



13 February 2024

RUGBY BOROUGH COUNCIL

A meeting of Rugby Borough Council will be held in the Council Chamber at the Town Hall, Rugby at 7.00pm on Wednesday 21 February 2024.

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. Apologies for absence.
2. Minutes.

To approve the minutes of the special meeting held on 6 February 2024.
3. Declaration of Interests.

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.
4. To receive the Mayor's Announcements.

5. Questions pursuant to Standing Order 10.
6. To receive the reports of Cabinet and Committees which have met since the last meeting of the Council and to pass such resolutions and to make such orders thereon as may be necessary:

(a) Audit and Ethics Committee – 1 February 2024

(1) 2024/25 Capital Strategy and the Treasury Management Strategy incorporating the Annual Investment Strategy.

(b) Cabinet – 5 February 2024

(1) Council Tax Base 2024/25, Draft General Fund Revenue and Capital Budget 2024/25 and Medium-Term Financial Plan 2024-2029 – Finance, Performance, Legal and Governance Portfolio.

7. To receive and consider the reports of officers.

(a) Council Tax Base 2024/25, Draft General Fund Revenue and Capital Budget 2024/25 and Medium-Term Financial Plan 2024-2029 – update – report of the Chief Officer – Finance and Performance.

(b) Constitution Update – report of the Chief Officer – Legal and Governance.

(c) Urgent Decision under Delegated Powers – Civic Procession – report of the Chief Executive.

8. Notices of Motion pursuant to Standing Order 11 - in accordance with the Council's Constitution, there are no motions on notice for consideration.

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be considered.

QUESTIONS AT COUNCIL

A Councillor may ask a question at the meeting by giving notice in writing of the question to the Chief Executive no later than midday on Thursday 15 February 2024. The rules relating to Questions are set out in Part 3a of the Council's Constitution.

REPORT OF AUDIT AND ETHICS COMMITTEE

1 February 2024

PRESENT:

Membership of the Committee:

Mr P Dudfield (Chair), Councillors Gillias (substituting for Councillor Mrs A'Barrow), Roodhouse and Slinger.

Also in attendance:

Michelle Dickson, Chief Officer – Communities and Homes
Claire Preston, Chief Officer – Operations and Traded Services

Laura Hinsley, Head of Public Sector Audit, Azets – agenda item 6
Reshma Ravikumar, Azets – agenda item 6
Avtar Sohal, Grant Thornton – agenda items 4 and 5

**1. 2024/25 CAPITAL AND TREASURY MANAGEMENT STRATEGY
INCORPORATING THE ANNUAL INVESTMENT STRATEGY**

The Committee considered a report concerning the Council's Capital and Treasury Management Strategy for 2024/25 alongside its Annual Investment Strategy.

The report is available here:

<https://www.rugby.gov.uk/documents/20124/7093563/AGENDA+ITEM+7+2024-25+Capital+and+TM+Strategy+inc+Annual+Investment+Strategy.pdf/aed2bc44-bb43-4441-0fd9-dcc4455b916d?version=1.0&t=1707830653549>

Recommendation of Audit and Ethics Committee

The Committee recommended to Council that –

- (1) the Treasury Management Strategy incorporating the Annual Investment Strategy including associated limits and specific indicators be approved;
- (2) the Minimum Revenue Provision Policy be approved (Section A of strategy); and
- (3) the Capital Strategy including continuation capital programme for 2024/25 be approved.

Recommended that – the recommendation of Cabinet be approved.

**MR P DUDFIELD
CHAIR**

REPORT OF CABINET

5 February 2024

PRESENT:

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

Councillors Mistry and Roodhouse were also in attendance.

1. COUNCIL TAX BASE 2024/25, DRAFT GENERAL FUND REVENUE AND CAPITAL BUDGET 2024/25 AND MEDIUM-TERM FINANCIAL PLAN 2024-2029

Cabinet considered a report concerning the Council's Council Tax base for 2024/25, its draft General Fund capital and revenue budgets for 2024/25 alongside the Medium Term Financial Plan for 2024-29. The report is available here:

<https://www.rugby.gov.uk/documents/20124/7078207/AGENDA+ITEM+8+Council+Tax+and+G+F+Budget.pdf/2d89dfbe-367e-0e69-af31-b1229ce4979a?version=1.0&t=1706801096773>

Recommendation of Cabinet

Cabinet recommended to Council that –

- (1) the Medium-Term Financial Strategy as outlined in Section 1 of the Budget Booklet 2024/25 (Appendix B to the Cabinet report) be approved;
- (2) the Medium-Term Financial Plan as outlined in Appendix 4 of the Budget Booklet be approved;
- (3) the Growth and Savings proposals for 2024/25 as set out in Appendix 2 of the Budget Booklet be approved;
- (4) the Fees and Charges as set out in the detailed schedule at Appendix 7 of the Budget Booklet be approved;
- (5) the NNDR return set out in Appendix D be noted; and
- (6) subject to further information being available, updates on the budget be presented to Council in accordance with the deadlines for the 21 February meeting.

Recommended that – the recommendation of Cabinet be approved.

**COUNCILLOR D POOLE
CHAIR**

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Base 2024/25, Draft General Fund Revenue and Capital Budget 2024/25 and Medium-Term Financial Plan 2024-2029 - update

Name of Committee: Council

Date of Meeting: 21 February 2024

Report Director: Chief Officer - Finance and Performance

Portfolio: Finance, Performance, Legal and Governance

Ward Relevance: All Wards

Prior Consultation: Budget working group, group leaders

Contact Officer: Jon Illingworth, Chief Officer Finance and Performance jon.illingworth@rugby.gov.uk
01788 533410

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):

(C) Climate Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change.

(E) Economy (C) Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)

(HC) Health and Communities Residents live healthy, independent lives, with the most vulnerable protected. (HC)

(O) Organisation 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 final report includes the statement on reserves, robustness of estimates and affordability and prudence of capital investments as set out in the 2003 Local Government Act and an updates budget booklet following the announcement of the Warwickshire County Council and Warwickshire Police and Crime Commissioner precepts
Financial Implications:	Financial considerations, including related implications, were contained in the report presented to Cabinet on 5 February.
Risk Management/Health and Safety Implications:	None as a direct result of this report, however items in the approved budget may need to be included in organisational risk registers.
Environmental Implications:	The climate change impact assessment was included in the Cabinet report presented on 5 February.
Legal Implications:	Legal requirements relating to the budget process were contained in the Cabinet report presented on 5 February.
Equality and Diversity:	The equality impact assessment was included in the Cabinet report presented on 5 February.
Options:	Council needs to take consideration of the details within this report when making decisions on the budget.
Recommendation:	<p>(1) The Section 25 Statement of the Chief Financial Officer on Reserves, Robustness of estimates and affordability and prudence of Capital investments is considered when making decisions on setting the budget and Council Tax for 2024/25; and</p> <p>(2) the updated budget booklet be considered when making decisions on setting the budget and Council Tax for 2024/25.</p>

**Reasons for
Recommendation:**

The details in this report provide more evidence to be used when making final decisions on the setting the budget and Council tax for 2024/25.

Agenda No 7(a)

Council - 21 February 2024

Council Tax Base 2024/25, Draft General Fund Revenue and Capital Budget 2024/25 and Medium-Term Financial Plan 2024-2029 - update

Public Report of the Chief Officer - Finance and Performance

Recommendation

- (1) The Section 25 Statement of the Chief Financial Officer on Reserves, Robustness of estimates and affordability and prudence of Capital investments is considered when making decisions on setting the budget and Council Tax for 2024/25.
- (2) The updated budget booklet be used when making decisions on setting the budget and Council Tax for 2024/25.

1. Executive Summary

- 1.1. The purpose of this report is to provide the Section 25 Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments. The report is included as Appendix 1 to this report.
- 1.2. Included within the recommendations of the Cabinet meeting on 5 February was also reference to any updates being provided in advance on the Council Tax setting meeting on 21 February. Following the announcement of the Warwickshire County Council 2024/25 precepts on 8 February, the budget booklet and Council Tax determination presented to Cabinet on 5 February has been updated and included as Appendix 2 to this report.
- 1.3. Officers are still awaiting further detail on the Warwickshire Police and Crime Commissioner precept information, and this will be circulated once it becomes available.

Name of Meeting: Council

Date of Meeting: 21 February 2024

Subject Matter: Council Tax Base 2024/25, Draft General Fund Revenue and Capital Budget 2024/25 and Medium-Term Financial Plan 2024-2029 - update

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES
NO

LIST OF BACKGROUND PAPERS

Doc no	Title of Document and Hyperlink
1	2023.10.23 Cabinet agenda - initial budget review
2	2024.01.08 Draft budget report
3	2024.02.05 Final Draft budget report

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

Section 25- Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments

1. Introduction

- 1.1. The Local Government Act 2000 requires Full Council to approve the annual budget, on the recommendation of the Executive or equivalent, together with the associated Council Tax demand.
- 1.2. The 2003 Local Government Act places specific responsibilities on the “Chief Financial Officer”, to report on the robustness of the budget and the adequacy of proposed financial reserves when the Authority is considering its budget requirement. The Authority is required to consider this report when it sets the budget. It is a statutory requirement that councillors must consider this when considering and approving a budget.
- 1.3. There are a range of other safeguards that the Chief Financial Officer must also consider to prevent the Local Authority from over committing itself financially, including:
 - The balanced budget requirement (England, Scotland, and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992).
 - The legislative requirement to make arrangements for the proper administration of their financial affairs (section 151 of the Local Government Act 1972).

2. Financial Management arrangements and control frameworks

2.1. Statement of Accounts and Value for Money

- 2.1.1. The Council received an unqualified audit opinion for 2022/23 and as part of the audit the Value for Money Assessment for 2021/22 and 2022/23 was completed. The assessment looks at the Councils arrangements in three areas.
 - Financial Sustainability
 - Governance
 - Improving Economy, efficiency, and effectiveness
- 2.1.2. The Council was assessed as having no significant weaknesses in relation to governance and improving economy, efficiency, and effectiveness, but has made some recommendations for which the management responses were presented to Audit and Ethics Committee on 1 February.
- 2.1.3. The assessment for financial sustainability identified a weakness in relation to the medium-term financial savings that are required to balance the budget. This is not a unique assessment across Local Government as a whole, but for Rugby this is largely related to the uncertainty around the business rates and fair funding reviews. In taking the decision in 2017/18 to remove the reliance from using business rates growth to fund core services and transfer the growth to the business rates equalisation reserve (£7.573m in 2024/25) this has produced a savings target; the exact value will not be known until more information is provided on the changes to the

system. The reserve risk assessment and the draft budget report identifies that there are sufficient reserve balances to mitigate against the risks identified, regardless of the likelihood of occurrence.

- 2.1.4. The MTFP is based on very prudent assumptions on the future of Local Government financing. These assumptions may not come to pass and thus the Council's financial sustainability may improve considerably. Until such time that clarity emerges the Council has taken a variety of steps to prepare for the reductions in funding. Through the introduction of the budget working group and a Finance Business Partner way of working, officers are adapting the approach to suit the changing requirements of delivering financial sustainability. To further support this, an update in Operational, Corporate and Strategic risk registers and continued detailed reporting will provide management information to review and analyse performance.

2.2. CIPFA Financial management code

- 2.2.1. The code of practice for financial management (FM code) was introduced by CIPFA in 2019 and the code clarifies how the Chief Financial Officer should satisfy the responsibilities for good financial administration as required in Section 151 of the Local Government Act 1972. Of the 15 elements of the action plan established by the Council 14 have been classified as substantially or fully complete with one recommendation currently assessed as working towards completion. The latest assessment is shown in appendix 1 and will be updated during the summer of 2024.

2.3. Delivering a balanced budget

- 2.3.1. There continues to be challenges facing the Council in delivering a balanced budget across the whole MTFP. Contributing towards this is the national economic landscape, increased and unstable inflation and the requirement to plan budgets based on another single year Local Government Finance Settlement. In addition to this there is the uncertainty around the next general election. In fulfilling the responsibilities of Chief Financial Officer, the sections below set out the identified key risks associated with the proposed budget and details of how they can be managed. This will ensure Members are clear on the risks associated with these proposals when making decisions on the budget.

3. Delivering the approved savings

- 3.1. The proposals in Appendix 2 of the Council Tax Setting Booklet will need to be fully delivered to ensure that the 2024/25 budget remains balanced and financial resilience is maintained. To manage the risk.
- The delivery of savings proposals will be monitored through savings delivery plans. These plans will help to ensure governance is achieved and that responsible owners take ownership for delivery. Progress reports will be presented to Members throughout the budget monitoring process in 2024/25.

- The relevant Chief Officer will be responsible for the delivery of savings in their own portfolio as well as look at potential options for future years. Which will be incorporated within the remit of the Budget Working Group.
 - If any schemes are not delivered, the Chief Officer in conjunction with the relevant portfolio holder may be required to identify alternative ways for achieving the target.
- 3.2. Failure to deliver the approved schemes will impact on the ability to maintain the level of reserves identified as part of the corporate reserve risk assessment. This will also increase the amounts required in future years to deliver an overall balanced Medium Term Financial Plan (MTFP).
- 3.3. Based on the 31 December budget monitoring position, 92% of the 2023/24 savings have been delivered and this is a positive position to be in. Failure to deliver savings not only creates a budget pressure, but it could lead to drawing down from reserves which has not been projected and will increase the savings required to balance the budget over the medium term.

4. Identifying savings

- 4.1. The council has remained in a stable financial position because of being able to retain business rates growth with the continued uncertainty around the reforms of the system. Moving towards a balanced 3-year MTFP as a minimum will have several significant benefits to the organisation but the main one is generating time to implement any options to reduce cost or increase income that may have a longer lead in. The up-front cost of providing savings options for multiple years will be mitigated against in later years as the organisation will be looking for areas of savings for 4 years into the future. Officers and Members continue to work in collaboration to produce a suite of options which link strategically to the Corporate Strategy but also appreciating that reducing costs of the organisation may have an impact on service delivery.

5. Inflation

- 5.1. For several budget cycles, economic uncertainty has had an impact on inflation and costs of providing the council's services. The impact of inflation included within the proposed budget has been based on the analysis and assumptions that have been undertaken by officers. If the rate of inflation does not reduce and stabilise in line with assumptions this will have an impact on the medium-term financial plan.
- 5.2. Rugby is part of the national pay policy and so does not have any control over the annual pay awards. It is widely reported that there are challenges with the recruitment and retention of officers in certain parts of the sector and this could have an impact on the 2024/25 negotiations. The budget has been based on a pay award of 4% for 2024/25, anything in addition to this will be an in-year budget pressure and will increase the savings required for the rest of the medium-term financial plan.

5.3. In addition to the inflation assumptions built into the MTFP, other areas of the budget which consider the impact of inflation are.

- Any capital scheme which has not commenced within two years of approval (2022/23 and before) will be removed from the capital programme and a new business case submitted for approval. This will have a temporary positive impact on the Net Cost of Borrowing and Minimum Revenue Provision budgets whilst new plans are formulated.
- The reserve risk assessment includes the impact of 15% utility increases above the proposed budget.
- The reserve risk assessment includes the impact of 1% pay increases above the proposed budget.
- Through enhanced budget monitoring and the use of exception reporting as well as the formal cabinet reporting, corrective action will be required.

6. Budget pressures/income shortfalls

6.1. Formal budget monitoring will continue to take place quarterly to determine if pressures and savings are one-off or permanent with specific information on the root cause and mitigation expected. For high risk/high impact areas monthly exception reporting will continue and is monitored by Leadership and Cabinet as appropriate. Any multi-year pressures may require Chief Officers to deliver additional budget savings alongside saving those savings already built into MTFP. The use of corporate reserves (budget stability, business rates equalisation and general fund balances) may be used to temporarily support the Council's financial position after considering existing commitments and potential risks.

7. Treasury Management

- 7.1. The level of interest receipts and return on Treasury Management activities and borrowing costs are subject to market rates. Members are advised of this risk each year, and this is mitigated by application of the annual Treasury Management Strategy, which is complimented by a dedicated Capital Strategy. Actual interest returns and costs are determined by a variety of factors largely outside the Council's control.
- 7.2. The strategy combines an overview of how capital expenditure, capital financing, treasury and other investment activity contribute to the provision of local public services along with how associated risk is managed and the implications for future financial sustainability. The strategy sets limits and indicators that embody a prudent risk management approach. The strategy is set against the Medium-Term Financial Strategy, the context of the UK economy, and projected outlook on interest rates.

8. Local Government Funding and reform

8.1. The estimates within this draft budget reflect the Local Government Finance Settlement 2024/25 as well as the most up to date forecast of business rates income. As reported previously, there are several risks faced due to the

forthcoming funding reform. The most significant are:

- Loss of existing growth due to the Business Rates Reset (deferred until 2025/26 at the earliest)
 - The outcome of the Fair Funding Review providing a reduction in our assessed funding need
 - Significant changes and ending of the New Homes Bonus scheme.
 - The impact of the end of the funding guarantee grants in 2025/26
- 8.2. If all items came into effect, it is not considered a realistic scenario that no transitional protection would be built into the system to prevent authorities from losing more than a set amount each financial year. However, at this stage nothing has been identified by central government, therefore the current MTFP reflects a more prudent approach and consequently assumes no transitional funding. Given this uncertainty, having the potential flexibility through the corporate reserve balances will prevent the need for snap decisions to reduce spend.
- 8.3. As a high growth borough, being able to maintain business rates growth is significant. The Medium-Term Financial Strategy in 2017/18 adopted a policy to transfer any above sustainable baseline growth to the business rates equalisation reserve. Not only does this provide more resilience from the expected cliff edge reduction when the reset takes place, it also provides resources to potentially implement one off plan to implement the Corporate Strategy Delivery Plan.
- 8.4. With the Council not building the business rates growth into the base budget it means that the level of savings required to deliver a balanced budget can be tapered until the point of reform.
- 8.5. With 2024/25 being a national election year, it is unlikely that there will be any more certainty for the sector and depending on the timing of the election as well as there being likely to be another single year settlement, it could also be delivered very late in the cycle which will create challenges.

9. Workforce risk

- 9.1. Local government is facing an increasing workforce risk as there is a shortage of supply in some key service areas including Planning and Financial Services and Rugby is not immune to this. With the workforce now able gain the benefits of hybrid working and incentives from other sectors that local government cannot match, recruitment and retention is challenging. Although there are plans in place, such as the introduction of 7 new posts as set out in the budget and through a new contract for temporary staff through Opus, there is a risk that there is insufficient capacity to deliver the proposals in this budget.
- 9.2. It has been reported that sickness absence is currently high, and this puts further risk on the workforce. Through the update of the HR strategy there will be actions to mitigate against this.

10. Medium Term Financial Plan

- 10.1. The budget presented to Council meets the statutory obligations as it is balanced; included within the funding is a £0.795m use of the retained business rates growth for 2024/25. This is achievable given that business rates reform has been deferred until 2025/26 at the earliest and that as part of this budget £7.573m of business rates growth will be transferred to the Business Rates Equalisation reserve.
- 10.2. Members have been advised of the challenges facing the Council to deliver a balanced budget and that continued work is necessary to identify areas for reducing the costs/increasing income across the Council as soon as the budget for 2024/25 is approved. To further support future analysis, the MTFP has been increased by one year to 5 years from 2024/25 and it is planned to increase by a further 5 to 10 years for the 2025/26 budget setting process. Although assumptions 6+ years into the future become less robust, it will support more detailed sensitivity analysis around the future financial sustainability of the Council.
- 10.3. Also included within the funding for 2024/25 is £2.648m of grant funding from central government. Although welcome the grant is phased out and reduces to £0.338m in 2025/26.
- 10.4. Through the reserves risk assessment, potential future year risks have been identified and RAG rated. Taking into consideration everything in this proposed budget, the balance available for emergencies was £22.163m on 1 April 2023. Whilst although an unlikely scenario, if all risks materialised with no other unexpected pressures this balance would reduce to around £1.939m by 31 March 2029.
- 10.5. The table below identified that there are sufficient reserve balances to cover the 4 remaining years of the MTFP without having to make any savings.

	2025/26	2026/27	2027/28	2028/29
Impact of using corporate reserves to fund budget shortfall	£000s	£000s	£000s	£000s
Opening balance	(19,039)	(14,477)	(10,527)	(6,204)
Movement as per MTFP	(430)	(1,168)	(1,037)	0
Use of reserve to balance MTFP budget shortfall	4,992	5,118	5,360	5,404
Remaining balance of BRER	(14,477)	(10,527)	(6,204)	(801)

- 10.6. This is not a position that the Chief Financial Officer would support, but does demonstrate that there is mitigation available, but this would come at the cost of significantly reduced flexibility to deal with unforeseen situations and increased risk.
- 10.7. The table below shows the impact on corporate reserves if all risks materialise and these reserves are also used to balance the budget over the life of the MTFP.

	2025/26	2026/27	2027/28	2027/28
Impact of using corporate reserves to fund budget shortfall	£000s	£000s	£000s	£000s
Opening balance	(19,039)	(9,711)	(2,139)	6,349
Movement as per MTFP	(430)	(1,168)	(1,037)	(1,097)
Risks as per risk assessment (excluding relating to saving achievement)	4,766	3,622	4,165	4,148
Use of reserve to balance MTFP budget shortfall	4,992	5,118	5,360	5,404
Remaining balance of BRER	(9,711)	(2,139)	6,349	14,804

- 10.8. This demonstrates the importance of delivering savings each year, as although unlikely there is a risk that the items identified on the assessment may materialise.
- 10.9. Commitment is essential from Members and Leadership Team if a balanced MTFP is to be maintained.
- 10.10. The Medium-Term Financial Strategy has been updated and covers the period 2024/25-2028/28 introduced from 2023/24 this rolling document covering 3 years allows officers to be adaptable to any changes from a national or local perspective.

11. Section 151 Officer's Statement

- 11.1. The budget information used in preparing this budget resolution has undergone scrutiny by.
- Leadership Team and their teams
 - The Financial Services Team
 - The cross-party Budget Working Group and Cabinet
- 11.2. Considering the above, it is the Chief Financial Officer's view that the estimates for 2024/25 have been made with realistic assumptions in an uncertain environment and that it represents a robust but challenging budget.
- 11.3. The Chief Financial Officer has also undertaken a risk analysis of the adequacy of financial reserves, which has been presented to Cabinet throughout the process. Looking at the expected opening balance of £22.163m for the key corporate reserves for 2024/25 and the forecast movement, our risk-based approach has identified potential significant financial burdens that the Authority could be exposed to in the medium term. To manage the medium-term risk work will continue to deliver the savings target for the remainder of the 4 years of the MTFP. The Council is in a positive position to hold significant balances and through the work of delivering transformation for the remainder of the MTFP, there may be a requirement to use reserves whilst plans are finalised. This will not be utilised without detailed timelines and milestones.
- 11.4. The Chief Financial Officer is of a view that the Council provides an adequate level of reserves for the forthcoming year, but also recognises the challenge facing reserves from 2025/26 onwards.

RUGBY BOROUGH COUNCIL

CIPFA FINANCIAL MANAGEMENT CODE – SELF ASSESSMENT & ACTION PLAN

July 2023

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
1.	Responsibilities of the CFO and Leadership Team				
A	The leadership team is able to demonstrate that the services provided by the authority provide value for money	Working Towards Compliance	<p>It was confirmed that Financial Regulation FR5 covers Value for Money this includes the requirement that "Each Chief Officer must prepare, monitor, and present appropriate performance management information to assure members that they are delivering economic, efficient, and effective services." Full details in Table 2.</p> <p>Internal audit Terms of Reference now include a section on "Efficiency and VFM considerations" so it is now a consideration on all reviews at the planning stage.</p> <p>Fees and charges were reviewed as part of the 2023/24 budget setting process, this was verified by the work completed by the Licensing on the quantum of costs to be recovered in fees and hence what fee rates should be.</p> <p>The Council now subscribed to CFO Insight, a benchmarking tool, during the year which will enable the Council to be able to benchmark against 1000s of indicators this will be more embedded into the decision-making process during 2023/24.</p>	Substantial Compliant	<p>Further work is planned with budget holders and finance business partners in 2023/24 as this was constrained by limited resources 2022/23 due to vacant posts within the finance teams.</p> <p>Greater use will be made of the benchmarking data from CFO Insight, to determine where improved Value for Money can be obtained.</p>

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
B	The authority complies with the CIPFA “Statement of the Role of the CFO in Local Government”	Fully Compliant	<p>The Chief Officer – Finance & Performance is a qualified accountant and a member of CIPFA.</p> <p>The Chief Officer – Finance & Performance is proactive in promoting good financial management as evidenced by training for Members on:</p> <ul style="list-style-type: none"> • Overview of Local Government Finance, Council Tax and General Fund; and • Housing Revenue Account (HRA) – Finance Presentation <p>The Chief Officer - Finance & Performance is a member of the Leadership Team, Management Team, Strategic Risk Management Group and Programme Board.</p>	Fully Compliant	Ongoing business as usual no specific activities planned.
2.	Governance and Financial Management Style				
C	The Leadership Team demonstrates in its actions and behaviours responsibility for governance and internal control	Substantially Compliant	<p>The Council has approved a new Local Code of Corporate Governance in 2022/23 - this is called the Internal Constitution. The Internal Constitution was formally launched to staff via a corporate In Touch communication on 23rd June 2023.</p> <p>The Internal Constitution includes the following:</p> <ul style="list-style-type: none"> • Corporate Strategy 2021-2024. • Understanding the Council's Democratic Structure. • Decision making and Report writing. • Councillor and Officer Protocol. • Internal group Bodies. • Human Resources. • Finance. • Culture and Performance Management. 	Fully Compliant	Ongoing business as usual no specific activities planned.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
			<ul style="list-style-type: none"> • Health & Safety. • Project Management. • Communications. • Equality and Diversity. • Information Governance. • Corporate Assurance. • Learning and Development. • Engagement with our Residents and Communities. • IT and Digital Services; and • Climate Change. 		
D	The authority applies the CIPFA/SOLACE “Delivering Good Governance in Local Government: Framework (2016)”	Substantially Compliant	<p>The Council has approved a new Local Code of Corporate Governance in 2022/23 - this is called the Internal Constitution.</p> <p>It was confirmed that the Annual Audit Report of Internal Audit and the Annual Governance Statement for 2022/23 was presented to the Audit and Ethics Committee on the 20th July 2023. The Annual Report of Internal Audit Stated:</p> <p>"Substantial Assurance can be given that there is an adequate and effective governance, risk and control framework in place, designed to meet the organisation's objectives.</p> <p>Of the 16 graded assignments undertaken for 2022/23, 14 (88%) resulted in an opinion of either High or Substantial Assurance, and 2 (12%) resulted in an opinion of Limited Assurance".</p>	Fully Compliant	Ongoing business as usual no specific activities planned.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
E	The Financial Management style of the authority supports financial sustainability	Working towards compliance	<p>As part of the role of a Finance Business Partner model now in place coaching and development for budget managers takes place on a monthly basis. A formal programme of training and development commenced in Autumn 2022.</p> <p>The Council has approved a new Local Code of Corporate Governance in 2022/23 - this is called the Internal Constitution. The Internal Constitution was formally launched to staff via a corporate In Touch communication on 23rd June 2023. The Internal Constitution covers matters including Finance, Culture and Performance Management and Corporate Assurance.</p> <p>Whilst progress has been made in this area further evidence of embedding the new Internal Constitution and also further development on Value for Money through benchmarking are required to be fully compliant in this matter.</p>	Substantially Compliant	During 2023/24 the new Internal constitution will be embedded alongside further developments on Value for Money through benchmarking, including using the CFOi data.
3.	Long to Medium-Term Financial Management				
F	The authority has carried out a credible and transparent financial resilience assessment	Substantially Compliant	<p>There is a Medium-Term Financial Strategy and Medium Tern Financial Plan in place, and this includes growth and savings across the portfolio of Council services.</p> <p>A Reserves Risk Assessment was included in the 2023/24 budget papers and a Section 25 Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments as required by the Local Government Act 2003.</p>	Fully Compliant	Ongoing business as usual no specific activities planned.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
G	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members	Substantially Compliant	<p>Demonstrated through the Budget Booklet 2023/24, presented to Council to set the 2023/24 Council Tax / Precept included:</p> <ul style="list-style-type: none"> • Appendix 1 Draft General Fund Revenue Summary 2023/24. • Appendix 2 Draft General Fund Revenue Growth and Savings Proposals 2023/24. • Appendix 3 General Fund Capital Programme 2023/24 to 2025/26. • Appendix 4 Medium Term Financial Plan 2023/24 - 2026/27. • Appendix 5 General Fund Reserves and Balances 2022 to 2026. • Appendix 6 Parish Precepts 2023/24. • Appendix 7 Fees and Charges 2023/24. • Appendix 8 Capital Strategy 2023/24. • Appendix 9 Treasury Management Strategy incorporating Investment Strategy 2023/24. • Appendix 10 Procurement Strategy; and • Appendix 11 Reserves Risk Assessment. 	Fully Compliant	Ongoing business as usual no specific activities planned.
H	The authority complies with the CIPFA “Prudential Code for Capital Finance in Local Authorities”	Substantially Compliant	<p>The 2023/24 Capital Strategy and the Treasury Management Strategy incorporating the Annual Investment Strategy was presented to the Audit and Ethics Committee on the 2nd February 2023.</p> <p>This report stated: "This report and associated appendices fulfil legislative requirements governed by the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code."</p> <p>It was confirmed that the Capital Strategy included details on the prudential indicators, Minimum Revenue Provision (MRP) and Capital Financing Requirement (CFR).</p>	Fully Compliant	Ongoing business as usual no specific activities planned.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
I	The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans	Working towards compliance	<p>The Budget Booklet 2023/24 includes the Medium-Term Financial Strategy 2023/24 to 2026/27.</p> <p>All of the information relating to the 2023/24 budget been extended into a Medium-Term Financial Plan (MTFP) up to 2026/27 and is now a 4-year rolling document updated annually.</p> <p>Growth and saving proposal were included in the base budget and detailed in an appendix to the 2023/24 budget and are therefore within the MTFP.</p> <p>It was confirmed that Portfolio Budgets are detailed within the budget commentary and thus also in the MTFP and this ensures consistence with sustainable service plans.</p> <p>It was planned to consider including a PESTLE analysis within the MTFP in 2023/24 and this did not happen due to the late publication of the Autumn Statement and resources constraints.</p> <p>Whilst a PESTLE analysis will further enhance arrangements, it is concluded that Council is fully compliant on this matter.</p>	Fully Compliant	A PESTLE (Political, Economic, Social, Technological, Environmental and Legal factors analysis will be considered for inclusion in the 2024/25 MTFP.
4.	The Annual Budget				
J	The authority complies with its statutory obligations in respect of the budget setting process	Substantially Compliant	It was confirmed that a Section 25 Statement: "Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments" was set out in Appendix C of the Council Tax Determination 2023/24 report presented to Council on the 22nd February 2023.	Fully Compliant	Ongoing business as usual no specific activities planned.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
K	The budget report includes a statement by the CFO on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves	Fully Compliant	It was confirmed that a Section 25 Statement: "Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments" was set out in Appendix C of the Council Tax Determination 2023/24 report presented to Council on the 22nd February 2023.	Fully Compliant	Ongoing business as usual no specific activities planned.
5.	Stakeholder Engagement and Business Plans				
L	The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget	Substantially Compliant	The Council engages with key stakeholder and partners in developing strategic and financial plans. The Public Consultation methodology was to have been further developed for the 2022/23 budget setting process, MTFS and MTFP but due to the Autumn statement not being released until November this was not possible.	Substantially Compliant	A wider residents survey is planned for Autumn 2023/24 to feed into the 2024/25 budget and the questions for this survey are currently being finalised.
M	The authority uses an appropriate documented options appraisal methodology to demonstrate the value for money of its decisions.	Substantially Compliant	With the exception of rolling programmes of capital works such as HRA cyclical maintenance all new capital schemes require a specific business case to validate that Value for Money is being delivered. The business cases are reviewed and approved by the Leadership Team and Cabinet. This process, whilst in place is not fully embedded and a review of completed businesses cases is required to ensure actual value for money metrics are captured through benefit tracking and in post completion reviews. This will confirm Value for Money through the delivery of planned outputs and outcomes for each scheme.	Substantially Compliant	New process and arrangements will be embedded during 2023/24 alongside a review of benefit tracking arrangement to determine the Value for Money achieved.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
6.	Monitoring Financial Performance				
N	The Leadership Team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability	Fully Compliant	The quarterly financial and performance reporting to the Leadership Team enables a proactive response to emerging risks and for mitigating actions to be identified. The Council's Strategic Risk Register is four registers covering Economy, Climate, Health & Communities and Organisation. These areas are also the Council's priority outcomes as set out in the Corporate Strategy 2021 to 2024 and as such risk is clearly linked to the threats to the Council achieving its desired outcome and targets.	Fully Compliant	Ongoing business as usual no specific activities planned.
O	The Leadership Team monitors the elements of its balance sheet that pose a significant risk to financial sustainability	Working Towards Compliance	Whilst the balance sheet impacts are considered through the remit of the Budget Working Group that meets monthly, further work is required to assess the risk on key balance sheet items and how these risks are controlled, monitored and mitigated.	Working Towards Compliance	By December 2023 a report will be prepared detailing the key balance sheet items and risks associated with each item or category of item. Those items deemed red, or amber will have their risk control, monitoring and mitigating arrangements reviewed and an action plan will detail any further actions deemed necessary. This report will go to the Leadership Team and Audit and Ethics Committee in Quarter 4 2023/24.

Ref	CIPFA Financial Management Standards	Status March 2022	Self Assessment and Internal Audit Validation	Status July 2023	Further Work Planned
7.	External Financial Reporting				
P	The CFO has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the “Code of Practice on Local Authority Accounting in the United Kingdom”	Fully Compliant	2022/23 Annual Accounts completed and pre audit version published on the Council website 31 May. It was confirmed that no material matters were raised in the 2021/22 External Audit Management letter.	Fully Compliant	Ongoing business as usual no specific activities planned.
Q	The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions	Substantially Compliant	Cabinet received a report on the 26th June 2023 on the Finance and Performance Monitoring 2022/23 -Year-End. Review of this report confirmed it detailed: <ul style="list-style-type: none"> • Details on the main variances in 2022/23; • The performance in the delivery of 2022/23 savings and income targets. • Carry forward balances. • General fund reserves. • Performance for the Housing Revenue Account (HRA). • Capital budgets; and • The Collection Fund. 	Fully Compliant	Ongoing business as usual no specific activities planned.

STATUS KEY

 Fully compliant

 Substantially compliant

 Working towards compliance

 Not compliant

COUNCIL – 21 FEBRUARY 2024

COUNCIL TAX DETERMINATION 2024/25

RECOMMENDED THAT:-

- (1) the Council's General Fund Capital budget for 2024/25 be as shown within **Appendix 3 of the Budget Booklet 2024/25 (Appendix B)** of the "Council Tax Determination 2024/25" report. With the following variations:

£
0

- (2) the Council's General Fund Revenue budget for 2024/25 be as shown within **Appendix 1 of the Budget Booklet (Appendix B)** as part of the "Council Tax Determination 2023/24" report. With the following variations:

£

0

- (3) the Council Tax requirement for the Council's own purposes for 2024/25 (excluding Parish precepts) be calculated as £xxxxxxx, equating to a £xxxx increase for a Band D property;

- (4) the Council note that in the professional opinion of the Chief Financial Officer the level of reserves and balances as detailed in **Appendix 5 of the Budget Booklet (Appendix B)** as part of the "Council Tax Determination 2024/25" report are adequate to support the level of spending in the proposed capital and revenue budgets for 2023/24 and onwards;

- (5) it be noted that at its meeting on 5th February 2024 Cabinet confirmed the following amounts for the year 2024/25 calculated in accordance with regulations made under section 31(B) of the Local Government Finance Act 1992, as amended by sections 72 to 79 of the Localism Act 2011:-

(a) **40,975.91** being the amount calculated by the Council in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 as its Council Tax base for the year.

(b) Part of the Council's area

Parish of	
Ansty	134.06
Binley Woods	1,067.35
Birdingbury	171.38
Bourton and Draycote	146.67
Brandon and Bretford	296.21
Brinklow	469.45
Burton Hastings	97.97
Cawston	2,033.26
Church Lawford	163.96
Churchover	787.40
Clifton upon Dunsmore	1,991.32
Combe Fields	69.50
Copston Magna	21.96
Cosford	8.10
Dunchurch	1,825.75
Easenhall	105.86
Frankton	175.43
Grandborough	220.73
Harborough Magna	184.87
King's Newnham	30.89
Leamington Hastings	243.18
Long Lawford	1,452.55
Marton	226.67
Monks Kirby	227.00
Newton and Biggin	615.83

Pailton	235.51
Princethorpe	168.72
Ryton on Dunsmore	700.42
Shilton	352.34
Stretton Baskerville	8.29
Stretton on Dunsmore	528.33
Stretton under Fosse	96.00
Thurlaston	214.59
Wibtoft	25.06
Willey	39.36
Willoughby	194.71
Withybrook	124.37
Wolfhampcote	153.97
Wolston	1,022.14
Wolvey	565.14
Rugby Town Area	23,639.83
MOD Properties	139.78

being the amounts calculated by the Council in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate;

- (6) consequent upon the above revised tax base for Rugby Special Expenses Area the following amounts be now calculated by the Council for the year 2024/25 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended:-

- | | | |
|-----|---------|--|
| | £ | |
| (a) | xxxxxxx | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (<i>gross expenditure including parish precepts</i>); |
| (b) | xxxxxxx | being the aggregate of the amounts which the Council estimates for the items set out in Section 31(A)(3) of the Act (<i>gross income</i>); |
| (c) | xxxxxxx | being the amount by which the aggregate at 6(a) above exceeds the aggregate at 6(b) above, calculated by the Council in accordance with Section 31(A)(4) of the Act as its Council Tax requirement for the year; |
| (d) | xxxxxxx | being the amount at 6(c) above divided by the amount at 5(a) above, calculated by the Council in accordance with Section 31(B) of the Act, as the basic amount of its Council Tax for the year (<i>including parish precepts</i>); |
| (e) | xxxxxxx | being the aggregate amount of all special items referred to in Section 34(1) of the Act (<i>parish precepts and town area special expenses</i>); |
| (f) | xxxxxxx | being the amount at 6(d) above less the result given by dividing the amount at 6(e) above by the amount at 5(a) above, calculated by the Council in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates (<i>Rugby Borough Council Tax excluding parish precepts and town area special expenses</i>); |

(g) Part of the Council's area

Parish of	£
Ansty	XXXXX
Binley Woods	XXXXX
Birdingbury	XXXXX
Bourton & Draycote	XXXXX
Brandon & Bretford	XXXXX
Brinklow	XXXXX
Burton Hastings	XXXXX
Cawston	XXXXX
Church Lawford	XXXXX
Churchover	XXXXX
Clifton-upon-Dunsmore	XXXXX
Combe Fields	XXXXX
Copston Magna	XXXXX
Cosford	XXXXX
Dunchurch	XXXXX
Easenhall	XXXXX
Frankton	XXXXX
Grandborough	XXXXX
Harborough Magna	XXXXX
Kings Newnham	XXXXX
Leamington Hastings	XXXXX
Long Lawford	XXXXX
Marton	XXXXX
Monks Kirby	XXXXX
Newton & Biggin	XXXXX
Pailton	XXXXX
Princethorpe	XXXXX
Ryton-on-Dunsmore	XXXXX
Shilton & Barnacle	XXXXX
Stretton Baskerville	XXXXX
Stretton-on-Dunsmore	XXXXX
Stretton-under-Fosse	XXXXX
Thurlaston	XXXXX
Wibtoft	XXXXX
Willeby	XXXXX
Willoughby	XXXXX
Withybrook	XXXXX
Wolfhampcote	XXXXX
Wolston	XXXXX
Wolvey	XXXXX
Rugby Town Area	XXXXX

being the amounts given by adding to the amount at 6(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 5(b) above, calculated by the Council in accordance with Section 34(3) of the Act as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate (*Rugby Borough Council plus parish/town area Council Tax for each parish/town area at Band D*) ;

(h) the amounts set out in Annex 1, being the amounts given by multiplying the amounts at 6(f) and 6(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands (*Rugby Borough Council plus parish/town area Council Tax for each parish/town area for each Band*) ;

- (7) it be noted that for the year 2024/25 Warwickshire County Council and Warwickshire Police & Crime Commissioner have stated the following amounts in precepts issued to the District Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Valuation Bands £	Warks. County Council £	Police & Crime Commr. £
A	TBC	TBC
B	TBC	TBC
C	TBC	TBC
D	TBC	TBC
E	TBC	TBC
F	TBC	TBC
G	TBC	TBC
H	TBC	TBC

and

- (8) having calculated the aggregate in each case of the amounts at 6(h) and 7 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts set out at Annex 2, as the amounts of Council Tax for the year 2023/24 for each of the categories of dwellings shown;
- (9) the Council has determined that its relevant basic amount of Council Tax for 2024/25 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2024/25 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.



