	0	2
Caldecott Development	Loan to joint Venture for housing development	9,760	9,760	0	0	0	0	9,760	0	0	0	170	340	0
			10,871	1,035	1,035	717	1,434	10,155	636	0	0	170	350	68
Leisure & Wellbeing														
Open Spaces Refurbishments - Play Areas	Play Areas Refurbishment	450	150	150	150	50	100	100	200	0	0	0	0	6
Open Spaces Refurbishments - Safety Improvements	Health & Safety works at play areas and open spaces	150	50	50	50	0	0	50	100	0	0	0	0	3
			200	200	200	50	100	150	300	0	0	0	0	9
Total Approved General Fund Capital Programme			12,051	1,752	1,752	870	1,709	11,182	1,794	0	0	180	380	187

This programme does not include any reprofiling of budgets from 2022/23

General Fund Capital Programme 2023/24 and Onwards schemes to be submitted in reports to cabinet

Portfolio / Scheme Name	Description	Total scheme Costs	Profile of spend			Funding				Revenue Implications				
			Profile of Spend			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
			2023/24	2024/25	2025/26	2023/24	Future Years	2023/24	Future Years	2023/24*	Full Year	2023/24*	Full Year	2024/25
			1	2	3	4	5	6	7	8	9	10	11	12
			£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Communities & Homes & Digital & Communications														
Corporate Property Enhancements	Enhancements works to corporate buildings	2,595	1,235	820	540	0	0	1,235	1,360	0	0	10	20	49
Growth & Investment														
UKSPF Projects	Various - yet to be determined funded by Grant (total scheme includes year 1 schemes in 2022/23 programme)	1,471	304	796	0	304	796	0	0	0	0	0	0	0
Operations & Traded														
Material Recycling Facility	Additional capital requested by Sherbourne Recycling	288	288	0	0	0	0	288	0	0	0	10	10	0
Total Draft General Fund Capital Programme to go on cabinet reports			1,827	1,616	540	304	796	1,523	1,360	0	0	20	30	49
Total Draft General Fund Capital Programme			13,877	3,367	2,292	1,173	2,505	12,705	3,154	0	0	200	410	236

AGENDA MANAGEMENT SHEET

Report Title: Energy Rebates and Covid 19 Grants

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Chief Financial Officer

Portfolio: Finance, Performance, Legal and Governance

Ward Relevance: All Wards

Prior Consultation: None

Contact Officer: Chryssa Burdett
Revenues Manager
01788 533495; chryssa.burdett@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 is important to the financial sustainability of the Authority

Summary: This is an update on two significant areas of grant funding awarded to householders and businesses.

Financial Implications: None as a direct result of this report.

Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	There are no implications arising from this report.
Options:	None
Recommendation:	Progress made in delivering the grants on behalf of householders and businesses be noted.
Reasons for Recommendation:	Not applicable

Cabinet- 9 January 2023

Energy Rebates and Covid 19 Grants

Public Report of the Chief Financial Officer

Recommendation

Progress made in delivering the grants on behalf of householders and businesses be noted.

1. BACKGROUND

1.1 At the meeting of Council on 26 April, officers presented reports which outlined two significant grants for householders and business which did not receive any COVID-19 grant funding during the pandemic. This report provides an update now both schemes have ended.

2. ENERGY GRANTS

2.1 On 3 February 2022 the government announced an energy bills rebate to help with the cost of living. This consisted of a £150 non-repayable rebate for households in England in council tax bands A to D.

2.2 In addition to this, Rugby received £0.165m in discretionary funding and the approved policy outlined a scheme to target those residents in receipt of council tax support or disabled relief. £150 was paid to those residents within Rugby households in bands E –H if they met the following criteria and it was the sole or main residence of the account holder:

1. In receipt of council tax support on 1 April 2022
2. Must be occupied as empty properties cannot receive the funding
3. In receipt of disabled reductions from their council tax (F – H only as those in E get funding from the above core scheme)
4. In exempt class N, S, U or W (these classes are all students, under 18s only, severely mentally impaired and granny annexes)
5. In receipt of a severely mentally impaired disregard for council tax purposes

2.3 The remainder of the funds were allocated at £30 to each person in band A – D that is in receipt of council tax reduction scheme.

2.4 The grants had to be allocated by 30 November 2022.

- 2.5 With the scheme now ended, it can be confirmed that Rugby allocated **£5,587,200** to 37,248 households under the core funding to those in bands A – D. **£160,710** was paid out in discretionary funding which can be split as follows:
- 197 households in bands E – H receiving £150
 - 4,372 households receiving a top up of £30

3. COVID 19 GRANTS

- 3.1 The Government, through the Department for Levelling Up, Housing and Communities (DLUHC) introduced new regulations to support businesses entitled to Covid-19 Additional Relief Fund (otherwise known as CARF).
- 3.2 This fund was available to support those businesses affected by the pandemic but that were ineligible for existing support linked to business rates. Rugby Borough Council was allocated £2,908,114 to support businesses in this way.
- 3.3 The grants had to be allocated by 30 November 2022.
- 3.4 The approved policy was designed in conjunction with other local authorities in Warwickshire and the West Midlands and serves the purpose of giving a relief by way of a percentage of their net business rates requirement for 2021/22, so was given to businesses occupying a qualifying property who had not been given any other relief during the pandemic, subject to the criteria that the policy determines.
- 3.5 The total amount paid to businesses was **£2,879,190** to 483 businesses. In addition, there were eleven businesses who were refused the relief as the business had received money from other sources during the pandemic, therefore the grant will be repaid to DHLUC.

Name of Meeting: Cabinet
Date of Meeting: 9 January 2023
Subject Matter: Energy Rebates and Covid 19 Grants
Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Council agenda 26 April 2022

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

AGENDA MANAGEMENT SHEET

Report Title: Draft Housing Revenue Account Capital and Revenue Budgets 2023/24 and Medium Term Financial Plan 2023-2027

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Chief Officer - Finance and Performance and Chief Officer - Communities and Homes

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Not applicable

Contact Officer: Jon Illingworth
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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 primary purpose of this report is to present a first draft Housing Revenue Account revenue position (see Appendix A), a capital position (see Appendix B) for 2023/24 and a Housing Revenue Account Medium Term Financial Plan (see Appendix C).
Financial Implications:	As detailed within the report and appendices.
Risk Management/Health and Safety Implications:	None as a direct result of this report.
Environmental Implications:	A full Climate Change and Environmental Impact Assessment will be presented with the final budget report at Council on 7 February 2023.
Legal Implications:	As detailed within the report
Equality and Diversity:	A full Equality Impact Assessment will be presented with the final budget report at Council on 7 February 2023.
Options:	None as a direct result of this report.
Recommendation:	The draft Housing Revenue Account approved capital budgets for 2023/24 and the updated Medium Term Financial Plan in Appendices A, B and C be noted.
Reasons for Recommendation:	To give Cabinet an initial view of the Housing Revenue Account revenue for 2023/24 onwards.

Cabinet - 9 January 2023

**Draft Housing Revenue Account Capital and Revenue Budgets
2023/24 and Medium Term Financial Plan 2023-2027**

**Public Report of the Chief Officer - Finance and Performance
and Chief Officer - Communities and Homes**

Recommendation

The draft Housing Revenue Account approved capital budgets for 2023/24 and the updated Medium Term Financial Plan in Appendices A, B and C be noted.

1. INTRODUCTION

- 1.1 The Council is required by the Local Government and Housing Act 1989 (section 74) to keep a Housing Revenue Account (HRA) which records all revenue expenditure and income relating to the provision of council dwellings and related services. The use of this account is prescribed by statute and the Council is not allowed to fund any expenditure for non-housing related services from this account. In addition, the Act ensures that the HRA does not fall into a deficit position.
- 1.2 In accordance with the constitution, the Council is required to carry out an annual review of rents and notify tenants not less than 28 days prior to the proposed date of change.
- 1.3 The Council has a retained housing stock of 3,435 homes currently available to let (December 2022) and manages an additional 54 leasehold properties with an annual rent roll of approximately £16.6m.
- 1.4 The purpose of this report is to present an initial draft HRA revenue position (see Appendix A) and a capital position (see Appendix B) for 2023/24 based on budget submissions, plus a HRA Medium Term Financial Plan (MTFP) (see Appendix C) ahead of the final budget presentation and rent setting at Full Council on 7 February 2023.
- 1.5 This report is usually presented to Cabinet in December, but the publication of the report has been delayed because Local authorities were waiting on the outcome of the Department of Levelling Up, Housing and Communities (DLUHC) rent cap consultation (which was announced on 17 November 2022), carried out due to the cost of living crisis, further information is found in section 3.5.

2. SUMMARY

- 2.1 The estimates contained within this report represent the most up-to-date information and sensitivity analysis available to officers. Further changes may arise from the following operational and policy areas:
- Revisions to cost estimates, project timelines, and external funding in relation to the capital schemes
 - Staffing and other changes arising from a review of costs
 - Revisions to inflation estimates impacting construction industry materials and labour costs; and
 - Direct and indirect impact of efficiency measures arising from:
 - Digitalisation measures
 - Structure and delivery mechanisms of support service recharges
 - Updated requirements for the capital programme
- 2.2 Officers will continue to research the impact of any changes that may have an impact on the costs included in this report and provide an update in the report that will be presented to Cabinet on 7 February before the formal rent setting report to Council.

3. BUDGET AND POLICY FRAMEWORK

- 3.1 Significant activities within or impacting upon the HRA in 2022/23 to date include:
- 2 property acquisitions have been completed
 - 19 properties sold under Right to Buy
 - Member approval for the Biart Place development
 - Deconstruction of Rounds Gardens site has commenced
- 3.2 The two-part review of the Decent Homes Standard, being carried out by Government, remains a work in progress Government anticipate that the main outcome will be a refreshed Decent Homes Standard.
- 3.3 In February 2022, the Government published the Levelling Up the United Kingdom white paper of indicating the Government's ambition to halve the number of non-compliant rented homes in the social and private rented sector by 2030. This is likely to be a key influence in the revisions to the Decent Homes Standard, along with the new regulations for the safe management of homes which have come via the Fire Safety Act 2021 and the Building Safety Act 2022.
- 3.4 The Council's approach to reducing the carbon footprint of the housing stock is an evolving one and more detail is outlined in 8.3.
- 3.5 Rent guidance usually allows increases of CPI + 1% for the four years up to 2024. CPI as of September 2022 was 10.1% meaning that the indicative rise in rents for current tenants would have been 11.1% (10.1% plus 1%). However, with the current cost of living crisis, rent increases for 2023/24 have been capped at 7% as announced in the Autumn Budget Statement on 17 November

2022. For financial planning within the MTFP rent uplifts are estimated at 3% (Bank of England CPI target of 2% + 1%).

- 3.6 On 1 April, DLUHC introduced a cap on the use of Right to Buy (RTB) receipts for acquisitions to help drive new supply which will be phased in over 2022/23 to 2024/25. Currently the first 20 properties acquired are exempt from the cap and any properties acquired over the cap, RTB receipts can only be used towards 50% of those acquisitions. The purpose of this cap to encourage authorities to build homes as these are exempt from the cap.

The MTFP for the HRA has incorporated these changes:

- 3.7 The Council has a local limit on indebtedness to ensure compliance with the Prudential Code for Capital Finance in Local Authorities. It is recommended that the level remains at £152m approved in 2019/20 which will provide:
- capacity to increase the Council's HRA Capital Financing Requirement to meet any significant unexpected capital expenditure; and
 - subject to support for the schemes above, capacity to increase the stock base via bids on developer affordable housing projects and/or Council projects.
- 3.8 The Biart Place and Rounds Garden's schemes have had a significant impact on the borrowing requirement of the HRA. To maximise the opportunity to provide a financially viable scheme, Council took advantage of the PWLB certainty rate to secure £66m at an interest rate of an average of 1.4%. As part of the Treasury Management Strategy, the Council has been managing the difference between the cost of the loan and the investment income that is being generated whilst the final schemes are being established. As PWLB certainty rate is currently 4.42% this demonstrates that it was a prudent decision that was taken.
- 3.9 To ensure that the Council has continuing earmarked balances to support the scheme as other major development (notwithstanding central Government financial support) in 2023/24, it is proposed that £3.774m will set aside as Revenue Contributions to Capital Expenditure including £1.000m towards climate change works.
- 3.10 The updated HRA MTFP (Appendix C) also contains continuing Revenue Contributions to Capital Expenditure.

4. REVIEW OF HRA BALANCES

- 4.1 The HRA draft budget for 2023/24 (Appendix A) allows for 7% rent increase and 3.0% for each year until 2026/27. The 30-year HRA financial plan has also been updated to reflect changes, including high-rise site redevelopment, where the impact can be forecast.

HRA Revenue Balance

- 4.2 The estimated HRA revenue balance on 31 March 2023 will be £2.895m. This level is considered prudent to meet further revenue costs arising from potential risks moving forward over the term of the HRA MTFP.

Major Repairs Reserve

- 4.3 The Major Repairs Reserve (MRR) reflects the need to replace major components as they wear out. This funding, together with previous allocations of supported borrowing and revenue contributions, has enabled the Council to maintain the housing stock in a good condition. Balances will require reviewing considering any regulatory changes in future years. The forecast MRR balances reflecting the approved capital programme in Appendix B are as follows:

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Balance b/fwd.	2,418	3,187	3,905	4,197
Depreciation/Appropriation from HRA Revenue	3,120	3,214	3,310	3,409
Capital Financing	(2,351)	(2,496)	(3,018)	(3,018)
Balance c/fwd.	3,187	3,905	4,197	4,589

Housing Repairs Account

- 4.4 The Housing Repairs Account is an earmarked reserve used to mitigate the risks associated with cyclical and responsive repairs over time. The forecast balance over the period of the medium-term financial plan is £0.093m.

Housing Capital Investment Balances

- 4.5 In addition to the above, the Council has also made revenue contributions set aside for capital investment in prior years to fund new build, estate regeneration and other works. The forecast balances over the period of the medium-term financial plan are as follows:

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Balance b/fwd.	17,592	19,149	21,945	25,352
Contributions from HRA	2,773	3,967	4,478	5,547
Capital Financing for New Build / Acquisitions / Other Projects	(1,216)	(1,171)	(1,071)	(1,071)
Balance c/fwd.	19,149	21,945	25,352	29,828

Climate Change Reserve

- 4.6 It is proposed that £1.000m is contributed to a new Climate Change Reserve to meet the costs relating to eco works and retrofitting, alongside the £1.000m that was allocated in 2022/23. This work is currently being evaluated in detail and will be included in a longer term programme of works.

Right-to-Buy Capital Receipts

- 4.7 The Council has a 1-4-1 retention agreement with DLUHC allowing it to retain a greater proportion of receipts upon the condition that they are utilised in provision of replacement housing within five years. Receipts that are not utilised must be returned to Her Majesty's Treasury (HMT) and incur an interest charge of Bank of England Base Rate plus 4%. Following on from the update in policy, 40% of the expenditure incurred on replacement housing may be financed from RTB receipts and a cap has been introduced the reliance on this form of financing will be reduced during the next three years.
- 4.8 It is assumed that 28 homes will be sold under the RTB scheme per year over the period of the medium-term financial plan producing an average receipt of £0.105m per property (prior to pooling). Forecast balances over the period are as follows:

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Balance b/fwd.	11,230	13,004	14,788	16,552
Net Pooling Contribution	2,448	2,448	2,448	2,448
Capital Financing for New Build / Acquisitions	(674)	(674)	(674)	(674)
Balance c/fwd.	13,004	14,778	16,552	18,326

Assessment of HRA Balances and Earmarked Reserves

- 4.9 As part of the annual budget setting process an assessment of required level of reserves needs to be undertaken, taking account of the potential future financial risks faced by the HRA. It is considered prudent to hold sufficient reserves and balances to give the ability to smooth out peaks in expenditure and troughs in income. The assessment is not a forecast use of reserves, it is a summary of all the financial risks that could face the HRA. The findings will be presented as part report being presented to the Cabinet meeting February.

5. MEDIUM TERM FUNDING OPTIONS

- 5.1 An updated HRA MTFP reflecting the above position is included at Appendix C. The remainder of the report concentrates on proposals for 2023/24 including:
- Rent
 - Service Charges
 - Performance management – voids and debt collection
 - Expenditure assumptions

- Housing repairs and capital programme
- Capital financing

Rent

- 5.2 With rent increases being capped at 7%, which is already 4.1% below the usual inflationary increase. The table below identifies the loss of rental income that would be generated if a lower increase is adopted

	Impact on income £000s
3%	634
5%	317

- 5.3 Any below inflationary increase has several consequences, the first being the compound impact on future generated income. The following table demonstrates that compound impact over the next 5 years with an inflationary increase of 3% from 2024/25 onwards.

Increase %	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	Total £000s
7%	349	359	370	381	393	1,852
5%	666	686	707	728	750	3,537
3%	983	1,012	1,043	1,074	1,106	5,218

- 5.4 Also the reduction in future income will have an impact on future service provision as it is this income which provides funding for the activity in the capital programme.

	2022/23 Budget £000s	2023/24 7% £000s	2023/24 5% £000s	2023/24 3% £000s
Contribution to capital expenditure	3,342	3,774	3,457	3,140
Increase/(Decrease) in contribution		432	115	(202)

- 5.5 The capital programme in Appendix B identifies capital schemes of around £4.500m a year across the MTFP and as well as delivering Decent Homes standards, the Council as a responsible social landlord is striving to deliver improvements to deliver the climate emergency requirements and strive to have a positive impact on tenant's energy bills. The 30-year programme will be dependent on the income generated from rents to support the programme that has been identified.

- 5.6 Currently, 68% of council tenants receive help with the payment of their rent through Universal Credit or Housing Benefit. The financial support received will be adjusted to account for any changes in rent or eligible service charges.

5.7 Rent estimates for 2023/24 assume a stock level of 3,443 available to let HRA properties at the start of April 2023. It is estimated that stock will fall by an estimated 12 RTB sales in year. The fall in numbers will be mitigated by the acquisitions available on the open market (including purchases from developers as part of S106 provisions). A void rate of 2.70% is estimated for 2023/24.

Rent Calculation

5.8 The calculations for rents are based on average rents over the entire year. The percentages applied to this may not be the same as the ones applicable when considering a 48- or 49-week rent year.