BUDGET BOOKLET 2024/25

INCORPORATING

MEDIUM TERM FINANCIAL
STRATEGY 2024/25 - 2027/28

FINAL DRAFT GENERAL FUND CAPITAL AND
REVENUE BUDGETS 2024/25

COUNCIL TAX FOR 2024/25

Foreword

I am pleased to introduce Rugby Borough Council's updated Medium Term Financial Strategy (MTFS), which covers the period from 2024/25 to 2027/28. The MTFS underpins the Corporate Strategy, which is our key strategic document and sets out the approach the Council is taking to deliver our priorities and manage our finances.

The four outcomes focus on climate change and the environment, on the Borough's economy, and on healthier communities as well as organisational commitments that will help us prioritise and redirect resources.

The Council has high aspirations for itself and the residents that we serve and even with the financial landscape being challenging, whether through the rising cost of living or the uncertainty around the future of local government funding, this strategy complements the previous years of sound financial management which has enabled us to continue to deliver strong services without putting ourselves at financial risk.

Our ambition is to create a Borough that will benefit all our residents, whatever their circumstances, and to ensure that the environment is clean, safe, and healthy. Thanks to our continued financial prudence we are now able to deliver on the promises that we have made on town centre regeneration.

This rolling strategy will help us to stay ahead of issues and be agile in facing any new challenges head on.



Cllr Carolyn Robbins

Portfolio Holder Finance, Performance, Legal and Governance



Cllr Derek Poole

Leader of the Council

CHIEF OFFICER FINANCE AND PERFORMANCE PREFACE

This booklet explains Rugby Borough Council's medium-term financial strategy. It gives readers a broad overview of the council's General Fund budgets which councillors will consider, alongside some background information on Council Tax.

This booklet is set out in three sections:

- 1 to 8 - Medium Term Financial Strategy
- 9 to 11 - Draft General Fund Revenue and Capital Budgets
- 12 to 13 - Council Tax Setting

It is intended that this single source of information provides all the key information for all aspects of the budget setting process.

I hope you find this document useful and informative.



Jon Illingworth

**Chief Officer Finance and
Performance**

05 February 2024



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- Appendix 2 Draft General Fund Revenue Growth and Savings Proposals 2024/25
- Appendix 3 General Fund Capital Programme 2024/25 - 2026/27
- Appendix 4 Medium Term Financial Plan 2024/25 - 2028/29
- Appendix 5 General Fund Reserves and Balances 2023 to 2027
- Appendix 6 Parish Precepts 2024/25
- Appendix 7 Fees and Charges 2024/25
- Appendix 8 Capital Strategy 2024/25
- Appendix 9 Treasury Management Strategy incorporating Investment Strategy 2024/25
- Appendix 10 Procurement Strategy
- Appendix 11 Reserves Risk Assessment



SECTION 1

MEDIUM TERM FINANCIAL STRATEGY 2024/25-2027/28

1. INTRODUCTION

The strategic direction for the authority is set by the Corporate Strategy 2021-2024, which was adopted by Council on 23 February 2021. The Strategy sets out what we will be doing to support the Borough, and was produced during the Covid-19 pandemic, incorporating the basis for the Council's proposed recovery with outcomes described that correlate to the four pillars of recovery: Economy; Climate; Health and Communities; and Organisation and the four overarching outcomes:

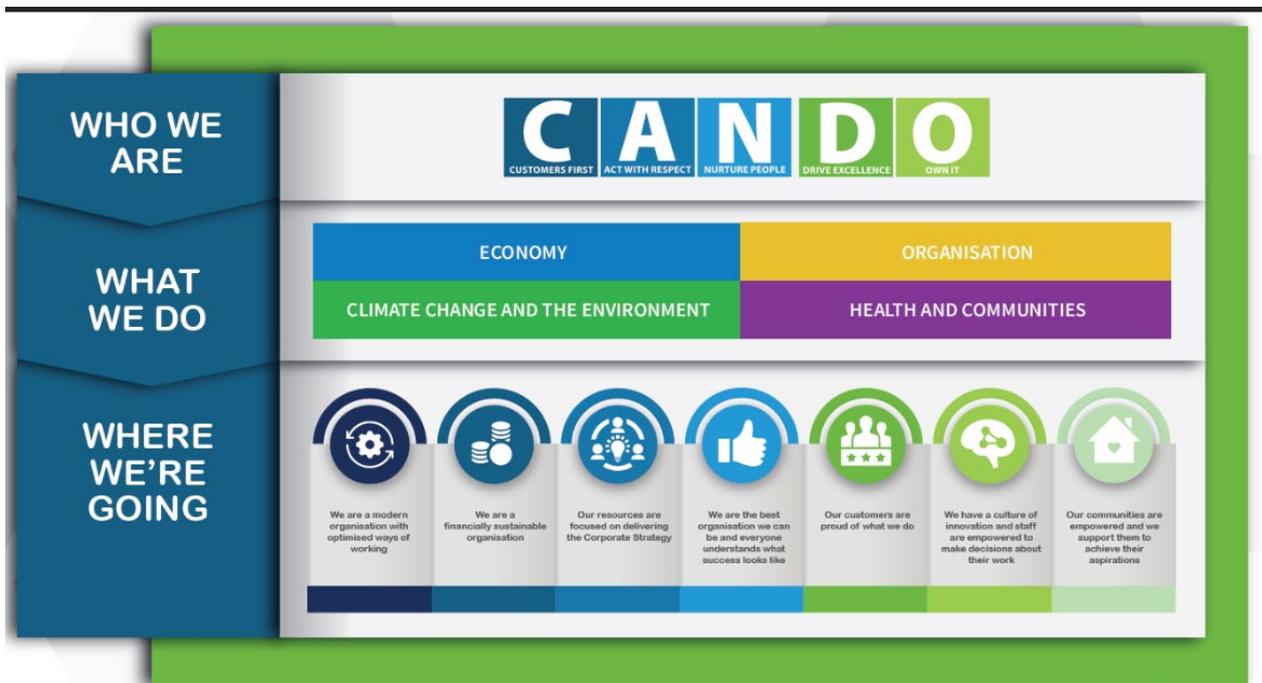


Within the Organisation outcomes there are a number of core principles that also underline the Medium-Term Financial Strategy (MTFS) as follows:

- Set robust, comprehensive, and achievable budgets, exploring all avenues of income to meet our financial targets.
- Undertake commercial activities in the open market, where it is sustainable and responsible to do so.
- Maintain robust systems of governance that ensure fairness, accountability, and transparency.
- Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money.

The Council has also established the “Rugby Blueprint” which supports the evolution of our culture, provide a framework for how we will become the best we can be; to be more innovative, with empowered decision making at all levels. That includes our communities: we want to work with them as equal partners to achieve their aspirations and collectively shape our borough and enhance local pride.

One of the key aspects of where we are going is to be a financially sustainable organisation and the continuation of this MTFS will help us to achieve this.



The MTFS also underpins the Rugby Borough Council Corporate Strategy by ensuring resources are targeted to priorities and that a strong framework of financial governance, stewardship and control is in place.

Rugby Borough Council has a strong history of delivering savings and managing its resources effectively in order to maintain a balanced Medium Term Financial Plan (MTFP)

The MTFS compliments the Corporate Strategy by defining the financial framework within which these priorities will be delivered. It outlines the factors which are expected to drive future costs and sets out the funding projections and our strategy for addressing the transformation/savings targets across the period of the strategy.

This MTFS is also supported by a strong framework of financial policies and strategy documents that include:

- Capital Strategy [Appendix 8 to this booklet]
- Treasury Management Strategy [Appendix 9 to this booklet]
- Local Plan 2011-2031
- Asset Management Strategy
- Procurement Strategy [Appendix 10 to this booklet]
- Housing Strategy
- Risk Management Strategy

The Council also has five Commercialisation Pillars, developed in conjunction with the Chartered Institute of Public Finance and Accountancy (CIPFA), which provide a baseline to work towards. This baseline supports officers to have active challenge and ensure projects are undertaken with the best interests of the Council in mind. The five pillars are as follows:



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 Council's 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.

2. DEMOGRAPHIC CONTEXT

2.1 DEMOGRAPHIC SUMMARY

Demographic information provides statistics on the population, age profile, deprivation, occupations and economy and it gives a picture of the population served by Rugby Borough Council.

The 2021 census (available from ons.gov.uk) provided information on the population and age profile factors that impact on the services provided by Rugby Borough Council.

<https://www.ons.gov.uk/visualisations/censuspopulationchange/E07000220/>

For deprivation, occupations and economy, information is provided by CFO Insights, an online analysis tool developed by CIPFA and Grant Thornton which uses data extracted from Government returns submitted by all Local Authorities.

A summary of the relevant demographic information for Rugby is shown in the diagram below.



2.2 DEMOGRAPHIC INFORMATION SOURCES

- For economic performance, CFO Insights analysed the latest data available from 2015 to calculate a Gross Value Added (GVA) for each job in Rugby.
- The ONS data from 2021 provided population information for Rugby.
- The analysis available on CFO Insights for unemployment is from 2021.
- Age profile information is also provided within the 2021 ONS data.
- The most recent information used by CFO Insights is from the Indices of Deprivation published by the Ministry of Housing, Communities and Local Government in 2019. Deprivation is measured in a broad way to encompass a wide range of aspects of an individual's living conditions and covers the following seven elements:
 - Income Deprivation
 - Employment Deprivation
 - Education, Skills, and Training Deprivation
 - Health Deprivation and Disability
 - Crime
 - Barriers to Housing and Services
 - Living Environment Deprivation
- Occupations information for 2021 has been analysed by CFO Insights.

3. BACKGROUND - LOCAL GOVERNMENT OPERATING AND FINANCIAL ENVIRONMENT

3.1 LOCAL GOVERNMENT FUNDING

The Autumn Statement/Local Government Finance Settlement (LGFS) 2024/25 provides Local Government with the annual determination of funding for the forthcoming year.

The information in the Autumn Statement and the LGFS has provided more clarity around the significant funding reforms that have made financial planning over the medium term extremely challenging. The key messages are:

- “Core” Band D council tax (2.99% maximum increase, or £5 for shire districts). ***this could generate £0.306m for the Council in 2024/25***

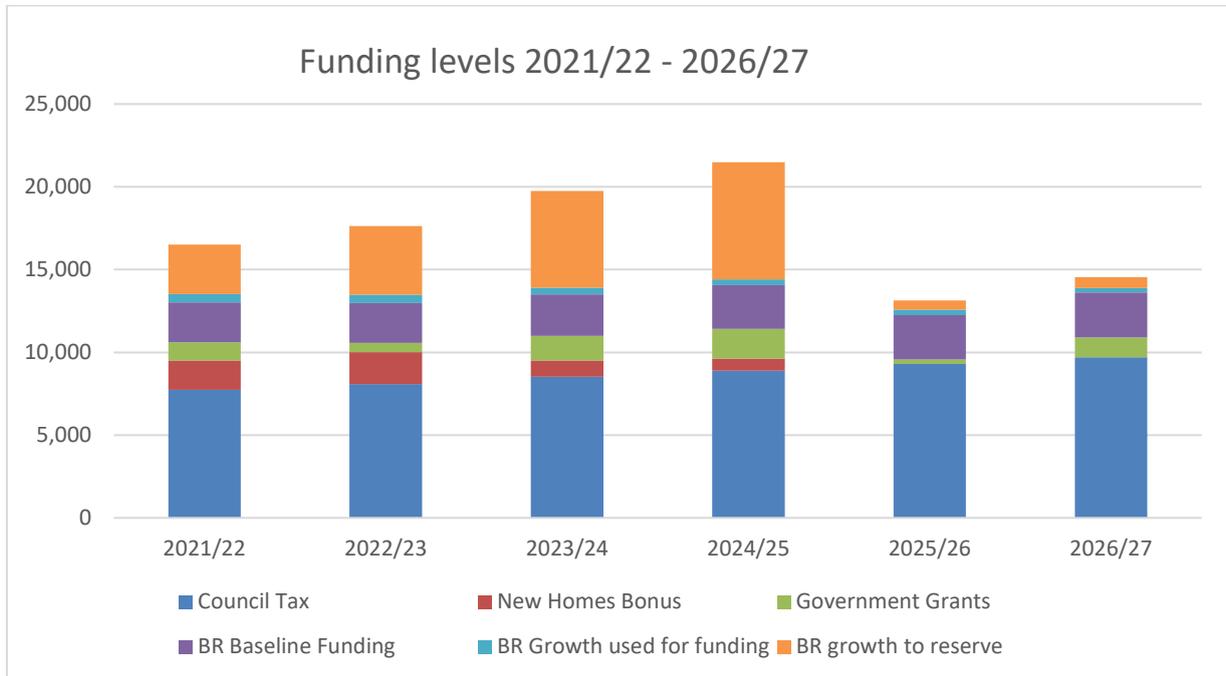
- Baseline Funding Level (BFL) and Revenue Support Grant (RSG). Local authorities' BFL allocations will be uplifted by the increase in the standard business rating multiplier (6.62%), apportioned using proxy data. ***the expected changes are marginal to the £2.700m already included in the MTFP model.***
- Cap compensation will be paid to compensate authorities for lost income arising from the decision to freeze the small business rating multiplier.
- Further detail about how the settlement will be changed to accommodate the decoupling of the multipliers will be released before the provisional settlement.
- 4% Funding Guarantee. Continues into 2024-25 and calculated on the same basis as in 2023-24. ***this will generate £1.561m for the Council in 2024/25, and around £0.561m extra than the forecasting used for the 2023/24 MTFP.***
- Services Grant will continue to operate in the same way in 2023-24 but with a reduced overall amount. ***this will generate £0m for the Council, a reduction of £0.040m from the 2023/24 MTFP.***
- New Homes Bonus (NHB) will continue in 2024-25. No future legacy payments - ***this will generate £0.732m for the Council, with the 2023/24 MTFP assuming £0.***

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.

The announcements were more favourable than our previous forecasts, but still left the organisation with savings to be made to balance the budget. Whilst the announcements provide some help to offset some of the immediate pressures in the short term it does not deal with the significance of the years of reductions and the continued uncertainty around the business rates reset and the impact of losing business rates growth and new homes bonus - two of the significant benefits of being a high growth borough.

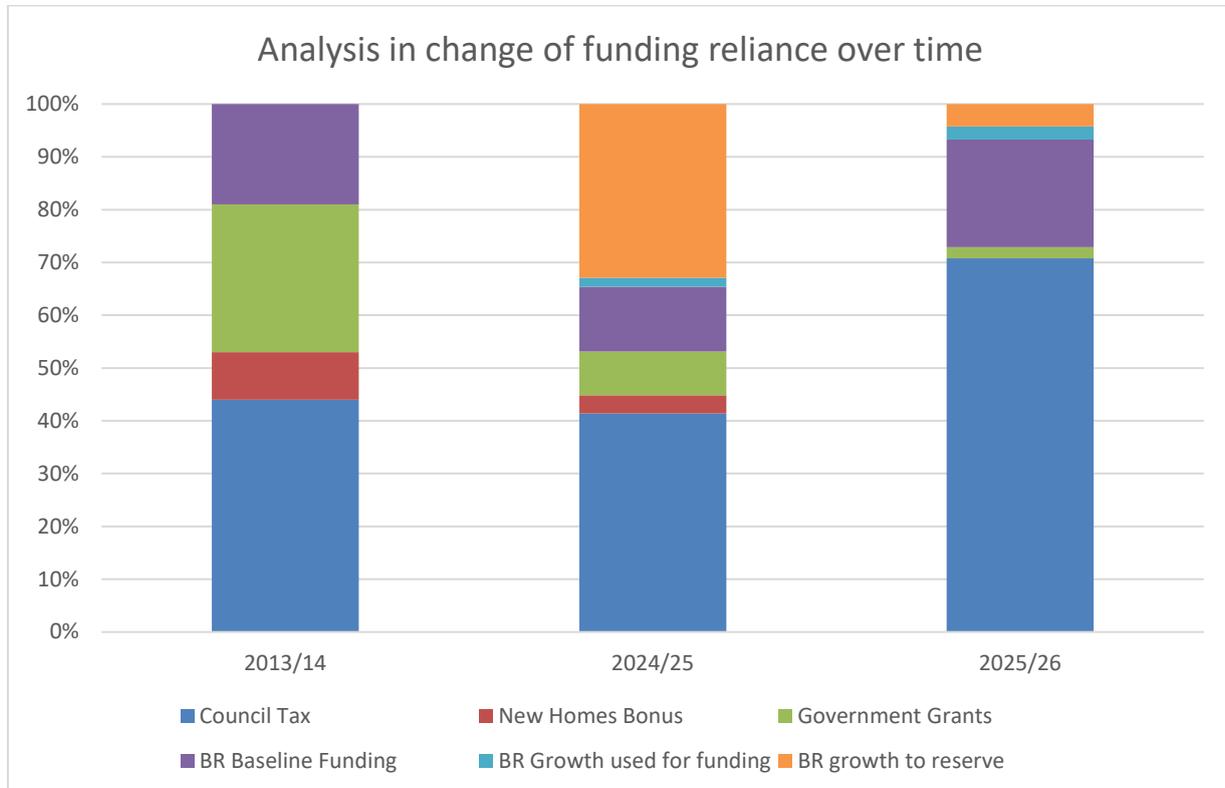
There are some reassurances over the next few years, but the Autumn Statement/LGFS remains a single year settlement and so officers will again need to plan in the backdrop of uncertainty of the future. Through the establishment of a rolling 3-year strategy the council will be able to act quickly to implement any changes in policy that would have an impact on the delivery of the strategy. It will also ensure an annual review of the document will ensure that the content remains current, and that officers and members are able to embed into the culture of Rugby Borough Council.

The sources of funding for the Council from 2021/22 are detailed in the table below. The council's Core Spending Power consists of council tax, business rates and non-conditional government grant funding. Council tax income remains consistent throughout the period at the level between £7.736m increasing to £9.689m. The annual increases derive from a combination of inflationary increases (currently capped at 2.99%) and growth of the tax base which relates to the increase in households in the borough.



The table above demonstrates a reduction in government grant income as the New Homes Bonus is being phased out. The increase in other government grants in the 2023-24 and 2024-25 budgets is due to a 3% funding guarantee grant which has been introduced by the central government to ensure every authority has an increase in Core Spending Power of at least 3%. Following the cessation of this grant there will be a corresponding increase in the savings required to balance the budget. A significant reduction of business rates income is expected in 2025-26 when the Fair Funding Review is implemented, however as all growth is transferred to the Business Rates Equalisation reserve, the significant reduction does not impact on the savings required to balance the budget, however being able to retain in for the duration of the MTFP will have generated significant opportunities for the Council. Further information on retained business rates is provided in section 4.5.

The table below summarises the % changes in the external funding received by the Council from the year of the implementation of the current business rates system to the year that the reforms are implemented. In 2013/14 council tax equated to circa 44% of the council’s total core funding and its forecast to increase to 71% by 2025/26 when business rates are going to be reset. The percentage of council funding derived from business rates will increase from 19% (2013-14) to 26% in the year of reset.



3.2 TRANSFORMATION, PROGRAMME BOARD AND CORPORATE STRATEGY DELIVERY PLAN

The transformation programme was established in 2022 to enable financial sustainability, support the recovery from the Covid-19 pandemic and support delivery against the four pillars of recovery (climate, economy, healthy communities, and organisation). It sought to achieve this by increasing strategic capacity, implementing a culture of empowerment and accountability, and improving member/ officer relationships. During 2023/24 the programme has been absorbed into the Corporate Strategy Delivery Plan ensuring that there is a “golden thread” which runs through all the council’s work, but also ensures clear visibility for all the aspects which help demonstrate the delivery of the Corporate Strategy.

A Programme Board has been established to lead delivery of the Corporate Strategy Delivery Plan. Following a review of the process, the Programme Board consists of the Chief Executive, Deputy Chief Executive, Chief Officer Finance and Performance and the Transformation lead. The meetings then include the relevant project executives (Chief Officers) and Project Officers as required.

In accordance with the terms of reference for the Programme Board and the new project management methodology, no project will proceed unless and until there has been formal approval by the Programme Board and it’s included on the Corporate Strategy Delivery Plan.

Approval by the Programme Board will not necessarily mean that projects will be implemented. Formal decisions will need to be taken once the detailed project work has been completed and with due consultation, including member consideration where appropriate. It is expected that in some cases the

projects will require external support to progress, or investment to deliver the necessary solutions, and for these reasons a £1.500m transformation reserve was established and previously approved by Council. It is forecast that this reserve will have a balance of £1.128m at 31 March 2024, reducing to £0.866m in 2027/28.

3.3 INFLATION AND PAY

The increase in the pay cost budget considers anticipated increases in pay inflation and other pay cost increases such as changes in staffing numbers, increments and employer costs. However, as the organisation is part of the national pay negotiations, employee pay is set at a national level and implemented regardless of the allocated budget. Added to this is the pressure on recruitment and retention for the public sector exaggerated potentially by the freedoms gained from hybrid working. But specifically for Rugby Borough Council, in January 2024 there are approximately 48 full time equivalent vacancies (circa 10%) and an ageing workforce which will mean a number of employees will soon be choosing to retire. The organisation has been using a variety of methods to ensure the continued delivery of services including agency workers and the use of market supplements for specific roles. During 2023/24 officers have started to look at alternative methods for recruitment and improvements to the application process. With a dedicated officer recruited to the HR team a variety of policies and procedures will be reviewed.

Pay Policy

Using dedicated HR support and external assistance where possible, we will continue to review recruitment and retention strategies.

4. FINANCIAL EFFICIENCY

4.1 COMMERCIALISATION AND INCOME GENERATION

The Council wants to maximise the income that it can generate, through the establishment of a commercial structure which includes:

- Shareholders committee
- Holding Company (Caldecott Group Limited)
- Property Development company (Caldecott Development Limited)

The Council can now be at the forefront of the exciting changes that will be taking place in the borough, whether this be through the Town Centre strategy or being able to fill a void in the market where a traditional local authority approach is not viable. Successful ventures will lead to returns which can be used to support the MTFs. The Council is a partner, along with seven other local authorities, in the

Sherbourne Recycling Facility in Coventry. Opened in summer 2023, the facility is the location for the processing of all recycle material for the partners with also the opportunity to sell any surplus capacity in the private market.

Acting in a commercial way demonstrates the delivery of the Corporate strategy outcome. **Commercial activities support the Council in seeking value for money and improved and sustainable services for the community.** Such activities can take several forms including sharing services, joint ventures, investment, and large projects such as regeneration schemes. The benefits of commercial activities can be financial, but they can also generate important environmental or social benefits.

Through the establishment of the commercialisation pillars each potential commercial idea can be assessed to ensure that it does not conflict with the policy and all viable ideas will be delivered through the transformation programme and monitored through programme board.

The current MTFP has not attributed any targets beyond 2024/25 for commercialisation but it is expected that this will be a significant part of the following three years.

Through the delivery of the economy outcome of the Corporate Strategy, economic growth in the borough will create opportunities to increase Business Rate yields (subject to confirmation of the funding reform) which will also have a positive impact on the commercialisation capabilities of the Council.

Commercialisation

As part of the corporate strategy delivery plan a review of the merits of establishing a commercialization strategy will take place.

In addition to this the commercialization pillars will have a profile raise and future business cases will be directly linked to the relevant pillar(s)

4.2 FEES AND CHARGES

The Council provides a wide range of services for which fees and charges can be made. Fees and charges represent a significant source of finance for the Council. Some of these fees and charges are set at a statutory level such as planning application fees and environmental protection fees. Others are discretionary, and the Council can decide upon an appropriate charge for the service. Examples include bulky waste collections and room hire charges for which the fees and charges are reviewed annually as part of the budget setting process.

It is important that fees and charges are set at an appropriate level to ensure cost recovery to the Council. In 2024/25 the budget for fees and charges will be set at £7.265m. The proposed schedule of fees and charges for 2024/25 is set out in Appendix 7.

The costs of providing services increases each year and so if fees and charges do not also increase, some services will have an increased subsidy which could be at odds with the commercialisation pillars that have been established, but also will require additional savings in other services in order to establish a balanced budget.

Fees and charges policy

As a default position, all fees, and charges under the control of the Council will be annually increased by the Consumer Prices Index (CPI) in September of the year preceding the new financial year and will be rounded to the nearest 10 pence.

This policy excludes those fees and charges set at a statutory level. In addition, officers will undertake service reviews, as appropriate, and this may result in a deviation to the default CPI increase. The aim is to ensure as far as possible that fees and charges cover the costs of the service being provided.

4.3 INVESTMENT INCOME

One of the objectives of the treasury management function is to ensure that cash is available when needed to meet the Council's obligations. As outlined in the Treasury Management Strategy, money is invested in lower risk counterparties or instruments commensurate with the Council's low risk appetite, with security and liquidity taking priority over investment return. As of 31 December 2023, the Council held investments totalling £94.300 million.

4.4 RESOURCING

The Council's core corporate funding streams that support the General Fund budget are:

- Retained Business Rates
- Council Tax
- Non Ringfenced Grants

Whilst the Council has benefited from income from the New Homes Bonus and business rates potential funding reform has led to both streams of funding not being confirmed for the life of this MTFs. To deliver a balanced budget, the organisation will need to adapt to the changing nature of these funding streams in the base budget, which could mean accounting for significant reductions or the ending of existing grant regimes.

4.5 RETAINED BUSINESS RATES

4.5.1 HOW THE CURRENT SYSTEM WORKS

The current business rates retention system was introduced for the first time in 2013/14. Rugby Borough Council as a billing authority collects all the business rates in their local area on behalf of major precepting authorities and central government. The proportion of business rates each authority may retain in two-tier areas like Warwickshire is 10% County Council, 40% Rugby Borough Council and remainder is retained centrally by the government.

Because the amount of business rates an individual authority can collect varies enormously depending upon location and the characteristics of the authority, the government has introduced a system of top-ups and tariffs to redistribute business rates around the country. Local councils with a high level of business rates like Rugby BC pay a tariff into a national pot which is used to pay top-ups to those local authorities with relatively low levels of business rates. The level of top-ups and tariffs is confirmed each year by the government in the Local Government Financial Settlement and both top-ups and tariffs are updated each year by the business rates multiplier, in-line with inflation.

Therefore, top-up and tariff system are an equalisation mechanism intended to give each authority the appropriate level of funding as determined by central government. It is calculated as a difference between two baselines established for each authority by the DLUHC:

- BRB - a business rates baseline representing the DLUHC's estimate of an authority's deemed ability to collect business rates.
- BFL - a baseline funding level representing the DLUHC's estimate of an authority's deemed need to spend on services, funded by business rate income.

Rugby Borough Council's business rate BFL for 2024-25 is £2.634m and the BRB is £18.803m, consequently the Council pays a tariff of £16.169m (£18.803m - £2.634m).

The authorities that have an actual retained rates income in excess of their baseline funding level are deemed to have achieved business rates growth (e.g. from business rate receipts arising from new or expanding businesses). Councils are charged a levy of up to 50% on that growth which is payable to central government. Central Government uses the levy revenue to fund the safety net system to provide protection to those councils where the income from business rates falls below their BFL Baseline Funding Level.

Rugby has experienced substantial growth above the business rate baseline since the system was introduced. This accumulated growth in business rates is subject to 50% levy payment.

The total business rates income retained by Rugby BC for 2024-25 will be £11.373m, this consists of £2.635m baseline funding level, £7.573m growth above the baseline funding level and other adjustments of £1.165m.

4.5.2 BUSINESS RATES BASELINE RESET

Rugby Borough Council is a pro-growth authority and has taken a proactive approach to generate growth in the local economy. Therefore, being significantly above our business rates baseline level, the predicted baseline reset in 2025/26 remains the factor with the potential to have the largest financial impact on the Council.

Officers have taken advice from the Chartered Institute of Public Finance and Accountancy's (CIPFA) Funding Advisory Service to model what a partial or full reset of the 'business rate baseline' might look like in 2025/26.

The Council has lobbied the government firmly on our view that growth should be retained by the authority for longer than the reset period.

Whatever method is used to arrive at new formulae, it is hoped that councils are given time to adjust to changes in their level of funding, using damping mechanisms to ensure no local authority would see their funding increase or fall by more than a set amount each year. Until this is confirmed the financial outcome of a reset without any such protection will be presented.

The council will continue the smoothing of the budget position by contributing to the business equalisation reserve. This will taper the net budget reductions caused by the reset and prevent a cliff-edge drop in the net budget 2025/26.

The business rates equalisation reserve can be used for one off revenue or capital projects that will enable the council to deliver its aspirations of the Corporate Strategy delivery plan.

Business Rates Growth Policy

To mitigate the income volatility and prepare for the reset, it is proposed that the council will continue to set a sustainable income position for business rates across the medium term, currently set at approximately £3m per year.

As the reset will not take place until 2025/26 at the earliest, sensitivity analysis will continue to take place during 2024/25 to understand the implications of any early announcements and the impact this may have on future funding.

4.6 NON RINGFENCED GRANTS

The Council's 2022/23 Statement of Accounts detailed a total of £6.728 million of government grants received that were not ring-fenced to specific services. Historically councils received significant funding from central government through the revenue support grant (RSG), but the grant has fallen considerably since the introduction of business rates retention in April 2013.

4.7 NEW HOMES BONUS

4.7.1 BACKGROUND

“The New Homes Bonus (NHB) is a non -ring-fenced payment the now Department of Levelling Up Communities and Housing (DLUHC) has paid, since April 2011, to local authorities for every home added to their council tax register.

Initially the Ministry of Housing, Communities and Local Government (MHCLG) paid an amount equivalent to the national average for that home’s council tax band every year for six years. However, fundamental changes to the NHB scheme were announced within the 2017/18 Local Government Finance Settlement. Including a reduction in the number of years that NHB is allocated for, reducing from 6 years to 4 years, and the introduction of a “deadweight” factor that means that NHB was not received for approximately the first 150 homes that are delivered each year in Rugby; this is equivalent to a 0.4% baseline.

Currently NHB is calculated based on the local council’s net change in stock of the housing supply multiplied by Council Tax Band D national average in the prior year. The growth in the dwelling stock takes into consideration demolitions, long term empty properties and affordable housing supply. NHB is awarded for net additions above the national baseline of 0.40% plus affordable homes premium (£350 per unit).

From 2020/21 onwards the NHB legacy payments have been phased out and 2022/23 settlement was the last to include them. The allocations for 2023/24 do not include legacy payments, nor will new legacy payments be made in any subsequent years based on these allocations.

New Homes Bonus	In year payment	Legacy Payment	Total	Amount per Band D Equivalent
	£000	£000	£000	£
2017/18	343	2,323	2,666	779
2018/19	344	1,762	2,106	788
2019/20	676	1,465	2,141	1,009
2020/21	1,019	1,364	2,382	1,144
2021/22	760	1,020	1,780	1,185
2022/23	1,258	676	1,934	1,354
2023/24	987	0	987	1,253
2024/25	732	0	732	2,065

4.7.2 NHB POLICY

With the New Homes Bonus grant scheduled to end from 2025/26, the Council will need to replace the grant with either increased income generation or transformation efficiencies.

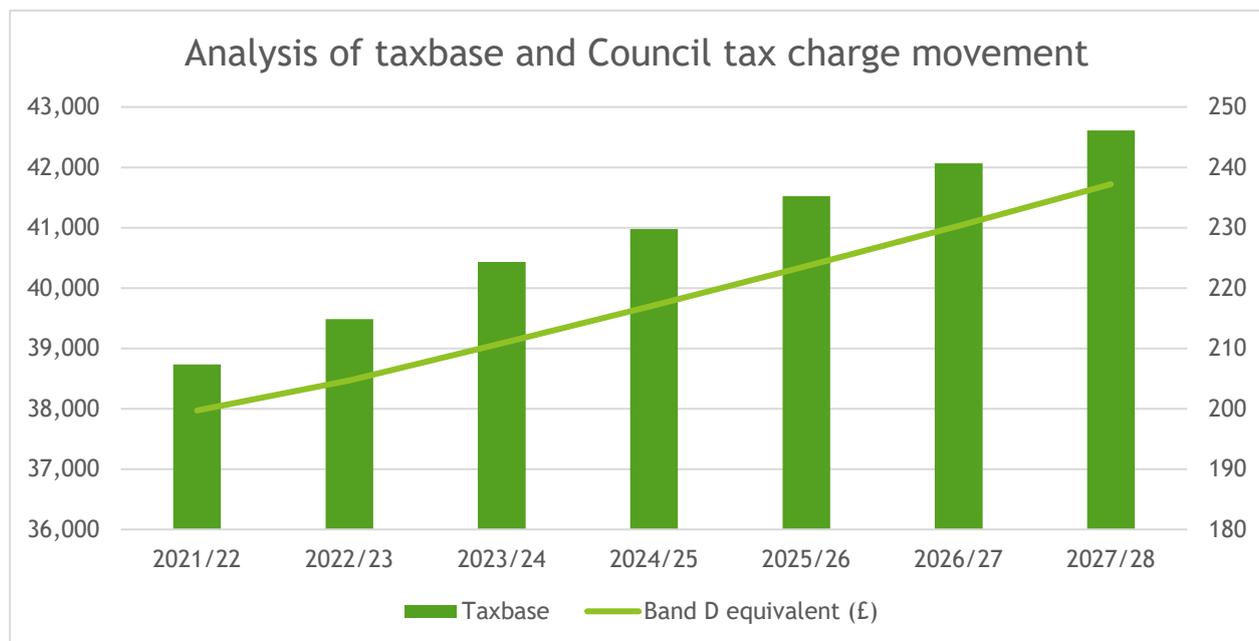
The MTFP for 2025/26 assumes £0 for the NHB and so this means additional income generation or reduced costs of £0.732m will be required to set a balanced budget.

The impact of being a high growth area and a relatively small organisation means that there will eventually be a cost implication. The full impact will be gradual, initially there could be extra demand on the contact centre for service requests, this will eventually lead to significant investment in services such as extra waste collection rounds which will require adjustments to the medium-term financial plan.

4.8 COUNCIL TAX

The following table and chart show changes in tax base (number of Band D equivalent dwellings in Rugby BC area) and the amount of council tax income since 2021/22.

	Council Tax Income £000	Band D equivalent (£)	Taxbase
2021/22	7,736	199.72	38,735
2022/23	8,083	204.72	39,485
2023/24	8,525	210.84	40,435
2024/25	8,897	217.14	40,975
2025/26	9,285	223.63	41,522
2026/27	9,689	230.32	42,067
2027/28	10,108	237.21	42,613



The chart above shows that since 2021/22 there has been an increased tax base year on year with the current projection for 2027/28 being a 10% increase from 2021/22. With Council tax increases being set

by Central Government and not significantly changing throughout the period the increase in charge is steady. The increase in tax base will have a direct impact on service delivery in the future because certain services such as waste collection will need to be increased to deal with the increased demand.

The Government has retained the potential to use their capping powers. The Localism Act includes the requirement for a referendum should a council tax increase be “excessive.”

In recent years, the Government had agreed that shire districts could increase their council tax bills by £5 (at Band D) or 1.99%, whichever is higher, without triggering a referendum. In 2023/24 the referendum was increased to 2.99% or £5, and this remains the policy for 2024/25. The proposed increase for Rugby is 2.99% (at Band D) in 2024/25 from £210.84 to £217.14.

Although the band D tax will increase to £217.14 for the year, it is also important to note that only 14% of our tax base is within this band. Of our taxbase, 66% are within bands A-C and so will pay less than £217.14 and 21% are within bands E - H and will pay more than the average.

Whilst the setting of council tax will always remain a political decision, for financial planning purposes it is proposed the rate of increase will continue to be forecast at maximum allowable increase across the medium term.

The other major factor that affects the overall amount of council tax collected over the medium-term is the change in the tax base during this period, which is largely determined by anticipated growth in number of dwellings. The medium-term forecasts for tax base growth are informed by the Housing Trajectory, which is developed by the Development Strategy team.

The table below summarises this forecast:

	2024/25	2025/26	2027/28
Growth in year	595	595	595

The other key factor that affects the council tax base and consequently the overall yield is the level of Council Tax Support provided to residents which has been policy since 2013/14.

The financial implication of offering these discounts is a reduction in the overall council tax base. Since the scheme’s inception, in general, the economic climate has remained stable, as has the number of claimants as a proportion of the overall tax base. However, should economic conditions deteriorate either nationally or locally, it is expected that therefore the number of eligible claimants would increase and conversely the tax base and yield would reduce.

Therefore, on an annual basis the Council will review the Council Tax Reduction scheme to ensure it remains affordable. Measures that the Council can consider achieving this include reducing the amount of support available or the distribution of discounts payable, whilst closely analysing the associated impact on customers. Further consideration will also be given to establishing an earmarked reserve to mitigate possible reduction in the council tax base due to changes in economic conditions.

Council tax Policy

To summarise, the Council financial planning policy in relation to council tax is to:

- Project increases in the council tax rate in-line with the maximum allowable increase.
- Forecast council tax base increases based on the housing trajectory.
- Annually consider the affordability of the Council Tax Support scheme depending on economic conditions and other factors.
- Aim to set council tax so that there is a nil surplus or deficit on the collection fund.

5. DELIVERING EXCELLENT VALUE FOR MONEY SERVICES

This section sets out the financial contribution to the fourth Outcome of the Corporate Strategy which is organisation. This includes managing our finances well, delivering high quality and efficient services, setting robust budgets, exploring all avenues of income, and demonstrating value for money.

5.1 SERVICE REVIEWS

To demonstrate managing our finances well all areas of the business will need to be reviewed to ensure we are making the best use of our resources. There is no policy within this strategy to undertake a detailed analysis of each service area, however, work will initially be focused on the high risk and high-profile parts of the organisation. Using the intelligence gained from the budget monitoring process, the finance business partners will be assigned to work with budget managers and Chief Officers to ensure that the value for money is being achieved and whether there are opportunities to undertake service reviews which will include the commercialisation methodology using the pillars adopted. Using a squad-based approach to the work, officers with the appropriate skills and knowledge will be deployed to the project and the project management principles will be used for any such review. The outcomes of the work will initially be reported to the budget working group, however, could be diverted to the Programme board if the recommendation is that a transformation project is undertaken.

5.2 INTERNAL RECHARGES

Following the practice provided by CIPFA, each service is allocated a proportion of the corporate and administrative overheads of the organisation in order to demonstrate the total cost of providing each function of the organisation.

The definition of total cost provides a consistent basis for all formal external financial reporting and statutory financial disclosures. Specifically, this includes the financial information requirements for:

- formal financial reports of performance
- performance indicators
- statistical returns
- trading activities, and
- recovering the full cost of services as permitted in legislation

As the Council also is a landlord through the Housing Revenue Account (HRA) it also ensures that the taxpayer is not subsidising the rent payer.

The existing process has been unchanged for a number of years now and so a review of the whole process will take place.