5.9 The following calculations are based on stock numbers as of October 2022.

	2022/23 £'s	2023/24 £'s	Average % Increase	Average £ Increase
Average Weekly Rent (52-week basis)	90.87	97.23	7.0	6.36

5.10 Since 2023/24 is a 48-week rent year, the rents will be charged accordingly and therefore the figures shown here are for illustrative purposes. Estimated rental income from dwellings of £16.966m for 2023/24 has been included within the draft HRA revenue budgets as shown in Appendix A. The estimate is based on the central business case of:

- An average 2.70% void rate across the stock
- 12 Right-to-Buy sales in 2023/24
- Acquisition of 15 new build properties
- 7 re-lets where rent is uplifted to target rent

5.11 For each 1% change in the void rate the HRA rent loss is equivalent to £0.169m. Each additional RTB sale produces an average rent loss of £5,050 in a full year. The average target rent in 2023/24 (52-week basis) will be £95.03 as compared to the average current rent of £97.23 (see above.)

5.12 Although the average increase is £6.36 a week, the Council is still the landlord with the lowest rents in the Borough. The following tables compares current rent levels across all sectors, based on information as at September 2022:

Cross-sector comparison of current rent levels (£ pw)	Council	Housing Association	Private	"Affordable"
One bed	87.43	92.71	142.55	98.92
Two bed	99.79	103.61	192.09	124.18
Three bed	112.78	110.18	225.96	146.20
Four bed	117.76	128.09	292.12	192.88
Five bed	141.47	159.02	415.38	

Service Charges

- 5.13 In line with government guidance, service charges are de-pooled from rent charges which enables tenants to see the estimated amount spent on services. Income from service charges is estimated at £1.315m in 2023/24 (including a void allowance of 2.70%).
- 5.14 The average weekly impact upon utilities and cleaning service charges arising from the estimates of costs associated with that service in 2023/24 (on a 52-week basis) is as follows:

Charge Type	Average Charge p/w (52 wk basis) £	Average Change p/w £
Communal Lighting - Electricity (Rebateable – eligible for Housing Benefit)	2.09	1.17
Communal Heating - Gas (Rebateable – eligible for Housing Benefit)	1.81	1.37
Communal Cleaning (Rebateable – eligible for Housing Benefit)	2.97	0.17
Communal Heating – Gas (Non-Rebateable – Very Sheltered Housing only – not eligible for Housing Benefit)	33.50	24.98
Subtotal	40.37	27.69
Independent Living Co-ordinator (to be increased in line with rent rise)	9.57	0.63
Concierge	2.54	0.26

- 5.15 Gas price increases have been included based on an increase in prices of 285% from 1 April 2023 (information from quarter 2 ESPO energy report). This has resulted in a cost pressure of £0.328m and will be kept under review. The Ofgem price cap introduced earlier in the year does not apply to business energy supplies.
- 5.16 The Communal heating service charge that is not covered by housing benefit in the table above, only relates to three sheltered schemes (Albert Square, Tanser Court and Lesley Souter House). From April 2023 the Energy Price Guarantee (EPG) to cover dual-fuel gas and electricity, that the government introduced will rise to £3,000. Our weekly charge for gas equates to £1,742 annually, well below the EPG level. Also, to protect the most vulnerable, in 2023-24 an additional Cost of Living Payment of £900 will be provided to households on means-tested benefits, of £300 to pensioner households, and of £150 to individuals on disability benefits. The government will also raise benefits, including working age benefits and the State Pension, in line with inflation from April 2023, ensuring they increase by over 10%.

Woodside Park Rents

- 5.17 Pitch fees for Woodside Park are to rise in line with HRA rents. The current pitch fee is £128.99 and will rise in 2023/24 to £138.02 - an increase of £9.03

(7%). These will be included as part of the fees and charges schedule approved by Council in February.

6. PERFORMANCE MANAGEMENT

6.1 The financial management of the HRA is directly linked to key performance in several operational areas – void management, rent collection and arrears recovery.

Void Management

6.2 There is a direct relationship between the time a property remains void, and the rent foregone. Consequently, ensuring that homes are re-let in the most efficient manner is a key priority for housing and property repairs service staff.

6.3 For 2023/24 the target for void property rent and service charge loss will be set at 2.70%, equating to £0.462m based upon the current void levels. Where rechargeable works are identified at the point of tenancy termination, tenants are offered the opportunity to make good, or will be billed for the costs. Void rechargeable repairs (the works identified through this process) year to date are £0.059m.

6.4 There are several activities in progress in relation to voids management:

- An end-to-end review of the process has been commissioned by the Chief Officer for Communities and Homes. The review will be carried out by the Corporate Assurance Team.
- Revisiting how the statistical data is compiled to give an accurate picture of the void's situation. It is industry practice to split the data between regular voids and major voids (insurance claims and similar) so as not to distort the reporting data.
- The commencement of pre inspections ahead of the return of keys to proactively ensure that outgoing tenants understand what they are obliged to put right, and the condition they are required to leave the property in when the keys are returned, to avoid potentially costly recharges.
- A move toward pre allocation of properties ahead of them becoming void. There are potential risks with this approach, for example, should an outgoing tenant rescind their notice to terminate.
- Consideration of additional resources within the assets team for property inspections/stock conditions surveys being conducted as a rolling programme to inform future iterations of the Housing Revenue Account Business Plan.
- Increased estate inspections as a means of being proactive in identifying properties that are exhibiting signs of poor condition for example, untidy gardens being an indicator of other potential issues and a requirement for early intervention and support.

Rent Collection/Bad Debt Provision

- 6.5 The collection rate for rent and service charges and the performance in managing rent debt is critical to the financial position of the HRA and has a direct impact on the amount of bad debt provision that must be set aside.
- 6.6 Arrears greater than four weeks amounted to £1.004m as at mid December and 54% of this total (£0.544m) relates to current tenants. The HRA's contribution to the bad debt provision for 2022/23 was £0.066m, calculations at this early stage indicate that an additional contribution to the provision is not required for 2023/24, so the provision for now remains unchanged at £0.066m. The level of rent arrears will be reviewed in year and will be monitored until final budget setting in February.

7. EXPENDITURE – ASSUMPTIONS

Employee costs

- 7.1 The HRA budgets are based on the current staffing establishment. The pay award for 2022/23 is a flat rate increase of £1,925 across all salary points. An increase in pay of 4% has been assumed in the budget for 2023/24. Progression through pay scales and increased employer contributions to the Local Government Pension Scheme and Employers National Insurance have also been included in the base budget.
- 7.2 Several members of staff spend their time on both HRA and General Fund activities and as a result staff costs are split based on percentages of time relevant to services.

Utility Costs

- 7.3 Energy costs have soared because of the conflict in Ukraine, this has reduced supplies of gas and additionally the demand for energy has significantly increase since Covid-19 restrictions have ended. This has led to an estimated increase in the cost of gas of 285% in 2023/24. For electricity an estimated increase of 66% in 2022/23 and 40% from in 2023/24. Utility inflation continues to be a significant risk for the HRA, the impact of prices increasing higher than the assumed rates will incur a budget pressure in the year.

Central Recharges

- 7.4 These costs are currently estimated at £2.942m in 2023/24 and include the HRA's proportion of Corporate Property, ICT, Legal, Human Resources, Payroll and other costs.

Charges for Capital

- 7.5 Depreciation is used to provide a measure of the cost of the economic benefits embodied in an asset that have been consumed during the year. Estimates for 2023/24 charges will be based around Chartered Institute for Public Finance and Accountancy (CIPFA) and DLUHC guidance. If there is a variance on final depreciation charge the excess or deficit is transferred to the Major Repairs

Reserve to ensure the smoothing of costs for major works over the medium term.

Amounts set aside for the repayment of debt/Revenue Contributions to Capital Expenditure

- 7.6 Unlike the General Fund, there is no statutory requirement to set aside money from revenue for debt repayment within the HRA allowing flexibility to adjust debt repayment considering HRA business planning needs in future years.
- 7.7 The HRA business plan initiated at the point of self-financing assumed that all in-year surpluses would be utilised in the repayment of debt, subject to the maintenance of a prudent HRA working balance. Prior to the introduction of the 1% rent cut and the redevelopment projects at high rise sites, estimates were that the HRA self-financing debt allocation of £72.949m would be repaid in 2024 (12 years following the settlement). The final loan relating to self-financing, will be repaid in March 2023.

8. HOUSING REPAIRS & MAJOR WORKS

Housing Repairs

- 8.1 Housing repairs expenditure covers both planned and responsive maintenance, some of which is capital funded. The funding is split between:
- the Housing Repairs Account for revenue expenditure such as boiler servicing, electrical inspections, etc.; and
 - the Major Repairs Reserve (MRR) for capital works including the replacement of significant components (kitchens, bathrooms, central heating, etc.)
- 8.2 The transfer to the Housing Repairs Account in 2023/24 is estimated at £4.283m (£3.899m 2022/23). Works within this total include:
- £0.386m - Gas servicing and maintenance works
 - £2.909m - Responsive repairs and voids
 - £0.140m - Smoke alarm replacements
 - £0.314m - Electrical inspections and maintenance

Capital Programme

- 8.3 The approved 2023/24 capital programme of £4.241m is included at Appendix B. This does not include any reprofiled budgets from 2022/23. Material items within the programme include:

Acquisitions (£1.685m)

- 8.4 To maintain compliance with its retained Right-to-Buy 1-4-1 Agreement with MHCLG, and to access homes made available via S106 agreement with developers the Council will acquire approximately 12 properties in 2022/23. The average cost of acquisition is estimated at £150,000 of which a maximum 40% (£60,000) is currently funded via Right-to-Buy sales receipts. The balance

(60%) is funded via Housing Capital Investment balances. Where larger new build or acquisition schemes are envisaged, such as those outlined in section 2, reports will be brought to Council outlining operational and financing recommendations.