Internal recharges Policy

A review of internal recharges will take place to ensure that the Council implements a efficient which is fit for purpose for the way that the true cost of services is calculated and reported. This is not for the purpose of generating budget savings, and the total cost of the general fund is likely to stay the same as within the MTFP

5.3 PROCUREMENT STRATEGY

The Procurement Strategy 2023-2027 is shown in Appendix 10. This has been developed as part of our partnership with Nuneaton and Bedworth Borough Council. The strategy focusses on the following five themes:

- Compliance
- Strategic Procurement & Purchasing
- Value for Money
- Collaboration
- Social Value

The Council will collaborate with its partners to engage in supplier and market development and packaging of contracts to ensure the most effective purchase is made. This strategy seeks to provide clear direction and a coordinated strategic approach that avoids duplication or increased bureaucracy, interfaces with the Corporate Strategy and delivers improvements to our procurement process for the period 2023-2027.

In terms of Social Value, the Council, through its procurement processes, can engage key stakeholders involved in the commissioning, designing, specifying, procuring, and managing of requirements, to apply climate change requirements in a relevant and proportionate manner. Considering the potential for carbon reduction as early as possible in the process can effectively mobilise procurement to deliver relevant local and climate change priorities.

The development of the Procurement and Accounts Payable Strategy 2023-2027 and subsequent training roll out during 2022 complies with the action point from the procurement and contract audit conducted September 2022. Training and development of key officers will continue across the life of this plan.

5.4 OPERATION OF FINANCIAL MANAGEMENT AND CONTROL

The Council's budget setting and monitoring arrangements are decentralised, Budget Managers have direct control and ownership of their budgets, whilst still allowing Financial Services to retain the necessary degree of central control and co-ordination. To support officers training sessions for Budget Managers, take place on an annual basis, with one-to-one coaching completed through the general finance business partner's offer.

The Financial Services team, through the delivery of the team service plan and the implementation of the Corporate Strategy delivery plan will concentrate on the provision of value-added activities. This approach is essential to ensure the Council has a richer understanding of the relationship between our inputs, outputs, and outcomes and that the Council is effective in the scrutiny of the effectiveness of cost and spending overall.

5.5 REVIEWING CAPITAL INVESTMENT DECISIONS

5.5.1 CAPITAL STRATEGY

The Council approved the latest version of the Capital Strategy in February 2023. This continued with the new approach to the management of capital expenditure and projects including:

- The requirement for a report seeking budget approval and presenting a robust business case for all proposals, including any subsequent increases in the overall budget required.
- Capital budget approval will no longer be sought from within Finance budget setting, budget monitoring or year-end reports;
- The principal that projects will be approved as an overall value that is then profiled over a specified time period;
- Approval of a number of continuation programmes that occur annually with specified annual budgets;
- Delegation to the Chief Officer - Finance and Performance to manage any rescheduling across years.

- The current Capital Strategy is shown in Appendix 8. There have been no material changes since the approved Strategy for 2023/24.

5.5.2 TREASURY MANAGEMENT STRATEGY

The Council approved the latest version of the Treasury Management Strategy February 2023. This detailed:

- The council's prudential indicators for capital
- The Council's Minimum Revenue Provision policy statement
- Treasury Management indicators
- Approved counterparties and limits

The current Treasury Management Strategy is shown in Appendix 9. There have been some changes since the approved Strategy 2023/24 and these are as follows:

- As part of the 2024/25 strategy, the maturity structure of the Council's long term debt has been reviewed. Acceptable exposure to repayment within specified time frames has been updated in view of the changing economy and volatility of interest rates. This will allow the Council to seek the best interest rate deals when financing future capital schemes.
- Due to the tightening of government regulations relating to the use of capital resources the strategy has reduced the amounts allowed for commercial investments and as well as short term non-specified investments.

6. KEY PRINCIPLES FOR FINANCIAL MANAGEMENT

6.1 STRATEGY, PRINCIPLES AND PROCESS

It is essential that the Council's financial resources are aligned to support the delivery of the Corporate Strategy. The following documents outline the overall strategy, principles and processes for the Council and Officers.

- Scheme of Delegation to Officers (Constitution Part 2) - this outlines the delegated authority to Leadership Team and what they may delegate within their service area.
- Budget and Policy Framework (Constitution Part 3) - this outlines the responsibility of Cabinet for leading on the development of the Framework and putting forward proposals for the draft budget, plans and strategies to the Council for consideration.
- Financial Standing Orders (Constitution Part 3) - this provides the framework for managing the Council's financial affairs and apply to every Councillor and Officer. It covers a range of financial activities and outlines responsibilities.



- Contracts Standing Orders (Constitution Part 3) - these provide the framework for the procurement process to ensure integrity and probity.
- Financial Regulations - these set out the key actions that must be taken to implement Financial Instructions and deliver a Financial Accountability Framework.
- Financial Instructions - these are the detailed expansion of the Financial Standing Orders and provide specific guidance and instruction to officers on a wide range of financial activities to ensure:
 - Good working practices;
 - Consistency of approach;
 - Financial conventions are followed

All this information can be found centrally within the Council's internal constitution which has direct links to all the policies as well as guidance on how to use them.

6.2 GOVERNANCE

The council has a strong system of financial controls and procedures. Financial Regulations are now embedded and identify the roles and responsibilities for the whole of the leadership team. This is complemented by financial instructions and the internal constitution which applies to all officers in the organisation.

As part of our commitment to being a transparent and effective organisation, we are committed to bringing together our financial performance, with our performance against each of our strategic priorities. This will give us a rounded and comprehensive view of how we are using our resources to deliver outcomes for our residents and will be presented using Key Performance indicators throughout the year and through the Annual Report of the delivery of the Corporate Strategy Delivery plan.

Financial reporting will be integrated with performance reporting, to ensure alignment with the council's core existing decision making and as part of this Cabinet will be updated on corporate financial performance quarterly.

Through the implementation of the CIPFA Financial Management code action plan, officers will continue to demonstrate the commitment to delivering robust financial management. With the use of the internal constitution, all officers will have easy access to policies and procedures to support them with delivering the role of budget manager.

7. RISKS AND RESERVES

The Council is required to maintain a sufficient level financial reserves to meet the needs of the organisation. The reserves we hold can be classified as either “corporate,” which are held to mitigate against the impact of budget volatility or unexpected events, or as earmarked reserves which are for a particular purpose.

The Council’s corporate General Fund reserves consist of General Fund Balances, the Business Rates Equalisation Reserve, and the Budget Stability Reserve.

Reserves are a vital tool in financial management and are one of the mechanisms for managing financial risk and supporting longer term budget strategies and investment. A healthy level of reserves is a key component of the council’s financial sustainability and resilience. A reduction in the level of reserves can be seen as a potential indication of future financial instability.

The Council will seek to optimise the use of its reserve balances in delivering Corporate Strategy Delivery plan priorities, making decisions on a corporate basis and observing opportunities to maintain an appropriate balance between short term expenditure and long-term investment.

In previous years a review of earmarked reserves has indicated the possibility of using some funds to support the council’s general budget position in recent years. This process will continue to be throughout the MTFS with any surplus funds used to support the council’s general fund.

To mitigate against the cliff edge drop in income as a result of the business rates reset and as a result of the later than anticipated reset, all business rates growth is transferred to the business rates equalisation reserve, therefore reducing the reliance to fund core services. This has resulted in a balance which can be used to support one off schemes over the life of this MTFS. The benefit of this is that the Council is not put any further risk and increased savings when the reset takes place.

The approach will be informed by:

- The need to maintain Corporate reserves to mitigate the key risks faced by the Council, as expressed in our corporate risk register;
- The requirement to hold some earmarked reserves to protect against specific known or potential liabilities identified in the reserve risk assessment which is reviewed annually as part of the budget setting process;
- the assumption, to be applied flexibly subject to specific individual circumstances, that one-off financing will not be used to support on-going expenditure;
- acknowledgement that there is an opportunity cost of holding reserves (in that these funds cannot then be spent on anything else) - so it is essential that reserves continue to be reviewed each year to confirm that they are still required and that the level is still appropriate

This review will be incorporated into the annual reserve risk assessment which analyses risks for the organisation which will require reserves. This is not a forecast, and the budget monitoring will continue as part of the quarterly reporting process. The Reserves Risk Assessment is included in Appendix 11.

As a general rule, there will be no depletion of overall Corporate reserve levels without first identifying the options on how they would be restored within the three year MTFS. In addition, the level of reserves will fluctuate to reflect the risks that the council faces.

The Council will seek to optimise the use of its reserve balances in delivering priorities, making decisions on a corporate basis and observing opportunities to maintain an appropriate balance between short term expenditure and long-term investment.

Reserves Policy

The creation of an earmarked reserve and any subsequent contributions to reserves will require Cabinet/Council approval which will explicitly explain:

- the purpose of the reserve
- the annual plan for the drawdown
- how it will help deliver the Corporate Strategy delivery plan

Following approval, the financial services team will ensure the relevant reporting take place.

If the spend relates to a revenue item, the drawn down of the reserve does not require approval if it is used for the intended purposes and any creation of a budget will be treated as a technical adjustment and will be reported as part of the finance and performance quarterly reporting.

If the reserve will be used for Capital purposes, the scheme will need to be added to the capital programme so will need to follow the approvals as set out in the capital strategy.

Monitoring of the council's budget strategy and MTFS assumptions will be fully integrated in our corporate risk register. The risks specific to the MTFS are outlined below:

- Organisation
 - The economic environment worsens, or the fair funding review results in a poor outcome, or there is a lack of buy in for difficult decisions.
- Economy
 - Lack of funding, or a lack of local skills, or other external factors.
- Health and Communities
 - Lack of, or insufficient resources.
 - Insufficient resources, increased demand, diverse needs, dependence on partners, and/ or a lack of representative consultation data.
 - Lack of resources, poor economic situation, lack of engagement with rough sleepers, or complex needs.
 - Lack of funding, engagement, adverse perceptions of the available facilities, or inertia.
 - Lack of funding, engagement or understanding, hate crime, or misinformation.
 - Lack of funding or resources, ineffective engagement, or incorrect assumptions.
- Climate
 - Lack of resources or technology and/ or a return to pre pandemic ways of working.
 - Lack of funding for retraining, reconfiguration of the Council's fleet, and for implementing an EV charging structure.
 - Insufficient funding, unsuitable properties, or if tenants do not allow access to their properties.
 - Insufficient funding, residents do not share the same priorities, or conflicts between development decisions and environmental sustainability.

8. MTFS CYCLE

8.1 REVENUE

The budget setting process is a continuous cycle, and the work begins at the start of every financial year and is led by the Budget Working Group. The core membership of the group is the leadership team with officers and members involved at key stages in the cycle.

At the beginning of the cycle the Budget Working Group undertakes an analysis of the medium-term financial position considering the previous years' outturn position and also any external policy or internal strategy development.

Chief Officers and their teams will work with Portfolio Holders to develop proposals which are then presented to the Budget Working Group. Proposals are then analysed by the Budget Working Group including full Cabinet and then presented to a working group including opposition group leaders (and any other relevant invitees) during November. The agreed proposals are then presented as part of the Draft Budget report in January.

In February, any significant updates are reported to Cabinet before the final Council Tax setting report is presented to Council during February.

Proposed savings will be included on a Savings Delivery Plan with actions and timescales for achievement. These plans will be monitored, and progress shared in the quarterly budget monitoring reports to Cabinet.

Rolling MTFS Policy

During the duration of the MTFS work will take place to achieve a balanced budget for the whole period, not just the next financial year. This will mean that savings for beyond one year will need to be approved. Once this is established the budget setting process will look to year 3 of the MTFS rather than just year 1, meaning that there is more time to deliver the items identified.

Through dealing with COVID-19, the cost-of-living crisis and single year funding settlements it has not been possible to achieve this, but it is still a plan in progress.

8.2 CAPITAL

The Capital strategy in Appendix 8 sets out the process for budget setting for capital projects and continuation programmes. Schemes are dependent on appropriate resourcing being available. All new proposals require a report to Cabinet setting out the business case and require Cabinet approval for the scheme and proposed financing. Once approved, schemes are added to the approved Capital Programme.

All new capital schemes will need to identify how they achieve value for money and that there is a positive impact on the delivery of the Corporate Strategy Delivery Plan.



SECTION 2

Final Draft GENERAL FUND CAPITAL AND REVENUE BUDGETS 2024/25

9. OUR FINANCIAL CONTEXT

The Council's budget is most often expressed in net revenue terms. Using the draft 2023/24 approved budget as a baseline, the net revenue budget for 2024/25 is £21.746m and this is shown in Appendix 4, the Medium-Term Financial Plan.

The Council receives income from Council Tax, Business Rates, New Homes Bonus and Government Grants as outlined in Section 3 above. In addition, income is also received from a range of fees and charges across Council Services, and these are shown in Appendix 7 to this document. Some of these are set nationally and some locally.

This total income enables the Council to fund our services to achieve the goals in our Corporate Strategy and the various strategies and plans listed in the Introduction at Section 1. The Council also needs to consider the available demographic data (shown in Section 2) when looking at the needs of services across Rugby. The detailed allocation of revenue funds to services in each of the Portfolios is outlined in the sections below.

In addition to the revenue spend, the Council also has a capital programme for large projects, and this is shown in Appendix 3 along with information on how that is financed.

The Council needs to hold a number of reserves for corporate requirements such as budget volatility or unexpected events, and reserves earmarked only for specific purposes. This is explained further in Section 7 above.

10. RUGBY BOROUGH COUNCIL DRAFT GENERAL FUND REVENUE BUDGET

10.1 GENERAL FUND REVENUE BUDGET 2024/25 - A CURRENT OVERVIEW

Appendix 1 provides a summary of the proposed budget for 2024/25 compared to the original budget for 2023/24. The total draft budget for 2024/25 is £20.646m compared to an original 2023/24 budget of £19.650m (before parish precepts).

10.2 PORTFOLIO BUDGET PROPOSALS 2024/25

(i) Growth Proposals

Appendix 2 provides details of the growth proposals for 2024/25.

(ii) Savings Proposals

Appendix 2 also provides details of the permanent and temporary savings proposals for 2024/25. For the purposes of this report, savings also includes increases in income as this reduced the overall net cost.

(iii) General Fund Capital Budget Revenue Implications 2024/25

The existing capital programme is provided in Appendix 3 which also shows the related revenue costs. Revenue costs for the approved capital programme have been included in the draft General Fund revenue budget for 2024/25 and the Medium-Term Financial Plan.

10.2.1 PROPOSED BUDGET - GROWTH AND INVESTMENT PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

GROWTH AND INVESTMENT	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Building Control Services	77	0	77	0	0	0	1	0	20	97
Development Strategy	504	0	504	194	0	0	10	36	0	744
Economic Development & Town Centre	442	44	486	0	0	0	24	9	0	519
Land Charges	46	0	46	0	0	0	7	4	3	60
Planning General/Income	(20)	(44)	(64)	51	(158)	0	(12)	31	0	(151)
Growth & Investment	0	0	0	0	0	0	0	10	0	11
Town Centre CCTV and Management	283	0	283	0	0	0	1	0	18	302
Town Centre Improvements	164	0	164	150	0	(150)	(0)	0	0	164
	1,497	0	1,497	396	(158)	(150)	30	90	41	1,746

Movement in Budget Growth and Investment Portfolio

The budget has increased by £0.249m. After accounting for the estimated pay award, the main changes are £0.041m for contract inflation which has been assumed at 6.7% (Septembers CPI) and growth of £0.051m because of an SLA with Warwickshire County Council for Archaeology and Ecology work. The Planning Service has also increased its income budget by (£0.157m) in line with the income it receives for Planning Performance Agreements and Pre-Application fees as the statutory fees set by Government are increasing for 2024/25.

10.2.2 PROPOSED BUDGET - LEISURE AND WELLBEING PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

LEISURE AND WELLBEING	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Art Gallery and Museum	917	(60)	857	0	0	(133)	(48)	13	4	693
AGM Conservation/Documentation	17	0	17	0	0	0	0	1	0	18
AGM Exhibitions/Outreach	15	0	15	0	0	0	0	0	0	15
AGM Education	4	0	4	0	0	0	0	0	0	4
Art Development	9	0	9	0	0	0	0	0	0	9
Emilie Taylor Exhibition	0	0	0	0	0	0	0	0	0	0
Your Story Project	0	0	0	0	0	0	0	0	0	0
The Benn Hall	188	0	188	0	0	0	(1)	12	5	203
Sports and Recreation	228	0	228	0	0	0	(3)	5	0	231
On Track	55	0	55	0	0	0	0	5	0	61
Sports Development	12	0	12	0	0	0	1	19	0	31
Play Projects (revenue)	37	0	37	0	0	0	(0)	(13)	0	24
Family Lifestyle Project	1	0	1	0	0	0	(8)	6	0	0
On Track - Schools Provision	0	0	0	0	0	0	0	0	0	0
On Track - Youth & Community	0	0	0	0	0	0	0	0	0	0
On Track - Other Grant	0	0	0	0	0	0	0	0	0	0
Parks	1,981	14	1,995	46	0	0	(197)	22	21	1,887
Britain In Bloom	30	0	30	0	0	0	14	0	0	43
Grass Cutting- Parishes	59	0	59	0	0	0	(0)	0	0	59
Grass Cutting- Town area	160	0	160	0	0	0	48	0	0	207
Section 106 Grounds Maintenance	0	0	0	0	0	0	0	0	0	0
Parks and Public Realm	26	0	26	0	0	0	1	0	0	27
Queens Diamond Jubilee Centre	(8)	0	(8)	0	(12)	0	8	0	0	(13)
Leisure & Wellbeing	0	0	0	0	0	0	(6)	6	0	0
Town Centre Events	107	0	107	0	0	0	0	4	0	112
Coronation of the King	0	0	0	0	0	0	0	0	0	0
Bicentenary of the Game of Rugby	0	0	0	0	0	0	0	0	0	0
UKSPF Revenue - Bicentenary	0	0	0	0	0	0	0	0	0	0
Visitor Centre	172	45	217	0	0	0	21	20	0	258
	4,008	0	4,008	46	(12)	(133)	(171)	101	29	3,868

Movement in Leisure and Wellbeing Portfolio

The budget has decreased by (£0.140m). There is growth of £0.046m that relates to a reduction in the income from a Parks contract ending. This is offset by a saving on the Art Gallery and Museum of (£0.133m) due to a reduction in business rates.

10.2.3 PROPOSED BUDGET - FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

Finance, Performance, Legal and Governance	2023/24	2023/24	2023/24				Corporate	Salary		2024/25
	Net Budget	Base Budget	Revised	Growth	Income	Saving	Adjustment	Adjustment	Inflation	Draft Net Budget
	Budget	Adjustment	Budget	£000s	£000s	£000s	£000s	£000s	£000s	Budget
	£000s	£000s	£000s							£000s
Council Tax and NNDR Collection	614	9	623	33	0	0	1	27	0	683
General Financial Services	0	0	0	0	0	0	(2)	0	2	0
Financial Services	0	7	7	0	0	0	(42)	60	1	26
Corporate Assurance	0	0	0	0	0	0	(13)	11	0	(2)
Retired Employees	418	0	418	0	0	(18)	0	0	0	400
Finance & Performance	0	(16)	(16)	0	0	0	13	3	0	0
Democratic/Corporate Core Costs	1,509	0	1,509	0	0	0	199	0	0	1,708
Equality & Diversity	0	0	0	0	0	0	(1)	1	0	0
Civic Responsibilities	9	0	9	0	0	0	0	0	0	9
Business Support Services	0	0	0	0	0	(19)	5	(5)	0	(19)
Central Business Support Services	0	0	0	0	0	0	0	0	0	0
Management Support Services	0	0	0	17	0	(16)	(6)	5	0	0
Democratic Services	0	0	0	85	0	0	(95)	10	0	0
Legal Services	0	0	0	0	0	0	(14)	14	0	0
Borough Elections	248	19	267	0	0	0	7	12	0	286
Parliamentary Elections	0	0	0	0	0	0	0	0	0	0
County Elections	0	0	0	0	0	0	0	0	0	0
Police & Crime Commissioner Elections	0	(19)	(19)	0	(91)	0	0	0	0	(110)
Referendums	0	0	0	0	0	0	0	0	0	0
By-Elections	0	0	0	0	0	0	0	0	0	0
Electoral Registration	220	0	220	0	0	0	(8)	13	0	226
Mayoral Services	12	0	12	0	0	0	(0)	1	0	13
Members Expenses	405	0	405	0	0	0	0	13	0	418
Co-optee members of committees	9	0	9	0	0	0	0	(1)	0	8
Legal & Governance	0	0	0	0	0	0	(3)	3	0	0
	3,443	0	3,443	135	(91)	(53)	40	168	4	3,645

Movement in Finance, Performance, Legal and Governance Portfolio

The budget has increased by £0.202m. After accounting for the estimated pay award and other salary adjustments, the main changes are due to new capacity posts being added to Democratic Services totalling £0.085m and growth of £0.052m due to a new resident engagement platform. There is a one-off (£0.090m) from the Police and Crime Commissioner 2024/25 elections.

10.2.4 PROPOSED BUDGET - REGULATION AND SAFETY PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

REGULATION AND SAFETY	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Crime and Disorder Activities	122	0	122	0	0	0	1	9	0	132
Cemeteries General	128	(15)	113	0	(24)	0	49	3	0	140
Car Parks General	(42)	26	(16)	183	0	0	(15)	0	5	157
Clock Towers Maintenance	(20)	0	(20)	0	0	0	0	0	0	(20)
Crematorium	(78)	0	(78)	0	(66)	(38)	50	10	6	(115)
Safety and Resilience	236	0	236	46	0	0	11	(0)	0	293
Hackney Carriages	0	0	0	0	0	0	0	0	0	0
Licencing	37	(1)	36	0	0	0	3	16	0	54
Regulatory Services	1,146	0	1,146	0	0	0	1	52	0	1,199
Head of Regulation and Safety	0	0	0	0	0	0	(6)	6	0	0
	1,529	10	1,539	229	(89)	(38)	94	96	10	1,841

Movement in Regulation and Safety Portfolio

The budget has increased by £0.302m. The growth of £0.183m relates to a reduction in car park income to align the budget with current demand. The additional income relates to Bereavement Services totalling (£0.089m) as well as an anticipated saving on gas of (£0.038m).

10.2.5 PROPOSED BUDGET - COMMUNITIES, HOMES, DIGITAL AND COMMUNICATIONS PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

COMMUNITIES AND HOMES, DIGITAL AND COMMUNICATIONS	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Head of Communities and Homes	0	0	0	0	0	0	(6)	6	0	0
Housing Advice & Benefits Team	1,711	(46)	1,665	0	0	0	(83)	46	0	1,628
HABT - Bed & Breakfast	93	2	94	0	0	0	0	0	0	94
HABT - HRA Property Rental	12	0	12	0	0	0	0	0	0	12
HABT - Private Sector Leasing	87	(2)	85	0	42	(15)	(22)	48	2	141
HABT - Nightly Paid Self Contained Accommodation	14	0	14	0	0	0	0	0	0	14
HABT - Rough Sleeper Initiative	0	0	0	0	0	0	29	0	0	29
HABT - Next Steps Accommodation Project	0	0	0	0	0	0	(42)	42	0	0
CL Grants	137	0	137	0	0	0	31	0	0	169
Corporate Property Administration	0	0	0	0	0	0	16	(16)	0	0
Corporate Property Administration - Repair and Maintenance	0	0	0	113	0	0	411	0	0	524
Corporate Property Administration - Utilities	0	0	0	0	0	(226)	226	0	0	0
Corporate Property Administration - Property Maintenance Team	0	(0)	(0)	65	0	0	(85)	21	0	0
Corporate Property Management	64	0	64	0	0	0	(0)	0	0	64
Housing Benefit Payments	68	0	68	0	0	0	0	0	0	68
Housing Benefits Cheques Paid Back In	(6)	0	(6)	0	0	0	0	0	0	(6)
House Purchase and Improvement Loans	(2)	0	(2)	0	0	0	0	0	0	(2)
HEART - Home Environment Assessment Response Team	17	0	17	0	0	0	0	2	0	19
Housing Communities and Projects	460	46	506	46	0	0	11	27	0	590
Welfare Services	(98)	0	(98)	0	0	0	17	0	0	(82)
Town Centre Public Conveniences	67	0	67	0	0	0	(1)	0	5	71
Public Offices	0	0	0	0	0	0	(12)	0	12	0
Woodside Park	80	0	80	0	35	0	(30)	0	2	86
Communications, Consultation and Information Team	0	27	27	0	0	0	(38)	11	0	0
ITC & Support Services	0	27	27	15	20	0	(33)	(32)	3	(0)
Maintenance of Customer Services Systems	0	0	0	82	0	(13)	(120)	0	52	0
Customer Support Services	0	0	0	0	0	0	(47)	47	0	0
Apprenticeship Scheme	0	(54)	(54)	0	0	0	52	2	0	0
Digital & Communications	0	0	0	0	0	0	(6)	6	0	0
Broadband & internet	0	0	0	0	0	0	(50)	0	0	(50)
Landlines, faxes, alarms & misc.	0	0	0	0	0	0	27	0	0	27
Mobile telephones	0	0	0	0	0	0	24	0	0	24
	2,703	0	2,703	321	96	(254)	267	212	75	3,420

Movement in Communities, Homes, Digital and Communications Portfolio

The budget has increased by £0.717m. After accounting for the estimated pay award and other salary adjustments, changes include a reduction in utility costs of (£0.226m), £0.113m increase to the repair and maintenance costs for Corporate Property, a total of £0.075m for contract inflation assumed at 6.7% (September CPI) and additional costs for new software licenses of £0.082m.

10.2.6 PROPOSED BUDGET - OPERATIONS AND TRADED SERVICES PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

OPERATION AND TRADED SERVICE	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Street Furniture	339	(10)	329	0	0	(76)	(9)	(5)	3	241
Highways	110	0	110	0	0	(30)	(32)	10	0	58
Land Drainage General	5	0	5	0	0	0	(0)	0	0	4
Grounds Maintenance	162	0	162	0	0	(6)	(342)	180	0	(5)
Domestic Waste Collection/Recycling	4,178	0	4,178	0	0	(8)	(119)	(18)	9	4,042
Bulky Waste	(29)	0	(29)	0	0	0	0	7	0	(23)
Household Green Waste Collections	(593)	0	(593)	0	0	0	(85)	90	26	(563)
Sewage Disposal Plant	11	0	11	0	0	0	(0)	0	0	11
Operations & Traded Services	0	0	0	0	0	0	(6)	0	0	(6)
Street Cleansing General	1,199	0	1,199	0	0	0	(55)	125	13	1,282
WSU Depot	0	0	0	0	0	(11)	11	0	0	0
Garage	0	0	0	0	0	0	(30)	10	20	0
Trade Waste Collection	17	0	17	0	0	(115)	6	33	28	(31)
	5,398	(10)	5,388	0	0	(246)	(661)	431	99	5,012

Movement in Operations and Traded Services Portfolio

The budget has decreased by (£0.376m). After accounting for corporate adjustments for internal recharges, the estimated pay award and other salary adjustments, the main changes are due to inflation of £0.099m relating to fuel and increases to income across various services totalling (£0.246m).

10.2.7 PROPOSED BUDGET - CHANGE AND TRANSFORMATION PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

CHANGE AND TRANSFORMATION	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
Transformation Unit - Organisational	(183)	0	(183)	99	0	8	0	0	(75)
Transformation Change Unit	8	0	8	62	0	66	47	0	183
	(175)	0	(175)	161	0	75	47	0	109

Movement in Change and Transformation Portfolio

The budget has increased by £0.284m which is mainly due to a growth request to convert two posts within the Transformation team to permanent positions.

10.2.8 PROPOSED BUDGET - EXECUTIVE SERVICES PORTFOLIO

Details of growth, savings, and capital are included in Appendices 2 and 3, respectively. The table below shows a more detailed analysis of the revenue budget included in Appendix 1.

EXECUTIVE DIRECTOR	2023/24 Net Budget Budget £000s	2023/24 Base Budget Adjustment £000s	2023/24 Revised Budget £000s	Growth £000s	Income £000s	Saving £000s	Corporate Adjustment £000s	Salary Adjustment £000s	Inflation £000s	2024/25 Draft Net Budget Budget £000s
RBC Development Ltd	(62)	0	(62)	105	(43)	0	0	0	0	0
RBC Holding Ltd	0	0	0	0	0	0	0	0	0	0
One Public Estate	0	0	0	0	0	0	0	0	0	0
Human Resources	0	0	0	43	0	0	(83)	39	1	(0)
Human Resources Centralised Services	0	0	0	26	0	0	(27)	0	1	0
Executive Director	0	0	0	0	0	0	(24)	24	0	(0)
	(62)	0	(62)	174	(43)	0	(134)	63	1	(0)

Movement in Executive Services Portfolio

The budget has been increased by £0.061m due to a pause in the development of the commercial arm, Caldecott Developments Ltd.

10.3 PLANNED SPENDING ON CORPORATE ITEMS

10.3.1 NET COST OF BORROWING (NCOB)

£0.286m - Interest is earned by investing Council funds not required for spending purposes at a time, although this is more than offset by the current cost of borrowing.

10.3.2 MINIMUM REVENUE PROVISION (MRP)

£1.389m - The Council is required to set sums aside from revenue resources for the repayment of loans which have been used for capital expenditure purposes. The amount to be set aside is calculated based on the estimated life of the assets for which borrowing has been undertaken.

The combination of the Net Cost of Borrowing and MRP totals £1.675m and represents the total annual financing costs for the Council's General Fund debt.

10.3.3 REVENUE CONTRIBUTION TO CAPITAL OUTLAY

£0.088m - Revenue Contributions to Capital Outlay are contributions from the revenue budget to finance capital expenditure.

10.3.4 CONTRIBUTIONS TO AND FROM THE BUSINESS RATES EQUALISATION RESERVE (BRER)

There are a number of reserve movements in setting the budget for 2024/25 which result in a net movement of (£4.491m):

- (£7.573m) - transfer of anticipated 2024-25 Business rates growth above the baseline to help mitigate reduction in funding from the business rates reset and the review of relative needs and resources in the future years.
- £2.299m - estimated business rates collection fund deficit for 2023-24 that will be recovered in 2024-25
- £0.783m one off benefit to smooth the budget plan in 2024-25

10.3.5 CONTRIBUTIONS TO AND FROM OTHER EARMARKED RESERVES

Included in Appendix 5 are proposals to use £1.299m of specific earmarked reserves. The most significant items are:

- £0.194m for transformation projects
- £0.098m for welfare support
- £0.600m for the Town Centre Strategy

As part of the forward planning for the medium term, earmarked reserve forecasts are produced alongside expected usage of those reserves.

10.4 CORPORATE INCOME

10.4.1 RETAINED BUSINESS RATES

It was confirmed in the Provisional Local Government Funding Settlement in December that the reset of accumulated business rates growth will not take place in 2024/25. This means the business rates retention scheme effectively rolls forward unchanged for another year resulting in the continued benefit of retained growth above the baseline.

In 2024/25 Rugby will expect to retain £11.373m of its business rates, (including benefit from pooling), representing a £2.118m increase compared to 2023/24.

10.4.2 NEW HOMES BONUS

There is a final years New Homes Bonus allocation for 2023/24.

Rugby's total New Homes Bonus allocation for 2024/25 will be (£0.732m). This represents a decrease of £0.255m of compared to 2023/24. As per the Provisional Local Government Settlement, 2024/25 will be the final year that the Council receives the New Homes Bonus Grant

10.4.3 OTHER GOVERNMENT GRANTS

In 2024/25 the Council estimates that it will receive (£1.917m) in other grants, consisting of:

- (£1.561m) - Funding Guarantee Grant
- (£0.234m) - Housing Benefit Administration grant
- (£0.113m) - NEW 2024/25 Revenue Support grant
- (£0.009m) - Family Annex Grant

10.5 MEDIUM TERM FINANCIAL PLAN

All the information relating to the budget preparation has been extended into a Medium-Term Financial Plan (MTFP) up to 2028/29. This is shown in Appendix 4.

The MTFP provides a useful tool for planning ahead and forecasting the financial impact of proposals on future financial expectations. This plan will be reviewed and updated annually.

11. BUDGET CONTEXT 2024/25

11.1 OVERVIEW

A balanced draft budget is presented for 2024/25, based upon an assumed 2.99% (£6.30) increase in Council Tax band D.

11.2 LOCAL GOVERNMENT FINANCE SETTLEMENT 2024/25

The Final Local Government Finance Settlement was announced will be announced in February 2024 via a written statement, see link below.

There were no material changes in the final settlement for Rugby Borough Council, therefore the budgets remain based on the figures contained in the provisional settlement, as reported to Cabinet previously.

11.3 BUSINESS RATES

The table below shows how the funding for Business Rates would be allocated over the medium term, with a proportion of business rates included in the base budget and remaining growth contributed to reserves.

Detailed Business Rates funding	2023/24	2024/25	2025/26	2025/26	2026/27	2027/28
	£000s	£000s	£000s	£000s	£000s	£000s
Baseline Funding Level	2,505	2,635	2,676	2,718	2,759	2,804
Sustainable baseline - Business rates growth above the baseline funding level	(413)	(365)	(324)	(282)	(241)	(196)
Business rates growth above the sustainable baseline	(5,837)	(7,573)	(630)	(1,168)	(1,037)	(1,097)
Business rates pooling dividend	(500)	(1,100)	0	0	0	0
Total Retained Income	(4,245)	(6,403)	1,723	1,268	1,481	1,511

Summary of Business Rates Income over the medium Term 2023 - 2028

Business Rates Baseline Funding Level represents the proposition of business rates authorities need to retain to fund core services (along-side other income e.g., Council Tax, Grants, fees, and charges).

The Government will not proceed with widescale funding reform in 2024/25, including the implementation of the Review of Relative Needs and Resources (previously called the Fair Funding Review), 75% business rates retention, and a reset of accumulated growth under the business rates retention system.

The reforms are expected to be implemented in 2025/26 and so there are still significant risks on future baseline funding levels and any retention of growth. However, this will continue to be reviewed and updated as further information is made available.

- Baseline Funding Level across the MTFP is assumed to remain at an estimated average level of £2.700m on reset from 2025/26. As previously reported, the Review of Relative Needs and Resources will be focusing on this area of funding for all authorities which presents a risk to the Council if the assessment of needs is reduced.
- Following the reset, it is assumed that there will be a significant reduction in the proportion of growth that the authority retains. With total growth dropping from (£7.572m) in 2024/25 to (£0.630m) in 2025/26 and an overall business rates funding level to assume a sustainable baseline of £3.000m.

- The Council continues to contribute to the BRER with business rates growth above the sustainable baseline.

11.4 COUNCIL TAX

As part of the final Local Government Finance Settlement 2024/25, the Secretary of State for the Department for Levelling Up, confirmed the Council Tax referendum principles for 2024/25.

For 2024/25, shire district councils can increase their relevant basic amount of council tax, by 2.99% or £5, whichever is greater. This is the maximum increase in Council Tax that the Secretary of State has permitted for district councils before being required to seek the approval of their local electorate in a referendum.

As per the policy adopted in the Medium-Term Financial Strategy, for financial planning purposes a maximum increase in Council Tax has been assumed at £5 for all years from 2024/25 onwards.

The relevant Basic Band D Council Tax for 2024/25 is £217.14 excluding parish precepts. It is the relevant Basic Band D Council Tax multiplied by the tax base 40,434.65 that provides the council tax requirement of £40,975.91 for 2024/25.

11.5 COLLECTION FUND

Rugby Borough Council, as billing authority, collects the Council Tax and Business Rates on behalf of Central Government, Warwickshire County Council, the Office of the Warwickshire Police & Crime Commissioner, the various Parishes as well as for itself and pays all income into the Collection Fund.

Under the legislative framework for the collection fund, billing authorities, major preceptors and central government share proportionately the risks and rewards that the amount of Council Tax and business rates collected could be less or more than estimated.

Billing authorities must calculate the estimated surplus or deficit for council tax and business rates in January each year. These estimated amounts must be included in the General Fund budget for the forthcoming year.

11.5.1 COLLECTION FUND DEFICIT - BUSINESS RATES

It is estimated there will be a business rates deficit on the collection fund of £5.747m at the end of 2023/24 of which Rugby's share is £2.299m.

The 2024/25 budget includes transfer from the business rates equalisation reserve to offset Rugby BC's share of the collection funds deficit in 2023/24

11.5.2 COLLECTION FUND SURPLUS - COUNCIL TAX

It is estimated that there will be a Council Tax surplus on the collection fund of £0.242m at the end of 2024/25 of which Rugby's share is £0.026m.

This one-off surplus has been transferred to the budget stability reserve to mitigate any future risks in Council tax collection.

These amounts are included in the Council Tax requirement for 2024/25.

11.6 GENERAL FUND BALANCES AND EARMARKED RESERVES

The analysis of balances and earmarked reserves is shown in Appendix 5. This provides a forecast of all General Fund balances up to 31 March 2027.

The balances of reserves are reviewed annually and for the corporately held reserves a risk assessment is completed, see appendix 11.

The risk assessment is not a forecast use of reserves, it is a summary of all the financial risks that could face the authority. The assessment outlines that there is potentially a significant drop in corporately held reserves over the life of the MTFP and this could have an impact on the financial resilience of the organisation if balances are not replenished.

The final Finance and Performance Monitoring Report which will be presented to Cabinet in June 2024 will include the results of a further review of the adequacy of all earmarked and corporate reserves which could include recommendations to realign reserves based on continued analysis on the risk profile for each reserve.



SECTION 3

COUNCIL TAX

FOR

2024/25

12. MAJOR PRECEPTOR BUDGETS AND PRECEPTS

Warwickshire County Council (WCC) and the Office of the Warwickshire Police and Crime Commissioner (WPCC) set their own separate budgets and precepts.

The precepts and average Council Tax Band D equivalents for 2024/25 are shown in the table below with comparative amounts for the previous year.

	2023/24 £	2024/25 £
WCC Precept	66,861,524	71,141,965
WCC Average Band D (including Adult Social Care Precept)	1,653.57	1,736.19
WPCC Precept	11,188,663	To be confirmed
WPCC Average Band D	276.71	To be confirmed
RBC Precept	8,525,242	8,897,509
RBC Average Band D (including special expenses)	210.84	217.14

Indicative precepts and average Council Tax Band D equivalents 2022/23 through to 2024/25

13. COUNCIL TAX CALCULATION

13.1 COUNCIL TAX BASE

On 08 January 2024 Cabinet approved the 2024/25 Council Tax Base for the whole area at 40,975.01.

The table below shows the tax base for 2024/25 with comparative amounts for the previous year.

	2023/24	2024/25
Tax Base	40,434.65	40,975.91
% Anticipated Collection Rate	98.6%	98.6%

Summary of Council Tax Base

13.2 THE SPECIAL EXPENSES SCHEME

The Council operates a Special Expenses scheme that ensures residents only pay for services provided in their area.

The scheme operates on the basis that certain services are for the benefit of residents in the town area only and they will need to meet the costs of these “Special Expense” activities shown below:

- Parks and open spaces
- Cemeteries
- Town Centre CCTV & Management

The above activities can also be conducted directly by Parish Councils and where this occurs, the estimated costs are included within Parish Precepts.

A specific “special expenses” calculation is undertaken to ensure residents do not pay twice for such services.

13.3 PARISH PRECEPTS 2024/25

Parish Precepts are charged to Parish taxpayers only. Each Parish Council precepts an amount to meet their planned spending on parish activities for the forthcoming year.

For 2024/25, Parish Councils have requested precepts totalling £1.100m which is an increase of £0.095m on the total amount for 2023/24 of £1.005m. A full list of Parish Precepts is included at Appendix 6 to this booklet.

13.4 COUNCIL TAX LEVELS

The actual “doorstep” amount of Council Tax to be paid by any property in the Borough will depend on a number of factors.

Every resident in the whole of the Borough Council area will pay the “general” Council Tax amount.

In addition, residents will pay an added amount depending on:

- whether they live in the Town area, where they will need to meet the costs of the Special Expenses activities shown above, or
- whether they live in a Parish area that has planned spending and has set a precept.

Residents who live in a Parish area that has not set a precept, will only pay the amount of the general Council Tax amount.

13.5 COUNCIL TAX BANDS

The Valuation Office Agency allocates each property to one of eight bands according to its value on the open market at 1 April 1991. Newly constructed properties are also assigned a nominal 1991 value.

	Ratio to Band D	Valuation from £	Valuation to £
A	6/9	0	40,000
B	7/9	40,001	52,000
C	8/9	52,001	68,000
D	9/9	68,001	88,000
E	11/9	88,001	120,000
F	13/9	120,001	160,000
G	15/9	160,001	320,000
H	18/9	320,001	No upper limit

Table 14 - Council Tax valuation Bands

Eligible properties may qualify for a disabled person reduction. If eligible, the bill will be reduced to that of a property in the valuation band immediately below.

Draft General Fund Revenue Summary 2024/25	2023/24 Revised Budget	Adjustments	Total Inflation	Salary Adjustments	Growth		Savings		2024/25 Draft Budget
					Permanent	Temporary	Permanent	Temporary	
					£	£	£	£	
EXPENDITURE:									
Growth and Investment	1,497,230	30,030	41,026	90,010	51,440	344,340	(157,830)	(150,000)	1,746,246
Leisure and Wellbeing	4,008,145	(162,560)	29,430	100,820	45,765	0	(145,560)	(8,090)	3,867,950
Finance, Performance, Legal and Governance	3,443,180	39,760	3,663	167,940	102,060	32,500	(53,020)	(90,700)	3,645,383
Regulation and Safety	1,538,740	94,320	10,230	95,710	228,780	0	(126,870)	0	1,840,910
Communities, Homes, Digital and Communications	2,702,820	267,170	75,425	247,050	381,720	0	(254,320)	0	3,419,865
Operations and Traded Services	5,387,585	(660,730)	99,461	431,250	0	0	(245,890)	0	5,011,676
Change and Transformation	(174,690)	74,680	0	47,465	161,080	0	0	0	108,535
Chief Executive	(61,623)	(133,670)	1,307	62,605	174,403	0	(43,377)	0	(356)
Pressure due to the Covid-19 Pandemic	0	0	0	0	0	0	0	0	0
Corporate Items	178,557	12,050	0	0	0	0	(363,275)	(611,000)	(783,668)
PORTFOLIO EXPENDITURE	18,519,944	(438,950)	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(859,790)	18,856,542
Less Capital Charge Adjustment	(2,957,460)	206,233	0	0	0	0	0	0	(2,751,227)
Less Corporate Savings Target (including salary voids)	(300,000)	0	0	0	0	0	0	0	(300,000)
Less Pension Adjustment	(565,140)	(57,310)	0	0	0	0	0	0	(622,450)
NET PORTFOLIO EXPENDITURE	14,697,344	(290,027)	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(859,790)	15,182,865
Net Cost of Borrowing	250,531	(536,720)							(286,189)
Minimum Revenue Provision (MRP)	1,296,730	92,424							1,389,154
Investment Income	(50,200)	0							(50,200)
Revenue Contribution to Capital Outlay	87,500	0							87,500
Contribution to Business Rate Equalisation Reserve (BRER)	5,836,312	1,736,344							7,572,656
Contribution from BRER - Management of Funding Changes	(1,855,397)	1,855,397						(783,000)	(783,000)
Contribution from BRER for Collection Fund Deficit	(682,225)	(1,616,457)							(2,298,682)
Contribution to Budget Stability Reserve - Council Tax	69,717	(43,331)							26,386
Contribution from Budget Stability Reserve	0	(194,340)							(194,340)
Contribution to Reserves & Balances from Earmarked Reserves	0								0
TOTAL EXPENDITURE (before Parish Precepts)	19,650,311	1,003,291	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(1,642,790)	20,646,150
Parish Council Precepts and Council Tax Support	1,004,648	94,932	0	0		0		0	1,099,580
TOTAL EXPENDITURE	20,654,959	1,098,223	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(1,642,790)	21,745,730
INCOME:									
Retained Business Rates	(9,254,443)	576,561						(800,000)	(3,800,000)
Contribution to BRER		(7,572,656)							(7,572,656)
Retained Business Rates - Collection Fund Surplus(-)/Deficit	682,225	1,616,458							2,298,683
New Homes Bonus Funding	(987,064)	255,172							(731,892)
Government Grants	(1,476,890)	(439,501)							(1,916,391)
Council Tax	(9,529,890)	(467,199)							(9,997,089)
Council Tax - Collection Fund Surplus(-)/Deficit	(69,717)	43,332							(26,385)
Contribution from Reserves & Balances	0								0
TOTAL INCOME	(20,635,779)	(5,987,833)	0	0	0	0	(800,000)	(800,000)	(21,745,730)
VARIANCE ON BUDGET	19,180	(4,889,610)	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(2,442,790)	0
OVERALL VARIANCE ON BUDGET	19,180	(4,889,610)	260,542	1,242,850	1,145,248	376,840	(1,390,142)	(2,442,790)	0

Growth and Savings Proposals

Appendix 3

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
PERMANENT GROWTH				
Planning Services	51	A Service Level Agreement is in place with Warwickshire County Council to provide Ecology and Archaeological advice on planning applications.	N	GI - 1
Total Growth & Investment Portfolio	51			
Parks and Open Spaces	46	Reduction to income following completion of a time limited agreement relating to Aqua Place.	N	LW - 1
Total Leisure & Wellbeing Portfolio	46			
Car Parking	183	Reduction to car parking income based on current level of service.	N	RS - 1
Safety & Resilience	46	To increase organisational resilience, establish a permanent Safety and Resilience Officer - Grade F 1FTE	Y	RS - 2
Total Regulation & Safety Portfolio	229			
Democratic Services	85	To increase organisational resilience, establish a Democratic Lead Officer (1 FTE Grade F) and Democratic Officer posts (1 FTE Grade D)	Y	FPLG - 1
Management Support Services	17	To increase organisational resilience establish a Personal Assistant post (0.5 FTE Grade D)	Y	FPLG - 2
Total Finance, Performance, Legal & Governance	102			
Corporate Property	113	Repair and Maintenance to Council buildings and car parks.	N	CHDC - 1
Housing Advice and Benefits Team	42	Income reduction for Private Sector Leasing following a decline in the number of properties	Y	CHDC - 2
Housing Communities and Projects	46	To increase organisational resilience, establish a Strategic Housing and Enabling Post (1 FTE Grade E)	N	CHDC - 3
Corporate Property	65	To increase organisational resilience, establish a Decarbonisation Officer (1 FTE Grade I)	Y	CHDC - 4
Woodside Park	35	Reduction of income for Woodside park based on current demand for the pitches and a 4.6% Void allowance.	N	CHDC - 5
ICT Services	53	Ongoing revenue maintenance and support costs for the Dynamic Resource Scheduler project currently on the capital programme.	N	CHDC - 6
ICT Services	29	Additional budget to reflect the current subscription charge for Lifelines	Y	CHDC - 7
Total Communities, Homes, Digital & Communications Portfolio	383			
Transformation Unit	62	Reduction in Capital salary recharges based on current work commitments for the Project Managers	N	CT - 1
Corporate Strategy Delivery Unit	99	Fixed term Project Officer roles within the Corporate Strategy Delivery Unit made permanent (2 FTE grade F)	Y	CT - 2
Total Change & Transformation Portfolio	161			
Human Resources	26	To reflect the current Employee Wellbeing contract value	N	CE - 1
Human Resources	43	To increase organisational resilience, establish a Talent and Resourcing Officer post (1 FTE Grade G)	Y	CE - 2
Caldecott Development Limited	105	Removal of interest received for loan to Caldecott Development Limited	N	CE - 3
Total Chief Executive Portfolio	174			
Total Permanent Growth	1,146			
Temporary Growth				
Development Strategy	194	Cost for the review of Local Plan - to be funded from the budget stability reserve	Y	GI - 2
Town Centre Improvements	150	One year budget 2024/25 for Town Centre Improvements	Y	GI - 3
Total Temporary Growth	344			
Council Tax and NNDR collection	32	Purchase of an automated voicemail system to aid the collection of debt	N	FPLG - 3
Total Finance, Performance, Legal & Governance	32			
Total Growth	1,522			
PERMANENT SAVINGS				
Streetscene and Highways Team	(68)	Reduction to Contractor spend to reflect the current costs	N	OP - 1
Streetscene and Highways Team	(30)	Internal income increased to reflect the current demand for the service and to reflect the increase in costs and salaries	N	OP - 2
Trade Waste	(115)	Adjustment to Trade Waste income budget based on current level of service	N	OP - 3
Minor savings across the Portfolio	(32)	Various savings individually below £25,000	N	OP - 4
Total Operations & Traded Services Portfolio	(245)			
Crematorium	(38)	20% saving expected on gas unit prices	N	RS - 3
Crematorium	(66)	Additional income for the Crematorium to reflect 2024/25 prices	N	RS - 4

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
Cemeteries	(24)	Additional income for Cemeteries to reflect 2024/25 prices	N	RS - 5
Total Regulation & Safety Services Portfolio	(128)			
Queens Diamond Jubilee Centre	(12)	Inflationary increase to management fee as stated in the contract	N	LW - 2
Art Gallery Museum	(133)	Business Rates reduction based on 2022/23 successful appeal to the VOA	N	LW - 3
Total Leisure & Wellbeing Portfolio	(145)			
Planning Services	(8)	Increase in planning preapplication income to reflect the current income received	N	GI - 4
Planning Services	(150)	Increase to planning income based on 25% increase for minor applications and 35% increase for major applications (set by government)	N	GI - 5
Total Growth & Investment Portfolio	(158)			
Housing Advice and Benefits Team	(15)	Expenditure reduction for Private Sector Leasing following a decline in the number of properties	Y	CHDC - 8
Corporate Property	(226)	20% saving expected on gas unit prices	N	CHDC - 9
ICT Services	(13)	Removal of budgets for systems no longer required	Y	CHDC - 10
Total Communities, Homes, Digital & Communications Portfolio	(254)			
Retired Pensions	(18)	Reduction in Pension costs based on membership reductions	N	FPLG - 4
Management Support Services	(16)	Permanent reduction to hours for a Personal Assistant post	Y	FPLG - 5
Business Support	(19)	Permanent removal of a vacant post and a reduction to hours for a Support Service Assistant post	Y	FPLG - 6
Total Finance, Performance, Legal & Governance Portfolio	(53)			
Caldecott Developments	(43)	Removal of budget for costs relating to Caldecott Development	Y	CE - 4
Total Chief Executive Portfolio	(43)			
Procurement Framework	(43)	Income expected from the PAGABO procurement framework	N	CORP - 1
Corporate Item - Inflation shock Budget	(321)	Budget previously held to offset any inflation shocks - will be repurposed to fund the additional posts included within service growth	Y	CORP - 2
Total Corporate Items	(364)			
Total Permanent Savings Proposals	(1,390)			
TEMPORARY SAVINGS				
Town Centre Improvements	(150)	Removal of temporary one year budget 2023/24 for Town Centre Improvements	Y	GI - 6
Total Growth and Investment Portfolio	(150)			
Family Weight Management	(8)	Increase to drawdown from the Family Weight Management reserve based on current contract costs	N	LW - 6
Art Gallery Museum	(611)	One off reimbursement of the 2017 - 2022 business rates due to successful appeal	N	LW - 7
Total Leisure & Wellbeing Portfolio	(619)			
Electoral Services	(91)	Reimbursement of costs for Warwickshire Police Crime Commissioner elections in May 2024	N	FPLG - 7
Total Finance, Performance, Legal and Governance Portfolio	(91)			
Use of business rates growth	(783)	The use of 2024/25 retained business rates growth	N	CORP - 3
Total Corporate Items	(783)			
Total Temporary Savings	(1,643)			
Total Savings	(3,033)			
Total Growth and Savings	(1,511)			

General Fund Capital Programme 2024/25 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
			2024/25	2025/26	2026/27	2024/25	Future Years	2024/25	Future Years	2024/25*	Full Year	2024/25*	Full Year	2025/26
			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	1,071	357	357	357	0	0	357	714	0	0	10	10	48
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
		1,460	487	487	487	88	175	399	798	0	0	10	10	50
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
		90	30	30	30	0	0	30	60	0	0	0	0	1
Communities, Homes & Digital & Communications														
ICT Refresh Programme - Desktop	Annual refresh of client devices (laptops, etc)	342	114	114	114	0	0	114	228	0	0	0	0	22
ICT Refresh Programme - Infrastructure	Annual upgrade / replacement of physical and virtual servers, firewalls, backup and business continuity systems	270	90	90	90	0	0	90	180	0	0	0	0	18
ICT Refresh Programme - AV Equipment	Integration of MS Teams into council chamber / upgrade of Boardroom	54	18	18	18	0	0	18	36	0	0	0	0	3
Digitalisation and Development Program	To drive digitalisation across the organisation	135	45	45	45	0	0	45	90	0	0	0	0	9
Disabled Facilities Grants	Grants to disabled residents for the provision of home adaptations administered by HEART	2,304	768	768	768	717	1,434	51	102	0	0	0	0	2
		0	0	0	0	0	0	0	0	0	0	0	0	0
		3,105	1,035	1,035	1,035	717	1,434	319	636	0	0	0	0	54
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
		600	200	200	200	50	100	150	300	0	0	0	0	9
Total Approved General Fund Capital Programme		5,255	1,752	1,752	1,752	855	1,709	898	1,794	0	0	10	10	113

This programme does not include any reprofiling of budgets from 2023/24

General Fund Capital Programme 2024/25 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
			2024/25	2025/26	2026/27	2024/25	Future Years	2024/25	Future Years	2024/25*	Full Year	2024/25*	Full Year	2025/26
			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	350	200	100	50	0	0	200	150	0	0	0	5	10
Great Central Walk Bridges	Refurbishment of bridges on the old railway line	610	250	200	160	0	0	250	360	0	0	0	5	5
Carbon Management Plan	Energy efficiency upgrades to our corporate properties	390	180	160	50	0	0	180	210	0	0	0	5	20
IT refurbishment	IT office refurbishment	19	19	0	0	0	0	19	0	0	0	0	0	1
		1,369	649	460	260	0	0	649	720	0	0	0	15	35
Regulation & Safety														
Croop Hill Chapel Refurbishment	Refurbishment of the chapel	80	80	0	0	80	0	0	0	0	0	0	0	0
Rainsbrook Cemetery Extension	Work to extend the cemetery area at Rainsbrook	2,500	2,500	0	0	0	0	2,500	0	0	0	40	80	63
		2,580	2,580	0	0	80	0	2,500	0	0	0	40	80	63
Leisure & Wellbeing														
Green Gym Equipment replacement at Cawston NEAP	Green gym refurbishment	44	44	0	0	44	0	0	0	0	0	0	0	0
Brindley Road/Lennon Close/Hillmorton rec Play Areas refurbishments	Play area refurbishments	80	80	0	0	80	0	0	0	0	0	0	0	0
Centenary Park Allotments development	Allotments development at Centenary Park, Newbold	71	71	0	0	71	0	0	0	0	0	0	0	0
Betony Road Play Area Refurbishment	Play area refurbishments	93	93	0	0	93	0	0	0	0	0	0	0	0
Play Equipment Refurbishment & Youth Provision	Play area equipment refurbishments funded from s.106	150	50	50	50	50	100	0	0	0	0	0	0	0
Parks Connectors networks	Connecting parks in the Borough with footpaths	70	70	0	0	70	0	0	0	0	0	0	0	0
RAGM internal doors	Fire doors upgrade	50	50	0	0	0	0	50	0	0	0	0	0	3
		558	458	50	50	408	100	50	0	0	0	0	0	3
Total Draft General Fund Capital Programme to go on cabinet reports		4,507	3,687	510	310	488	100	3,199	720	0	0	0	5	100
Total Draft General Fund Capital Programme		9,762	5,439	2,262	2,062	1,343	1,809	4,097	2,514	0	0	10	15	214

MEDIUM TERM FINANCIAL PLAN: GENERAL FUND 2024-28

Appendix 4

	2024/25	2025/26	2026/27	2027/28	2028/29
	£ 000's				
BASE EXPENDITURE BUDGET bf	20,636	21,746	19,397	20,498	21,065
Corporate Adjustments	(271)	0	0	0	0
BASE BUDGET	20,365	21,746	19,397	20,498	21,065
Growth Items					
Salary Adjustments	1,243	513	456	450	450
Inflation	261	150	150	150	150
Other Service Growth	1,522	(539)	0	(33)	0
Total Growth	3,025	124	606	567	600
Financial Management Adjustments					
Contribution to/from Budget Stability Reserve	(194)	194	0	0	0
Contribution to/from Reserves BRR- Growth	1,736	(6,943)	538	0	0
Collection Fund (BR) one off transfer from reserves BRER	(1,616)	2,299	0	0	0
Collection Fund and CTAX one off transfer from reserves BSR	(43)	(26)	(26)	0	0
Decisions taken during the municipal year	0	23	0	0	0
Technical Adjustments relating to 2023/24	1,855	0	0	0	0
Total Financial Management Adjustments	1,737	(4,453)	512	0	0
Savings					
Permanent	(1,390)	(148)	0	0	0
Temporary/Use of reserves	(1,643)	1,943	0	0	0
Total Savings	(3,033)	1,795	0	0	0
Corporate Items					
Changes to Net Cost of Borrowing	(537)	68	0	0	0
Changes to MRP	92	96	(37)	0	0
Change in Parish Precept	95	20	20	0	0
Total Changes in Corporate items	(349)	184	(17)	0	0
Total Net Base Budget	21,746	19,397	20,498	21,065	21,665
Financed By					
BASE INCOME BUDGET					
Grants					
Other Government Grants	(1,804)	(218)	(197)	(177)	(182)
RSG (updated allocations for 2024/25 onwards)	(113)	(119)	(123)	(127)	(130)
New Homes Bonus	(732)	0	0	0	0
Business Rates					
Settlement Funding Assessment (SFA)	(2,635)	(2,676)	(2,718)	(2,759)	(2,804)
Adjustment to reflect revised sustainable baseline	(365)	(324)	(282)	(241)	(196)
Pooling Dividend	(800)	0	0	0	0
Retained Growth to BRR Equalisation Reserve	(7,573)	(630)	(1,168)	(1,037)	(1,097)
Collection Fund Surplus(-)/Deficit	2,299	0	0	0	0
Council Tax					
Tax Base	(8,593)	(8,718)	(8,843)	(8,968)	(9,092)
2.99% increase in the Band D each year	(304)	(578)	(869)	(1,175)	(1,499)
Parish Precepts	(1,100)	(1,140)	(1,180)	(1,220)	(1,260)
Collection Fund Surplus(-)/Deficit	(26)	0	0	0	0
TOTAL	(21,746)	(14,404)	(15,379)	(15,704)	(16,260)
SAVING / TRANSFORMATION TARGET	0	4,993	5,119	5,360	5,405
Reported Oct 2023 (+ = deficit)	3,548	5,358	5,121	5,381	0
Diff	(3,548)	(365)	(2)	(21)	5,405

General Fund (GF) Reserves and Balances over the Medium Term Financial Plan 2023/27

Appendix 5

	Balance at 1st April 2023	Net Forecast 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	Forecast Net Transfers in Year	Balance at 31st March 2027	Description of Reserve
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Gen Fund Revenue Account	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	Held for unforeseen emergencies
Corporate Reserves										
Business Rates Equalisation Reserve	(17,041)	3,299	(13,742)	4,491	(9,251)	(7,066)	(16,317)	(561)	(16,878)	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	(2,412)	(611)	(3,023)	805	(2,218)	0	(2,218)	0	(2,218)	Held for budget volatility and pressures on the delivery of savings
GF Revenue Carry Forward Reserve	(168)	168	0	0	0	0	0	0	0	Annual carry forwards as approved each year by Council at outturn
Subtotal Corporate Reserves	(19,621)	2,855	(16,765)	5,296	(11,469)	(7,066)	(18,535)	(561)	(19,096)	
Other Earmarked Reserves										
Non-Conditional Revenue Grants	(205)	204	0	0	0	0	0	0	0	Unringfenced grant income received but not fully utilised.
Revenue Section 106 Agreements	(1,937)	(151)	(2,088)	114	(1,974)	114	(1,860)	0	(1,860)	Section 106 contributions, with no conditions attached, set aside to fund future 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
Town Centre Strategy	0	(4,750)	(4,750)	600	(4,150)	550	(3,600)	0	(3,600)	
Subtotal - Organisation Wide Reserves	(2,229)	(4,697)	(6,925)	714	(6,211)	664	(5,547)	0	(5,547)	
Transformation Fund	(1,348)	219	(1,129)	194	(935)	0	(935)	0	(935)	To fund transformation projects that will deliver ongoing revenue savings
Emergency Climate Reserve	(1,000)	200	(800)	150	(650)	150	(500)	150	(350)	To support the delivery of the Climate Change Strategy
Subtotal - Chief Executive	(2,348)	419	(1,929)	344	(1,585)	150	(1,435)	150	(1,285)	
HoF Licence Reserve	0	0	0	0	0	0	0	0	0	Now fully committed
Acquisition Reserve (AG/M)	(16)	(6)	(22)	(6)	(28)	(6)	(34)	(6)	(40)	For the purchase of Artworks for the RAGM
Family Weight Project Reserve	(89)	14	(75)	30	(45)	0	(45)	0	(45)	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	(105)	8	(97)	24	(73)	(6)	(79)	(6)	(85)	
Town Centre Improvement Reserve	(122)	0	(122)	0	(122)	0	(122)	0	(122)	To support the Town Centre development
Business Support Grants Reserve	(200)	0	(200)	0	(200)	0	(200)	0	(200)	
Subtotal - Growth and Investment	(322)	0	(322)	0	(322)	0	(322)	0	(322)	

General Fund (GF) Reserves and Balances over the Medium Term Financial Plan 2023/27

Appendix 5

	Balance at 1st April 2023	Net Forecast 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	Forecast Net Transfers in Year	Balance at 31st March 2027	Description of Reserve
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
CIPFA Training Reserve	(19)	0	(19)	0	(19)	0	(19)	0	(19)	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	(36)	(1)	(37)	0	(37)	0	(37)	0	(37)	Insurance premium rebates from reductions held here to buffer future risk.
Subtotal - Finance, Performance, Legal and Governance	(59)	(1)	(60)	2	(58)	1	(57)	0	(57)	
Corporate Apprentice Scheme Reserve	(54)	5	(49)	5	(44)	5	(39)	5	(34)	Contribution towards the Corporate Apprentice Scheme.
Energy Efficiency Investment Fund	(121)	0	(122)	0	(122)	0	(122)	0	(122)	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	(313)	18	(295)	98	(197)	98	(99)	0	(99)	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	(617)	23	(594)	106	(488)	105	(383)	5	(378)	
Hackney Carriages Reserve	(8)	8	0	0	0	0	0	0	0	To account for taxi licenses spanning multiple years and to achieve a cost neutral position
Crematorium Replacement Reserve	(77)	41	(36)	(25)	(61)	(25)	(86)	(25)	(111)	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	(34)	8	(26)	(2)	(28)	(3)	(31)	(2)	(33)	Income from Cameo scheme to be used for future investment in memorialisation
Environmental Crimes Reserve	(22)	1	(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	(37)	37	0	0	0	0	0	0	0	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	(10)	(5)	(15)	4	(11)	0	(11)	0	(11)	Income held to account for 5 year HMO licenses paid in advance
Subtotal - Regulation and Safety	(199)	90	(109)	(23)	(132)	(28)	(160)	(27)	(187)	
Land Drainage Reserve	(20)	0	(20)	0	(20)	0	(20)	0	(20)	To cover future spend requirements
Waste Reserve	(106)	44	(62)	62	0	0	0	0	0	Created to help fund any unexpected pressures in future years, mainly Gate Fees which may increase depending on usage/tonnages.
Subtotal - Operation and Traded	(126)	44	(82)	62	(20)	0	(20)	0	(20)	
Total Service Earmarked Reserves	(6,005)	(4,115)	(10,118)	1,229	(8,890)	886	(8,003)	122	(7,883)	
TOTAL General Fund Reserves	(27,876)	(1,259)	(29,134)	6,525	(22,609)	(6,180)	(28,788)	(439)	(29,229)	

Appendix 6

Parish of:	Precepts £	Tax Base	Band D £
	2024-25	2024-25	2024-25
Ansty	10,500	134.06	78
Binley Woods	54,000	1,067.35	50.59
Birdingbury	7,975	171.38	46.53
Bourton & Draycote	6,000	146.67	40.91
Brandon & Bretford	21,092	296.21	71.21
Brinklow	35,945	469.45	76.57
Burton Hastings	2,640	97.97	26.95
Cawston	94,160	2,033.26	46.31
Church Lawford	6,745	163.96	41.14
Churchover	20,670	787.4	26.25
Clifton Upon Dunsmore	73,500	1,991.32	36.91
Combe Fields	310	69.50	4.46
Copston Magna	-	21.96	-
Cosford	-	8.1	-
Dunchurch	118,040	1,825.75	64.65
Easehall	7,500	105.86	70.85
Frankton	10,000	175.43	57.00
Grandborough	11,790	220.73	53.41
Harborough Magna	13,922	184.87	75.31
Kings Newnham	-	30.89	-
Leamington Hastings	4,000	243.18	16.45
Long Lawford	134,000	1,452.55	92.25
Marton	12,500	226.67	55.15
Monks Kirby	11,162	227.00	49.17
Newton & Biggin	27,240	615.83	44.23
Pailton	18,020	235.51	76.51
Princethorpe	17,515	168.72	103.81
Ryton on Dunsmore	85,411	700.42	121.94
Shilton & Barnacle	24,636	352.34	69.92
Stretton Baskerville	-	8.29	-
Stretton on Dunsmore	59,816	528.33	113.22
Stretton under Fosse	8,880	96.00	92.50
Thurlaston	23,000	214.59	107.18
Wibtoft	-	25.06	-
Willey	500	39.36	12.70
Willoughby	17,134	194.71	88.00
Withybrook	8,500	124.37	68.34
Wolfhampcote	6,000	153.97	38.97
Wolston	102,871	1,022.14	100.64
Wolvey	43,606	565.14	77.16
Total Parish's	1,099,580.46	17,196.30	

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
LEISURE AND WELLBEING								
Rugby Art Gallery and Museum (RAGM)								
Floor One Gallery artist exhibition hire 2 weeks			142.90			152.50	VAT Exempt	Excluded
Public Liability Insurance administration fee (Floor One Gallery)			30.40			32.40	VAT Exempt	N/A
Children's workshops - 2 hours			11.70			12.50	VAT Exempt	N/A
Children's workshops - 10 - 4			29.20			31.20	VAT Exempt	N/A
Baby Splats			6.40			6.80		
Tripointum - Roman Britain school workshop			116.80			124.60	VAT Exempt	N/A
Roman Day			251.10			267.90	VAT Exempt	N/A
Arts Award 'Discover in a Day' school session per child			8.10			8.60	VAT Exempt	N/A
Sketch book journey school workshop			116.80			124.60	VAT Exempt	N/A
Historic loans box hire			8.10			8.60	VAT Exempt	N/A
Magic Carpet			134.30			143.30	VAT Exempt	N/A
Draw, Draw, Draw			116.80			124.60	VAT Exempt	N/A
Rugby Collection			111.00			118.40	VAT Exempt	N/A
Archaeological archive deposits, per box:								
Large box - £330.30 (up to 255mm x 405mm x 225mm)			330.30			330.30	VAT at 20%	Excluded
Small box - £165.15 (up to 268mm x 405mm x 80mm)						165.15	VAT at 20%	Excluded
Centre supervisor to stay after hours (hourly rate)			48.60			51.90	VAT at 20%	Excluded
Gallery Assistant (per hour)			36.40			38.80	VAT at 20%	Excluded
Education Room 1 - hire charges								
Per hour			27.50			29.30	VAT Exempt	N/A
National Charities/Education			22.00			23.50	VAT Exempt	N/A
Local Groups/Charities/Education			19.20			20.50	VAT Exempt	N/A
Education Room 2 - hire charges								
Per hour			19.40			20.70	VAT Exempt	N/A
National Charities/Education			15.60			16.60	VAT Exempt	N/A
Local Groups/Charities/Education			13.50			14.40	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			7.80			8.30	VAT at 20%	Excluded
Rugby Open fee - three artworks			20.30			21.70	VAT at 20%	Excluded
Rugby Open late collection of artwork fee (per artwork per day)			5.60			6.00	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			45.00	VAT Exempt	N/A
Rokeby Room			25.00			30.00	VAT Exempt	N/A
Bar			15.00			25.00	VAT Exempt	N/A
Whole Building			60.00			75.00	VAT Exempt	N/A
Friday - Sunday & Bank Holidays per hour								
Main Hall			65.00			75.00	VAT Exempt	N/A
Rokeby Room			40.00			50.00	VAT Exempt	N/A
Bar			20.00			25.00	VAT Exempt	N/A
Whole Building			100.00			125.00	VAT Exempt	N/A
Use of Kitchen Facilities for the provision of:-								
Tea/Coffee/Squash/Biscuits			40.00			45.00	VAT Exempt	N/A
All other catering per hour			25.00			30.00	VAT Exempt	N/A
Show Packages								
Monday - Wednesday			400.00			500.00	VAT Exempt	N/A
Thursday to Sunday			600.00			700.00	VAT Exempt	N/A
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			19.60			20.90	VAT Exempt	N/A
Use of a Play Ranger			19.60			20.90	VAT Exempt	N/A
Use of On Track Sports Leaders								
Schools (PPA/Lunch)			19.60			20.90	VAT Exempt	N/A
Sport Specific			23.80			25.40	VAT Exempt	N/A
Mentoring			23.80			25.40	VAT Exempt	N/A
Small Group Work			35.70			38.10	VAT Exempt	N/A
Youth Club			20.10			21.40	VAT out of Scope	N/A
Sport Leader Courses			35.70			38.10	VAT Exempt	N/A
Boxing Leader Courses			35.70			38.10	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			343.50			366.50	VAT Exempt	N/A
Fairs/Circuses - per operating day			455.80			486.30	VAT Exempt	N/A
Fairs/Circuses - per setting up day			129.90			138.60	VAT Exempt	N/A
Returnable deposit for new fair/circus operator			360.00			384.10	VAT Exempt	N/A
Commercial Events			458.00			488.70	VAT Exempt	N/A
Filming rights (per day)			243.30			259.60	VAT Exempt	N/A
Ice Cream Licence			price on application			price on application	VAT at 20%	N/A

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
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		45.10	37.40		48.10	39.90	VAT Exempt	N/A
Intermediate pitch hire								
Football		35.20	29.70		37.60	31.70	VAT Exempt	N/A
Junior pitch hire								
Football, Rugby		23.10	19.80		24.65	21.15	VAT Exempt	N/A
Mini pitch hire								
Football		17.60	14.30		18.80	15.30	VAT Exempt	N/A
UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE								
Training (per training session)		12.10	12.10		12.90	12.90	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 per room per occasion (no refunds unless cancelled by Council)			25.30		27.00	27.00	VAT Exempt	N/A
Juniors per room per occasion (no refunds unless cancelled by Council)			17.60		18.80	18.80	VAT Exempt	N/A
Juniors Weekly access to toilets only (For season- dates as agreed)			286.30		305.50	305.50	VAT Exempt	N/A
Unattended casual use (less than 10 occasions) Seniors £18.00 per room per occasion Juniors £12.50 per room per occasion			20.90 14.30		22.30 15.30	22.30 15.30	VAT at 20% VAT at 20%	Included Included
Attended Service Additional £25 payable			Additional £25 payable		Additional £25 payable	Additional £25 payable	VAT Exempt	N/A
Late Booking Charges Each Pitch (Including VAT) Changing room(s) (plus VAT as appropriate)			12.10 12.10		12.90 12.90	12.90 12.90	VAT at 20% VAT at 20%	Included Excluded
Professional Trainers (per hour)			16.50		17.60	17.60	VAT Exempt	N/A
GROWTH AND INVESTMENT								
Planning Services								
Pre-application Charges								
Householder Extensions or Outbuildings			99.00			106.00		Included
Other Commercial Development			Price on application			Price on application		
1-4 Dwellings, Agriculture, Change of Use or other Minor Development Proposals			435.00			460.00		Included
Additional Meeting or Advice Notice in regard to above			132.00			140.00		Included
5-9 Dwellings; or any development with 500m2 to 999m2 of Floor Space			1,155.00			1,235.00		Included
Additional Meeting or Advice Notice in regard to above			130.00			140.00		Included
10 to 49 dwellings; or any development up to 0.49; or 1,000 to 4,999 m2 of floor space			2,640.00			2,820.00		Included
Additional Meeting or Advice Notice in regard to above			550.00			590.00		Included
50 to 99 dwellings; or development 0.5 to 0.99ha or 5,000 to 9,999 m2 of floor space			4,070.00			4,345.00		Included
Additional Meeting or Advice Notice in regard to above			550.00			590.00		Included
100-199 Dwellings or development 1ha to 2ha						5,500.00		Included
Additional Meeting or Advice Notice in regard to above						1,055.00		Included
200+ Dwellings; or development greater than 2 ha; or gross floor area greater than 10,000m2			6,055.00			6,460.00		Included
Additional Meeting or Advice Notice in regard to above			990.00			1,055.00		Included

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
Planning Performance Agreements								
Major strategic developments where a Planning Performance Agreement (PPA) is required: to be negotiated on a case by case basis			price on application			price on application		
Planning Application Fees - set nationally								
A Guide to the Fees for Planning Applications in England			price on application			price on application		
Plan Printing – Size A0 + (per copy)			9.80			10.50	VAT at 20%	Included
Size A0			7.30			7.80	VAT at 20%	Included
Size A1			5.00			5.35	VAT at 20%	Included
Size A2			2.30			2.50	VAT at 20%	Included
Size A3			1.10			1.20	VAT at 20%	Included
Size A4			1.10			1.20	VAT at 20%	Included
Planning Decision Notices (including appeal decisions)								
Per copy			18.20			19.40	VAT at 20%	Included
Miscellaneous Documentation								
First copy from each file			1.10			1.20	VAT at 20%	Included
Subsequent copies (black and white) per side			0.10			0.11	VAT at 20%	Included
Subsequent copies (colour) per side			0.20			0.22	VAT at 20%	Included
Section 106 Agreements & Unilateral Undertakings								
- for any obligation related to Affordable Housing which contains eligibility criteria			550.50			590.00		
- for each obligation which only seeks a monetary contribution			550.50			590.00		
- 5% of the total financial contribution per obligation where additional ongoing monitoring is required over and above just a monetary contribution								
- Any large scale developments (such as 350 dwellings or more, or 15,000 square metres gross or more, including Sustainable Urban Extensions, will be subject to bespoke monitoring fee arrangements								
Additional monitoring fees for Section 106 Agreements, Unilateral Undertakings and Conditions								
- Site inspection fee						235.00		
- Approval of details/documents, including conditions per submission/compliance request						350.00		
- Deed of variation per s106/UU topic						695.00		
Building Control								
From 1st April 2015 regulatory activities will be undertaken by Warwick District Council as a shared partnership. Please visit www.warwickdc.gov.uk for further information.								
Land Charges								
Full Local Search LLC1 (no VAT) & Con29 (+VAT)			127.30			135.80	VAT at 20%	Included
Additional Questions each			42.10			44.90	VAT at 20%	Included
Additional Parcels each			26.90			28.70	VAT at 20%	Included
LLC1 (search only)			29.20			31.20	VAT out of Scope	N/A
Con29			98.10			128.00	VAT at 20%	Included
Con29 O - Optional Enquiries, except ones listed below			14.00			21.30	VAT at 20%	Included
Con29 O - Optional Enquiry 22			16.80			23.00	VAT at 20%	Included
Personal Search - free to view on the Council website								
Other CON29 questions								
Question 1.1 j, k, l			19.30			20.60	VAT at 20%	Included
Question 2			37.80			40.30	VAT at 20%	Included
Question 3.7			16.80			17.90	VAT at 20%	Included
Question 3.8			5.60			6.00	VAT at 20%	Included
Question 3.9			5.90			6.30	VAT at 20%	Included
Question 3.11			18.20			19.40	VAT at 20%	Included
Question 3.13			1.80			1.90	VAT at 20%	Included
Questions 5-21* (each)						15.00	VAT at 20%	Included
*We DO NOT answer Questions 4 & 16								
Land Charges								
Rugby Market Daily Pitch Fee (payable to CJ Events)			35.00			28.00		

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
REGULATION AND SAFETY								
Bereavement Services								
Adult rates apply to persons aged 18 or over								
Rainsbrook Crematorium								
Cremation Fees -inclusive of medical referee fees, unwitnessed scattering of ashes and environmental levy (where applicable)								
Child - up to 24 weeks gestation			no charge			no charge	VAT Exempt	N/A
Child - from 24 weeks gestation up to and including 17 years of age (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund by RBC)			235.00			300.00	VAT Exempt	N/A
Adult - service 9.00am - 4.00pm			960.00			1,025.00	VAT Exempt	N/A
Adult - no service 8.15am - 8.25am (no music, minister or family present)			610.00			610.00	VAT Exempt	N/A
Adult - no service with attendance 8.30am to 9am (max 25 people, 10 mins chapel time)			660.00			660.00	VAT Exempt	N/A
Cremation of body parts (if we did not cremate deceased)			220.00			235.00	VAT Exempt	N/A
Cremation of body parts (if we cremated deceased)			100.00			107.00	VAT Exempt	N/A
Weekend Surcharge								
Saturday cremation 10.00am - 12 noon - strict rotation			710.00			758.00	VAT Exempt	N/A
Saturday interment of cremated remains (am only)			300.00			320.00	VAT Exempt	N/A
Saturday scattering of cremated remains (am only)			120.00			128.00	VAT Exempt	N/A
Witnessed scattering of ashes when cremation has taken place at Rainsbrook			50.00			53.00	VAT Exempt	N/A
Scattering of ashes when cremation has taken place elsewhere			100.00			106.00	VAT Exempt	N/A
Wooden casket/biodegradable casket			70.00			75.00	VAT Exempt	N/A
Additional Biobox			10.00			15.00	VAT Exempt	N/A
Forwarding cremated remains by post (inland)			Price on Application			price on application	VAT at 20%	Included
Audio recording of services			70.00			75.00	VAT at 20%	Included
DVD recording of service			70.00			75.00	VAT at 20%	Included
Subsequent copies			45.00			75.00	VAT at 20%	Included
Download link			20.00			25.00		
Slideshow / Visual Tribute (price dependant on number of photos chosen)			85.00-110.00			90.00-140.00	VAT at 20%	Included
Webcast			85.00			90.00	VAT at 20%	Included
Use of Rainsbrook Ceremony Room (for a memorial service- no cremation)			330.00			352.00	VAT Exempt	N/A
Bearer's fee (advance booking only)			55.00			58.00	VAT Exempt	N/A
Late arrival / overrun per 15 minutes			330.00			352.00	VAT Exempt	N/A
Late cancellation			100.00			110.00	VAT Exempt	N/A
Late paperwork			35.00			37.00	VAT Exempt	N/A
Retention of ashes (per month, after first three months)			25.00			27.00	VAT Exempt	N/A
Duplicate Cremation certificate			15.00			16.00	VAT Exempt	N/A
Family history search			50.00			53.00	VAT Exempt	N/A
Memorial Items								
Book of Remembrance								
Two line entry			85.00			90.00	VAT at 20%	Included
Five line entry			140.00			150.00	VAT at 20%	Included
Five line entry with emblem			195.00			210.00	VAT at 20%	Included
Eight line entry			215.00			230.00	VAT at 20%	Included
Eight line entry with emblem			250.00			270.00	VAT at 20%	Included
Memorial Tree (Bronze Plaque only, 10 year lease)			500.00			550.00	VAT at 20%	Included
Memorial Barbican Plaque (5 year lease)			415.00			500.00	VAT at 20%	Included
Memorial Bench (Bronze Plaque only, 10 year lease)			500.00			550.00	VAT at 20%	Included
Desk Vase Tablet Package (50 year lease, inclusive price)			2,500.00			2,670.00	VAT Exempt	N/A
Granite Memorial additional charges						80.00-700.00		
Memorial Kerb (5 year lease)			350.00			800.00	VAT at 20%	Included
Tree of Life (10 year lease)			550.00			590.00	VAT at 20%	Included
Memorial Boulder (10 year lease)			700.00			750.00	VAT at 20%	Included
Armed Forces Plaque			500.00			600.00	VAT at 20%	Included
Transfer of ownership						100.00		
Reservation fee: Granite Memorial Annual Charge for Space only			110.00			120.00	VAT at 20%	Included
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			1650.00			2,000.00	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)			1650.00			2,000.00	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								
Children- up to 24 weeks gestation			no charge			no charge		
Children -from 24 weeks gestation up to 17 yrs (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund) – all areas including Cloverleaf Memorial Garden			390.00			420.00		
Adult grave			940.00			1,010.00	VAT out of Scope	N/A
Stepped single grave - for burial without coffin			990.00			1,060.00	VAT out of Scope	N/A
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)			720.00			770.00	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)			720.00			770.00	VAT out of Scope	N/A
Cremation plot for 4 caskets (Croop Hill Cemetery)			830.00			890.00	VAT out of Scope	N/A
Reservation Fee			390.00			420.00	VAT out of Scope	N/A