Kitchens (£0.560m)

- 8.5 The proposals for 2023/2024 will allow a replacement programme of just under 140 kitchens to ensure compliance with Decent Homes (i.e., replace after 20 years). A similar number of renewals will be required for 2024/2025 and 2025/2026. Following this, a requirement of approximately 400 replacements for 2026/2027 will be required

Bathrooms (£0.358m)

- 8.6 The proposals for 2023/24 include a bathroom replacement programme of approximately 120 properties to ensure continuing compliance with Decent Homes standards. A further 290 replacements will be undertaken in the period 2024/25 to 2025/26 at an approximate 145 properties per year. Funding is via the Major Repairs Reserve.

Transition to Net Zero

- 8.7 The Council is required to produce a capital programme which takes account of the requirement for major works for the period of the MTFP. As part of a wider capital strategy, schemes over the next 10 years are being coordinated to aid strategic planning. The plan will be established to incorporate to outline how the capital programme for the HRA can help the Council to deliver the climate change commitments as identified in the Corporate Strategy. In achieving this there will also be benefits to the tenants as the schemes will support them with lower cost utilities and energy efficient homes.
- 8.8 Stock modelling software have been purchased, which allows us to develop plans for tackling potential issues in a strategic way, feeding into both the soon to be refreshed asset management strategy and a new HRA business plan.
- 8.9 Officers also work closely with EON and in doing so have access to their software which enables an understanding as to which of our stock is potentially most vulnerable to the effects of cold. This data helps inform plans for improvement and potential bids for funding. This modelling also allows us to assess the impact of any retrofit measures.
- 8.10 Officers have recently submitted a bid to the Social Housing Decarbonisation Fund to access support for a potential external wall insulation project, for the benefit of solid wall properties in Long Lawford and Rokeby. A decision on the bid is expected end of March 2022.
- 8.11 Recently completed was a LADS 2 scheme which included measures to reduce heat demand in our hard to heat properties. Installations were completed at 41 properties in total comprising of the following:

- 5 air source heat pumps to replace storage heating systems

- 33 solar PV
- 3 full loft insulations including appropriate ventilation

8.12 The take up among tenants was lower than anticipated, therefore the unused grant monies will be returned.

High Rise Replacement

8.13 As further analysis is taking place on the replacement of Rounds Gardens and Bart Place, there is currently no costs built into the capital programme detailed in Appendix B. Officers will use future reports to update members on potential spend profiles.

Name of Meeting: Cabinet

Date of Meeting: 9 January 2023

Subject Matter: Draft Housing Revenue Account Capital and Revenue Budgets 2023/24 and Medium Term Financial Plan 2023-2027

Originating Department: Finance and Performance and Communities and Homes

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

DRAFT REVENUE BUDGETS 2023/24 SUMMARY**HOUSING REVENUE ACCOUNT**

	2022/23 Draft Budget £000s	2022/23 Revised Budget £000s	2023/24 Draft Budget £000s	Notes
INCOME :-				
Rent Income From Dwellings	(16,107)	(16,107)	(16,966)	1
Rent Income From Non - Dwellings	(123)	(123)	(118)	2
Charges For Services	(905)	(905)	(1,236)	3
Contributions Towards Expenditure	(161)	(161)	(133)	4
Total Income	(17,296)	(17,296)	(18,453)	
EXPENDITURE :-				
Transfer To Housing Repairs Account	3,899	3,899	4,283	5
Supervision & Management	5,157	5,157	5,816	6
Rents, Rates, Taxes & Other Charges	125	125	125	
Depreciation and Impairment	3,239	3,239	3,120	7
Debt Management Cost	24	24	24	
Provision For Bad or Doubtful Debt	66	66	66	
Total Expenditure	12,510	12,510	13,434	
HRA Share of Corporate & Democratic Core Costs	291	291	283	
NET COST OF HRA SERVICES	(4,495)	(4,495)	(4,736)	
HRA SHARE OF OPERATING INCOME & EXPENDITURE INCLUDED IN THE WHOLE AUTHORITY INCOME & EXPENDITURE ACCOUNT				
Interest Payable & Similar Charges	1,295	1,295	1,104	8
Interest & Investment Income	(191)	(191)	(191)	
NET OPERATING EXPENDITURE	(3,391)	(3,391)	(3,823)	
Revenue Contributions to Capital Expenditure	3,342	3,342	3,774	9
Contributions to (+) / from (-) Reserves	49	49	49	
Surplus(-)/Deficit for year	0	0	0	

Notes

- 1 Rent estimates based on rent increase of 7.0% and estimated 12 Right to Buy sales, 15 purchases in year and voids at 2.7%.
- 2 Garage rents income has been reduced to reflect current income levels.
- 3 The net change in service charge income reflects any inflationary rises noted within the report (largely gas and electricity) and includes a void allowance of 2.70%.
- 4 Income has been reduced to reflect the current level of court costs being received and the relocating of mobile phone masts to non HRA land/property.
- 5 The main adjustments to the Housing Repairs Account for 2023/24 are:

	£000s
Salaries (incremental and pay award costs)	270
Planned repairs and maintenance	32
Depreciation charged directly to service	40
Utilities	30
Other net changes less than £10,000	12
Total changes to Housing Repairs Account	<hr/> 384

- 6 The main adjustments from the supervision & management revised budget for 2023/24 are:

	£000s
Salaries (incremental and pay award costs)	111
Estimated increases in Gas and Electricity charges	298
Increases for internal recharges to reflect costs chargeable from general fund	241
Other net changes less than £10,000	9
Total change in Supervision & Management budget	<hr/> 659

- 7 MHCLG and CIPFA have produced guidelines regarding council dwelling depreciation to co-incide with the introduction of HRA self-financing. Estimates for 2021/22 have been prepared on this basis.
- 8 A loan will be paid off during 2022/23 resulting in a lower interest charge.
- 9 Overall net changes for income and expenditure detailed above are reflected in the amount contributed to capital expenditure.

Approved Housing Revenue Account (HRA) Capital Programme 2022/23 and onwards

	Approved 2022/23 Capital Programme £000s	Approved 2023/24 Capital Programme £000s	Approved 2024/25 Capital Programme £000s	Approved 2025/26 Capital Programme £000s	Approved 2026/27 Capital Programme £000s
Improvements & Capitalised Repairs					
Bathrooms	391	358	358	65	65
Bathrooms - Voids	175	100	100	100	100
Bathrooms - Unplanned Renewals	84	50	50	50	50
Fire Risk Prevention Works	105	100	100	100	100
Fire Risk Prevention Works Voids	105	70	70	70	70
Fire Risk Prevention Works - Unplanned Renewals	40	50	60	60	60
Heating Upgrades	1,022	20	60	20	20
Kitchen Improvements	812	560	655	1,510	1,510
Kitchen Improvements - Voids	200	200	200	200	200
Kitchen Improvements Unplanned Renewals	52	52	52	52	52
Driveways	45	25	25	25	25
Rewiring	201	160	160	160	160
Rewiring Unplanned Renewals	100	100	100	100	100
Soffit / Gutter Improvements	130	100	100	100	100
Roofing	50	50	50	50	50
Replacement Footpaths	182	100	100	100	100
External Walls	113	50	50	50	50
Housing Window Replacement	20	0	0	0	0
Roof Refurbishment - Tanser Court	175	0	0	0	0
Entrance Doors / Door Entry Systems	126	0	0	0	0
Electrical Upgrades - Community Rooms	50	0	0	0	0
Boiler Works - Tanser Court	114	0	0	0	0
LED Lighting	5	0	0	0	0
Laundry Equipment	113	0	0	0	0
Housing Management System	175	60	60	60	60
Carbon Management Plan	739	0	0	0	0
Automated Repairs System	74	0	0	0	0
Disabled Adaptations	216	206	206	206	206
Lifeline Renewal Programme	56	60	60	0	0
Property Repairs Vehicle Replacement	86	85	40	0	0
Roof Refurbishment Victoria House	70	0	0	0	0
Purchase of Council Homes	12,672	1,685	1,685	1,685	1,685
Rounds Gardens Capital	2,166	0	0	0	0
Rounds Gardens Demolition	5,000	0	0	0	0
Biart Place	17,875	0	0	0	0
TOTAL	43,539	4,241	4,341	4,763	4,763
Draft Financing: -					
Revenue Contributions / RTB Receipts	38,913	1,890	1,845	1,745	1,745
Major Repairs Reserve	4,626	2,351	2,496	3,018	3,018
TOTAL	43,539	4,241	4,341	4,763	4,763

Additions to the Capital Programme 2023/24 and onwards awaiting Approval

		2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Improvements & Capitalised Repairs					
Housing Window Replacement	0	10	0	0	0
Disabled Adaptations	0	44	44	44	44
TOTAL	0	54	44	44	44
Draft Financing: -					
Revenue Contributions / RTB Receipts	0	0	0	0	0
Major Repairs Reserve	0	54	44	44	44
TOTAL	0	54	44	44	44