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
Runby Borough Council Cemeteries								
Interment fees (ashes)- preparation and backfilling of grave								
Children -from 24 weeks gestation up to 17 yrs (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund)			no charge			420.00		
Adult - interment of cremated remains			390.00			420.00	VAT out of Scope	N/A
Adult - strewing of cremated remains under turf			220.00			235.00	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			110.00			120.00	VAT out of Scope	N/A
On site appointment at cemeteries						50.00		
Use of Rainsbrook Ceremony Room (no cremation)			330.00			352.00	VAT Exempt	N/A
Cemetery Memorial Tree with bronze plaque			305.00			550.00	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			50.00			55.00	VAT out of Scope	N/A
Exhumation			price on application			price on application	VAT out of Scope	N/A
Plaque on Whinfield Memorial Scrolls			165.00			250.00	VAT out of Scope	N/A
Plaque on Watts Lane Memorial Book			165.00			250.00	VAT out of Scope	N/A
Plaque on Child in Hand Memorial at Clifton Road			165.00			250.00	VAT out of Scope	N/A
Transfer of ownership of reserved grave to non resident (2 x EROB charge)						4,000.00		
Transfer of ownership						100.00		
Administration charge						50.00		
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			275.00			295.00	VAT out of Scope	N/A
Vase								
Up to 1'3" high and 1'0" diameter			165.00			180.00	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			165.00			180.00	VAT out of Scope	N/A
Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			165.00			180.00	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)			165.00			180.00	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)			165.00			180.00	VAT out of Scope	N/A
Added inscription to any memorial			165.00			180.00	VAT out of Scope	N/A
Replacement of existing memorial where no amendment to previous approval			no charge			50.00		N/A
Kerbstones including headstone (where permitted)			500.00			550.00	VAT out of Scope	N/A
Kerbstones only (where permitted)			330.00			355.00	VAT out of Scope	N/A
Oversized headstone			550.00			1,000.00	VAT out of Scope	N/A
Cloverleaf Memorial Garden								
Contact Bereavement Services 01788 533715								
Pest Control								
			Advance payment			Advance payment		Pay by Invoice
Domestic Pest Control								
Rats - up to 3 visits			39.00			61.00		
Mice - up to 3 visits			79.00			105.00		
Bedbugs - up to 2 visits			118.00			141.00		
Fleas - up to 2 visits			92.00			116.00		
Cockroaches - up to 3 visits			118.00			141.00		
Wasps and Hornets - up to 2 visits								
General charge			67.00			89.00		
Additional wasp nest (no concessions)			11.00			11.00		
Squirrels- up to 3 visits			78.00			101.00		
Commercial Pest Control								
Wasps (non contract)			97.00			122.00		
Wasps (contract)			73.00			97.00		
			Advance payment			Advance payment		Pay per hour
Minimum charge 1 hour, charged per 30 minutes thereafter.								
Bedbugs, fleas and cockroaches			50.00			122.00		
Rats and Mice			73.00			116.00		
Contracts (additional treatment over and above agreed contracts terms and conditions)								
Bedbugs, fleas and cockroaches			48.00			97.00		
Rats and Mice			48.00			92.00		
			Advance payment			Advance payment		Pay per hour
Miscellaneous								
Fumigation void premises			47.10			93.30		
House clearance			47.10			58.40		
Key collections (Rugby area only)			n/a			58.40		
Reclamation of Stray Dogs								
Untagged								
First Offence						95.00		
Subsequent Offence						105.00		
Tagged								
First Offence						70.00		
Subsequent Offence						90.00		
Kennel costs (per day) subject to third party increases						14.40		
Note: A day includes part days and is applied from the day of acceptance into the kennel.								
Micro-chipping is a service provided by the Councils Stray Dog Kennels Provider								

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees 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
Sex Establishment Licence			4700.00			4,700.00	VAT out of Scope	N/A
Hypnotism			100.00			100.00	VAT out of Scope	N/A
Pavement Licence						60.00	VAT out of Scope	N/A
Note: all animal licenses may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.								
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

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
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 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 £nil, no annual fee, compliance notices do not apply and transfer or variation fees £nil.								
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

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees 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			1000.00			1,000.00	VAT out of Scope	N/A
Non conversion application			2500.00			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			1250.00			1,250.00	VAT out of Scope	N/A
Transfer licence			1000.00			1,000.00	VAT out of Scope	N/A
Re-instatement of licence			1000.00			1,000.00	VAT out of Scope	N/A
Provisional			2500.00			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
Hackney Carriages								
Vehicle Licence- New (valid for one year)			200.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)			190.00			190.00	VAT out of Scope	N/A
Vehicle Licence- if vehicle six years + (valid for 6 months)			100.00			100.00	VAT out of Scope	N/A
Transfer of Vehicle Licence			190.00			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			20.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket			10.00			10.00	VAT out of Scope	N/A
DBS checks			50.00			50.00	VAT out of Scope	N/A
Knowledge Test			40.00			40.00	VAT out of Scope	N/A
DVLA check			10.00			10.00	VAT out of Scope	N/A
Transfer of Proprieter			10.00			10.00	VAT out of Scope	N/A
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			50.00			50.00	VAT at 20%	Included
Vehicle Safety Check cancellation fee			10.00			10.00	VAT at 20%	Included

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
Private Hire Vehicles								
Vehicle Licence- New (valid for one year)			200.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)			190.00			190.00		
Vehicle Licence- if vehicle six years + (valid for 6 months)			100.00			100.00		
Transfer of Vehicle Licence			190.00			190.00		
Operator's Licence:								
New Applications (valid for 5 years):								
1-4 Vehicles			790.00			790.00	VAT out of Scope	N/A
5-9 Vehicles			860.00			860.00	VAT out of Scope	N/A
10-19 Vehicles			970.00			970.00	VAT out of Scope	N/A
20+ Vehicles			1,130.00			1,130.00		
Application Renewal (valid for 5 years)								
1-4 Vehicles			790.00			790.00	VAT out of Scope	N/A
5-10 Vehicles			860.00			860.00	VAT out of Scope	N/A
10 or more Vehicles			970.00			970.00	VAT out of Scope	N/A
20+ Vehicles			1,130.00			1,130.00		
Driver's Licence - Dual Hackney and PHV Licence:								
New Application (Valid for 3 years)			480.00			480.00	VAT out of Scope	N/A
Application Renewal (Valid for 3 years)			480.00			480.00	VAT out of Scope	N/A
Transfer of Vehicle Licence			190.00			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			20.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket			10.00			10.00		
Knowledge Test			40.00			40.00	VAT out of Scope	N/A
Replacement Operators License			10.00			10.00		
Transfer of Proprieter			10.00			10.00		
Replacement of Dual Drivers License/PHV License (Badge)			20.00			20.00		
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			50.00			50.00	VAT out of Scope	N/A
Vehicle Safety Check cancellation fee			10.00			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
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

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees 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			0.00			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 Each Additional Item:			31.00			33.30	VAT out of Scope	N/A
Up to a maximum of 6 Over 6 household items or any number of garden items (sheds, play equipment)			6.50			6.80	VAT out of Scope	N/A
Cancellation Fee			4.00			4.40	VAT out of Scope	N/A
Domestic Garden Waste Collection (annual subscription)- charge per bin			40.00			48.00	VAT out of Scope	N/A
Trade Waste			price on application			price on application	VAT out of Scope	N/A
Emptying of Litter/Dog Waste Bin not on the Public Highway						price on application 2.50 per bin per empty	VAT out of Scope	N/A
Miscellaneous Highways Services								
Fit a wall mount street nameplate			price on application			price on application	VAT out of Scope	N/A
Install a floor mount street nameplate			price on application			price on application	VAT out of Scope	N/A
Remove a street nameplate			price on application			price on application	VAT out of Scope	N/A
Remove old street nameplate & install new at same time			price on application			price on application	VAT out of Scope	N/A
Fix a nameplate leg			price on application			price on application	VAT out of Scope	N/A
Install post mount litter bin			price on application			price on application	VAT out of Scope	N/A
Install steel floor mount bin on existing pad			price on application			price on application	VAT out of Scope	N/A
Install new concrete pad for floor mount litter bin			price on application			price on application	VAT out of Scope	N/A
Install floor mount litter bin and concrete pad			price on application			price on application	VAT out of Scope	N/A
Total installation cost for cast iron floor mount bin			price on application			price on application	VAT out of Scope	N/A
Install cast iron floor mount bin on existing pad			price on application			price on application	VAT out of Scope	N/A
Remove a bin			price on application			price on application	VAT out of Scope	N/A
Remove a cast iron bin			price on application			price on application	VAT out of Scope	N/A
Install post in concrete for dog waste bin			price on application			price on application	VAT out of Scope	N/A
Install dog waste bin			price on application			price on application	VAT out of Scope	N/A
Install wheelistat			price on application			price on application	VAT out of Scope	N/A
Install a bench on existing pad			price on application			price on application	VAT out of Scope	N/A
Assemble and install a bench on existing pad			price on application			price on application	VAT out of Scope	N/A
Lay a concrete pad for a standard new bench			price on application			price on application	VAT out of Scope	N/A
Install a new bench and concrete pad			price on application			price on application	VAT out of Scope	N/A
Install slabs on concrete for bench installation			price on application			price on application	VAT out of Scope	N/A
Remove a bench			price on application			price on application	VAT out of Scope	N/A
Install 1 bike hoop in existing hard surface			price on application			price on application	VAT out of Scope	N/A
Construct a pad (tarmac) and install 3 bike hoops			price on application			price on application	VAT out of Scope	N/A
Handy Person Service								
Handy Person Service			price on application			price on application	VAT at 20%	N/A
Housing Services								
Replacement access fobs			15.00			15.00	VAT at 20%	Included
Welfare Services								
Lifeline Personal Alarm Service - weekly charge			5.20			5.50	VAT at 20%	Excluded
Lifeline Pendant			0.92					
Fall Detector			1.92					
GSM Pendant			1.15					
Some residents may qualify for a VAT exemption.								
Emergency Housing								
Housing Guest Bedroom Charges (Including VAT)			16.50			17.60	VAT at 20%	Excluded
Mobile Homes								
Pitch Fees			138.02			148.64	VAT at 20%	N/A

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
Street Naming and Numbering								
Add a name to an existing address - Price per address			29.20			31.20	VAT at 20%	Included
Change an existing address - Price per address			29.20			31.20	VAT at 20%	Included
Register a new address - Price per address			29.20			31.20	VAT at 20%	Included
New Addresses on Large Developments - Price per 2 - 5 plots			116.80			124.60	VAT at 20%	Included
New Addresses on Large Developments - Price per 6 - 10 plots			233.60			249.30	VAT at 20%	Included
New Addresses on Large Developments - Price per 11 - 19 plots			350.30			373.80	VAT at 20%	Included
New Addresses on Large Developments - Price per 20+ plots			467.20			498.50	VAT at 20%	Included
plots			17.50			18.70	VAT at 20%	Included
Register a new Street - Price per street			116.80			124.60	VAT at 20%	Included
Rename an existing street - Price per street			233.60			249.30	VAT at 20%	Included
+ a per address charge - Price per address			29.20			31.20	VAT at 20%	Included
FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE								
Legal Services								
Copy Document – S106 Agreement: Bilateral Agreement or Unilateral Undertaking*			72.80			77.70	VAT at 20%	Included
Copy Document – S106 Agreement: Supplemental Deed or Deed of Variation*			37.80			40.30	VAT at 20%	Included
Copy Document – TPO*			37.80			40.30	VAT at 20%	Included
Ex-Council House Consent			72.80			77.70	VAT at 20%	Included
Ex-Council House Consent: Retrospective			107.70			114.90	VAT at 20%	Included
Copy Document – Lease or Shared Ownership Lease			72.10			76.90	VAT at 20%	Included
Copy Document – Enforcement Notices			21.60			23.00	VAT at 20%	Included
Copy Document – Smoke Control Order			35.70			38.10	VAT at 20%	Included
Ex-Council House Deed of Postponement			72.80			77.70	VAT at 20%	Included
Ex-Council House Letter of Compliance			72.80			77.70	VAT at 20%	Included
Leasehold Enquiries			107.70			114.90	VAT at 20%	Included
Certificate of Existence			15.00			16.00	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

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
EXECUTIVE DIRECTOR								
Freedom of Information Request								
Freedom of Information and Environmental Information Regulation requests are charged for in just two cases:-								
- 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)								
The time spent dealing with the above is calculated at £25 per hour. With the majority of requests the costs will be less than £450 and we will make no charge for the work involved.	25.00		25.00			25.00	VAT out of Scope	N/A
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.								
- 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 of 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.								
We can charge for these costs in all cases, whether or not we can also charge for the prescribed costs.								
If the total cost is less than £10, there is no charge.								

Summary of Fees that have increased by more than 15%

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
The Benn Hall								
Monday - Thursday per hour								
Main Hall			35.00			45.00	VAT Exempt	N/A
Rokeby Room			25.00			30.00	VAT Exempt	N/A
Bar			15.00			25.00	VAT Exempt	N/A
Whole Building			60.00			75.00	VAT Exempt	N/A
Friday - Sunday & Bank Holidays per hour								
Main Hall			65.00			75.00	VAT Exempt	N/A
Rokeby Room			40.00			50.00	VAT Exempt	N/A
Bar			20.00			25.00	VAT Exempt	N/A
Whole Building			100.00			125.00	VAT Exempt	N/A
Use of Kitchen Facilities for the provision of:-								
All other catering per hour			25.00			30.00	VAT Exempt	N/A
Show Packages								
Monday - Wednesday			400.00			500.00	VAT Exempt	N/A
Thursday to Sunday			600.00			700.00	VAT Exempt	N/A
Land Charges								
Con29			98.10			128.00	VAT at 20%	Included
Con29 O - Optional Enquiries, except ones listed below			14.00			21.30	VAT at 20%	Included
Con29 O - Optional Enquiry 22			16.80			23.00	VAT at 20%	Included
Rainsbrook Crematorium								
Cremation Fees -inclusive of medical referee fees, unwitnessed scattering of ashes and environmental levy (where applicable)								
Child - from 24 weeks gestation up to and including 17 years of age (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund by RBC)			235.00			300.00	VAT Exempt	N/A
Additional Biobox			10.00			15.00	VAT Exempt	N/A
Subsequent copies			45.00			75.00	VAT at 20%	Included
Download link			20.00			25.00		
Memorial Barbican Plaque (5 year lease)			415.00			500.00	VAT at 20%	Included
Memorial Kerb (5 year lease)			350.00			800.00	VAT at 20%	Included
Armed Forces Plaque			500.00			600.00	VAT at 20%	Included

PROPOSED FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2024

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C	2024/25 Fees A	2024/25 Fees B	2024/25 Fees C		
	£	£	£	£	£	£		
Rugby Borough Council Cemeteries								
Purchase of Exclusive Right of Burial for 50 years								
Adult's Plot			1650.00			2,000.00	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)			1650.00			2,000.00	VAT out of Scope	N/A
Reservation Fee			n/a			n/a	VAT out of Scope	N/A
Cemetery Memorial Tree with bronze plaque			305.00			550.00	VAT out of Scope	N/A
Plaque on Whinfield Memorial Scrolls			165.00			250.00	VAT out of Scope	N/A
Plaque on Watts Lane Memorial Book			165.00			250.00	VAT out of Scope	N/A
Plaque on Child in Hand Memorial at Clifton Road			165.00			250.00	VAT out of Scope	N/A
Oversized headstone			550.00			1,000.00	VAT out of Scope	N/A
Housing								
Private Housing Inspection and Assessment for Immigration and other purposes			120.00			250.00	VAT out of Scope	N/A
Renewal of an HMO Licence (valid for 5 years)			493.00			1,177.00	VAT out of Scope	N/A
Copy of Licence			15.00			34.00	VAT out of Scope	N/A
Variation of Licence			110.00			205.00	VAT out of Scope	N/A
Revoking licence			110.00			205.00	VAT out of Scope	N/A
Service of formal notice/order			500.00			629.00	VAT out of Scope	N/A
Additional notices/orders for multiple hazards			25.00			63.00	VAT out of Scope	N/A
Waste Collection								
Domestic Garden Waste Collection (annual subscription)- charge per bin			40.00			48.00	VAT out of Scope	N/A



Capital Strategy

2024/25-2026/27

CAPITAL STRATEGY

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1. INTRODUCTION

1.1 AIM

The overall aim of the Capital Strategy is to support delivery of the Corporate Strategy priorities and ensure support for the delivery of the Council's core functions.

The Capital Strategy for Rugby Borough Council provides a high-level overview of how capital expenditure, financing and treasury management activity supports the Council's Corporate Strategy for 2021-2024 and beyond. It sets out the principles to determine priorities for our capital investments, risks, monitoring and financing.

1.2 OVERVIEW

The Capital Strategy applies to a detailed five year medium term financial plan (MTFP) to align with the revenue MTFP and a ten year longer term outline financial plan. The strategy is also applied to longer term capital horizon planning up to thirty years. This strategy will serve as a useful point of reference when determining or reviewing the Council's Capital Programme.

This strategy document is not intended to repeat information held in other strategy and policy documents. References are made throughout this document and a list of the reference documents is included in Appendix B.

Reference is made throughout the document to a Budget Working Group or Programme Board. These are Leadership Team Boards with delegated authority to carry out the activities described in this Capital Strategy.

Capital expenditure is under significant financial pressure. This Capital Strategy will play a key role in ensuring that we build for the future, deal with issues arising from the cost of living crisis and ensure long term resilient economic growth.

Information about the Rugby area is included in the Rugby Local Plan (adopted in 2019). To provide some context to this Capital Strategy, the area of Rugby covers:

- An area of 138 square miles within Warwickshire
- 41 parishes with over 114,400 residents
- Growth in the numbers of people over the age of 65
- An average deprivation score of 50
- A total of 57 designated Local Sites of which 3 are Local Geological Sites and 54 Local Wildlife Sites (as at 2016)
- 19 Conservation Areas, 6 Grade 1 Listed Buildings, 30 Grade II* Listed Buildings and 460 Grade II Listed Buildings. Spread throughout the Borough are 26 Scheduled Monuments and 5 Registered Gardens (as at 2018)

Rugby Borough Council also manages a housing stock in the region of 3,479 dwellings (24 January 2024).

STRATEGIC APPROACH

2.1 REGULATORY BACKGROUND

CAPITAL STRATEGY DEVELOPMENT

Rugby Borough Council's Capital Strategy has been developed in line with the Capital Strategy Guidance produced by CIPFA in 2021. The Capital Strategy will be reviewed annually to ensure it is kept up to date and references to other strategies and policies are accurately reflected.

CAPITAL FINANCE

Local authorities are required by regulation to have regard to the Prudential Code for Capital Finance in Local Authorities (2021). The Code requires that all Councils should have a capital investment strategy which aligns capital delivery plans to their organisational objectives, as well as demonstrating sound financial management and prudent borrowing.

TRANSPARENCY

Rugby Borough Council operates within the Local Government Transparency Code (2015) which requires local authorities in England to publish information related to specific themes. These include expenditure over £500, purchase orders over £5,000, local land assets and social housing asset value, all of which are relevant to capital expenditure and investments.

2.2 CORPORATE STRATEGY

This Capital Strategy has been developed in line with the Corporate Strategy and the Medium-Term Financial Strategy. It is also closely linked to the Treasury Management Strategy to ensure capital expenditure is affordable and appropriately funded.

Consideration has been given to the Asset Management Strategy which outlines best practice for the deployment and utilisation of land, buildings and other assets to support delivery of front line services.

The medium-term capital strategy and long-term horizon planning will also consider the Local Development Plan (2019) for Rugby which outlines the type of place we aspire to be in the future and provides a framework that will manage change and growth until 2031.

2.3 CAPITAL STRATEGY MAIN PRINCIPLES

The capital programme will be developed and maintained along the following principles:

REPORTING

- Annual reporting of the five year medium term financial plan and the ten year long term plan for the capital programme. This annual report will not introduce new capital expenditure but will forecast the expenditure for existing approved schemes and projects along with the planned financing of that expenditure.
- There will be a presentation to the Budget Working Group of the anticipated thirty year horizon planning for capital expenditure, how it fits with corporate strategy and an outline of the potential financing

options. This is not a fixed plan and is expected to change over time to reflect the completion of current projects and changes in the corporate approach and financing.

- Annual reporting of capital outturn, reprofiling, savings and pressures, and the impact on the current and future programme.
- Quarterly reporting for quarters 1, 2 and 3 on performance against budget, forecast, variances and impact on future year budgets.
- Monthly exception reporting between the quarters will also take place on an informal basis to the Leadership Team.

APPROVAL

- All new proposals for capital expenditure will undergo a rigorous capital appraisal and must be presented as a business case with proposed financing. All new proposals, up to £50,000 will require Cabinet approval. Those over £50,000 will require Council approval. Where the expenditure is a new project, appraisals must follow the relevant Project Management arrangements.
- Where an approved project has not commenced within two financial years. The scheme must be brought back, for reapproval, to the appropriate committee with revised costings and revenue implications.
- All proposals for additional financing on existing programmes will require Cabinet approval and must include a summary business case and proposed financing.
- The capital programme will be flexible to allow the movement of expenditure and financing across years without needing recourse to further member approval. Movement across years will be subject to any financing restrictions imposed on the Council e.g. capital grant funding restricted to a single financial year. Movement across years will also be subject to approval from the Chief Officer-Finance and Performance. This will ensure adequate cash availability in terms of the timing of expenditure and allow investments to be maximized and/or other schemes to be accelerated or slipped.
- At each financial year end, financing of the capital expenditure will be reviewed to ensure optimum use of the overall resources available to the Council. Any changes will be determined by the Chief Officer-Finance and Performance. Additional member approval is not specifically required. Details will be reported to Cabinet in the Council's financial outturn report.
- Continuation Programmes that are not project based e.g. annual budgets for IT development or vehicle purchase, will be reviewed every two years. The current list of continuation programmes is included in Appendix A. See also the Continuation Programmes section of this strategy for further details. In summary, these reviews will need to consider:
 - a. past spending patterns and the effectiveness on services
 - b. how the expenditure supports the relevant corporate plans
 - c. whether changes could be implemented to reduce costs, increase effectiveness or better meet the Council's corporate strategy

BUDGET MANAGEMENT

- All capital expenditure and projects must have a designated budget manager who is accountable for the approved budget and delivery of the programme.
- Where projects/capital expenditure has been identified but financing is not available, an outline business case will need to be developed. This will then be held on an 'unapproved capital proposals' register and allocated a priority rating in accordance with pre-determined criteria. This register will be managed by

the Budget Working Group Board. As financing is identified, schemes will be selected on a priority basis to proceed to full business case for approval.

- Prioritisation and acceleration of schemes on the 'unapproved capital proposals' register will be the responsibility of the Budget Working Group/ Programme Board.

2.4 CAPITAL PROGRAMME

Rugby Borough Council will have a single Capital Programme covering both General Fund and HRA Projects. This will provide an overview of the capital expenditure and investment for Rugby.

Within the overall programme, the General Fund and HRA elements will have specifically identified financing to enable those elements to be reported on separately. The Capital Programme will be included in the annual budget setting and rent setting reports for information. Annual approval will not be required for the Capital Programme as any additions and adjustments will be managed and approved as outlined elsewhere within this strategy. New proposals and additional expenditure will require separate Cabinet approval.

The Capital Programme is a dynamic document and is not included as part of this strategy. A snapshot of the Capital Programme and financing will be reported each quarter and included in the quarterly financial monitoring reports.

2.5 LONG-TERM INVESTMENT NEEDS

Rugby Borough Council will continue to develop the long-term investment needs for the area, and this will inform the thirty year horizon planning. This long term view is informed by:

- Consultation and engagement with businesses and residents, such as the emerging Rugby Town Centre Strategy.
- The Council's Local Development Plan which includes Rugby's spatial vision for a prosperous town with a strong economy, including the development of sustainable housing, employment, leisure facilities and public transport. The Plan also includes a commitment to protect natural species present in the Borough by improving habitats and to meet the challenges of climate change.
- The Asset Management Strategy is intended to help optimise the deployment and utilisation of land, buildings and other assets to support delivery of front line services including operational buildings such as the Town Hall and the provision of social housing to meet the objectives set out in the Council's Housing Strategy.

2.6 MANAGEMENT OF RISKS

The resilience of the capital programme depends on the longer term planning and a joined up Corporate Strategy across the different strategies and plans. It also depends on strong financial planning, project appraisals, funding sources and other available resources.

Risks beyond the control of the Council (such as criminal acts, environmental risks, political risks and health crises) will be considered for each project during the planning phase. If external events raise risks for the Council, this will be managed through the usual risk management processes.

The Council is exposed to a range of risks that may impact on the capital programme and these include:

- Financial risks related to the investment of the Council's assets

- Macroeconomic risks related to the growth or decline of the economy. Local as well as national or global. Interest rates, inflation, continuing impact of Brexit, etc.
- Credit risks related to investments and loans to other institutions
- Reputational risks related to the Council's actions
- Environmental and social risks
- Governance risks related to ensuring that the Council has the correct level of oversight and scrutiny
- Changes in Government policy

The Council's Risk Management Strategy sets out the governance framework for managing risk. framework. The Strategic and Operational Risk Registers consider the risks around capital investment, including the areas outlined above. Detailed risks for each project will be considered on a case-by-case basis and documented and managed through the use of project risk registers. The strategic risk register informs the medium term and horizon planning for capital.

3. OPERATIONAL APPROACH

3.1 SKILLS AND KNOWLEDGE

Management of an effective capital programme requires managers with the appropriate level of skills and expertise. To ensure this is in place, the Financial Services Team will:

- Employ suitably qualified and knowledgeable team members to co-ordinate the overall capital programme and financing, support the monitoring of progress across the schemes, highlight variances and prepare the relevant consolidated reports.
- Provide financial support to budget managers in preparing project appraisals and business cases for new projects.
- Provide an annual training event for budget managers to ensure they are aware of their responsibilities and have the skills to carry them out.
- Ensure one-off training is provided to any new budget managers. This may be carried out by the Financial Services Team or existing budget managers who will be able to also impart their experiences.

3.2 PLANNING AND MONITORING

The Financial Services Team is responsible for co-ordinating, managing and maintaining the overall capital programme and financing. Individual capital schemes and purchases are the responsibility of the designated budget manager. The planning process is as follows:

1. Initially, each month, all capital budget managers will receive an expenditure report for their existing approved scheme(s) showing the agreed annual profile of spend, expenditure against budget for the year and, for projects, expenditure to date since the start of the project.
2. Training has been provided to budget managers, they are expected to run their own reports from the finance system and monitor their expenditure monthly. Budget managers will be provided with guidance on their responsibilities. Support will be provided by the relevant Finance Business Partner.
3. Budget managers are expected to review their monthly report in conjunction with their Finance Business Partner and where appropriate, provide a revised forecast and/or profile of expenditure for the year and/or the remaining life of the project.
4. It is important that delays or acceleration of a project is clearly distinguished from savings or pressures. Reprofiling a budget does not require member approval but needs to be highlighted as early as possible with the relevant Finance Business Partner for cash management purposes.
5. The default funding for additional pressures will be the relevant revenue budget and will require member approval. Budget managers will need to identify equivalent savings elsewhere or alternative funding.
6. The revised forecast will feed back into the next iteration of the report and expenditure will be monitored regularly. As long as the expenditure remains within the approved envelope of spend for that scheme or project, and any financing criteria continues to be met, no further action will be required.
7. Budget managers are responsible for providing all forecast information to their Finance Business Partners in accordance with the quarterly reporting timetable to ensure it can be included in the quarterly dashboards that are provided to budget managers, Chief Officers and Cabinet.
8. Where budget managers are forecasting project savings or pressures, this will be included in the quarterly financial report to Cabinet along with an up to date snapshot of the capital programme. Budget managers are responsible for providing explanations for the overall variances and the impact on services. Where additional spending is forecast on existing projects, refer to the section above Capital Strategy Main

Principles (Approvals). The Financial Services Team is responsible for ensuring that the overall Council financing requirements are appropriately adjusted.

9. Each quarter, the Financial Services Team will prepare a snapshot of the full capital programme and financing schedule for the four year medium term financial plan. Annually, this will also include a ten year longer term outline plan and financing in addition to information on the direction of travel for the 30 year horizon plan. This will ensure the availability of up to date information for decision making purposes.
10. Where additional financing is available, the quarterly Cabinet report will include options to accelerate potential projects from the reserve list in priority order. A priority rating will be provided following consideration of the outline business case, and this will be managed by the Budget Working Group.
11. Where unexpected variances mean that more resource than expected will need to be used, the quarterly report will include options to defer projects and schemes where possible.

3.3 PROJECT APPRAISAL

CURRENT PROCESS

The current process for including projects in the Capital Programme requires a report to be presented to Cabinet/Council. The report should include:

- Project details
- The reason for the request including evidence to support the business case
- How it delivers on the Corporate Strategy delivery plan
- Demonstration of best value/value for money
- Financial implications, both capital and revenue and how the project is to be funded
- Implications of not approving the project

Prior to the report being presented to members, the financial implications need to be reviewed by the Financial Services Team and be appraised by the Budget Working Group.

3.4 INVESTMENTS – CAPITAL LOANS

The Council can lend money in limited circumstances to support local public services and stimulate local economic growth. This is expected to be relatively infrequent, and all such proposals will be assessed in terms of risk. The Council will use external advisors if felt appropriate by the Chief Officer- Finance and Performance. All loans will be subject to a contract agreed by Chief Officer-Legal and Governance and must be approved by full Council.

To limit risk the current limit on the outstanding exposure is set at £20m. A loss allowance will be provided for in accordance with accounting policy.

All capital loans will be included in the Council's Capital Programme and financing must be identified as with other capital projects and procurement. All repayments of capital loans will be treated as capital receipts. Where financing of the capital loan was from borrowing, those capital receipts will be prioritised for the repayment of the Council's debt.

Further details for loans and other investments, including property investments, are included in the Treasury Management Strategy.

3.5 CONTINUATION PROGRAMMES

This is where the Council has an annual programme of capital expenditure that is not a specific project or scheme. The current approved continuation programmes are included in Appendix A with the current annual budget levels. Whilst there are current budget differences across years, it is anticipated that this stabilises to a consistent annual value.

This list is subject to review every two years, as mentioned in the principles section above. This will be reviewed throughout the financial year, so any changes are implemented prior to the budget setting process. The review will be presented as a report to the Budget Working Group with changes highlighted for approval. For each of the continuation programmes, the review will include:

1. A brief outline of what the programme is for and how it supports corporate plans
2. The relevant Portfolio, Chief Officer and budget manager
3. The annual budget and any external financing that offsets the cost to Rugby BC
4. How it will be financed and whether it is General Fund or HRA
5. Last three year's expenditure and what the impact on services was
6. Alternative options, the potential to reduce costs, increase effectiveness or better meet the Council's strategy

The review will be co-ordinated by the Financial Services Team and the programme information will be provided by the budget managers. The review would recommend any proposed changes to the annual budget value which would come into effect from the following financial year. The approved, revised values will then be included in the capital programme presented in the budget and rent setting reports.

The budget values may be reprofiled to future years or accelerated, subject to the Council's cash requirements. This does not require member approval but will be reported to Cabinet through the quarterly Finance and Performance report. The overall total may not be increased without specific Cabinet approval.

3.6 PROCUREMENT

Any procurement exercise should start with the early engagement of the Procurement Team to ensure compliance with current legislation and Contract Standing Orders. Procurement can advise on the most suitable route to market to attaining value for money and compliance.

Link to Sharepoint guidance documents

<https://rugby.sharepoint.com/sites/RBC/SitePages/Procurement%20Policy.aspx>

3.7 FINANCING

In any report or review of the capital programme or schemes, it must be clear how that expenditure will be financed and what revenue implications there will be. Financing will be included at the point the proposal is approved, following the relevant project appraisal process. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing or leasing).

The Council's capital expenditure plans are the key driver of treasury management activity and the two documents are closely related. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

- **Capital Financing Requirement (CFR)** – This is the total capital expenditure which is not paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and is the underlying borrowing need. Any capital expenditure which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
- **Minimum Revenue Provision (MRP)** – This is the statutory annual revenue charge which charges the economic consumption of capital assets to revenue as they are used. It broadly reduces the indebtedness in line with each asset's life.
- **Voluntary Revenue Provision (VRP)** – This is similar to MRP but is voluntary. Currently Rugby BC do not make any VRP, but this will be kept under review.
- **Depreciation** – There is no requirement for the HRA to make MRP but there is a requirement for depreciation to be charged. This is done in line with accounting policy.
- **Financing of capital expenditure** – Financing of capital expenditure can come from revenue, reserves, external grant funding, capital receipts or borrowing. All borrowing will be managed in accordance with the Treasury Management Strategy. Most borrowing is arranged to support overall cash requirements rather than specific capital projects although there may be exceptions.

FINANCING CONSIDERATIONS

- External financing such as grant funding is likely to have specific requirements and obligations that the Council must meet. Before accepting such funding, the Council must be confident of meeting those obligations. If those obligations include the provision of matched funding, the financing of the matched funding must be identified prior to the bid for grant funding being submitted. Such requirements and obligations will form part of the ongoing project monitoring by the budget manager.
- The Council's current de-minimis level for capital expenditure is £10,000. Even if the expenditure meets all of the other definitions for capital expenditure, it will be charged to revenue if it is under that value.
- Joint ventures and partnership arrangements must be thoroughly appraised prior to being entered into and, if required by the Chief Officer–Finance and Performance, external advice must be sought. This must be part of the overall project appraisal and in accordance with guidance from the Capital Programme Board.
- Leasing guidance is provided by the Treasury function in the Financial Services Team. All proposals that include any lease agreements must be agreed with the Financial Services Team to ensure the financial implications are thoroughly assessed and accounting implications determined in accordance with IFRS16.
- As a general default, all unringfenced funding will be pooled to support the overall capital programme. There will be specific exceptions from this such as HRA financing, restricted grant funding and other specific obligations that need to be managed. Use of capital receipts to fund capital expenditure will be determined based on Treasury management advice and is also subject to the relevant regulations regarding the application of capital receipts (e.g. limits on the use of RTB receipts for new builds).
- Section 106 monies come from developer contributions through the planning system. Most have restrictions on use defined in the agreements. Where this is not the case, the monies should be used to support existing Council priorities and commitments and be allocated in line with Council's capital scheme priorities.

- Revenue contributions can either be made during the year, e.g. a capital purchase funded from a revenue budget, or revenue contributions made be added to a reserve each year for later use.

FINANCING OF UNPLANNED CAPITAL SPEND

There may be occasions where unplanned capital expenditure occurs (e.g. emergencies, necessary purchases with prices increases that tip over the £10k revenue de minimis, etc.). Each case must be brought to the attention of the Chief Officer–Finance and Performance as soon as possible and approved through an urgent decision.

3.8 REVENUE CHARGES

REVENUE IMPLICATIONS

During the project appraisal process, any revenue implications will need to be identified so they can be included in the revenue medium term financial plans (i.e. General Fund or Housing Revenue Account). These are likely to include the following:

- Ongoing revenue implications of maintaining the asset. For example, the ongoing maintenance of a new apartment block.
- Impact on other future service budgets. For example, a new apartment block may increase cost of grounds maintenance, housing benefit subsidy, etc.
- The minimum revenue provision (MRP). An estimate of the MRP should be made during the appraisal process.
- Where depreciation is charged, that should be calculated during the appraisal process
- The impact on the net cost of borrowing (NCoB) and the debt cap
- Revenue budget availability and coverage
- Cash flow implications
- Implications of accounting rules (e.g. for projects that include leasing)
- Tax implications
- External revenue funding – timing, value and any obligations

MRP

Briefly, this is an amount charged to revenue to pay off the capital spend funded from borrowing. It is calculated according to the capital financing requirement (CFR) so only relates to borrowing and debt. If capital expenditure is funded from revenue or grant funding, this does not increase the MRP. This applies only to the general fund capital expenditure and is in place of a depreciation charge. See the Treasury Management Strategy for further details.

NCOB

The net cost of borrowing is calculated by the Financial Services Team. In summary, it represents investment income and interest received less interest on borrowing and some reserves. It is not a revenue implication in itself, but capital expenditure funded from borrowing will impact on this calculation and the overall financial cost to the Council.

4. PROJECT COMPLETION

4.1 PROJECT COMPLETION

Practical completion of a project occurs when (for example) the build is complete, and the asset is in use. At that point, a completion report should be compiled by the Project Manager to include:

- Has the project met the desired objective(s)?
- Will the outcomes be different to those originally planned?
- Financial report of actuals compared to budget and variances, with changes explained.
- What could have been done better?
- What worked really well?
- What points can usefully help other projects?
- What is the outstanding retention, timescale and conditions?

As mentioned in the Project Appraisal section above, developments are underway to improve project management processes and that may impact on the requirements outlined here.

4.2 FINANCIAL COMPLETION

This is when the last payment/financial transaction occurs on the capital project and is often the payment of the last retention. Once in operation, there may be ongoing revenue costs, but these will form part of the annual revenue budget.

On financial completion, the total project spend should be recorded and the project closed on the capital programme. This will be noted in the next quarterly report.

4.3 LEARNING POINTS

Learning points from capital schemes may be varied but they should be noted along with actions and a responsible person. They may include actions such as:

- Changes to the risk register
- Changes to processes
- Changes to the responsible person
- Changes in reporting
- Changes in the timing of decision making
- Seeking new funding opportunities and/or partnership arrangements
- Etc.

The Learning Points Register should be maintained and monitored quarterly by the Financial Services Team. Once the action has been taken, the outcome should be noted. It does not require reporting to members as it is an internal management process.

5. SALES AND DISPOSALS

An asset will be identified as surplus to requirements and suitable for disposal if, in its current condition, it does not meet any of the corporate objectives outlined in the policy and strategy documents listed in Appendix B.

Information will need to be provided as to why the asset cannot be brought to a condition where it could otherwise meet Council objectives.

Assets to be considered for disposal will be identified through periodic review of the Asset Register.

Authorisation of disposals will be in accordance with the Council's constitution.

5.1 LAND AND PROPERTY

The Council has a general power of disposal of land, contained in Section 123 of the Local Government Act 1972. Local authorities are not permitted to dispose of land for a consideration which is less than the best which is reasonably obtainable, unless they first obtain consent from the Secretary of State.

It will need to be established whether there are any legal constraints, such as restrictions on land that would prevent disposal. All negotiations for disposals should be advised by a suitably qualified property professional, preferably a member of the Royal Institution of Chartered Surveyors. This will include the production of Market Appraisals to demonstrate best consideration where appropriate.