MEDIUM TERM FINANCIAL PLAN - HOUSING REVENUE ACCOUNT (HRA): 2023/24 - 2026/27

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
INCOME				
Dwelling Rent	(16,966)	(17,491)	(18,299)	(19,693)
Non Dwelling Rent	(118)	(117)	(115)	(113)
Service Charges	(1,236)	(1,253)	(1,290)	(1,329)
Contributions towards expenditure	(133)	(137)	(141)	(145)
TOTAL	(18,453)	(18,997)	(19,846)	(21,280)
EXPENDITURE				
Repairs & Maintenance	4,283	4,383	4,483	4,583
Supervision & Management	5,816	5,961	6,110	6,263
Rents, Rates, Taxes	125	125	125	125
Charges for Capital	3,120	3,214	3,310	3,409
Debt Management	24	25	25	26
Provision for Bad Debts	66	68	69	71
HRA Share of Corporate & Democratic Core Costs	283	290	297	305
Net Interest Payments	913	913	894	898
Revenue Contributions to Capital Expenditure	3,774	3,968	4,479	5,547
Contribution to/from(-) reserves	49	50	52	54
Total	18,453	18,997	19,846	21,280

Impact on Average Rent (52 week basis):	£	£	£	£
Prior Year	90.87	97.23	100.15	103.15
Current Year	97.23	100.15	103.15	106.24
Increase £'s	6.36	2.92	3.00	3.09
Increase %	7.00	3.00	3.00	3.00

*2024/25 - 2026/27 increase % is based on government target inflation of 2% + 1%

AGENDA MANAGEMENT SHEET

Report Title: Social Housing Decarbonisation Fund Proposals

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Chief Officer - Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: Wolston and the Lawfords
Rokeby and Overslade

Prior Consultation: Leadership Team and Portfolio Holder

Contact Officer: William Winter
Asset Maintenance Manager
01788 533848; william.winter@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 Government's Social Housing Decarbonisation Fund (SHDF) aims to provide support to social landlords to help them deliver warm, energy-efficient homes whilst reducing carbon emissions and tackling fuel poverty.

The Department for Business, Energy and Industrial Strategy (BEIS) has invited social housing landlords to apply for SHDF Wave 2.1 funding by 18 November 2022, with the aim of raising the energy performance of low EPC rated properties.

All Wave 2.1 proposals must include a minimum of 100 eligible social housing properties at EPC band D-G per bid, delivering a fabric first approach.

Applicants will be informed of a decision end of March 2023 and the programme of resulting improvements must be completed by 31 March 2025, with 40% delivery during 2023/24 and the remaining 60% in 2024/25.

The project proposal is for external wall insulation works to 112 Wimpey No-Fines properties across two estates in Rugby, Long Lawford and Rokeby. These are properties that have concrete solid walls and are amongst our poorest performing housing stock in terms of energy efficiency.

Financial Implications:

The financial implications are detailed in section 5.0 of the report.

A supplementary budget of £2.018m is required to deliver the scheme. This will be 50:50 funded via a successful grant application and the Housing Revenue Account via utilisation of the specific Climate Change reserve of £1.000m reserve that was created match funding of eco improvements to HRA properties with the balance coming from HRA Major repairs reserve.

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 a delivery plan, in compliance with the guidance. There is no guarantee that the bid will be successful.

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

iii) Many organisations will be drawing on a limited pool of suitably accredited contractors for the duration of this initiative. However, the Council will still have to go out to competitive tender within the purchasing arrangement, according to the specialisms sought.

The option to use alternative frameworks does remain open to the Council.

iv) There is no certainty of final cost until the proposed works, including those of professional, administrative and ancillary works, have gone out.

v) Improvements have to be targeted at qualifying low-income households, thus reducing the pool of eligible properties.

vi) Tenant engagement and tenant buy in is crucial to the success of the project.

Environmental Implications:

A Climate Change and Environmental Impact Assessment attached at Appendix 1.

Legal Implications:

The Council has a wide power within Section 2 of the Local Government Act 2000. This is known as the 'well-being power' and seeks to promote or improve the economic, social, and environmental well-being of the Council's area. The statutory power includes providing financial assistance to achieve this purpose.

In addition to the 'well-being power' the Council is also able to utilise the General Power of Competence under the Localism Act 2011. This represents a more recent statutory power and further strengthens the ability of the Council to provide financial support to the project.

The requirements for the delivery of the scheme, including eligibility criteria, are set out in the Guidance for Local Authorities, produced by the Department for Business, Energy and Industrial Strategy (BEIS).

Equality and Diversity:

An Equality Impact Assessment attached at Appendix 2.

Options:

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

i) accept the £1.09m allocation and support the match funding requirements via a contribution from the Housing Revenue Account Major Repairs Reserve and ring-fencing the allocation to improvements to the Housing Revenue Account stock; or

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 -

- (1) in anticipation that the Council's bid to the Midlands Energy Hub is successful, the facilitating of an external wall insulation project to 112 Wimpey No-Fines properties in Long Lawford and Rokeby be approved;
- (2) the allocation of £1.09m grant award, if the bid is successful, to enable the delivery of a programme of energy efficiency improvements to the 112 Wimpey No-Fines properties in Long Lawford and Rokeby be approved;
- (3) a supplementary budget of £2.18m (made up of the £1.09m grant award plus the required £1.09m match funding) be approved in accordance with the match-funding requirements, to be met from the £1.000m HRA Climate Change reserve and the remainder from HRA Major Repairs reserve; and
- (4) 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 is a demonstration of the Council's commitment to the decarbonisation of Council homes to ensure that households are better able to keep warm.

The properties selected to benefit from this proposed programme of works are some of the least energy efficient within our housing stock as a result of their solid concrete wall construction.

Cabinet - 9 January 2023

Social Housing Decarbonisation Fund Proposals

Public Report of the Chief Officer - Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) in anticipation that the Council's bid to the Midlands Energy Hub is successful, the facilitating of an external wall insulation project to 112 Wimpey No-Fines properties in Long Lawford and Rokeby be approved;
- (2) the allocation of £1.09M grant award, if the bid is successful, to enable the delivery of a programme of energy efficiency improvements to the 112 Wimpey No-Fines properties in Long Lawford and Rokeby be approved;
- (3) a supplementary budget of £2.18M (made up of the £1.09M grant award plus the required £1.09M match funding) be approved in accordance with the match-funding requirements, to be met from the Housing Revenue Account Major Repairs reserve; and
- (4) regular updates on the progress of any resulting programme of works including risks be provided to the Climate Emergency Working Group.

1. INTRODUCTION

- 1.1 On 18 July 2019, the 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, having already declared a climate emergency in July 2019, the Council agreed a new corporate strategy which set ambitious climate change priorities including:
 - reducing the carbon footprint of our housing stock by 2027 and;
 - reducing residents' impact on the environment.
- 1.3 Furthermore, the Corporate Strategy commits to ensuring that residents of Rugby have access to high quality, affordable and environmentally sustainable homes.
- 1.4 As part of its pathway to net zero by 2050, the government's Social Housing Decarbonisation Fund (SHDF) is a 10-year programme to help support the improved energy performance of social rented homes. The SHDF aims to

deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty, and support green jobs.

- 1.5 The aim of the SHDF Wave 2.1 competition, comprising £800m, is to allocate as much of this funding as possible to eligible providers to support the installation of energy performance measures in social housing in England. The funding opportunity is administered by Department for Business, Energy and Industrial Strategy (BEIS).

2. REQUIREMENTS OF THE SCHEME

- 2.1 Local Authority guidance has been produced, which covers the detail of the scheme and its delivery:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1114571/shdf-wave-2.1-competition-guidance.pdf.

- 2.2 In summary the main points are:

- The SHDF scheme aims to raise the energy efficiency of low EPC rated homes through a fabric first approach.
- Qualifying properties must be D, E F or G energy performance certificate (EPC) rated. The works will aim to maximise comfort and reduce energy use whilst maximising the home's suitability for low carbon heating either now or in the future.
- Eligible measures are any energy efficiency and heating measures compatible with the Standard Assessment Procedure (SAP) that will help improve EPC Band D, E, F or G rated homes. This includes, but is not limited to, measures such as wall, loft and underfloor insulation, as well as low carbon technologies and solar photovoltaics.
- The scheme eligibility excludes measures, such as:
 - the installation of a new fossil fuel-based heating system, or the replacement or repair of an existing fossil fuel-based heating system with another fossil fuel-based one
 - biomass boilers, due to the operational costs for low-income households and ongoing requirements for biomass on fuel sustainability and air quality
- There are no income related criteria for Social Housing tenants to be eligible.
- Cost caps are related to EPC rating and Wall type and can be averaged across the scheme.

3. FUEL POVERTY IN LONG LAWFORD AND ROKEBY

- 3.1 The project will target approximately 112 Social Housing properties across Long Lawford and Rokeby. The properties for this application have been selected because they are all non-traditional solid wall, Wimpey No-Fine's construction that would benefit fabric improvements to make the homes more energy efficient.

- 3.2 Long Lawford is in a Lower Super Output Area (LSOA) which is one of only seven LSOA's within the Borough which are ranked in the top 30% of most income deprived areas nationally.
- 3.3 The Fuel Poverty level for the Long Lawford LSOA is 19%.
- 3.4 Rokeby is in a LSOA which is one of only 12 LSOA's within the Borough which are ranked in the top 40% of most income deprived areas nationally.
- 3.5 The fuel poverty level for the Rokeby LSOA is 20%.
- 3.6 These fuel poverty levels compare to an average of:
- 14.4% across the Borough and,
 - 13.2% nationally (source: BEIS Sub-Regional Fuel Poverty statistics, 2022)

4. PROJECT OVERVIEW

- 4.1 The proposed project is a partnership between the Council and E.ON Energy Solutions Ltd (E.ON) which aims to deliver funding as part of the SHDF.
- 4.2 E.ON will be contracted via the Fusion21 framework agreement.
- 4.3 The works must be compliant with the scheme requirements in terms of:
- qualifying properties
 - match funding
 - measures increasing the EPC rating of the property by at least one band
 - accreditation
- 4.4 On this basis of averages, the allocation of £1.09m made to the Council should allow us to invest in improvements to circa 112 properties.
- 4.5 It is anticipated that the main range of measures will be external wall insulation.

5. FINANCIAL IMPLICATIONS

- 5.1 The Council has submitted a bid to the SHDF and awaits a decision on funding. The decision notification is likely to be end of March 2023.
- 5.2 The following is to be noted:
- The Council will need to match fund any grant award. This will be £1.09m.
 - The grant must be used in accordance with the terms of the award letter and spent within the grant period (by 31 March 2025), unless this is extended by BEIS.

6. RISK MANAGEMENT

6.1 As with any capital or grant-funded project:

- committing to the scheme is not without risks, with the main ones being identified on the agenda management sheet; and
- a risk register will be developed and maintained through to completion.

7. LEVELLING UP

7.1 The links between cold homes and poor health outcomes are well documented.

7.2 By helping to tackle the issue of cold homes we are supporting the wider levelling-up agenda in respect of enabling healthier outcomes for our lower income residents, living in one of the borough's more deprived areas, with least efficient housing stock.

7.3 Officers have established a productive relationship with the Midlands Net Zero Hub and meet with them regularly to be updated and advised on further grant funding opportunities potentially available for the further decarbonisation of homes as well as public sector buildings.

8. CONCLUSION

8.1 This exciting project contributes towards the Council's climate outcome objectives as set out in the Corporate Strategy 2021-2024, and particularly, the ambition to reduce the carbon footprint of the Council's housing stock by 2027. The improvements will also provide households with assistance in reducing their heating demand which in turn helps to mitigate some of the effects of the current global energy crisis.

8.2 This is an opportunity for the Council to receive grant (with associated match funding requirements) to support the decarbonisation of its lower performing housing stock, for qualifying lower income households.

Name of Meeting: Cabinet

Date of Meeting: 9 January 2023

Subject Matter: Social Housing Decarbonisation 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	Equality Impact Assessment
Appx 2	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

TEMPLATE - SEPTEMBER 2021

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	Communities and Homes
Policy/Service/Change being assessed	Social Housing Decarbonisation Fund
Is this a new or existing Policy/Service/Change?	New funding opportunity
If existing policy/service please state date of last assessment	N/a
Ward Specific Impacts	Wolston and the Lawfrods / Overslade and Rokeby
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	<p>The Government's Social Housing Decarbonisation Fund (SHDF) aims to provide support to social landlords to help them deliver warm, energy-efficient homes whilst reducing carbon emissions and tackling fuel poverty.</p> <p>The Department for Business, Energy and Industrial Strategy (BEIS) has invited social housing landlords to apply for SHDF Wave 2.1 funding by 18th November 2022, with the aim of raising the energy performance of low EPC rated properties.</p> <p>All Wave 2.1 proposals must include a minimum of 100 eligible social housing properties at EPC band D-G per bid, delivering a fabric first approach.</p> <p>Applicants will be informed of a decision end of March 2023 and the programme of resulting improvements must be completed by 31 March 2025, with 40% delivery during 2023/24 and the remaining 60% in 2024/25</p> <p>The project proposal is for external wall insulation works to 112 Wimpey No-Fines properties in Long Lawford and Rokeby. These are properties that have concrete solid walls and are amongst our poorest performing housing stock in terms of energy efficiency.</p>

Completed By	William Winter
Authorised By	Michelle Dickson
Date of Assessment	2 November 2022

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

The External Wall insulation project will target approximately 130 Social Housing properties in Long Lawford. The properties are all non-traditional solid wall, Wimpey No-Fine's construction that need fabric improvements to make the homes more energy efficient and easier to heat.

These Wimpey No-Fines concrete properties are houses that have walls constructed from in-situ cast concrete that does not contain the fine aggregate that is usually mixed within the concrete. This means connected voids are found throughout the walls. The result of this is that these house types do not behave like other solid wall properties in relation to heat retention, airtightness and resistance to moisture.

External Wall Insulation (EWI) will reduce the amount of heat escaping through external walls, making homes quicker to heat and retain warmth for longer.

The selected properties are in Long Lawford, in a Lower Super Output Area (LSOA) which is one of only 7 LSOA's within the Borough

				which are ranked in the top 30% of most deprived areas nationally. The Fuel Poverty levels for this LSOA are at 19%, which is in comparison with the average of 14.4% across the Borough and 13.2% nationally (based on the BEIS Sub-Regional Fuel Poverty statistics released in 2022)			
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
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.

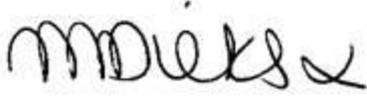
Review date	N/a – one off project
Key points to be considered through review	N/a
Person responsible for review	N/a
Authorised by	Michelle Dickson

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	Communities and Homes
Policy/Service being assessed	Social Housing Decarbonisation Fund proposals
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	Yes. The scheme is intended to tackle decarbonisation in our lower energy efficient housing stock
EqlA Review team – List of members	Michelle Dickson and Minakshee Patel
Date of this assessment	2 November 2022
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

Stage 1 – Scoping and Defining

(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?

The council has made a bid for an allocation of funding via the Social Housing Decarbonisation Fund (SHDF).

The project is contingent on our making a successful bid to the SHDF and will be utilised to fund a programme of external wall insulation to 112 Wimpey No-Fines properties in Long Lawford and Rokeby. These are properties that have concrete solid walls and are amongst our poorest performing housing stock in terms of energy efficiency.

The properties for this application have been selected because they are all non-traditional solid wall, Wimpey No-Fine's construction that would benefit fabric improvements to make the homes more energy efficient.

Long Lawford is in a Lower Super Output Area (LSOA) which is one of only 7 LSOA's within the Borough which are ranked in the top 30% of most income deprived areas nationally. The Fuel Poverty level for the Long Lawford LSOA is 19%.

Rokeby is in a LSOA which is one of only 12 LSOA's within the Borough which are ranked in the top 40% of most income deprived areas nationally. The Fuel Poverty level for the Rokeby LSOA is 20%,

These fuel poverty levels compare to an average of:

- 14.4% across the Borough and,
- 13.2% nationally (source: BEIS Sub-Regional Fuel Poverty statistics, 2022)

<p>(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?</p>	<p>The scheme would cover a number of corporate priorities:</p> <ol style="list-style-type: none"> 1. Enable our residents to live healthy, independent lives 2. Ensure residents have a home that works for them and is affordable 3. We will reduce the carbon footprint of our council housing stock by 2027
<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<p>On completion of the scheme, we will have:</p> <ol style="list-style-type: none"> 1. improved the thermal performance of our lowest performing council housing stock will be evidenced via revised EPC's 2. made keeping warm more affordable for our tenants
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The scheme will potentially affect all the listed groups.</p> <p>The council will benefit by investment into the scheme by working towards our commitments to cut the carbon footprint of our stock and improve sustainability. Although not directly affected by the scheme, the wider community will see a commitment by RBC to tackle the issues of climate change and set an example as the largest landlord in the Borough.</p>
<p><u>Stage 2 - Information Gathering</u></p>	

<p>(1) What does the information tell you about those groups identified?</p>	<p>The solid concrete walls of these property type make them difficult and expensive to heat. With the recent rise in domestic fuel costs more tenants are potentially not going to be able to heat their home.</p> <p>The links between cold homes and poor health outcomes are well documented. By helping to tackle the issue of cold homes we are supporting the wider levelling-up agenda in respect of enabling healthier outcomes for our lower income residents, living in one of the borough's more deprived areas, with least efficient housing stock.</p> <p>In addition, condensation and mould are increasingly likely to occur in colder homes that are not well ventilated. The installation of External Wall Insulation (EWI) will help to tackle this.</p>
<p>n(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 next phase of the scheme, if funding is approved, is to engage with tenants because some of the work will potentially cause some disruption.</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>Tenant engagement is a key part of the project delivery. However, this cannot be undertaken until after our bid has been assessed and we are notified of the decision. This is expected in March 2023.</p> <p>We are used to dealing with households on an individual basis as part of project delivery – updating them as to what we plan but also to identify and hopes, fears or aspirations they may have in respect of the project.</p>
<p><u>Stage 3 – Analysis of impact</u></p>	

<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?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE No	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION No
<p><u>(2) Cross cutting themes</u> (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) Yes – for the reasons previously outlined</p> <p>b) Most of the work is external so there will be limited disruption to tenants. However, as each household will be visited in advance of the works this provides an opportunity to identify and issues where reasonable adjustments have to be made.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>Tenants will need to be educated on the need to adequately ventilate their home to get the best benefit from the proposed improvements.</p> <p>People that have exercised the RTB may feel aggrieved that they are not eligible for the work. However, the contractor will explore opportunities with them to enable them to carry out works to their homes at their own cost.</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>The plan is to pro actively inform and educate the tenants on the benefits of the changes and the wider benefits to the community and the environment. This will be done by making sure the tenants are informed, kept up to date and given the opportunity to feedback concerns</p>		

(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	The SHDF is a national scheme with prescribed eligibility. The scheme will tackle the issues of difficult to heat homes in a deprived area.
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	It is good evidence of RBC's commitment to tackle climate and poverty issues.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	The funding requirements limit the choice of properties that can benefit the improvements. The area has been selected due to the property type. The eligibility criteria is in keeping with what the OFGEM and BEIS requirements are ref targeting limited support to where it is most needed.