The Council will aim to maximise its capital receipts, where possible, by enhancing the land prior to disposal; for example, by obtaining planning permission if this would result in a reasonable uplift in capital receipt after costs are taken into account.

A business case will be drafted and follow the appropriate governance arrangements. A communication plan will also be considered to ensure residents and other stakeholders are aware of the Council's plans for site disposal when appropriate. The Local Government Act 1972 and Town and Country Planning Act 1990 require a public consultation by placing advertising its intentions to dispose of public open space. Any objections will need to be considered prior to any final decisions on disposal.

Land asset disposal, if being considered, must be undertaken in accordance with Government guidance published by the Department for Levelling Up, Housing and Communities. Guidance published in 2016 by the Department for Communities and Local Government can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/508307/160316_Land_disposal_guidance.pdf

The Council will dispose of land and property assets by:

- Tender (Formal / Informal): by advertising and inviting sealed bids
- Private Treaty: In the case of limited interest, a marketing exercise would still need to be completed.
- Public Auction: If appropriate a reserve price will be set.

5.2 OTHER ASSETS

Disposal of assets other than land and property is expected to be minimal. This would include, for example, vehicles, plant and operational equipment. Any assets identified for disposal will require a business case to be drafted and follow the appropriate governance arrangements.

Officers must take into consideration all legislative requirements before undertaking any disposal. These include, but are not limited to:

- The WEEE (Waste Electrical & Electronic Equipment) Regulations
- Health and Safety considerations:
 - Equipment which may be contaminated with hazardous substances must be cleaned appropriately before being disposed of and a signed decontamination statement provided contact the Health & Safety Office.
- Any internal policy guidance on the disposal of IT equipment

The Council will dispose of other assets by:

- Tender (Formal / Informal): by advertising and inviting sealed bids
- Private Sale: In the case of limited interest, a marketing exercise would still need to be completed.
- Public Auction: If appropriate a reserve price will be set.

Where public disposal options are unsuccessful, consideration may be given to employee offers. This would need to be subject to any health and safety issues.

Gifting to charity may be considered if other options have been exhausted. This will be subject to health and safety considerations and assessment of any financial or legal risks and implications.

Scrapped, obsolete and damaged assets may be disposed of as waste. Evidence of their state must be retained for audit purposes and the Financial Services Team must be informed so the asset is removed from the asset register and the relevant accounting entries completed.

Damaged, destroyed, lost or stolen assets must be communicated to the Financial Services Team for insurance and accounting purposes. In appropriate circumstances a police report must be made. These assets will need to be removed from the asset register and the relevant accounting entries completed.

6. ACTION PLAN

The following developments will aid the smooth internal management of the capital programme and are expected to be completed during 2024/25:

1. Complete the biennial review of the continuing capital schemes programme for the 2025/26 budget process.
2. Continuation and re-enforcement of the training plan for finance and non-finance staff
3. An update of the guide for budget managers on what their responsibilities are and what they are accountable for.
4. Training for new members of the Budget Working Group on responsibilities of endorsing capital expenditure
5. Review and update project appraisal guidance and any appropriate forms required for capital project requests.

This action plan will be undertaken by the Financial Services team.

APPENDIX A: CONTINUATION PROGRAMMES

This is a list of the capital continuation programmes and the value of the annual budget. Some of the annual values have been approved at different amounts. From 2025/26 this annual value will be stabilised.

Reprofiling may occur in accordance with the approval processes described in the capital strategy. The overall total spend cannot be increased without further Cabinet approval.

Programme	2024/25	2025/26	2026/27	2027/28
	£000s	£000s	£000s	£000s
<i>General Fund</i>				
ICT Refresh Programme – Desktop	114	114	114	114
ICT Refresh Programme – Infrastructure	90	90	90	90
ICT Refresh Programme – AV Equipment	18	18	18	18
Digitalisation and Development Programme	45	45	45	45
Disabled Facilities Grants*	768	768	768	768
Vehicle Replacement	357	357	357	357
Waste Bins	88	88	88	88
Open Spaces Refurbishment – Street Furniture	42	42	42	42
Open Spaces Refurbishment – Leisure Facilities	150	150	150	150
Open Spaces Refurbishment – Safety Improvements	50	50	50	50
Memorial Safety	30	30	30	30
<i>Housing Revenue Account</i>				
Improvements and Capitalised Repairs**	2,290	2,812	2,812	2,812
Housing Management System	60	60	60	60
Disabled Adaptations	250	250	250	250
Lifeline Renewal Programme	60	60	60	60
Purchase of Council Homes	1,685	1,685	1,685	1,685

* Dependent on external funding

** As included in the HRA capital programme. The ongoing annual value to be reviewed.

OTHER APPROVED CAPITAL SCHEMES

No other approved capital schemes for 2024/25

For further details, portfolio and funding information, please refer to the capital programme.

APPENDIX B: REFERENCE DOCUMENTS

This is a list of other documents to be read in conjunction with the Capital Strategy

Asset Management Strategy	To optimise the deployment and utilisation of land, buildings and other assets to support delivery of front line services and the provision of social housing.
Corporate Strategy	The Council's overriding strategy
Property Acquisition and Disposal Policy	Policy for delivering, increasing, managing and maintaining the supply of quality affordable housing.
Housing Strategy – currently under review	Strategy for the provision of social housing for the borough.
Local Plan 2011-2031 (adopted in 2019)	The Council's policies and proposals to support the development of the Borough through to 2031
Medium Term Financial Plan (MTFP)	The financial plan for the Council for revenue and capital spending
Procurement Toolkit	Guidance on the appropriate procurement routes for expenditure
Risk Management Strategy	The Council's Risk Management Strategy sets out the governance framework for managing risk
Treasury Management Strategy	Capital financing and general treasury management

Treasury Management Strategy incorporating Investment Strategy – 2024/25 to 2026/27

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Section A – Capital Expenditure and Financing

Introduction

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing or leasing).

Budget managers are required to present a report to Cabinet or Council to include projects in the Council's capital programme. Full details on the process can be found in the Capital Strategy 2024/25.

Capital Expenditure & Financing

The Council's capital expenditure plans are the key driver of treasury management activity. It has been developed in conjunction with the 2024/25 budget process and the output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

The table below summarises capital expenditure plans, and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and includes current estimates for capital bids for 2024/25 and beyond

Financing of capital expenditure	2023/24	2024/25	2025/26	2026/27
	Estimate £m	Estimate £m	Estimate £m	Estimate £m
General Fund	5.792	4.939	2.262	2.062
HRA	19.003	21.607	13.814	5.970
To be financed by:				
Capital grants/contributions	6.184	4.146	2.705	805
Capital reserves/receipts	13.936	10.406	4.867	5.970
Revenue	0	0	0	0
Net financing/ Borrowing for the year	4.675	11.994	8.504	1.257

Table 1 Financing of Capital Expenditure 2023/24 – 2026/27

Capital Financing Requirement

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities, for example Private Finance Initiative schemes ("PFI") and finance leases. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the PFI or lease provider and so the Council is not required to separately borrow for these schemes. The Council currently does not have any finance lease or PFI/PPP commitments within the CFR.

The current CFR projections are included in Table 2 below.

	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Capital Financing Requirement					
CFR – Non housing	25.545	25.110	27.434	27.326	27.056
CFR – HRA	64.897	68.711	77.108	84.355	84.903
Total CFR	90.442	93.821	104.542	111.681	111.959
Movement in CFR	3.563	3.379	10.721	7.139	0.278

Movement in CFR represented by					
Net financing need for the year	4.975	4.676	11.993	8.504	1.805
Less:					
MRP/VRP and other financing movements	(1.412)	(1.297)	(1.272)	(1.365)	(1.527)
Movement in CFR	3.563	3.379	10.721	7.139	0.278

Table 2 Capital Financing Requirement 2022/23-2026/27

Minimum Revenue Provision (MRP) Policy Statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

DLUHC regulations have been issued which require the Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, (*central government support for local authority capital expenditure is the amount of expenditure towards which revenue support grant will be paid to a local authority on the cost of its borrowing*) MRP will be charged on a 2% straight line basis.

From 1 April 2008 for all unsupported borrowing (*capital expenditure for which no direct central government support is available and is undertaken with reference to the Prudential Code*) (including PFI and finance leases) the MRP policy will be:

- **Asset life (annuity) method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction)

MRP Overpayments – The DLUHC MRP Guidance allows that any charges made over the statutory MRP – VRP, or overpayments – can be reclaimed in later years, if deemed necessary or prudent. For these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until 31 March 2023 the total amount of VRP overpayments were £6.453m

These options provide for a reduction in the borrowing need over approximately the asset's life.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made.

Commercial Activity

Commercial property investment, particularly the 'bricks and mortar' retail environment, has seen considerable volatility during recent years with the demise of many established high-street brands. This trend is expected to continue in the foreseeable future as the retail market adapts to the continuing growth of on-line markets. Due diligence which will include utilising the expertise of consultants in the relevant fields will be applied in considering

direct or indirect (pooled funds, etc) investment in this sector to examine sensitivity around asset valuations, assumed rental yields, and tenant strength. Particular emphasis will be given to exit strategies and risks associated with asset obsolescence and/or changing market conditions.

Service Investments: Loans

The Council can lend money to local bodies or its subsidiaries to support local public services and stimulate local economic growth. Historically the Council has only done this in very limited circumstances where a significant service outcome is expected. There are currently two loans that have been approved by Council.

A loan of up to **£5.703m** was approved as the Council became a partner in the Sherbourne Recycling Facility to be located in Coventry. The facility will be the location for the processing of all recycle material for the partners with also the opportunity to sell any surplus capacity in the private market. The scheme which has 8 partner local authorities

- Coventry City Council
- Solihull MBC
- Walsall MBC
- Nuneaton and Bedworth BC
- North Warwickshire BC
- Rugby BC
- Warwick BC
- Stratford BC

This loan is scheduled to be repaid over a 25-year term and the first tranche of the Council's contribution was paid in 2023. The centre became operational during 2023/24.

The Council now has a corporate structure for its trading activity which is flexible enough to establish a variety of subsidiary companies. The structure has been created in such a way that the activity of the housing development Joint Vehicle will be operated separately under the same umbrella structure.

In June 2021, the Council agreed a loan facility of up to £9.760m to the recently incorporated company, Caldecott Developments Ltd (CDL). The oversight of this company will be undertaken by another recently incorporated company known as Caldecott Group Ltd, a subsidiary of the Council, and the governance will include elected members.

CDL will be expected to pay RBC interest on the loan at commercial rate and ensure compliance with the UK Subsidy Control Regime rules introduced in January 2023 and updated in December.

At present no decision has been made as to when this loan will start to be drawn down. Drawdown of the loan facility will only be actioned following approval from the Shareholder's Committee.

To limit the risk and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding exposure is currently set at £20m.

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts will be shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum due and has appropriate credit control arrangements in place to recover overdue repayments.

Assessment:

The Council will assess the risk of loss before entering service loans by assessing the counterparty's resilience, the service users' needs that the loan is designed to help meet and how these will evolve over time. During the life of the loan any change in original assumptions will be monitored. The Council will use external advisors if felt appropriate by the Chief Officer Finance & Performance. All loans will be subject to contract agreed by Chief Officer Legal & Governance. All loans must be approved by full Council and will be monitored by the Chief Officer Finance & Performance.

Service Investments: Shares

The Council has a minimal committed shareholding of up to £0.095m as part of its investment in the Sherbourne Recycling Facility. Sherbourne Recycling was established in 2021 to develop and operate a new state of the art materials recycling facility in Coventry on behalf of eight local authorities (Coventry City Council, North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Stratford-on-Avon District Council, Solihull Metropolitan Borough Council, Walsall Council and Warwick District Council)

Caldecott Development Limited, which is a partnership with the Norse Group and the shareholding is split 50:50 between the partners. The Council's share has a nominal value of £1. Caldecott Developments Limited is a subsidiary of Caldecott Group Limited which is wholly owned by Rugby Borough Council.

The Council has the limit on investment in this type which will be set at £0.120m and any change to the limit would be addressed in the report to the Council in setting up any further subsidiaries.

a. Security:

One of the risks of investing in shares is that they potentially fall in value meaning that the initial outlay may not be recovered. To limit this risk upper limits on the sum invested in local subsidiaries will be set at the lowest practical level, if and when exposure is allowed.

b. Risk assessment:

The Council would assess the risk of loss before entering and whilst holding shares by going through an extensive process of risk analysis. The risk analysis will include an assessment of the market that the subsidiary will be active in including the nature and level of competition, how the market/customer needs will evolve over time, the barriers to entry and exit and any ongoing investment requirements.

Council will use external advisors as thought appropriate by the Chief Officer Finance & Performance.

c. Liquidity: Although this type of investment is fundamentally illiquid, to limit this the Council, when it sets a limit in this area, will initially set out the maximum periods for which funds may prudently be committed and how the Council will ensure it stays within its stated investment limits.

d. Non-specified Investments: The limits on share investments will be included in the Council's required upper limits on non-specified investments.

Commercial Investments: Property

The Council owns a small portfolio of Investment Property which are predominantly 'legacy' properties. Investment properties are defined as those that are used solely to earn rentals and/or for capital appreciation. As financial return through rental income and/or capital appreciation is the main objective, the Council recognises the higher risk on commercial investment compared with treasury investments. The principal risk exposures include:

- individual vacancies
- falls in market value
- changes in the overall and local economy.

Individual property risks are constantly monitored and managed by the Property Manager. In order that commercial investments remain proportionate to the financial capacity of the Council, these are subject to an overall maximum investment limit which is set at £30m. Should income not meet expectations the Council holds c.£5m of General Fund reserves available to balance the revenue budget in the short term while the Property Manager reviews the performance of the portfolio. The movement in the fair value of the investment properties in 2022/23 is as follows:

	£m
Balance at 1 April 2022	0.690
Derecognition - disposals	0
Balance at 31 March 2023	0.690

Table 3 Movement in Fair Value of Investment Property 2022/23

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing, and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustments Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Decisions on new commercial investments are made by the leadership Team and Cabinet after recommendation from the Asset Management Member

Working Group in line with the criteria and limits approved by the Council in this strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Liquidity and Security Fair Value Hierarchy

The fair value of investment property has been measured using a market approach, which considers quoted prices for similar assets in active markets, existing lease terms and rentals, research into market evidence including market rentals and yields, the covenant strength for existing tenants, and data and market knowledge gained in managing the Council's Investment Asset portfolio. Market conditions are such that similar properties are actively purchased and sold and the level of observable inputs are significant, leading to the properties being categorised as level 2 on the fair value hierarchy.

a. Security: In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

The commercial properties are revalued each year-end by external valuers so the Council will each year consider whether the underlying assets provide security i.e. are not below their purchase cost. Should this be the case the Council will consider whether its current holding of the assets is appropriate and bring any alternative actions to Members in an update to the Investment Strategy.

b. Risk assessment: The Council assesses the risk of loss before entering into and whilst holding property investments by:

- i. assessing the relevant market sector including the level of competition, the barriers to entry and exit and future market prospects.
 - ii. using advisors if thought appropriate by the Chief Officer Finance and Performance.
 - iii. consulting Council's Asset Management Member Working Group.
 - iv. taking a final comprehensive report on all new investments to Cabinet
 - v. continually monitoring risk in the whole portfolio and any specific assets
- c. Liquidity:** Clearly property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. Given that the Council's portfolio is comprised of only of 4 properties, liquidity is not considered to be an issue currently, but should numbers increase then this will need to be assessed further.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness. The Council does not provide such commitments and guarantees, and this strategy does not include them for 2024/25. As noted above, if the Council creates a potential subsidiary which may, or may not, require commitments or guarantees dependent on its legal structure. the required limits will be set as a part of the Council report on the setting up of a subsidiary.

Investment Indicators

The Council has set the following quantitative indicators to allow elected Members and the public to assess its total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the total exposure to potential investment losses.

Total investment exposure (anticipated)	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Treasury management investments	90.000	60.000	50.000	50.000
Service investments: Loans	5.703	5.703	5.703	5.703
Service investments: Shares	0.095	0.095	0.095	0.095
Commercial Investments: Property	-	-	-	-
TOTAL INVESTMENTS	95.509	65.509	55.509	55.509
Commitments to lend	9.760	9.760	9.760	9.760

Guarantees issued on loans	-	-	-	-
TOTAL EXPOSURE	105.269	75.269	65.269	65.269

Table 4 Total Risk Exposure

How investments are funded: Government guidance is that these indicators should include how investments are funded. The Council does not currently hold any investment assets with particular liabilities (i.e. associated borrowing). All the Council's investments are funded by usable reserves and income received in advance of expenditure.

- Commercial income to net service expenditure ratio.
- Benchmarking of returns – ratio of property income yield to the Investment Property Databank (IPD) property yield index averaged over 5-year period.
- Average vacancy level; and
- Operating overheads of property section attributable to commercial property as a proportion of net property income

These indicators will be published in future reports at the point when the Council invests in significant service investments (loans and shares) or commercial property acquisition..

Revenue Budget Implications

Whilst capital expenditure is not directly charged to revenue, the consequences of capital expenditure are through interest payments and minimum revenue provision (MRP) on sums borrowed to finance projects. MRP is not chargeable to the HRA. The sums charged to revenue are the first call on the resources of the General Fund and HRA and if these costs escalate then there may need to be offsetting savings elsewhere within budgets to compensate. Details of the current estimated sums due to be charged to revenue are set out below.

£m	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
General Fund					
- Interest Payable	0.534	0.534	0.534	0.522	0.510
- MRP	1.412	1.297	1.271	1.365	1.527
Total General Fund	1.946	1.831	1.805	1.887	2.037

HRA					
- Interest Payable	1.295	1.295	1.295	1.280	1.270
Total	3.241	3.126	3.100	3.167	3.307

Table 5, Revenue Implications of Capital Expenditure

The information in the table is based on the approved current projects and will be subject to change as new capital projects are approved or slippage in existing projects occur.

As the costs of financing capital charged to revenue must be considered to be a first call on the available resources, it is important to identify how much of the revenue income streams are committed to financing capital.

Ratio of financing costs as a proportion of the net revenue stream

	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund	4.81%	(4.28%)	1.56%	10.12%	12.17%
HRA	32.39%	28.02%	24.94%	23.41%	22.63%

Table 6 Ratio of financing costs as a proportion of the net revenue stream

In the context of the General Fund, Actual of MRP/Interest charges relate to borrowing for the following large schemes approved by Council in recent years:

- Queens Diamond Jubilee Leisure Centre;
- Rainsbrook Cemetery and Crematorium
- Sherbourne Recycling Facility

In the context of the Housing Revenue Account, financing costs can be split into two major items

- £73m borrowing undertaken at the point of self-financing in 2012. This was repaid in 2023
- £66m of borrowing undertaken for the planned Biart place/Rounds Gardens high rise replacement scheme to take advantage of the preference PWLB rates

From April 2024, the Council will account for leases in line with the requirements of IFRS16 – Leases. This standard requires that local authorities will have to treat all leases where they are acting as a lessee, except for low value or short term leases, as finance leases. This means that the Council will need to bring an asset valuation and a corresponding liability onto its balance sheet with effect from 1 April 2024. As the Council will have a liability, it will have to recognise interest payments and minimum revenue provision requirements as separate elements of the lease payments whereas previously the lease payment was accounted for as cost of supplies and services. This will have a direct impact on the Council's prudential indicators. The impact has not yet been determined for Rugby, but it is not expected to be material.

Whilst the Council has several potential projects in the pipeline, until the projects are approved, no new borrowing has been assumed. The impact of the strategy will be updated to reflect new project approvals by the Council.

Section B - Treasury Management

Introduction

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in lower risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the Council.

ESG (Environmental, Social and Governance)

As a Local Authority using public funds, a consideration of ESG is an aspiration with treasury management activity. There are potentially financial benefits to be gained in the long – term from recognising the impact of climate change, efficient energy consumption, sustainable resources, inclusion, diversity, equality, and strong corporate governance. There is no target for ESG in this strategy because the authority takes a risk based approach to investment activity with the founding principles being

- security
- liquidity,
- yield

If an investment meets the Council's criteria for investing and delivers ESG benefits it will be pursued and highlighted specifically to the Audit and Ethics Committee through the Treasury Management reporting framework.

Cash Resources

The table below demonstrates that, over the term of the medium-term financial planning period, the Council will be relying more on internal borrowing i.e. using reserves and other cash resources that it holds rather than borrow from external sources. From projections of the capital programme and use of reserves this strategy is seen as sustainable in the medium term although the Chief Officer Finance and Performance will monitor the actual position against the projections in order to be ready to respond should long-term external borrowing become advisable.

External Debt	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Debt at 1 April	90.600	83.300	83.300	82.257
Expected change in Debt	(7.343)	0	0	(1.000)
Other long-term liabilities (OLTL)	0	0	0	0
Expected change in OLTL	0	0	0	0
Gross debt at 31 March	83.300	83.300	83.300	81.600
The Capital Financing Requirement	90.442	93.821	104.542	111.681
Under / (over) borrowing	7.142	10.521	21.242	29.424

Table 7 Gross Debt and the CFR 2022/23 – 2025/26

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

In recent years the Council has moved from an overborrowed to an under borrowed position with the repayment of the 2012 Self Financing loans.

Affordable borrowing limit and Operational boundary

Irrespective of plans to borrow or not, the Council is legally obliged to set an *affordable borrowing limit* (also termed the authorised limit for external debt) each year.

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired could be afforded in the short-term, but is not sustainable in the longer term.

This is a statutory limit determined under section 3(1) of the Local Government Act 2003. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.

The table below identifies the current borrowing limit:

Authorised limit £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Debt and other long-term liabilities	190.000	190.000	190.000	190.000	190.000

Table 8 Authorised Limit 2022/23 – 2026/27

In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

In most cases, this would be a similar figure to the CFR but may be higher or lower depending on the levels of actual debt and the ability to fund under borrowing by other cash resources.

Operational boundary £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Debt and other long-term liabilities	180.000	180.000	180.000	180.000	180.000

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Table 9 Operational Boundary 2022/23 – 2026/27

The Council's policy on treasury investments is to prioritise security and liquidity over yield that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks and building societies, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy, and the Council may request its money back at short notice.

Governance

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Officer Finance and Performance and staff, who must act in line with the approved Treasury Management Strategy. The Audit and Ethics Committee receives a mid-year and full year report and is responsible for scrutinising treasury management decisions made.

Borrowing Strategy

The Council has now moved to an under borrowed position. This means that the total capital borrowing need (the CFR), will not have been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow is used as a temporary measure. This strategy is prudent while borrowing rates remain at an elevated level but will be re-evaluated if rates begin to drop as is predicted during 2024/25 and 2025/26.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Chief Officer Finance and Performance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

Sources of Borrowing

The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- Any institution approved for investments (see below)
- Any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds
- Capital market bond investors
- UK Municipal Bond Agency and other special purpose companies created to enable joint local authority bond issues

In addition, capital finance may be raised using leases and hire purchase that are not borrowing but may be classed as other debt liabilities.

The Council has previously raised most of its long-term borrowing from the PWLB, but it will, if required, investigate other sources of finance amongst the sources listed above, that may be available at more favourable rates.

Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Treasury Investment Strategy

The Council holds significant funds, representing income received in advance of expenditure plus balances and reserves held. In the past year, the Council's total investments have ranged between £80m and £90m and although the level of reserves is expected to reduce in the longer term, there will still be significant short to medium-term cash flow surpluses leading to larger sums being held than the core reserves of the Council would indicate. This will allow the Council to continue to take advantage of the higher interest rates prevalent since 2022/23

Both the CIPFA Prudential Code and the DLUHC Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is as close to or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Given the size of the Council's current investment portfolio the Council will look to spread any risk with diversification, using a variety of products including Money Market Funds and Property Funds as well investing in the traditional institutions such as banks and local authorities through the money markets.

Business models: Under the IFRS 9 accounting standard introduced in 2018/19, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows rather than buying and selling investments and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved Counterparties

The Council's investment policy has had regard to the following: -

- DLUHC's Guidance on Local Government Investments
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are categorised as either 'specified' or 'non-specified' investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of £70m.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table 10
7. **Transaction limits** are set for each type of investment (as per table 10)
8. This authority will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph B10.5.3).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph B8.2).
10. This authority has engaged external consultants, (see paragraph B8.4), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in sterling.
12. As a result of the change in accounting standards for 2020/21 under IFRS 9, the authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG (now DLUCH) concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31 March 2023. On 5 January 2023 DLUHC has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

However, the authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph B10.5). Regular monitoring of investment performance will be carried out during the year.

(i) The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign

Long-Term rating of A- and have, as a minimum the following credit rating (where rated):

Long Term - A-

The Council uses credit ratings from the three main rating agencies, Fitch, Standard & Poors and Moodys. The lowest available credit rating will be used to determine credit quality

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided they continue to be part nationalised or meet the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The minimum credit rating for operational bank accounts will be BBB-, and with assets greater than £25bn.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies - The Council will use all societies which have a minimum credit rating of BBB.
- Money Market Funds (MMFs) CNAV – £10M
- Money Market Funds (MMFs) LVAV –£10M
- Money Market Funds (MMFs) VNAV – £5M

- Ultra-Short Dated Bond Funds with a credit rating of at least – AA
- UK Government (including gilts, Treasury Bills and the Debt Management Account Deposit Facility – “DMADF”)
- Local authorities, parish councils etc
- Housing associations/Registered Providers
- Supranational institutions
- Corporate loans, bonds and commercial paper
- Property and equity pooled funds

A limit of £30m will be applied to the use of non-specified investments

The Council may invest with any of the counterparty types in the table below; subject to the cash limits (per counterparty) and the time limits shown in Table 10. These limits will cover both specified and non-specified investments.

Approved counterparties					
Credit Rating	Banks / Building Societies Unsecured	Banks / Building Societies Secured	Non-UK Government	Corporate	Registered Providers
AAA	£10m 5 years	£10m 5 years	£5m 10 years	£5m 10 years	£15m 10 Years
AA+	£10m 5 years	£10m 5 years	£5m 7 years	£5m 7 years	£15m 10 years
AA	£10m 4 years	£10m 4 years	£5m 5 years	£5m 5 years	£15m 10 years
AA-	£10m 3 years	£10m 3 years	£5m 4 years	£5m 4 years	£15m 10 years
A+	£10m 12 months	£10m 12 Months	£5m 3 years	£5m 3 years	£15m 5 years

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

Table 10 Counterparty Limits

Table 10 must be read in conjunction with the notes below.

Where appropriate the council will carry out thorough due diligence in order to minimise the risk that it could be exposed to. This will involve independent credit analysis acquired from a Treasury Management advisory company shows them to be suitably creditworthy.

a. **Credit Rating:** Investment limits are set with reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered.

b. **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

c. **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of

insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

d. **Building Societies:** Although the regulation of building societies is no longer any different to that of banks the Council takes additional comfort from building societies' business model. The Council will therefore consider investing with unrated building societies where independent credit analysis acquired from a Treasury Management advisory company shows them to be suitably creditworthy.

e. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years and with a UK local government body up to £20m for up to 10 years. The Council is confident that as a sector local authority are secure investments in the context of support from Central Government and the legal surcharging framework that guarantees debts will be paid.

f. **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made either following an external credit assessment as part of a diversified pool in order to spread the risk widely.

g. **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services; they retain the likelihood of receiving government support if needed.

h. **Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

i. **Bond, equity and property funds** offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly. These types of funds were introduced in 2013/14 and have provided increased yield although their capital value has shown some volatility requiring continued monitoring.

k. **Real estate investment trusts (REITs):** Shares in companies that invest mainly in real estate and pay most of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. The Council will carry out detail appraisal and take advice before any possible investment.

l. **Operational bank accounts:** The Council may incur exposure through its current accounts to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity. The Council currently banks with Lloyds Banking Group rated A+.

The Council's limit that it can remain invested within Lloyds Banking Group is £10m.

m. **Long Term investments:** Alongside pooled funds the Council may use long term investments when they are appropriately secure over the term of the investment. A limit of £70m has been set total long term (over a year) investments.

n. **Risk Assessment and Credit Ratings:** Credit ratings are monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be ended at no cost will be and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then no investments other than call investments will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- a) **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £70m of the total treasury management investment portfolio.
- b) **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit**

rating of AA- from Fitch or equivalent. The range of countries that qualify using this credit criteria will be added to, or deducted from, by officers should ratings change in accordance with this policy.

c) **Other limits.** In addition:

- no more than £20m will be placed with any non-UK country at any time.
- limits in place above will apply to a group of companies.
- sector limits will be monitored regularly for appropriateness.

Treasury Management consultants – the Council uses Link Group, Treasury Solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Investment performance

This Council will use an investment benchmark to assess the performance of investment portfolio using the 12-month compounded / SONIA. Previously the Council had used the publication of official LIBOR figures (and related LIBID calculations) which ceased at the close of 2021. As such, we have updated references to SONIA (Sterling Overnight Index Average), which is the risk-free rate for sterling markets administered by the Bank of England.

For reference, SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors.

External fund managers – As at 31 December 2023 £6m of the Council's funds is externally managed on a discretionary / pooled basis by CCLA and Lothbury Property Funds

The Council's external fund manager(s) will comply with the Annual Investment Strategy. The agreement(s) between the Council and the fund manager(s) additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The Council fully appreciates the importance of monitoring the activity and resultant performance of its appointed external fund manager. In order to aid this assessment, the Council is provided with a suite of regular reporting from its manager. This includes receiving quarterly statements and annual reports.

In addition to formal reports, the Council also meets with representatives of the fund manager on a semi-annual basis. These meetings allow for additional scrutiny of the manager's activity as well as discussions on the outlook for the fund as well as wider markets.

Investment Security and Borrowing

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the Council's credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned but will protect the principal sum invested.

Investment limits: The Council's revenue reserves available to cover investment losses are forecast to be in the region of £5m on 31 March 2024. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Cash flow management: The Council's officers maintain a detailed cash flow forecast for each coming year revising it as more information is available. This informs the short-term investments such as those to cover precept payments. The forecast is compiled on a prudent basis, with receipts under-estimated and payments over-estimated, creating a buffer to minimise the risk of the Council being forced to borrow on unfavourable terms to

meet its financial commitments. Long term investment strategy is based on the Council's medium term financial strategy.

Treasury Management Indicators

Security benchmark: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the historic risk of default of its investments against a maximum target rate. The table below shows the chance of default by a range of institutions that the Council might invest with.

RISK OF DEFAULT					
Rating/Years	< 1Year	1-2 Year	2-3 Years	3-4 Years	4-5 years
AA	0.02%	0.04%	0.09%	0.16%	0.22%
A	0.05%	0.13%	0.24%	0.36%	0.50%
BBB	0.14%	0.38%	0.65%	0.97%	1.24%
Council	0.01%	0.02%	0.00%	0.00%	0.00%

The maximum risk of default that the Council accepts across its portfolio is as follows.

	Target
Historic risk of default	0.25% (max)

Table 11 Security Benchmark Target

Maturity structure of borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing (fixed rate and variable rate) borrowing are shown below.

Maturity structure of fixed & variable interest rate borrowing		
	Lower	Upper
Under 12 months	0%	25%
12 months to 2 years	0%	25%
2 years to 5 years	0%	50%
5 years to 10 years	0%	50%

10 years to 20 years	0%	75%
20 years to 30 years	0%	75%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

Table 12 Limits on maturity structure of borrowing

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total long-term principal sum invested to final maturities beyond the period end will be:

Maximum principal sums invested > 365 days from end of financial year				
	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m
Principal sums invested for longer than 365 days	35.0	20.0	20.0	10.0

Table 13 Maximum Principal Invested more than 365 days

Markets in Financial Instruments Directive: The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Officer Finance and Performance believes this to be the most appropriate status.

Economic Background

The last 12 months have been characterised by a succession of interest rate increases in the UK. The Bank of England policy has seen the Bank Rate rate rise to 5.25%, putting borrowing costs at their highest level since 2008, as policymakers evaluate recent signs of an economic slowdown in the UK, while simultaneously grappling with the ongoing challenge of stubbornly high inflation. Policymakers did however reiterate their commitment to tightening policy further if deemed necessary.

The British economy stalled in the third quarter of 2023, the weakest performance in four quarters, but beating forecasts of a 0.1% q/q contraction, first estimates showed.

Average weekly earnings, including bonuses in the UK, rose by 7.9% y/y in the three months to September, the lowest in fourth months, but above market forecasts of a 7.4%

rise. Meanwhile, regular pay which excludes bonus payments, went up 7.7% y/y in the 3 months to September 2023, below a record high 7.9% rise in the previous two periods and in line with expectations.

Earnings growth was previously boosted during 2020/21 by the effect of lower paid workers losing their jobs during the pandemic and the impact of the furlough scheme.

Consumer price inflation in the United Kingdom dropped to 4.6% in October, from September's reading of 6.7% and below market expectations of 4.8%. This marks the lowest rate since October 2021, due in part to the recent reduction in energy prices following Ofgem's decision to lower the cap on household bills.

The European Central Bank kept interest rates at multi-year highs during its October meeting, marking a significant shift from its 15-month streak of rate hikes and reflecting a more cautious "wait-and-see" stance among policymakers, influenced by the gradual easing of price pressures and concerns about an impending recession. This decision follows a series of ten consecutive rate increases since July 2022, which elevated the main refinancing operations rate to a 22-year high of 4.5% and the deposit facility rate to an all-time record of 4%. The central bank also stated its determination to ensure that inflation returns to its 2% target over the medium term, saying it will maintain interest rates at these elevated levels for a sufficiently extended period until it achieves that objective.

- The Eurozone economy edged up a meagre 0.1% year-on-year in the third quarter of 2023, the weakest reading since the contractions in 2021, and below forecasts of 0.2%, preliminary figures showed. It also shrank by 0.1% in the three months to September 2023, worse than market forecasts of a flat reading and following an upwardly revised 0.2% rise in the second quarter, preliminary estimates showed.
- The inflation rate in the Euro Area declined to 2.4% y/y in November 2023, reaching its lowest level since July 2021 and falling below the market consensus of 2.7%, a preliminary estimate showed. The core inflation rate in the Euro Area, which excludes volatile food and energy prices, eased to 3.6% in November 2023, its lowest since April 2022 and below forecasts of 3.9%.

The US economy saw an increase of 150,000 in October for nonfarm payrolls, downwardly revised 297,000 in September, and below market expectations of 180,000. The unemployment rate in the US registered at 3.9% in October, edging above market expectations and September's reading of 3.8%, to mark the highest jobless rate since January 2022.

- The Federal Reserve kept the target range for the federal funds rate at a 22-year high of 5.25%-5.5% in its November 2023 meeting, following a 25bps hike in July, and in line with market expectations. Jerome Powell, Chair of the Federal Reserve, indicated that projections released in the September dot-plot which suggested one further rate hike in 2023 may now be inaccurate. He also stated the FOMC had not discussed any rate cuts yet, while the primary focus remains on whether the central bank will need to implement additional rate hikes.

Credit Outlook

The anticipated impact of the economic factors detailed above on interest rates is set out in the table below.

%	Dec 23	Mar 24	Jun 24	Sep 24	Dec 24	Mar 25	Jun 25	Sep 25	Dec 25
Bank Rate	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.25
5yr PWLB Rate	5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.80
10yr PWLB Rate	5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.80
25yr PWLB Rate	5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.20
50yr PWLB Rate	5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	4.00

Table 14 Interest Rate Forecast Dec 2023 – Dec 2025

Present Position and Forecast

On 31 December 2023 the Council held £99.5m of borrowing and £110.9m of investments at market value; broken down as follows:

	31 December 2023 £m
Call Accounts	
Other Local Authorities / Registered Providers	22.5
Banks / Building Societies – rated	60.8
Banks / Building Societies – unrated	
Total managed in-house	83.3
Pooled Funds	6.0
Bonds and Certificates of Deposit	5.0
Total managed externally	11.0
Total Treasury Investments	94.3
PWLB	73.3
Other Long-Term Borrowing	10.0
Short Term Borrowing	-
Total External Borrowing	83.3
Net Treasury Investments / (Borrowing)	11.0

Table 15 Net Investments Summary

The balance sheet of the Council can be projected to estimate the amounts available for investments. Below is the current projected analysis of the balance sheet to illustrate the trajectory of the Council's funds.

Year End Resources	2022/23 £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Fund balances / reserves	55.075	55.000	55.000	55.000	55.000
Capital receipts	17.506	11.093	8.493	7.819	7.819
Provisions	4.337	4.337	4.337	4.337	4.337
Total core funds	76.918	70.430	67.830	67.156	67.156
Working capital (surplus) / deficit	(13.900)	(13.900)	(13.900)	(13.900)	(13.900)
Under/(over) borrowing	7.142	10.521	21.242	29.424	29.424
Expected Investments	83.676	73.809	60.488	51.632	51.632

Table 16 Balance Sheet Analysis 2022/23 – 2025/26

Section C Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Officer Finance & Performance is a qualified accountant with over 15 years' experience and the Property Manager is a fellow of RICS with over 20 years of experience in commercial property. The Council will support junior staff to study towards relevant professional qualifications.

CIPFA require the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Appropriate treasury training will be offered to members on an annual basis. The training needs of treasury management officers are periodically reviewed.

Where Council staff do not have the knowledge and skills required, use is made of external advisers that are specialists in their field. The Council currently employs Link Group, Treasury Solutions as treasury management advisers.

The Council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisors.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subject to regular review.



Procurement Strategy
April 2023 – March 2027

Foreword

The UK and Local Government landscape continues to face uncertain economic challenges adding additional pressure to services and the supply chain. Furthermore, the Public Procurement Regulatory framework is changing with new regulations predicted to come into force in 2023. That said, the Council is determined to meet the challenges head on by working innovatively to realise its ambition to be #RightforRugby.

This Procurement Strategy aspires to build and develop on performance obtained under previous procurement strategies. Additionally, this strategy incorporates aspects of Accounts Payable as well as the National Procurement Strategy for Local Government in England.

Procurement is a strategic activity across the organisation helping to ensure compliance, value for money and effective delivery whilst achieving additional benefits such as efficiency, reduced waste and generating social value. The Council wishes to obtain and deliver social value throughout its supply chain such as unleashing opportunities for small and local businesses, charities, social enterprises and the wider society it serves.

This strategy has been designed to do that by focusing on 5 key themes:

1. Compliance

2. Strategic Procurement & Purchasing

3. Value for Money

4. Collaboration

5. Social Value

Procurement Vision

The key delivery aims will help to address the following challenges:

- Ensure procurement is undertaken at the right level with the right people and relevant training
- Use technology and in particular eProcurement to support Organisational and behavioural change
- Make procurement a key management activity
- Involve Members in the procurement strategy so they provide leadership in embedding procurement excellence into the culture of the Council
- Comply with all legislation relating to procurement activity and prepare for an effective transition to the new UK Public Procurement Regime when introduced
- Develop partners and partnership working
- Stimulate markets and the local economy to be able to procure from a diverse and competitive range of suppliers including minority businesses, voluntary and community sector groups and Small and Medium Enterprises (SMEs). This also extends to Tier 1 and high Tier 2 Contractors/Suppliers who shall be involved in the delivery of the Council regeneration plans
- Develop a contracts database covering recurrent procurement activity in the form of pipelines for effective planning
- Enhance existing guidance and support offered to officers on procurement process/contract management
- Provide strategic procurement advice to major projects
- Provide procurement training for Members, Officers and Suppliers

Background

Procurement and Accounts Payable is an essential element of delivering cost effective efficient services and Social Value. It impacts on a range of stakeholders, including Members, Management Team, staff, the public, suppliers and partners. Procurement embraces the whole of the supply chain and commissioning cycle from identifying need, to contract management and monitoring. Key to the success of this strategy is delivering the Council's procurement and accounts payable function at a strategic level and optimising the advantages of a corporate approach to supply chain management and the wider social environment. This means that in the future the Council will work with its partners to engage in supplier and market development and packaging of contracts to ensure the most effective purchase is made. This strategy seeks to provide clear direction and a coordinated strategic approach that avoids duplication or increased bureaucracy, interfaces with the Corporate Strategy and delivers improvements to our procurement process for the period 2023–2027.