<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" data-bbox="873 1013 2105 1356"> <thead> <tr> <th data-bbox="873 1013 1120 1093">Action</th> <th data-bbox="1120 1013 1366 1093">Lead Officer</th> <th data-bbox="1366 1013 1612 1093">Date for completion</th> <th data-bbox="1612 1013 1859 1093">Resource requirements</th> <th data-bbox="1859 1013 2105 1093">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="873 1093 1120 1244">Inform and consult affected tenants</td> <td data-bbox="1120 1093 1366 1244">TBC</td> <td data-bbox="1366 1093 1612 1244">TBC</td> <td data-bbox="1612 1093 1859 1244"></td> <td data-bbox="1859 1093 2105 1244"></td> </tr> <tr> <td data-bbox="873 1244 1120 1284"></td> <td data-bbox="1120 1244 1366 1284"></td> <td data-bbox="1366 1244 1612 1284"></td> <td data-bbox="1612 1244 1859 1284"></td> <td data-bbox="1859 1244 2105 1284"></td> </tr> <tr> <td data-bbox="873 1284 1120 1324"></td> <td data-bbox="1120 1284 1366 1324"></td> <td data-bbox="1366 1284 1612 1324"></td> <td data-bbox="1612 1284 1859 1324"></td> <td data-bbox="1859 1284 2105 1324"></td> </tr> <tr> <td data-bbox="873 1324 1120 1364"></td> <td data-bbox="1120 1324 1366 1364"></td> <td data-bbox="1366 1324 1612 1364"></td> <td data-bbox="1612 1324 1859 1364"></td> <td data-bbox="1859 1324 2105 1364"></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments	Inform and consult affected tenants	TBC	TBC																	
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
Inform and consult affected tenants	TBC	TBC																												



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

If the scheme is approved once the properties are selected then the affected tenants will be consulted and the EIA will be updated with the findings.

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: Transformation Programme Progress Update

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Executive Director

Portfolio: Change and Transformation

Ward Relevance: None

Prior Consultation: Chief Officer - Finance and Performance

Contact Officer: Chris Green
Corporate Assurance Manager and Transformation Lead
01788 533451; chris.green@rugby.gov.uk

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):
 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 report sets out progress towards delivery of the transformation programme.

Financial Implications: There are no direct financial implications arising from this report.

Risk Management/Health and Safety Implications:	There are no direct risk management or health and safety implications arising from this report.
Environmental Implications:	There are no direct environmental implications arising from this report.
Legal Implications:	There are no direct legal implications arising from this report.
Equality and Diversity:	There are no direct equality and diversity implications arising from this report.
Options:	None
Recommendation:	The transformation programme progress update be noted.
Reasons for Recommendation:	To provide visibility to numerous key strands of transformation programme work which are being delivered across the organisation.

Cabinet - 9 January 2023

Transformation Programme Progress Update

Public Report of the Executive Director

Recommendation

The transformation programme progress update be noted.

1. BACKGROUND

- 1.1 This report provides a progress update on delivery of the transformation programme, following the update provided in the Transformation Programme and Corporate Strategy Delivery Plan report submitted to Council in July 2022.
- 1.2 The report summarises the projects completed to date and the outcomes being realised, those projects for which work is in progress, and provides an update on expenditure and resources.
- 1.3 As reported in July 2022, a Programme Board has been established to lead delivery of the Corporate Strategy and to lead the organisation's broader transformation programme. The Programme Board consists of all members of leadership team, together with representatives from the Transformation Unit and meets fortnightly. The Board is gatekeeper for all the transformation projects.

2. PROJECTS COMPLETED AND OUTCOMES ACHIEVED

- 2.1 Appendix A contains a summary of the projects completed so far, along with those work in progress projects which are at a well progressed stage.
- 2.2 From a financial perspective, there are actual cashable benefits of £0.286m per annum so far and the programme board has overseen the delivery of these projects. Of this figure, £0.108m was already included within the budget for 2022/23. An additional budget saving of £0.178m per annum for the current financial year has also been realised, this will be reflected in the Medium Term Financial Plan.

3. CURRENT WORK IN PROGRESS

- 3.1 Those projects which are currently at a well progressed stage include:
 - Trade Waste Commercialisation and Cost Recovery
 - Car User Allowances Review

- 3.2 These projects will realise total cashable benefits of £0.463m per annum and additional budget benefits of £0.050m per annum. These benefits will be realised with effect from 1 April 2023.
- 3.3 Taking the figures in paragraphs 2.2 and 3.2 together, the total cashable benefits arising from the transformation programme so far will be £0.749m per annum, with medium term financial benefits of £0.228m per annum.
- 3.4 There are also a number of transformation projects in progress which will have substantial non-financial benefits. These projects are transforming the culture of the Council and our processes/ways of working. The following is a summary of some of the projects and a more comprehensive update will be provided in the coming months:
- Development and roll out of 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.
 - Investment in performance management, objective setting and coaching skills development training for all of the Leadership Team and Management Team. This will support and enable the evolution the organisation's culture, equipping managers with the skills to embed the Rugby Blueprint.
 - Development and approval of the new Customer Access Strategy, which means the Council will develop and tailor services to meet local needs, with a focus on prevention and early intervention.
 - Development of the new Internal Governance Code, which in line with the Rugby Blueprint will ensure all staff are aware of, understand, and follow the agreed standards of working and standards of decision making.
 - Embedding the Finance Business Partnering approach as business as usual, with service managers gaining an increased understanding of finance and delivering high quality financial management and decision making. This will help enable the Council to deliver on its objective of setting robust, comprehensive and achievable budgets.
 - Structural changes within economic development, planning and enforcement to ensure the Council's resources in this area are fully aligned to enable delivery of corporate strategy objectives.
- 3.5 The Programme Board is currently working to identify those projects which will be prioritised for benefits realisation in 2023/24. This includes route optimisation of waste collection rounds, and a review of fees and charges. A further report will be submitted as part of the budget proposals for 2023/24. Those schemes which are expected to have a financial outcome will be tested against the commercialisation pillars which were agreed in conjunction with the Chartered Institute of Public Finance and Accountancy (CIPFA). In having this baseline to work towards officers can have active challenge and protect the best interests of the Council.

**Commitment/deliverability**

Ensuring that Rugby has secured appropriate financial commitments; that there is a clear focus on value for money; that the risk profile of the initiative/project is acceptable to Rugby.

**Reward and return**

Striking the right balance to ensure that we maximise the Councils USP as a key enabler for further change. To ensure that we cascade *reward and return* to our communities and the people/business we serve.

**Value for resource**

Linked to commitment. Ensuring that Rugby has the required resources (internal/external/voluntary) and that resources are prioritised. Ensuring that there is balance between risk and reward to encourage innovation.

**Aspiration and inspiration**

Ensuring that we aspire and inspire the organisation to do the right things and that we create the right opportunities. Deliver the corporate priorities to get the best value, outcomes and services for our residents and businesses.

**Innovation**

“Encouraging our staff to be innovative”. Creating an environment and the support network for staff to generate and realise new possibilities and ways of doing things.

- 3.6 Delivering the transformation strategy will ensure the Council is run in a responsible, effective and efficient way. This means the residents of Rugby will have a financially sustainable Council, with a balanced Medium Term Financial Plan, which is agile and forward thinking, and which provides the services which customers want in a way which demonstrates value for money to the taxpayer. A strong financial and performance management framework, including oversight by Members and the Leadership Team, is an essential part of delivering the Council's priorities and is therefore a key project on the transformation programme. The Chief Officer for Finance and Performance with the support of Leadership Team as a collective, has carried out a review of the existing performance management framework as a way of ensuring that the Council is delivers its high aspirations. The results of this review have been set out separately in the Finance and Performance Monitoring report.

4. EXPENDITURE AND RESOURCES UPDATE

- 4.1 The table below summarises the expenditure commitments made against the transformation reserve during 2022/23:

	£'m
Reserve opening balance b/f – 01/04/2022	1.400
Creation of one Data Analyst fixed term post	(0.055)
Creation of three fixed term Project Officer/ Data Analyst/ Finance Analyst posts	(0.249)
Development Management Process Review	(0.020)
Current balance – uncommitted reserve	1.076

- 4.2 The Data Analyst joined the Council in October 2022 and is currently focussed on developing the organisations' use of Power BI. This includes the development of visual dashboards reflecting the new suite of Key Performance Indicators, and which will be accessible to members.

- 4.3 A Project Officer has been recruited and joined the Council on 1 December 2022. The Officer is supporting the Corporate Assurance Manager and Transformation Lead and will be tasked with leading a number of Corporate Strategy Delivery Projects. With the volume of upcoming project work, a second Project Officer is being recruited and it is hoped an officer will be in post early in the new calendar year.

Name of Meeting: Cabinet
Date of Meeting: 9 January 2023
Subject Matter: Transformation Programme Progress Update
Originating Department: Executive Director's Office

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
Appx A	Transformation Programme – Progress Summary

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 A

Transformation Programme – Progress Summary

<u>Project Name</u>	<u>Description and Benefits</u>	<u>Status</u>	<u>Cashable Benefit – Confirmed</u> <u>£'m</u>	<u>Budget Benefit – Confirmed</u> <u>£'m</u>	<u>Cashable Benefit – From</u> <u>01/04/2023</u> <u>£'m</u>	<u>Budget Benefit – From</u> <u>01/04/2023</u> <u>£'m</u>
Parking – income measures	Supports the Council's commercial agenda. Initial measures including the introduction of cashless parking, pending development of a new strategy.	Complete	0.020	0.020		
Multi-Functional Device Rationalisation – Printing and Photocopying Costs	Reduction in the use of devices for printing and photocopying. This enhances the organisational culture through consolidation of paperless working, and reduces operating expenditure.	Complete	0.003	0.003		
Planning Performance Agreements	Introduction of a discretionary advisory service for major strategic developments. Supports the Council's commercial agenda.	Complete	0.050	Already included in the budget for 2022/23		
Pre Application Fees	Provision of pre-application planning advice. Supports the Council's commercial agenda.	Complete	0.020	Already included in the budget for 2022/23		
Visitor Centre & Shop Restructure	Changes to the front of house service configuration, leading to improved value for money.	Complete	0.030	Already included in the budget for 2022/23		

APPENDIX A

<u>Project Name</u>	<u>Description and Benefits</u>	<u>Status</u>	<u>Cashable Benefit – Confirmed £'m</u>	<u>Budget Benefit – Confirmed £'m</u>	<u>Cashable Benefit – From 01/04/2023 £'m</u>	<u>Budget Benefit – From 01/04/2023 £'m</u>
Bulky Waste Fees Review	A review to ensure that fees are set at a level designed to cover the costs of operating the service. Supports the Council's commercial agenda.	Complete	0.044	Already included in the budget for 2022/23		
Procurement – Insurance Portfolio Review	Full review and re-tender of the insurance portfolio. This considered the Council's claims history, risk management arrangements, and the costs and benefits of different excess levels for the various different types of insurance which the Council holds. The Council had been advised to budget for an increase in its costs, reflecting market conditions. However, the review enabled the Council to instead realise a saving of £82k per annum.	Complete	0.082	0.118		
Taxi License Fees Review	A review to ensure that fees are set at a level designed to cover the costs of operating the service. Supports the Council's commercial agenda.	Complete	0.037	0.037		
Trade Waste Commercialisation & Cost Recovery	A review to ensure that fees are set at a level designed to cover the costs of operating the service. Supports the Council's commercial agenda.	In progress			0.413	

APPENDIX A

<u>Project Name</u>	<u>Description and Benefits</u>	<u>Status</u>	<u>Cashable Benefit – Confirmed £'m</u>	<u>Budget Benefit – Confirmed £'m</u>	<u>Cashable Benefit – From 01/04/2023 £'m</u>	<u>Budget Benefit – From 01/04/2023 £'m</u>
Car User Allowances Review	Review of the current business mileage scheme. Robust application of the existing scheme, taking account of reduced business mileage, will enable consolidated savings of £50k per annum. This improves value for money to the taxpayer and also supports achievement of the Council's objective to be a carbon neutral organisation.	In progress			0.050	0.050
Total Financial Benefits			0.286	0.178	0.463	0.050

AGENDA MANAGEMENT SHEET

Report Title: Town Hall Works Update

Name of Committee: Cabinet

Date of Meeting: 9 January 2023

Report Director: Chief Executive

Portfolio: Change and Transformation

Ward Relevance: All wards

Prior Consultation: N/A

Contact Officer: Mike Connell
Chief Officer - Digital and Communications
01788 533466; mike.connell@rugby.gov.uk

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):
 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: This report provides a mid-works update following the urgent decision undertaken on 21 October 2022 from a private report of the Chief Officer – Operations and Traded Services, and the outturn report presented to Cabinet on 6 June 2022. The Property Repairs Service relocation to the Town Hall has now been completed, and further

improvements and adaptations to the Town Hall are being undertaken following consultation, some of which is ongoing.

Financial Implications: None arising directly from this report

Risk Management/Health and Safety Implications: None arising directly from this report

Environmental Implications: None arising directly from this report

Legal Implications: None arising directly from this report

Equality and Diversity: None arising directly from this report

Options:

Recommendation: Progress on works to the Town Hall, as detailed in the report, be noted.

Reasons for Recommendation:

Cabinet - 9 January 2023

Town Hall Works Update

Public Report of the Chief Executive

Recommendation

Progress on works to the Town Hall, as detailed in the report, be noted.

1. BACKGROUND

- 1.1. As part of the outturn report presented to Cabinet on 27 June 2022 it was recommended to Council and subsequently approved that a budget of £0.250m to fund security improvements and adaptations to Council premises following the return to work following the COVID-19 pandemic.
- 1.2. As part of the urgent decision undertaken on 21 October 2022 from a private report of the Chief Officer for Operations and Traded Services, a variety of actions are being undertaken to fulfil the outcomes of the report.
- 1.3. To be flexible to the requirements of the organisation, the report includes options for specific schemes, but also requests capital budget which will be allocated following the conclusion of the analysis. The purpose of this is for officers to be flexible to the demands without having any delays.
- 1.4. £0.064m was allocated for Property Repairs Service (PRS) relocation to the Town Hall.
- 1.5. £0.086m be allocated for further improvements and adaptations to the Town Hall.
- 1.6. Delegated authority was granted to the Chief Officer for Communities and Homes in consultation with the Portfolio Holder to ensure flexibility and expediency for such improvements.

2. CURRENT PROGRESS

- 2.1. PRS has now completed its move from Albert Street into the Town Hall.
- 2.2. Planning Services has had extensive work undertaken within its work area and is now using a much more efficient and pleasant workspace.
- 2.3. Relocation of the Control Centre to permit the closing of the Rounds Gardens asset is due in Q4.

- 2.4. The security review has been procured and a report from the specialist consultants is due Q4.
- 2.5. The Seminar Room renovation has been completed, providing a much needed refresh and lighter, modern, and more flexible area for training and meetings.
- 2.6. Driving forward the culture change within the council, there has been a variety of employee engagements to help guide Leadership Team on prioritising the actions needed to support the Council's workforce and undertake the changes needed to become the best organisation it can be.
- 2.7. Following the spring staff survey, a number of focus groups were held to build on the feedback received and work towards finalising the Rugby Blueprint for the organisation we want to become. The focus groups centred around:
 - customers and communities
 - modern organisation, financial sustainability and focused resources
 - best organisation we can be, including empowerment
- 2.8. Using the staff survey results and an officer report following the focus groups, a list of actions has been produced to drive forward the change, many of which are already being undertaken.
- 2.9. One of the five themes identified during the staff survey and focus groups was: modern building(s), work environment, more inviting space.
- 2.10. Feedback was gathered from the workforce through a clubroom consultation and a new clubroom design has been proposed. Staff made it very clear during the consultation they wanted a dedicated space away from their desk where they could relax, eat their lunch, be social and contribute positively to their wellbeing. A bright new area is being created with a kitchen, bar, snacks and drinks vending, TV, comfortable seating to relax in, somewhere to socialise and eat, and tasteful decoration.



2.11. Our Rugby Blueprint has been developed to give clarity, focus and transparency to our workforce. The Rugby Blueprint is a clear guide which guides us to undertake the changes we need to become the organisation we want to be, and the principles which provide the foundation for the change; a clear definition of who we are, what we do and where we're going.



2.12. It is vital that our workforce engage with and understand the Rugby Blueprint which has been developed to drive the necessary culture change.

2.13. Our Council buildings should:

- reflect the culture change messaging to encourage this vital engagement from the workforce; and
- be reflective of the modern organisation outcome within the Rugby Blueprint.

2.14. The corridors and many offices around the Town Hall have been repainted and refreshed. A complete review of the content on the corridor walls is being undertaken.

2.15. One of the five themes identified during the staff survey and focus groups was: communication and publicising what we do.

2.16. Actions from this identified theme are as follows:

- Culture change content relating to Sharing our Success will be displayed within the corridors
- Culture change content relating to the Rugby Blueprint will be displayed within the corridors

2.17. The content throughout the corridors will be focussed on the Rugby Blueprint and sharing our success.



3. FINANCIAL IMPLICATIONS

Workstream	Action	Cost	Timescale
Relocation of PRS staff	Install partition wall, furniture and fittings for PRS and Planning Services	£0.035m	Complete Q3
Relocation of PRS staff	Widen doorway	£0.001m	Complete Q3
Relocation of PRS staff	ICT equipment and installation	£0.008m	Complete Q3
Relocation of containers and stores	Fencing for shipping containers	£0.007m	Q4
Relocation of containers and stores	Groundworks	£0.007m	Q4
Town Hall adaptations	Extra data points Electrics Decoration Seminar room Kitchens Club room	£0.064m	Q4

4. CONCLUSION

- 4.1. PRS relocation to the Town Hall has now been completed.
- 4.2. Further improvements and adaptations to the Town Hall are being undertaken following consultation, some of which is ongoing.
- 4.3. The impact of these changes will be measured and reported in future updates.

Name of Meeting: Cabinet
Date of Meeting: 9 January 2023
Subject Matter: Town Hall Works Update
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