Procurement is a critical process for ensuring the Council meets the needs of the community. The public do not distinguish between in-house services and those provided by contractors. Poor procurement can lead to a loss of confidence by the public in our ability to deliver excellent public services.

Rugby Borough Council currently spends approximately £22m¹ per year on procurement of supplies, services and works, using just under 1000 suppliers. The council is continually improving its procurement processes and procedures to achieve maximum efficiency. Furthermore, the Council pays approximately 23,000¹ invoices as a result of the procurement of goods, services and works which flow through the Accounts Payable team for processing.

Our operating principles are to:

- Ensure Procurement is conducted within UK legislation and is compliant
- Provide services that represent good value for money not only to internal and external stakeholders but also throughout our supply chain
- Identify best practice in procurement and accounts payable to challenge current methods
- Maximise, where proportionate, local Social Value and Environmental Sustainability
- Be open to and seek opportunities for partnership or collaborative work with other authorities, the private and third sector
- Deliver efficiency savings both cashable and non-cashable

¹ Creditors & Procurement Annual Performance Report 2021/2022

Theme 1 – Compliance

Outcomes Sought:

- Ensure the Council's reputation is maintained
- Council staff and members are aware of relevant legislation and have access to compliant documents, efficient processes and sound advice
- Manage the risk of legal challenges and fines

Whilst the UK has departed from the EU and is set to implement its own set of procurement regulations, the principles remain unchanged and therefore the risk of exposure for failing to comply remains high. The Green Paper is in circulation in 2022 which aims for greater transparency in public sector procurement which the Council aims to be ahead of prior to legislative changes. Primarily, the Council has a duty to ensure compliance with all regulations and legislative requirements and procurement is no different. As far as reasonably possible, the Procurement and Accounts Payable Team is required to protect the Council from legal challenge to ensure the reputation of the Council isn't damaged but to also limit any risk of fines due to non-compliance. The regulations and legislative requirements provide a basis to implement best practice throughout the procurement cycle and should therefore be viewed as an opportunity for the council to obtain maximum value in its procurement and service delivery.

The Procurement and Accounts Payable Team shall continually review the Council's procurement practices and procedures to ensure compliance with existing and developing legislation. An appropriate level of central professional procurement resource and knowledge will also be maintained within the Council to help ensure outcomes are delivered as set out in this strategy. This also mitigates risk by protecting the Council's finances.

In addition to the above and as a public sector body, the Council has a duty to support its supply chain by implementing prompt payment procedures to limit exposure to late payment charges. The Accounts Payable function, therefore, seeks to limit any risk associated with late payment fines protecting the Council and its finances.

Theme 2 - Strategic Procurement & Purchasing

Outcomes Sought:

- eProcurement – use of technology for efficiency and effectiveness:
 - *e-tendering*
 - *Central contracts database for improved transparency and planning*
- No Purchase Order, No Pay Policy
- Application of Category Management from data analysis and aggregate spend internally and with collaboration partners
- Uphold Governance standards via management information allowing for better financial management, budgeting, transparency reporting and decision making
- Devolve Council policy to external bodies through supply contracts
- Continue to implement innovative procurement and accounts payable practices
- Showing leadership via engagement with Partners, Strategic Suppliers, Members, Senior Officers and Managers
- Behaving commercially to extract value and identify new opportunities, including possible income generation activities
- Prioritising corporate requirements, while addressing any long-term risks, maximising cost savings, and ensuring processes are efficient and effective

Strategic procurement takes place where there is high risk/high value of spend for the Council and where it is crucial in supporting the Corporate Strategy. In this area it is important to be concentrating on building excellent working relationships with the supply chain and collaborative partners with a view to driving down costs without attempting to reduce profit margins to maintain sustainability. This involves looking across service boundaries to identify synergies and opportunities for improving the economy, efficiency and effectiveness. Supplier rationalisation and spend aggregation will allow buying power to be refocused with the resultant benefits of increased leverage, better processes, potential for reduction in numbers of transactions and better value for money being achieved. Furthermore, this strategy aims to build on the status of Procurement and Accounts Payable throughout the Council to assist with the delivery of both statutory and non-statutory functions. The use of eProcurement has and will continue to facilitate the deployment of the strategy in an efficient and effective manner whilst linking into value for money and compliance. The Procurement team will continue to support SMEs in use of these systems to ensure inclusiveness.

Theme 3 - Value for Money

Outcomes Sought:

- Seek the correct balance of quality, effectiveness and price for Council services
- Continue to improve the efficiency and effectiveness of services delivered across the Council portfolio's
- Improved supplier service to end user through effective contract management activities
- Drive down procurement and accounts payable costs whilst obtaining value for money by reducing waste and implementing lean processes
- Use of innovative eProcurement tools
- To increase savings, maximise efficiency, and reduce risks.

The principle of delivering value for money remains a key principle for the procurement and accounts payable service as it is of paramount importance for the delivery of the Council's objectives and the residents it serves. Achieving value for money in public procurement remains key to securing, from suppliers, the best mix of quality and effectiveness to deliver the requirements for the least outlay over the period of use of the requirements bought. Therefore, the Council sets a clear framework that it is not bound to select the lowest price but instead it shall take a broad view of value for money that captures operational delivery, quality, effectiveness and social value. Therefore, creating efficiency, reducing waste and releasing resource, outlines a vision for the Council to harness opportunities available to deliver measurable efficiency improvements and deliver value for money. Additionally, unleashing opportunities for small businesses, charities and social enterprises to innovate in public service delivery remains crucial for delivering social value in local economies.

Theme 4 - Collaboration

Outcomes Sought:

- Actively seek and participate in Shared Services, Partnerships and Public Sector networks both regionally and nationally
- Encourage the use of collaboration where value for money and service requirements can be improved
- Establish links to Public Sector Framework Agreements and providers
- Working proactively with procurement and accounts payable system providers to enhance eProcurement
- Reducing the administrative burden for suppliers, particularly SMEs, to compete and bid for the provision of council services, goods and works

The opportunities identified within this strategy become even more powerful when shared with partners, shared services, regional and national public sector bodies. We are actively collaborating within the Warwickshire Sub Region and exploring working in various ways with other public bodies to combine our buying power and procure goods, works or services jointly. Major benefits we have realised are economies of scale, accelerated learning and reduced sourcing activity. The Council will encourage the development of new methods or approaches to procurement that will deliver services efficiently, effectively and economically.

Theme 5 - Social Value

Outcomes Sought:

- Consider and where appropriate, maximise Social Value by encouraging the local and wider economy to stimulate economic, social and environmental development
 - *creating new businesses, new jobs and new skills*
 - *tackling climate change and reducing waste*
 - *improving supplier diversity, innovation and resilience*
 - *aim to pay over 70% of invoices to SMEs within 10 days*

- Develop and enhance links to organisations such as the Federation of Small Businesses (FSB), Voluntary, Community and Social Enterprise organisations (VCSE) and Federation of Master Builders (FMB) to help identify best practice and reduce barriers to trade

Public Sector Procurement has placed social value as a key priority and year on year contracting authorities place more emphasis on delivering social value throughout their supply chain. Following the devastating impact of Coronavirus, delivering social value outcomes both regionally and nationally has never been so important. Procurement and Accounts Payable can play a huge part in enhancing the profile of social value as outlined in the National Procurement Policy Statement². The Council has placed a particular focus on supporting local economies and consideration of the Social Value Act 2012. Procurement has been innovative in its approach to this aim and will continue to develop strategic and tactical mechanisms to encourage economic regeneration. Improving access and visibility to trading opportunities and reducing the administrative burden are vital in attracting SME/VCSE organisations. Accounts Payable and prompt payment play a huge part in the support of supplier sustainability and cashflow security and remains a key activity for the Council to maintain its payment performance.

Using local government buying power, innovative and future proofed solutions can be championed, enabling local and other businesses and VCSEs to support climate change ambitions, a circular economy and low-emissions supply chains. Highlighting categories, planned contracts and suppliers which reflect Council priorities can ensure that the Council is making optimum use of existing products, materials or assets, or by refurbishing/reusing products, materials or assets from elsewhere. A focus on the carbon emissions of infrastructure, equipment or services at the procurement stage can help to reduce the lifecycle costs of ownership for the end user, as well as carbon.

The Council, through its procurement processes, will engage key stakeholders involved in the commissioning, designing, specifying, procuring and managing of requirements, to apply climate change requirements in a relevant and proportionate manner. Considering the potential for carbon reduction as early as possible in the process can effectively mobilise procurement to deliver relevant local and climate change priorities.

² [Procurement Policy Note 05/21](#)

Risk Assessment review of Corporate Reserves**Appendix 11**

Risks	General Fund	Business Rates Equalisation Reserve	Budget Stability Reserve	TOTAL Excluding Earmarked
Closing Balance 2022/23	(2,250)	(17,042)	(2,871)	(22,163)
forecast contribution (to)/ from 2023/24	0	1,701	331	2,032
Closing Balance 31 March 2024	(2,250)	(15,341)	(2,540)	(20,131)
forecast contribution (to)/ from 2024/25	0	(5,173)	150	(5,023)
forecast contribution (to)/ from 2025/26	0	(630)	200	(430)
forecast contribution (to)/ from 2026/27	0	(1,168)	0	(1,168)
forecast contribution (to)/ from 2027/28	0	(1,037)	0	(1,037)
forecast contribution (to)/ from 2028/29	0	(1,097)	0	(1,097)
Closing Balance 31 March 2029	(2,250)	(24,446)	(2,190)	(28,886)
Potential Future Risks:				
Loss of 20% future growth in Tax Base	-	-	407	407
Borrowing and interest rate exposure	263	-	-	263
Emergency - Unknown Risks	-	-	-	-
Energy Risk re Price Increases as % of budget	-	-	618	618
Growth delay or slippage in business rates income over medium term	-	1,299	-	1,299
In year service demand: economic factors creating need in housing, homelessness	-	-	-	-
Income not achieved for traded and commercial services including parking and green waste	-	-	-	-
Known Risks - Net Fees and Charges/cost pressure	-	-	-	-
Legal challenge	500	-	-	500
Loss of Business Rates growth included in Base Budget: timing risk of baseline reset	-	300	-	300
New Emergency - up to 1% of gross budget requirement and/or one month of salary	2,010	-	-	2,010
Non achievement of savings plans including digitalisation	-	7,976	-	7,976
Pay structure and Employment Market - MR	250	-	-	250
Pay structure and Employment Market - HR	-	-	1,170	1,170
Planning fees income reduction	-	-	1,125	1,125
Potential loss of contract income from services at risk or being retendered	-	-	-	-
Potential reduction in Business Rates collection (increased appeals)	-	907	-	907
Potential reduction in council tax collection	-	-	1,253	1,253
Total loss of income based on Risk of Safety Net	-	621	-	621
Risk of increased LTCS Cases	-	-	69	69
Risk of a significant employer or business leaving the borough	-	2,681	-	2,681
Total loss of income based on negative outcome option	-	4,866	-	4,866
Potential reduction in Business Rates collection rate	-	183	-	183
Unexpected in year service demand: demographic growth, economic factors creating need	250	-	-	250
Unfunded new burdens e.g. separate food waste collection	200	-	-	200
SUBTOTAL	3,472	18,831	4,643	26,947
Shortfall/(surplus)	1,222	(5,615)	2,453	(1,939)

AGENDA MANAGEMENT SHEET

Report Title: Constitution Update

Name of Committee: Council

Date of Meeting: 21 February 2024

Report Director: Chief Officer - Legal and Governance

Portfolio: Finance, Performance, Legal and Governance

Ward Relevance: None

Prior Consultation: Consitution Review Working Party

Contact Officer: Aftab Razzaq
Chief Officer - Legal and Governance
01788 533521, aftab.razzaq@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

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 purpose of this report is to update the Constitution in respect of the Budget Policy Framework and the Scheme of Delegation.

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:	The Council has duly considered its obligations as set out within the s.149 of the Equality Act 2010. There are no direct implications arising from this report.
Options:	To accept or reject the recommendations set out within the report.
Recommendation:	Approve and grant delegated authority to the Monitoring Officer to implement the amendments to the Council Constitution as detailed within this report and within appendix 1 and appendix 2
Reasons for Recommendation:	To ensure the Council Constitution is robust and fit for purpose to ensure overall sound decision making.

Council - 21 February 2024

Constitution Update

Public Report of the Chief Officer - Legal and Governance

Recommendation

Approve and grant delegated Authority to the Monitoring Officer to implement the amendments to the Council Constitution as detailed within this report and within appendix 1 and appendix 2

1. Executive Summary

- 1.1. This report seeks approval in respect of changes to the Council's Constitution. This is specifically in relation to the Budget Policy Framework and the Scheme of Delegations.
- 1.2. As set out within the Council's Corporate Strategy and specifically the delivery plan there is a responsibility towards ensuring the Council Constitution is comprehensively reviewed and updated. This responsibility has been undertaken by the Council's Constitution Working Party which comprises of representatives across all the political parties.
- 1.3. This is the first phase of the work of the Constitution Review and future work streams will be co-ordinated and prioritised in accordance with the areas identified by the external review.
- 1.4. The proposed recommendation has been approved by the Constitution Review Working Party and all members outside of the group have also been consulted in respect of the proposed changes.

2. Constitution Review

- 2.1. As set out above and as part of the Council's Corporate Strategy Delivery Plan there is a requirement for a full-scale review of the Council Constitution. This work commenced in June 2023 with initial advice sought from the LGA. This advice formed the basis of a detailed review from a leading law firm.
- 2.2. It was agreed that phase one of the review would focus upon the Council's Budget Policy Framework and the Scheme of Delegations.

3. Budget Policy Framework

- 3.1. This section of the constitution is focused upon the discharging of Cabinet decisions and effectively the interaction between Cabinet and Full Council. The Council is responsible for adopting the Budget and Policy Framework based

on recommendations from the Cabinet. Once adopted by Council, then Cabinet is responsible for the implementation of the framework in relation to Cabinet matters.

- 3.2. The existing Budget Policy Framework can be accessed via the following link; <https://www.rugby.gov.uk/w/constitution-part-three>
- 3.3. At present under the existing constitution, one of the key gaps is that there is not the required mechanism in place whereby Full Council rejects a recommendation from Cabinet and how Cabinet then considers this and puts forward an alternative recommendation. This is now addressed with the draft changes and specifically within section three.
- 3.4. Within this document and the Budget Policy Framework, there is a role for Overview and Scrutiny and this is set out in Section 2; this is focused upon the formulation of the Forward Plan and also the drafting of the O&S work programme. In addition to this there is the reference to the ability for O&S to call in decisions and the role it has relating to Urgency decisions.
- 3.5. The Budget Policy Framework does not govern how Overview and Scrutiny operates. This will be dealt with at the point in which the terms of reference from Overview and Scrutiny are reviewed.
- 3.6. Within the annex of the Budget Policy Framework a list of present policies are listed. These include all policies that form part of the framework and require Full Council approval, following a recommendation from the Cabinet. These include key documents such as the Corporate Strategy, Housing Strategy, Medium Term Financial Strategy, Local Development Framework and the Capital Strategy. At present the Council is in the process of reviewing its various policies and if required this list will be updated.
- 3.7. Finally, within the Budget Policy Framework it also details the threshold for variations and in-year changes to the Budget. The present threshold is 50k and the external advice confirmed that this should be increased. On this basis it is proposed that this is increased to 75k.

4. Scheme of Delegation

- 4.1. The Scheme of Delegation sets out the delegated powers that are granted to officers. This initial review of the Scheme of Delegations focused upon the Growth and Investment portfolio. The existing scheme of delegations can be accessed via the following link; <https://www.rugby.gov.uk/w/constitution-part-two>
- 4.2. The proposed amendments as set out within Appendix 2 have identified gaps within decision making. In addition, there are additional powers in respect of Neighbourhood Planning and these are set out within the Development Strategy section and specifically section (v). These powers ensure the required delegation to ensure decisions do not require Cabinet decision, especially given the process is governed by statute and there is limited flexibility within the Cabinet decision making.

5. Conclusion

5.1. The proposed recommendation seeks approval for the required amendments to the constitution in respect of both the Budget Policy Framework and the Scheme of Delegations. This will complete the first phase of the overall constitution review with the working party convening to assess and prioritise further amendments to the constitution.

Name of Meeting: Council
Date of Meeting: 21 February 2024
Subject Matter: Constitution Update
Originating Department: Legal and Governance

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

Part 3 – Section E – Budget and Policy Framework Procedure Rules

1 THE FRAMEWORK FOR EXECUTIVE DECISIONS

- 1.1 The Council will be responsible for the adoption of the budget and policy framework. Once a budget or a policy framework is in place, it will be the responsibility of the Cabinet to implement it.

2 PROCESS FOR DEVELOPING THE FRAMEWORK

- 2.1 The process by which the budget and policy framework shall be developed is:

2.1.1 ~~The~~ Cabinet will publicise through the Forward Plan and other methods a timetable for making proposals to the Council for the adoption of any plan, strategy or budget that forms part of the budget and policy framework, and its arrangements for consultation after publication of those initial proposals. The chairs of ~~Overview and the~~ Scrutiny Committees will also be notified.

2.1.2 At the end of that period, the Cabinet will then draw up firm proposals having regard to the responses to that consultation. If ~~a relevant the~~ ~~Overview and~~ Scrutiny Committee wishes to respond to the Cabinet in that consultation process then it may do so. As the ~~Overview and~~ Scrutiny Committees ~~have~~ ~~has~~ responsibility for fixing ~~their~~ ~~its~~ own work programme, it is open to the ~~Overview and~~ Scrutiny Committee to investigate, research or report in detail with policy recommendations before the end of the consultation period.

2.1.3 The Cabinet will take any response from an ~~Overview and the~~ Scrutiny Committee into account in drawing up firm proposals for submission to the Council, and its report to Council will reflect the comments made by consultees and the executive's response.

2.1.4 Once the Cabinet has approved the firm proposals, they shall be referred at the earliest opportunity to the Council for decision.

2.1.5 Where the Cabinet has referred a draft plan or strategy as defined in paragraph 2 of the Local Authorities (Standing Orders) (England) Regulations 2001 ("plan or strategy") to the Council for its consideration and, if following consideration of that draft plan or strategy, the Council has no objections to it, the Council may make a decision which has immediate effect. Otherwise, if the Council has any objections to it, the Council must take the action set out in rule 3 below. In either case, the decision will be made on the basis of a simple majority of votes cast at the meeting.

3 WHERE COUNCIL OBJECTS TO A PLAN OR STRATEGY SUBMITTED BY CABINET

- 3.1 This procedure applies in relation to those plans and strategies forming the policy framework of the Council as set out in **Part 2A** of this Constitution and to any plan/strategy for the control of the Council's borrowing and capital expenditure. Rules 3.2 to 3.5 below have been incorporated into these rules as required by the Local Authorities (Standing Orders) (England) Regulations 2001.

- 3.2 Where the Cabinet has submitted a draft plan or strategy to the Council for its consideration and, following consideration of that draft plan or strategy, the Council has any objections to it, the Council must take the action set out in Rule 3.3.

- 3.3 Subject to 3.6 below, before the Council:

3.3.1 amends the draft plan or strategy;

3.3.2 approves, for the purpose of its submission to the Secretary of State or any Minister of the Crown for their approval, any plan or strategy (whether or not in the form of a draft) of which any part is required to be so submitted; or

3.3.3 adopts (with or without modification) the plan or strategy,

it must inform the Leader of the Council of any objections which it has to the draft plan or strategy and must give to them instructions requiring the Cabinet to reconsider, in the light of those objections, the draft plan or strategy submitted to it.

3.4 Where the Council gives instructions in accordance with Rule 3.3, it must specify a period of at least five working days beginning on the day after the date on which the Leader of the Council receives the instructions on behalf of the Cabinet within which the Leader of the Council may:

3.4.1 submit a revision of the draft plan or strategy as amended by the Cabinet (the “revised draft plan or strategy”) with the Executive’s reasons for any amendments made to the draft plan or strategy, to the Council for the Council’s consideration; or

3.4.2 inform the Council of any disagreement that the Cabinet has with any of the Council’s objections and the Cabinet’s reasons for any such disagreement.

3.5 When the period specified by the Council, referred to in Rule 3.4 has expired, the Council must, when:

3.5.1 amending the draft plan or strategy or, if there is one, the revised draft plan or strategy;

3.5.2 approving, for the purpose of its submission to the Secretary of State or any Minister of the Crown for their approval, any plan or strategy (whether or not in the form of a draft or revised draft) of which any part is required to be so submitted; or

3.5.3 adopting (with or without modification) the plan or strategy;

take into account any amendments made to the draft plan or strategy that are included in any revised draft plan or strategy, the Cabinet’s reasons for those amendments, any disagreement that the Cabinet has with any of the Council’s objections and the Cabinet’s reasons for that disagreement, which the Leader of the Council submitted to the Council, or informed the Council of, within the period specified.

3.6 Where an amendment to a draft plan or strategy has been submitted, the Leader may indicate on behalf of the Cabinet that they accept the amendment. In these circumstances, the amendment will be regarded as incorporated in the draft strategy before Council and not (for the purposes of rule 3.2 to 3.5 above) as an objection to it.

4 WHERE COUNCIL OBJECTS TO THE PROPOSED BUDGET (COUNCIL TAX REQUIREMENT)

4.1 This procedure applies to estimates and calculations relating to the revenue budget and Council Tax. Rules 4.2 to 4.5 below have been incorporated into these Standing Orders as required by the Local Authorities (Standing Orders) (England) Regulations 2001. Those paragraphs do not apply to estimates and calculations submitted by the Cabinet to the Council where the estimates and calculations were drawn up by the Cabinet on or after 8th February in any financial year.

4.2 Where, in any financial year, the Cabinet submits to the Council for its consideration in relation to the following financial year:

4.2.1 estimates of the amounts to be aggregated in making a calculation (whether originally or by way of substitute) in accordance with any of sections 31A, 31B, 34 to 36A, 42A, 42B, 45 to 49, 52ZF, 52ZJ of the Local Government Finance Act 1992;

4.2.2 estimates of other amounts to be used for the purposes of such a calculation;

4.2.3 estimates of such a calculation; or

4.2.4 amounts required to be stated in a precept under s40 of the Local Government Finance Act 1992,

And, following consideration of those estimates or amounts, the Council has any objections to them, it must take the action set out in Rule 4.3.

4.3 Before the Council makes a calculation (whether originally or by way of substitute) in accordance with any of the sections referred to in Rule 4.2.1), or issues a precept under s40 of the Local Government Finance Act 1992, it must inform the Leader of any objections which it has to the Cabinet 's estimates or amounts and must give to them instructions requiring the Leader and Cabinet to reconsider, in the light of those objections, those estimates and amounts in accordance with the Council's requirements.

4.4 Where the Council gives instructions in accordance with Rule 4.3, it must specify a period of at least five working days beginning on the day after the date on which the Leader receives the instructions on behalf of the Cabinet within which the Leader may:

4.4.1 submit a revision of the estimates or amounts as amended by the Cabinet ("revised estimates or amounts"), which have been reconsidered in accordance with the Council's requirements, with the Cabinet's reasons for any amendments made to the estimates or amounts, to the Council for the Council's consideration; or

4.4.2 inform the Council of any disagreement that the Cabinet has with any of the Council's objections and the Cabinet's reasons for any such disagreement.

4.5 When the period specified by the Council, referred to in paragraph 4.4 has expired, the Council must, when making calculations (whether originally or by way of substitute) in accordance with the sections referred to in Rule 4.2.1) take into account:

4.5.1 any amendments to the estimates or amounts that are included in any revised estimates or amounts;

4.5.2 the Cabinet's reasons for those amendments;

4.5.3 any disagreements that the Cabinet has with any of the Council's objections, and

4.5.4 the Cabinet's reasons for that disagreement,

which the Leader submitted to the Council, or informed the Council of, within the period specified.

5 DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK

5.1 Subject to the provisions of Rules 6 to 8, the Cabinet, committees of the Cabinet, individual Cabinet Members or an officer may only take decisions which are in line with the budget and policy framework. If any of these bodies or persons wishes to make a decision which is contrary to the policy framework, or contrary to or not wholly in accordance with the budget approved by Council, then that decision may only be taken by the Council.

5.2 If the Cabinet, committees of the Cabinet, individual Cabinet Members and officers want to make such a decision, they shall take advice from the Monitoring Officer and/or the Chief Finance Officer as to whether the decision they want to make would be contrary to the policy framework, or contrary to or not wholly in accordance with the budget. If the advice of either of those officers is that the decision would not be in line with the existing budget and policy framework, then the decision must be referred by that body or person to the Council for decision.

6 URGENT DECISIONS OUTSIDE THE POLICY FRAMEWORK

- 6.1 The Cabinet, a committee of the Cabinet, an individual Cabinet Member or an officer may take a decision which is contrary to the Council's policy framework if the decision is a matter of urgency. However, the decision may only be taken if:
- 6.1.1 It is not practical to convene a quorate meeting of Council;
 - 6.1.2 The Chair of the Overview & Scrutiny Committee (or in their absence the Mayor or, in the absence of both, the Deputy Mayor) agrees that the decision is a matter of urgency; [and
 - 6.1.3 Either the Chief Executive, the Chief Finance Officer or the Monitoring Officer advise in writing that the legal or financial position of the Council or the interests of the Council and/or the Members of the Public of the District would be prejudiced if the matter were not determined before the next scheduled Council meeting.]
- 6.2 The [advice of the Chief Executive, Chief Finance Officer or Monitoring Officer and the] consent of the Chair of the Overview & Scrutiny Committee (or, if relevant, the Chair of the Council or Deputy Chair of the Council) to the decision being taken as a matter of urgency must be noted on the record of the decision.
- Leaders of the party groups, or their deputies shall be informed immediately that this decision has been taken and provided with a summary of the reasons.
- 6.3 Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it, why it was not practical to convene a quorate meeting of Council and why the decision was treated as a matter of urgency.

7 VIREMENT AND IN-YEAR CHANGES TO THE BUDGET

- 7.1 The Executive may not determine a matter that is contrary to, or not wholly in accordance with, the authority's budget or the plan or strategy for the time being approved or adopted by the authority in relation to their borrowing or capital expenditure if not authorised by these Rules or by a meeting of the Council
- 7.2 Steps taken by the Cabinet, a committee of the Cabinet an individual Cabinet Member or an officer to implement Council policy shall not exceed those budgets allocated to each budget heading, subject to Rules 7.3 to 7.5 below.
- 7.3 Such bodies or individuals shall be entitled to vire across budget headings as following limits
- 7.3.1 Sums up to and including **£20,000** (revenue or capital) may be vired upon the approval of the relevant Chief Officer in consultation with the Chief Finance Officer.
 - 7.3.2 Sums over **£20,000** and up to and including **£75,000¹** (revenue or capital) may be vired upon the approval of Cabinet on the recommendation of the relevant Chief Officer and advice of the Chief Finance Officer.
 - 7.3.3 For sums over (more than) **£75,000²** (revenue or capital) the approval of the Council is required upon recommendation of the Cabinet.

Further detail is set out in the Finance Procedure Rules. Should the limits and provisions recorded above conflict in any way with those set out in the Finance Procedure Rules, these rules as set out in the Budget & Policy Framework Procedure Rules shall prevail.

- 7.4 The Chief Executive may exercise any of the powers of the Executive under 7.2 and 7.3, in consultation with the Leader, the Executive Councillor for Finance and the Chief Finance Officer where the legal or financial position of the Council or the interests of the Members of the Public of the Council's area

¹ *The executive may act contrary to the budget only where there is a constitutional provision allowing that. This standing order sets out by how much (or how much and how often) it is the Cabinet, rather than an officer or the Council, who is to approve a virement from one budget head to another in-year*

² *The virement of this sum or more will require the approval of Council before it can take place. These standing orders establish that, in effect, any change above this sum is acknowledged to be a variation to the budget made for that year and that only full Council can make that change.*

would be prejudiced if the matter were not determined before the next scheduled Cabinet meeting. The Chief Executive will report any such decision to the Chair of [Overview & the Scrutiny Committee](#) and the next meeting of the Cabinet.

- 7.5 In the event that virement across budget heads or budgets becomes necessary or desirable, it shall be carried out in accordance with the Financial Procedure Rules. Should the provisions of the Financial Procedure Rules and these standing orders conflict in any way, the content of these standing orders shall prevail.

8 IN-YEAR CHANGES TO POLICY FRAMEWORK

- 8.1 The responsibility for agreeing the policy framework lies with the Council, and decisions by the Cabinet, a committee of the Cabinet an individual Cabinet Member or an officer must be in line with it. No changes to any policy and strategy which make up the policy framework may be made by those bodies or individuals except those changes which are necessary to ensure compliance with the law, ministerial direction or government guidance, or where the existing policy document is silent on the matter under consideration.

9 CALL-IN OF DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK

- 9.1 Where the [Overview & Scrutiny Committee](#) is of the opinion that a Cabinet decision is, or if made would be, contrary to the policy framework, or contrary to or not wholly in accordance with the Council's budget, then it shall seek advice from the Monitoring Officer and/or Chief Finance Officer.

- 9.2 In respect of functions which are the responsibility of the Cabinet, the Monitoring Officer's report and/or Chief Finance Officer's report shall be to the Cabinet with a copy to every Councillor. Regardless of whether the decision is delegated or not, the Cabinet must consider the report of the relevant officer and decide what action to take in respect of the report. Where the advice concluded that there was a departure from the Budget or Policy Framework, the Cabinet must report to Council on the action it intends taking. Where there was no such departure, the Executive must report to the [Overview & Scrutiny Committee](#) on any action to be taken.

- 9.3 If the decision has yet to be made, or has been made but not yet implemented, and the advice from the Monitoring Officer and/or the Chief Finance Officer is that the decision is or would be contrary to the policy framework or contrary to or not wholly in accordance with the budget, the [Overview & Scrutiny Committee](#) may refer the matter to Council. In such cases, no further action will be taken in respect of the decision or its implementation until Council has met and considered the matter. At the meeting it will receive a report of the decision or proposals and the advice of the Monitoring Officer and/or the Chief Finance Officer. The Council may either:

- 9.3.1 endorse a decision or proposal of the Cabinet decision taker as falling within the existing budget and policy framework. In this case no further action is required, save that the decision of the Council be minuted and circulated to all Councillors in the normal way;
- 9.3.2 amend the Council's Finance Procedure Rules or policy concerned to encompass the decision or proposal of the body or individual responsible for that Cabinet function and agree to the decision with immediate effect. In this case, no further action is required save that the decision of the Council be minuted and circulated to all Councillors in the normal way; or
- 9.3.3 where the Council accepts that the decision or proposal is contrary to the policy framework or contrary to or not wholly in accordance with the budget, and does not amend the existing framework to accommodate it, require the Cabinet to reconsider the matter in accordance with the advice of either the Monitoring Officer and/or Chief Finance Officer.

Part 2B

Scheme of Delegation to Officers

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1. Introduction

The Chief Executive, the Deputy Chief Executive and every chief officer shall have authority subject to the requirements of the provisions of this constitution and within approved budgets to:

- (a) Take any necessary steps for the day-to-day management and routine administration of the functions or services for which they are responsible and any other service within the authority when deemed necessary.
- (b) Exercise the powers delegated to them and to authorise such other officers as they think appropriate to exercise on their behalf the powers delegated to them.

The Deputy Chief Executive shall have authority to undertake all authority/powers that have been granted to the Chief Executive. All such powers shall only be exercised in the absence of the Chief Executive and in the event that the Chief Executive is not absent such powers shall be exercised in consultation with the Chief Executive.

2. Delegations

Emergency Decision Making

2.1 The Chief Executive is authorised subject to 2.2 to exercise the following:

- (a) For Full Council in cases of urgency in consultation with the Leader (or Deputy Leader) of Cabinet and the relevant portfolio holder and the Leader (or nominee) of the main opposition group, to make decisions which shall include key decisions and shall require the approval of the chair of Scrutiny Committee and shall be reported to the next ordinary meeting of Full Council.
- (b) For Cabinet in cases of urgency and in consultation with the Leader (or Deputy Leader) of Cabinet and the relevant portfolio holder and the nominee of the main opposition group, on behalf of Cabinet, all such decisions to be reported to the next ordinary meeting of Cabinet.
- (c) For committees in cases of urgency and in consultation with the chair and vice-chair of the relevant committee and the Leader or, in his absence, another nominee of the main opposition group, to make decisions on behalf of the committee, all such decisions to be reported to the next ordinary meeting of the relevant committee.

2.2 When exercising the powers set out in 2.1 the Chief Executive must consult the Monitoring Officer and both alongside all required consultees shall be satisfied of the following:

- (a) It is within the overall best interest of the Council, and it is reasonably impracticable to delay the decision until such time that the required Council, Cabinet or committee meeting can take place.
- (b) There is no abuse of power by the Chief Executive to prohibit the democratic decision-making process and this shall be determined by the Monitoring Officer.
- (c) Make public statements on controversial matters or where there is no decided council policy, after consultation where necessary with the Leader, the relevant portfolio holder or the chair of the relevant committee.
- (d) Publish material (after consultation when necessary with the Leader, the relevant portfolio holder or the chair of the relevant committee) in accordance with decided council policy to inform others of the council's work, its initiatives and achievements.
- (e) In connection with the council's functions relating to elections:
 - (i) Assign officers in relation to requisitions of the registration office (Section 8 (2) of the Representation of the People Act 1983)
 - (ii) Fulfil the duty to provide assistance at European Parliamentary elections (Parliamentary Elections Act 2002)
 - (iii) Fill vacancies in the event of insufficient nominations (Section 21 of the Representation of People Act 1985)
 - (iv) Declare vacancies in office in certain cases (Section 86 of the Local Government Act 1972)
 - (v) Give public notice of a casual vacancy (Section 87 of the Local Government Act 1972)
 - (vi) Determine fees and conditions for the supply of copies of, or extracts from, elections documents (Rule 48(3) of the Local Elections (Principal Areas) Rules 1986 and rule 48(3) of the Local Elections (Parishes and Communities) Rules 1986)

2.3 Head of Paid Service

The Chief Executive shall be granted all such powers in respect of the Head of Paid Service and shall be granted the following powers:

- (a) Subject to the provisions of the Officer Employment Standing Orders set out in Part 3H of this constitution, take all necessary steps in respect of the appointment of chief officers (or any such role that should be the equivalent).

- (b) Exercise wherever appropriate, the functions allocated to the chief officers in paragraphs 2.5 to 5.2 of this scheme.
- (c) Carry out the functions of the Head of Paid Service dealing with the management of human resources, including the following:
 - (i) Arranging, in conjunction with the Chief Officer for Communities and Homes, the housing of staff in cases approved by Cabinet.
 - (ii) Arranging, in conjunction with the Chief Officer for Communities and Homes and any other chief officer concerned, service tenancies.
 - (iii) Authorising payment of relocation expenses, etc. to employees in accordance with the council's scheme.
 - (iv) Interpreting and implementing local and national conditions of service within principles laid down by Cabinet.
- (d) Grant additional or accelerated increments to staff within their existing grade as a result of appropriate examination successes or where staff have shown particular merit in the performance of their duties.
- (e) Grant any statutory allowances to statutory officers up to a maximum of £5,000 and if applicable any allowances shall be reported in respect of the council's annual pay policy statement.
- (f) Grant, after consultation with the Chief Financial Officer, honoraria for employees who perform duties outside the scope of their post or where they undertake duties and responsibilities which are exceptionally onerous in circumstances not covered by the National Conditions of Service subject to all of the following:
 - (i) The payment not exceeding £3,000 per annum, subject to (iii) below.
 - (ii) The period during which the work is undertaken not exceeding 24 months, subject to (iii) below.
 - (iii) In the case of maternity leave cover, the payment not exceeding £3,000 in each instance and the period during which the work is undertaken not exceeding 52 weeks.
 - (iv) The expenditure being funded from existing salary budget provision and Cabinet authority being obtained if any of the limits in (i) – (iii) above will be exceeded.
- (g) Deal with requests for certificates of opinion in relation to politically restricted posts under Section 3 of the Local Government and Housing Act 1989.
- (h) Approval of market supplements in accordance with any approved policy and in the absence of such in consultation with Leadership Team.
- (i) All other duties reasonably associated with the Head of Paid Service provided any such decision does not exceed the key decision threshold.

Criteria for the key decision threshold are set out in paragraph 13.4 of Part 1B of this constitution.

2.4 Leadership Team

Leadership Team shall comprise of the Chief Executive, the Deputy Chief Executive and various chief officers within the organisational structure within Appendix A.

Each member of Leadership Team shall be authorised to do the following:

- (a) Exercise wherever appropriate, the functions allocated to any officer that reports directly or indirectly to a chief officer and detailed within paragraphs 2.6 to 2.15 of this scheme.
- (b) Select, interview and appoint candidates to all posts on the establishment which are below chief officer level. In the case of the Chief Executive and the Deputy Chief Executive, to appoint chief officers. This authority may be delegated further to relevant managers.
- (c) Take disciplinary action, including oral, written and final warnings, appeal hearings, relegation and fair dismissal in respect of staff and manual workers. This authority may be delegated further to relevant managers.
- (d) Manage their services in accordance with the council's policies, practices and procedures, including Local Conditions of Service, within the approved budget for each service.
- (e) Refuse requests for environmental information and waive the charges for requests for environmental information about the condition of land.
- (f) Settle, after consultation with the Chief Officer for Legal and Governance and the chief officer concerned, claims by employees for personal damage or loss incurred in the course of their work subject to the settlement being ex-gratia and without admission of liability and the payment not exceeding the lower of 50% of the value of the claim or £100.
- (g) Appoint and authorise such officers as are appropriate to carry out the council's statutory responsibilities.
- (h) Serve or issue such notices and certificates as considered appropriate.
- (i) Make public statements concerning the discharge of the functions of their services on matters which are likely to be non-controversial or within the terms of decided council policy.

2.5 Each chief officer is authorised to do the following:

- (a) Take any action on matters relating to the day-to-day administration of services within their remit including the issuing of all notices, licences, orders and other legal action as appropriate.
- (b) Take any action to maintain the operation and effectiveness of services within their remit.
- (c) Take any action incidental to, or to give effect to, decisions taken by elected members within their sphere of responsibility.
- (d) Determine the allocation of, and responsibility for, matters within their remit.
- (e) Delegate any of their powers and appointments to employees within their service who possess the relevant qualification, experience and skills for the task. A list of such powers indicating the post to which they have been delegated, must be kept by the Monitoring Officer and made available for public inspection.
- (f) Make any minor changes to the establishment or job titles within their service, subject to the proposed changes:
 - (i) being able to be met from existing staffing budgets.
 - (ii) being subjected to the appropriate consultation requirements with the affected officers and unions.
 - (iii) not leading to any risk of redundancy.
- (g) Incur normal expenditure up to the limit of provision within the budgets under their control subject to compliance with contracts standing orders, financial standing orders, financial regulations and financial instructions.
- (h) Appoint engineers, surveyors, architects, valuers or such other experts as may be necessary to fulfil the functions delegated to them and obtain such specialist reports and advice as appropriate.
- (i) Invite and accept tenders or quotations for contracts, subject to contract standing orders, financial standing orders, financial regulations and instructions.
- (j) Accept tenders or quotations received for schemes within the approved capital programme where the tender or quotation does not exceed the provision made by more than £7,500.
- (k) Review fees and charges as necessary and at least annually.
- (l) Apply for planning permission for council development within their sphere of responsibility, in consultation with the Chief Officer for Growth and Investment.

- (m) Programme and implement the construction of engineering, building and landscape works and carry out other works in approved schemes and within approved budgets.
- (n) Take decisions and any appropriate action, after consultation with any appropriate chief officer, in relation to the repair, maintenance and alteration of buildings and plant that is relevant to the service.
- (o) Write off any debts and associated costs after consultation with the Chief Officer for Finance and Performance.
- (p) In consultation with the Chief Officer for Legal and Governance, enforce or refuse the waiver of covenants in respect of property in which the council has an interest.
- (q) Keep all public registers required by law.
- (r) Approve, but not refuse, the temporary use of land under the control of his or her service for a period not exceeding one month and subject to satisfactory insurance arrangements.

2.6 Managers appointed directly reporting to chief officers:

Each manager shall be authorised to exercise any powers within each section that is within the sphere of responsibility of a chief officer provided the following is satisfied:

- (a) They report directly to the chief officer within the organisational structure of the specific section.
- (b) Where necessary and reasonable to consult the relevant chief officer prior to the exercising of the decision.
- (c) Signed delegation has been granted by the relevant chief officer and this has been forwarded and has been confirmed by the Chief Officer for Legal and Governance.
- (d) Any decisions that have been exercised are reported to the relevant chief officer on a monthly basis or such other period stipulated by a chief officer provided it is no less than six weeks and such reporting shall be subject at any time for inspections by the Chief Officer for Legal and Governance or the Corporate Assurance Manager and Transformation Lead.

2.7 Legal and Governance

The relevant manager shall be authorised to do the following:

- (a) Commence, conduct, defend, settle or withdraw legal proceedings and issue and serve all notices and orders after consultation with the

appropriate chief officer, together with any steps required to achieve this.

- (b) Order the affixing of the Common Seal of the Council to any documents necessary in the exercise of any powers and duties authorised by a committee, Cabinet or the Council or expressly delegated to officers.
- (c) Sign on behalf of the Council documents which are not required to be executed by the affixing of the Common Seal of the Council.
- (d) Serve notices under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 for the obtaining of particulars of persons interested in land.
- (e) Carry out the procedures and transactions, including the service of notices, in connection with the sale of a council house after the tenant's right to buy has been admitted.
- (f) Allow legal charges to approved lending institutions, given in respect of former council properties, to take priority over the statutory charge under the Housing Acts protecting the discount repayment.
- (g) Allow further charges to approved lending institutions, given in respect of properties already in mortgage to the council, to take priority over the council's legal charge subject to being satisfied that there is sufficient equity in the property to protect the council's interest.
- (h) Make arrangements for civic functions after consultation with the Mayor.
- (i) Authorise direct surveillance and the use of covert human intelligence sources under Sections 28 and 29 of the Regulation of Investigatory Powers Act 2000.

2.8 Finance and Performance

The relevant manager shall be authorised to do the following:

- (a) Conduct internal audits of all financial transactions of the council.
- (b) Ensure that adequate insurance is taken out to cover the council's interest and deal with all matters relating to the insurance of any risk and subsequent claims.
- (c) Make contributions of up to £1,000 towards another authority's legal expenses in cases involving matters of significance to local authorities generally which are brought to the attention of the council by the Local Government Association.
- (d) Vire across budget heads where each individual virement does not exceed £20,000.

- (e) After consulting the appropriate chief officer, write off sums not exceeding £2,000 in respect of any debtor.
- (f) Write off rates, Council Tax, housing benefit and other miscellaneous debts not exceeding £2,000 and any court costs associated with such debts.
- (g) Amend the Employees' Allowances Scheme.
- (h) Amend the Councillors' Allowances Scheme.
- (i) Manage and direct the financial affairs of the council in accordance with Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, including the issue of financial instructions and the declaration of the estimated surplus on the Collection Fund for Council Tax purposes.
- (j) Manage all funds under the control of the council, including investment of surplus funds.
- (k) Make all payments on behalf of the council.
- (l) Make safe and efficient arrangements on all financial matters and security.
- (m) Supervise the accounts of the council, prepare financial accounts, control of equipment, furniture and stores, the checking and certification of invoices, contract certificates, time sheets and other vouchers initiating the disbursement of council monies.
- (n) Conduct all financial negotiations with government departments, other local authorities and all other persons.
- (o) Manage all the council's bank accounts.
- (p) Negotiate loans raised by the council.
- (q) Manage the council's loan debt including dealing with the register of stocks and bonds, mortgage register, negotiations of terms with lenders and advertising for loans.
- (r) Take all necessary steps relating to the demand, collection, imposition of penalties and recovery of rates, Council Tax and business improvement district scheme charges and issue all necessary notices and statements and the signing of any documents on behalf of the council as rating, business improvement district schemes, Council Tax and billing authority.

- (s) Require the valuation officer to apportion the rateable value of partly unoccupied property in accordance with Section 44 of the Local Government Finance Act 1988.
- (t) Act as the council's duly authorised officer to appear before the Valuation Tribunal.
- (u) Determine charitable status under Sections 43(6) and 45(6) of the Local Government Finance Act 1988.
- (v) Write-off irrecoverable debts in accordance with Financial Standing Orders.
- (w) Arrange for the collection and recovery of all monies due to the council.
- (x) Settle terms for issues of negotiable bonds up to the maximum amount obtainable, having regard to advice of the council's brokers and appointment of a registrar for the council in any proposed new bond issues.
- (y) In consultation with the chief officer concerned, review and implement charges made to cover expenses incurred in providing minor administrative services for third parties and the early discharge of loans to the council.
- (z) Determine the level of grant to be paid in respect of rent payable by voluntary organisations for land leased from the council.
- (aa) Approve and pay death grants under schemes adopted by the council.
- (bb) Serve all notices under the Pension Acts.
- (cc) Implement national awards affecting wages, salaries and conditions of service.
- (dd) Administer and review the council's car loan, car leasing and car user allowance schemes.
- (ee) Assess value for pension purposes of emoluments in kind paid to employees and give effect to them.
- (ff) Implement, in consultation with the Chief Officer for Communities and Homes, changes in the rates of interest on loans for housing purposes.
- (gg) Implement, in consultation with Chief Officer for Communities and Homes, an improvement for sale scheme in accordance with government circulars and acquire and dispose of property in accordance with the scheme.

- (hh) Approve, but not refuse, requests for the assignment or transfer of mortgages securing advances under the Housing Acts.
- (ii) Instruct estate agents to dispose of property in respect of which the council is mortgagee in possession.
- (jj) Let properties in mortgage to the council for up to two years.
- (kk) Determine rent and Council Tax rebates, eligible rents and service charges in the light of applicants' personal circumstances and payment of rent allowances, in accordance with the scheme adopted by the council under the Social Security Act, 1992.
- (ll) Act within the scope of their duties and responsibilities, as Contract Administrator as defined by the JCT Conditions of Contract.
- (mm) Settle the terms for leases to utilities companies of sites for sub-stations, easements, wayleaves and similar matters.
- (nn) Maintain the list of assets of community value in accordance with Sections 87-108 of the Localism Act 2011 and regulations made under the Act and:
 - (i) agree or refuse nominations for inclusion on the list of assets of community value; and
 - (ii) make decisions on compensation claims in respect of listing.
- (oo) Take decisions and appropriate action in relation to the write-off of rent arrears in accordance with Financial Standing Orders.

2.9 Communities and Homes

The relevant manager shall be authorised to do the following:

- (a) Approve and refuse applications for mandatory and minor works assistance grants and loans under the Local Government and Housing Acts.
- (b) Seek a nominal amount as repayment of a house renovation grant in cases where there has been a breach of the grant conditions and where a lender is selling as mortgagee in possession and where the proceeds of sale do not exceed the mortgage debt and the lender's costs.
- (c) Approve but not refuse applications for discretionary grants to make accommodation fit for use by a registered disabled person or for other work not directly related to the needs of his or her disability.
- (d) Authorise and serve time and place notices and other notices in relation to demolition orders, and do any of the following:

- (i) Revoke demolition orders on the completion of approved works.
 - (ii) Determine closing orders if premises are rendered fit.
 - (iii) Accept, but not refuse, undertakings to carry out work within 12 months to unfit houses for the purpose of such revocation or determination provided that any request to extend the time limit be decided by Cabinet.
- (e) Allocate tenancies, garages and parking spaces to applicants on the waiting list and, in consultation with the Chief Executive, to the council's employees in accordance with the policies of the Council.
- (f) Authorise the transfer and exchange of tenancies.
- (g) Fix the rents of new housing properties.
- (i) Assess service charges for leases under the provisions of the Housing Acts and conduct their regular review.
- (j) Conduct consultation with tenants.
- (k) Issue notices of intention to seek possession and notices to quit in accordance with policies of the council.
- (l) Use distraint to recover arrears of rent on council dwellings.
- (m) Take such action as he or she considers necessary to ensure compliance with the conditions of tenancy of council houses.
- (n) Determine tenants' claims to exercise the Right to Buy and determine tenants' claims to exercise the right to a mortgage.
- (o) Exercise the council's powers in relation to homeless persons.
- (p) Exercise the council's powers and responsibilities as landlord in relation to the management of gypsy and traveller sites.
- (q) Approve 364-day grazing licences.
- (r) Administer any scheme adopted by the council for the disregard of income received from the War Pensions Scheme and the Armed Forces Compensation Scheme when calculating entitlement to Council Tax reduction and housing benefit.
- (s) Administer, in accordance with established council policy, a discretionary housing payments scheme.
- (t) Act within the scope of their duties and responsibilities as Engineer as defined by the ICE Conditions of Contract.

2.10 Digital and Communications

The relevant manager shall be authorised to do the following:

- (a) Take decisions on the management and compliance of software and hardware licensing and maintenance agreements.
- (b) Take decisions on the management and provision of corporate ICT services and contracts.
- (c) Take decisions on contract and hardware management for mobile phones.
- (d) Approve any amendments to Government Connect Secure Extranet and Employee Authentication Service Compliance.
- (e) Ensure compliance with the Payment Card Industry Data Security Standard.
- (f) Approve any changes to hardware maintenance agreements and hosting for the corporate web site infrastructure.
- (g) Approve changes to data links for the wide area network, internet service links and other data links.
- (h) Ensure compliance of electronic data/network security arrangements in accordance with the Public Services Network requirement.
- (i) Manage secure disposal of the ICT (electrical) equipment.

2.11 Regulation and Safety

The relevant manager shall be authorised to do the following:

- (a) In connection with the council's car parking functions, operate, and administer car parks including the issue of parking permits to officers, councillors, visitors to the Town Hall and other council offices and car parks and this shall include any necessary enforcement action relating to the discharge of such functions and management.
- (b) Grant consent under the council's charter market rights for the holding of markets (including car boot sales) in consultation with a council solicitor.
- (c) Exercise the council's powers and duties in connection with the following:
 - (i) The inspection of the council's area to detect any statutory nuisance.
 - (ii) The investigation of any complaint as to the existence of a statutory nuisance.

- (iii) The service of an abatement notice in respect of a statutory nuisance.
 - (iv) The control of pollution and the management of air quality.
- (d) Approve the installation of furnaces and plant for arresting grit and dust and approve the heights of furnace chimneys under the Clean Air Act 1993.
- (e) Exercise the powers of the council to control rodents, foxes, pigeons, and other pests.
- (f) Register and determine noise levels for premises in noise abatement zones.
- (g) Act as Liaison Officer under the Rabies Contingency Plan.
- (h) Deal with the day-to-day management of health and safety matters and take any appropriate enforcement action on them.
- (i) Operate food hygiene schemes.
- (j) Do the following in connection with the provisions of the Environmental Protection and Pollution Prevention and Control Acts:
 - (i) Approve, but not refuse authorisations or permits except for revocations through mutual consent or cessation of the activity.
 - (ii) Deal with stray dogs and their registration.
 - (iii) Waive up to half the council's charges in connection with the keeping of stray dogs in relation to people who are in receipt of state pension or who are registered disabled.
- (k) Exercise the council's functions in connection with the Water Acts.
- (l) Carry out the procedures for individual burials or cremations where no arrangements have been or are likely to be made.
- (m) Exercise the powers of the council under the National Assistance Acts.
- (n) In connection with the council's land drainage, sewers and sewerage functions, serve or issue such notices or certificates as he or she considers appropriate.
- (o) In connection with the council's waste collection and environmental cleansing functions, take all necessary steps for the collection of refuse and abandoned vehicles.
- (p) Issue street litter control notices and litter abatement notices.
- (q) Authorise expenditure to carry out works in cemeteries under an approved scheme and in accordance with the approved budget.

- (r) Manage and regulate the council's cemeteries and crematorium including the approval but not refusal of applications to waive conditions imposed under the council's cemetery regulations in connection with erection of memorials.
- (s) Exercise the powers of the council under the Public Health (Control of Disease) Act 1984 as amended and accompanying regulations.
- (t) Authorise the service of notices and the taking of any other action, in connection with the council's powers in relation to unsatisfactory housing conditions overcrowding and houses in multiple occupation, including the granting and refusal of licences under the houses in multiple occupation regime.
- (u) Approve, but not refuse, scrap metal dealer licences under the Scrap Metal Dealers Act 2013.

2.12 Growth and Investment

The relevant manager shall be authorised to do the following:

Technical Issues

- (a) Make observations to other Local Planning Authorities on development proposals subject to any views expressed being indicated as those of the Chief Officer for Growth and Investment and subject to any other views expressed by Planning Services Working Group.
- (b) Respond to consultations from adjoining or other sub-regional authorities / external bodies.
- (c) Make observations on applications made by the county council.
- (d) Make observations on those applications which are matters for Warwickshire County Council.
- (e) Respond to government consultations on policy and legislative changes relevant to the Growth and Investment portfolio, subject to any views expressed being indicated as those of the Chief Officer for Growth and Investment and subject to any other views expressed by the Planning Services Working Group.
- (f) Determine, in consultation with a council solicitor where appropriate, as to whether planning or associated permissions or consents are required.
- (g) Determine whether consultation with the County Planning Authority is required under Schedule 1 Town and Country Planning Act 1990.
- (h) Grant rights of entry under the Town and Country Planning Acts.

- (i) Undertake the duties relating to the making of determinations of planning applications as set out in paragraph 16.1 (e) of Part 2A of this Constitution.
- (j) Pay the removal expenses and disturbance allowances to owners and occupiers of properties affected by a compulsory purchase order.
- (k) Pay home loss payments under the Land Compensation Act 1973 and pay sums equivalent to home loss payments where the owners of properties wish to sell to the council in advance of any compulsory purchase order made by the council being confirmed.
- (l) Approve, after consultation with any appropriate chief officer, owner occupier supplement compensation negotiated by the council's valuer for a property which is subject to a closing order.
- (m) Hold and maintain a register of the refusal of requests for information in the Environmental Information Regulations.
- (n) In connection with the provisions of the Planning (Hazardous Substances) Act 1990, serve contravention notices under Section 24.
- (o) Exercise the powers relating to permitted development rights as set out in paragraph 16.1 (g) of Part 2A of this constitution.
- (p) Decline to determine repetitive planning applications in accordance with Section 70A of the Town and Country Planning Act 1990.
- (q) Serve notices and take such other steps as may be necessary for the effective administration of the Community Infrastructure Levy under The Community Infrastructure Levy Regulations 2010 (as amended) and Part 11 of the Planning Act 2008.

Building Control

- (r) Undertake the council's building control functions as follows:
 - (i) Determine applications and notices and deal with any other matters requiring decisions under the Building Regulations.
 - (ii) Determine the fees for building control services.
 - (iii) Deal with dangerous, ruinous and dilapidated structures and land and the demolition of buildings.
 - (iv) In consultation with a council solicitor, authorise and serve:
 - (aa) Notices requiring a person to cut into, lay open or pull-down work to establish whether the work contravenes the Building Regulations.
 - (bb) Notices requiring the removal or alteration of work not in conformity with Building Regulations or the Building Acts.
 - (cc) Notices of entry under the Building Acts.

- (dd) Notices in respect of ruinous and dilapidated buildings under the Building Acts.

Enforcement

- (s) Undertake the council's planning enforcement functions as follows:
- (i) Determine the course of action on breaches of planning control including not taking any action or where it is not expedient to take action.
 - (ii) Take any enforcement action including the issue and service of any statutory notice in consultation with the Chief Officer for Legal and Governance relating to the control of development, including but not limited to enforcement notices, stop notices and temporary stop notices, breach of condition notices, listed building enforcement notices, planning contravention notices, hazardous substances contravention notices, advertisement discontinuance notices, untidy site notices, tree replacement notices and injunctions in accordance with enforcement policies.
 - (iii) Exercise any statutory power to withdraw any such notice, to waive or relax any of their contents or extend a period for compliance.
 - (iv) Recover from the owner of the land any expenses reasonably incurred in doing so.
 - (v) Make, confirm, amend, withdraw, revoke and take any necessary enforcement action in relation to legislation regarding tree preservation orders, high hedges and hedgerows.
 - (vi) Instigate prosecutions for failing to comply with the above notices.
 - (vii) Take enforcement action against non-payment of sums due under the Community Infrastructure Levy.

Conservation

- (t) Undertake the council's conservation function as follows:
- (i) Serve Article 4 notices.
 - (ii) Administer grant schemes for tree planting, landscaping and other environmental improvement works within the borough.
 - (iii) Determine applications for landscape conservation grants, grants for the renovation or repair of listed buildings or other buildings contained in a partnership agreement, or local environmental improvement grants in accordance with policy and budget provision.
 - (iv) Undertake such actions as necessary to support nature conservation matters including in liaison with Natural England and other relevant bodies in relation to the designation of sites of special scientific interest and the establishment of local nature reserves.
 - (v) Exercise functions in relation to Planning (Listed Buildings and Conservation Areas) Act 1990 including serving urgent works notices Consultation and responses.

Development Strategy

- (u) Undertake the council's development strategy function as follows:
 - (i) Commission and publish reports and other evidence base documents to support planning policy preparation.
 - (ii) Undertake such actions as necessary to develop planning guidance and policy in consultation with the Planning Services Working Group.
 - (iii) Serve notices related to preparation of a development plan or other local development document.
 - (iv) Publish the authority monitoring report, five year housing land supply position statement, annual infrastructure statement and other monitoring returns and reports as may be required from time to time.

- (v) Undertake the following actions in relation to Neighbourhood Planning:
 - (i) Agree the boundaries of the neighbourhood area designation or neighbourhood forum designation.
 - (ii) Complete the Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) screening and when it is in force screening for the need to produce an Environmental Outcomes Report under Part 6 of the Levelling Up and Regeneration Act 2023 and regulations made thereunder.
 - (iii) Any tasks related to Regulation 15 of The Neighbourhood Planning (General) Regulations 2012 (as amended).
 - (iv) Any tasks related to Regulation 16 of The Neighbourhood Planning (General) Regulations 2012 (as amended).
 - (v) In connection with the Chief Officer for Growth and Investment, appoint an examiner for the independent examination of the plan.
 - (vi) Following the report of the examiner in consultation with the Chief Officer for Growth and Investment authorise the plan to proceed to Referendum.

Economic Development

- (w) Undertake the council's economic development function as follows:
 - (i) Operate, manage and promote activities to promote economic activity in the borough within the approved budget and in accordance with the policies approved by Cabinet and Council.
 - (ii) Take decisions to deal with the day-to-day management of the general market.
 - (iii) Produce and implement the council's Economic Development Strategy.
 - (iv) Commission and publish reports and other evidence based documents to support the Economic Strategy creation.

2.13 Operations and Traded Services

The relevant manager shall be authorised to do the following:

- (a) Manage the Property Repairs Service, including all buildings, vehicles and staff.
- (b) Authorise routine repair and maintenance work to be carried out in accordance with approved estimates and the council's financial regulations.
- (c) Grant permission to tenants to improve or alter their council house subject to the tenant obtaining any necessary planning permissions or building regulation consent.
- (d) Manage the Hunter's Lane Depot operations including all buildings, vehicles and plant.
- (e) Manage the entire council's Vehicle Fleet.
- (f) Take any decision regarding the placement of advertising on plant, vehicle, equipment and, in consultation with the Chief Officer for Growth and Investment, any buildings within the Operations and Traded Services area in accordance with any agreement in relation to this and determine the appropriate fees for such advertising ensuring demonstration of value for money.
- (g) Negotiate charges for trade refuse collection.

2.14 Leisure and Wellbeing

The relevant manager shall be authorised to do the following:

- (a) Authorise expenditure to carry out works in parks under an approved scheme and in accordance with the approved budget and deal with applications for concessionary use of parks facilities in accordance with council policy.
- (b) Authorise expenditure to carry out works in recreation grounds, allotments or other land under an approved scheme and in accordance with the approved budget and deal with applications for concessionary use of leisure facilities in accordance with council policy.
- (c) Provide the council's arts development services within the approved budget.

- (d) Arrange for the operation and management of leisure centres, the Benn Hall, the Rugby Art Gallery, Museum and Library and the Rugby Visitor Centre.
- (e) Do the following in consultation with the Chief Officer for Finance and Performance/Chief Financial Officer:
 - (i) Fix the charges for the hire of council leisure and cultural facilities.
 - (ii) Approve, but not refuse, sponsorship for cultural activities, where the aid requested does not exceed £1,000.
- (f) Operate, manage and promote the council's recreational facilities within the approved budget.
- (g) Provide the council's sports and recreation services, within the approved budget.
- (h) Approve, but not refuse, sponsorship for sporting activities where the aid requested does not exceed £1,000.
- (i) Make arrangements for the publication of guides and street plans.
- (j) Determine applications to reproduce the Borough's Coat of Arms.
- (k) Exercise the council's powers under the Local Government Acts for the removal of dangerous trees.
- (l) Serve notices to quit on allotment tenants and take action to recover possession.
- (m) Approve applications for circuses and fairs.

2.15 Change Unit/Communities and Homes/Finance and Performance

The relevant officer from either the Change Unit or Communities and Homes shall in consultation with the appointed officer from Finance and Performance be authorised to undertake the following:

- (a) After consultation with the appropriate chief officer or designated manager, purchase and disposal of property in accordance with the relevant policy.
- (b) Approve requests to assign leases or sublet land.
- (c) Grant consent for utilities companies to place any minor apparatus in, on, over or under land or buildings belonging to the council, subject to the concurrence of the appropriate chief officer and agree terms for the necessary easements or wayleaves.

- (d) Agree to vary, waive or give consent under a restrictive covenant in favour of the council where planning or building regulation approval has been given and the implementation of these would otherwise involve breach of covenant.

3. Licensing and Safety Committee

3.1 The Chief Executive is authorised to do the following:

- 3.1.1 Grant but not refuse licences consents and permits and effect but not refuse registrations and renewals under the acts, regulations, orders and byelaws for which Licensing and Safety Committee is responsible (other than those specifically delegated to the Chief Officer for Regulation and Safety).
- 3.1.2 Where necessary for the protection of the inhabitants of the borough, exercise powers under Section 222 of the Local Government Act 1972 and give any undertakings required in an application for an injunction to prevent such functions taking place.

3.2 The Chief Officer for Regulation and Safety is authorised to do the following:

- 3.2.1 Approve but not refuse the registration, issue or renewal of licences, consents or permits as set out in the table below: and take any other action necessary in the exercise of the council's functions under the statutes specified:

Function	Statutory authority
(a) Issue of caravan site licences.	S 3(3) Caravan Sites and Control of Development Act 1960 as amended and added to by the Mobile Homes Act 2013.
(b) Moveable dwellings and camping sites. Power of local authority to control use of moveable dwellings.	S 269 (1) Public Health Act 1936.
(c) Acupuncture, tattooing, electrolysis and ear piercing: (i) Application to Part VIII (ii) Acupuncture (iii) Tattooing, ear-piercing and electrolysis (iv) Provisions supplementary to S14 and S15 (v) Power to enter premises (acupuncture etc)	S13 Local Government (Miscellaneous Provisions) Act 1982 S14 LG(MP) Act 1982 S15 LG(MP) Act 1982 S16 LG(MP) Act 1982 S17 LG(MP) Act 1982

Function	Statutory authority
(d) Pleasure boats and vessels: (i) Power to licence pleasure boats	S94 Public Health Acts Amendment Act 1907
(e) Markets and street trading: (i) Power of the Council to adopt Schedule 4 (ii) Street trading	Part III LG (MP) Act 1982 Part III of, and Schedule 4 to, LG (MP) Act 1982
(f) Registration and licensing of food preparation premises.	S19 Food Safety Act 1990
(g) Dog breeding premises: (i) Licensing of breeding establishments for dogs (ii) Licensing of breeding establishments	S1 Breeding of Dogs Act 1973 (BDA) S1-S7 Breeding and Sale of Dogs (Welfare) Act 1999 (BSDA)
(h) Pet shops and other animal boarding and breeding establishments: (i) Licensing of pet shops (ii) Licensing of boarding establishments (iii) Licensing of riding establishments (iv) Provisional licences for riding establishments (v) Licensing of breeding establishments for dogs (vi) Licensing of breeding establishments	S1 Pet Animals Act 1951 S1 Animal Boarding Establishments Act 1963 S1 Riding Establishments Act 1970 and S1 Riding Establishments Act 1970 Breeding of Dogs Act 1973 Ss 1-8 Breeding and Sale of Dogs Act 1999
(i) Zoos (i) Licensing by zoos by local authorities	S1 Zoo Licensing Act 1981
(j) Dangerous Wild Animals (i) Licences	S1 Dangerous Wild Animals Act 1976
(k) Collections for charitable and other causes (i) Licences	S5 Police Factories etc. (Miscellaneous Provisions) Act 1916 S2 House to House Collections Act 1939
(l) Consent to the operation of loudspeakers in streets or roads	Schedule 2 Noise and Statutory Nuisance Act 1993

Function	Statutory authority
(m) Approval of premises as various types of food product establishments.	Various regulations

3.2.2 Appoint Inspectors under the Health and Safety at Work Acts to exercise the powers of an inspector for the purposes of the acts and to institute, after consultation with the Chief Officer for Legal and Governance, such proceedings as they consider necessary.

3.2.3 (a) Operate and manage the council's hackney carriage and private hire, operational and advertising policies, including the approval and renewal, but not refusal, of applications for licences in respect of:

- (i) hackney carriages
- (ii) private hire vehicles
- (iii) drivers of private hire vehicles
- (iv) operators of private hire vehicles

(b) The power to suspend hackney carriage and private hire vehicles licenses, and operator licenses, where there is a serious or imminent risk to public safety that requires immediate action.

(c) The power to suspend and revoke driver licenses, in consultation with the chair or the vice-chair of Licensing and Safety Committee, where there is a serious or imminent risk to public safety that requires immediate action.

3.2.4 Grant and approve applications under the Gambling Act 2005 but not to do any of the following:

- (i) issue licences under Section 166
- (ii) formulate the three-year licensing policy under Section 349
- (iii) determine premises licence fees under Section 212

3.3 The Chief Officer for Regulation and Safety is authorised to do the following:

3.3.1 Make representations on behalf of the council in relation to any premises or other licence application or licence variation, or to request a licence review, as stated under the provisions of the Licensing Act 2003 as amended by the Police Reform and Social Responsibility Act 2011 and subsequent legislation.

4. Licensing Sub-Committee (Alcohol and Regulated Entertainment)

4.1 The Chief Officer for Regulation and Safety is authorised to do the following:

- (a) Grant or approve, but not refuse, applications or requests made under the Licensing Act 2003 as set out in the table below.

Statutory reference	Type of application	Limit on delegation
S.18 (3)	Application for premises licence	Where no representations have been made
S.31 (3)	Application for provisional statement	Where no representations have been made
S.35 (3)	Application for variation of premises licence	Where no representations have been made
S.39 (3)	Application to vary designated premises supervisor	If no police objection received
S.44 (5)	Application for transfer of premises licence	If no police objection received
S.48 (3)	Interim authority notice	If no police objection received
S.72 (3)	Application for club premises certificate	Where no representations have been made
S.85 (3)	Application to vary club premises certificate	Where no representations have been made
S.120 (7)	Application for personal licence	If no police objection received
S.121 (6)	Application for renewal of personal licence	If no police objection received
Para 4(3) (a) of Schedule 8	Application for the conversion of an existing licence	If no police objection received
Para 16 (a) of Schedule 8	Application for the conversion of an existing club certificate	If no police objection received
Para 26 (3) (a) of Schedule 8	Application by the holder of a justices' licence for a personal licence	If no police objection received

- (b) Determine whether representations made by an interested party (who is not also a responsible party) are frivolous or vexatious.

5. Planning Committee

5.1 The Chief Officer for Legal and Governance is authorised to do the following:

- (a) Make and confirm tree preservation orders to which no objection is made.
- (b) In consultation with the Chief Officer for Growth and Investment, apply for injunctions in connection with breach of planning control and in connection with listed buildings.

5.2 The Chief Officer for Growth and Investment is authorised to do the following:

5.2.1 Trees and hedgerows:

- (a) Approve applications for the removal, or partial removal of hedges under the Hedgerow Regulations 1997.
- (b) Approve applications to undertake work to trees, the subject of a tree preservation order or within a conservation area under the Town and Country Planning (Tree Preservation)(England) Regulations 2012.

5.2.2 Development

Determine the following categories of applications below:

- (a) Applications for planning permission under the Town and Country Planning Act 1990 (as amended) including applications to discharge conditions attached to existing planning permissions and to amend or vary existing planning permissions, including non-material amendments, or any conditions attached to such permissions and the revocation of any such permissions.
- (b) Applications for a certificate of lawful existing or proposed use or development under the Town and Country Planning Act 1990, (as amended) subject to consultation with the Chief Officer for Legal and Governance regarding applications for certificates of lawful existing use or development only.
- (c) Applications for listed building consent under the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended), including applications for the demolition of a building within the curtilage of a listed building and applications to discharge conditions associated with those consents.
- (d) Applications for advertisement consent under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (as amended).
- (e) "Prior approval/notifications" under the Town and Country Planning (General Permitted Development) Order 2015 (as amended).

- (f) Observations on national significant infrastructure projects and development consent orders as defined in the Planning Act 2008, “county matters” applications and neighbouring Council applications.
- (g) Applications by a local authority under the Town and Country Planning General Regulations 1992.
- (h) Applications for hazardous substances consent under the Planning (Hazardous Substances) Act 1990 (as amended) and the revocation of any hazardous substances consent.
- (i) For clarity, the issuing of screening and scoping opinions associated with the Town and Country Planning (Environmental Impact Assessment) Regulations 2017 (as amended).
- (j) Determine whether an agreement pursuant to Section 106 of the Town and Country Planning Act 1990 is required in respect of any planning applications and to instruct the Chief Officer for Legal and Governance to negotiate and complete such agreements.
- (k) Determine variations to S106 agreements and unilateral undertakings in consultation with the Chief Officer for Legal and Governance for minor amendments and for more significant amendments with the chair of the Planning Committee, relevant ward councillor(s) and the Head of Legal Services and Governance.
- (l) Approve discharge of conditions or release of monies held by the council from planning related agreements.
- (m) Sign all documents related to the council’s development management function following decisions made under delegated powers or by the relevant committee or by Council.

The authority given in Sections (a)-(m) above includes any revisions, updates to, or re-enactment of, those regulations and acts.

5.2.3 Exceptions

The applications set out in the table below shall not be determined by the Chief Officer for Growth and Investment but shall be referred to Planning Committee for determination.

Description of application		Categories applicable in paragraph 5.2.1 and 5.2.2 above
(a) Requests from Councillors	Applications for planning permission and reserved matters where any borough Councillor has requested that the application be determined by Planning Committee. Such requests must be made in writing or by email to the case officer within 21-days from the date of the notification stating the material planning reasons for the call-in request. If Councillors receive notification of an amendment on an application for planning permission or reserved matters, then a further 7 days will be afforded in which the Councillor can request that the application be determined by Planning Committee. Such requests must be made in writing or by email to the case officer stating the material planning reasons for the call in request.	5.2.2 (a)*, and (g) *excluding applications for non-material amendments or discharge or variation of conditions and revocations.
(b) Chief Officer for Growth and Investment	Applications delegated to the Chief Officer for Growth and Investment but which they consider should be determined by Planning Committee.	5.2.2 (a)-(h)
(c) Referrals to the Secretary of State	Applications which are required to be referred to the Department for Levelling Up, Housing and Communities or any such relevant body under any direction issued by them if not within an allocated, established or permitted industrial, leisure, retail, commercial or medical use or relating to renewable energy.	5.2.2 (a)*,(c) and (g) *excluding applications for non-material amendments or discharge or variation of conditions and revocations. *only if Historic England objects
(d) Controversial Applications	Applications for planning permission and reserved matters to which the following level of objection has been received and whose views are contrary to the officer recommendation: (i) letters of objection representing 15 or more households residing in the locality of application site; or	5.2.2 (a)*and (g) *excluding applications for non-material amendments or discharge or variation of conditions and revocations

Description of application		Categories applicable in paragraph 5.2.1 and 5.2.2 above
	<p>(ii) a petition containing 50 or more signatures opposing the application.</p> <p>For the purposes of this provision an objection or a petition shall only be treated as an objection if in the opinion of the Chief Officer for Growth and Investment it expresses objection to the application on valid planning grounds.</p>	
(e) Major Applications	<p>Applications for Planning Permission (but not applications for the approval of reserved matters; variation of conditions; or removal of conditions; or non-material amendments)</p> <p>EXCEPT THAT: The Chief Officer for Growth and Investment shall have authority to determine applications for the following:</p> <p>(i) Residential development comprising no more than 50 dwellings or, where an application is in outline with no number of dwellings specified and the site extends to no more than 5 hectares; or</p> <p>(ii) Development with a floorspace of no greater than 10,000m² unless the development that is greater than 10,000,m² is to take place within the curtilage of a site that has an established, permitted or allocated industrial, retail, leisure, commercial or medical use; or</p> <p>(iii) Any development site that is no greater than 5 hectares, unless it falls within (i) or (ii) above; or</p> <p>(iv) Applications that are recommended for refusal.</p>	
(f) Applications by Councillors and Officers	<p>Applications for planning permission and reserved matters submitted by or on behalf of:</p> <p>(i) the council; or</p>	5.2.2 (a)* and (g) *excluding applications for non-material amendments or

Description of application		Categories applicable in paragraph 5.2.1 and 5.2.2 above
	(ii) current councillors or officers of the council.	discharge or variation of conditions and revocations
(f) Demolition of Listed Buildings	Applications for the total demolition of a listed building.	5.2.2 (c)
(g) Departures from advice of Highway Authority	Applications where it is recommended for approval and the Highway Authority raise an objection.	5.2.2 (a), (d) and (g)

5.2.4 Decisions of the Chief Officer for Growth and Investment

All decisions made by the Chief Officer for Growth and Investment in connection with the powers delegated to them in 5.2.1 and 5.2.2 shall be reported for information to the next practicable meeting of the committee.

AGENDA MANAGEMENT SHEET

Report Title:	Urgent Decision under Delegated Powers – Civic Procession
Name of Committee:	Council
Date of Meeting:	21 February 2024
Report Director:	Chief Executive
Portfolio:	Legal and Governance
Ward Relevance:	As detailed in the attached appendices
Prior Consultation:	Leader of the Council, relevant Portfolio Holder, opposition Group Leaders, Chair of Scrutiny Committee
Contact Officer:	Aftab Razzaq, Chief Officer – Legal and Governance Aftab.razzaq@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): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This report details urgent decisions that have recently been taken.
Financial Implications:	The financial implications are detailed in the report attached at Appendix 1.

Risk Management/Health and Safety Implications:	The risk management/health and safety implications are detailed in the report attached at Appendix 1.
Environmental Implications:	The environmental implications are detailed in the report attached at Appendix 1.
Legal Implications:	The legal implications are detailed in the report attached at Appendix 1.
Equality and Diversity:	The equality and diversity implications are detailed in the report attached at Appendix 1.
Options:	N/A
Recommendation:	The report be noted.
Reasons for Recommendation:	To comply with the Council's Constitution.

Council - 21 February 2024

Urgent Decision under Delegated Powers – Civic Procession

Public Report of the Chief Executive

Recommendation

The report be noted.

1. EXECUTIVE SUMMARY

1.1. In accordance with the Council's urgent decision procedure under delegated powers, one item has been determined.

2. FUNERAL OF THE LATE FREEMAN OF THE BOROUGH AND PAST MAYOR, DR JAMES SHERA

2.1. On 26 February 2019 Council considered a report concerning a review of civic funerals and decided that the Council would no longer make arrangements for civic funerals and that a protocol relating to the death of a civic figure be approved.

2.2. A request was made for a civic procession to be held at the funeral of Dr James Shera. This required a road closure to be put in place.

3. ITEM DETERMINED UNDER EMERGENCY POWERS

3.1. In recognition of Dr Shera's distinguished service as a Councillor, and for his service to the Borough of Rugby, an urgent decision was sought to make arrangements for a civic procession which would require a road closure at a cost of £2,500 to be incurred by the Council.

3.2. An additional contingency fund of £2,500 to also be allocated for any unexpected costs.

3.3. A copy of the report is attached at Appendix 1.

4. CONSULTATION

4.1. Consultation was undertaken with the Leader of the Council, the Portfolio Holder for Finance, Performance, Legal and Governance, opposition Group Leaders and the Chair of Scrutiny Committee.

5. DECISION

5.1. Following the consultation, the Chief Executive approved the following recommendation:

- (1) The request for a civic procession as detailed within this report at Dr James Shera's funeral be approved; and
- (2) delegated authority granted to the Chief Officer Legal & Governance to exercise any decision related to the civic procession.

Name of Meeting: Council

Date of Meeting: 21 February 2024

Subject Matter: Urgent Decision under Delegated Powers

Originating Department: Chief Executive's 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

Agenda No

AGENDA MANAGEMENT SHEET

Report Title:	Urgent Decision under Delegated Powers – Civic Funeral Procession
Name of Committee:	Council
Date of Meeting:	26 January 2024
Report Director:	Chief Executive
Portfolio:	Legal and Governance
Ward Relevance:	N/A
Prior Consultation:	Leader of the Council, relevant Portfolio Holder, opposition Group Leaders, Chair of Scrutiny Committee
Contact Officer:	Aftab Razzaq, Chief Officer – Legal and Governance Aftab.razzaq@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	N/A
Report En-Bloc:	N/A
Forward Plan:	N/A
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 x This report does not specifically relate to any Council priorities but requires a formal decision as it is a departure from the Council’s protocol on funerals for civic postholders.
Summary:	The Council was informed that Past Mayor and Freeman of the Borough, Dr James Shera, sadly passed away over the weekend of 14 January

2024. A request was made, and it is the wish of the family, to have a civic procession from the Town Hall to St Andrew's Church, to pay respect to Dr Shera for his extensive years of service as a Councillor as well as eminent services to the people of Rugby.

Financial Implications:	The Council will incur costs for the road closure for the procession of £2,500. As detailed within the report an additional contingency fund is included but expected that this will not be required.
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:	Approve/Not approve.
Recommendation:	<ol style="list-style-type: none"> 1. The request for a civic procession as detailed within this report at Dr James Shera's funeral be approved; and 2. delegated authority granted to the Chief Officer Legal & Governance to exercise any decision related to the civic procession.
Reasons for Recommendation:	To support the request made by the family of Dr James Shera.

Agenda No

Council - 26 January 2024

Urgent Decision under Delegated Powers – Civic Funeral Procession

Public Report of the Chief Executive

Recommendation

- (1) The request for a civic procession as detailed within this report at Dr James Shera's funeral be approved; and
- (2) delegated authority granted to the Chief Officer Legal & Governance to exercise any decision related to the civic procession.

1. INTRODUCTION

1.1 Council on 26 February 2019 considered a report concerning a review of civic funerals and decided that -

- (1) the Council no longer makes arrangements for civic funerals; and
- (2) the protocol relating to the death of a civic figure, as at Appendix 2 to the report, be approved.

1.2 A copy of the protocol is attached to this urgent decision.

2. FUNERAL OF FREEMAN OF THE BOROUGH AND PAST MAYOR, JAMES SHERA

2.1 A request has been made for a civic procession to be held for the funeral of Freeman of the Borough and Past Mayor, Dr James Shera MBE in recognition of his extensive years of service as a Councillor, Freeman and Past Mayor as well as his eminent services to the people of Rugby, championing equality and diversity at national and international level over many years.

2.2 Dr James Shera dedicated forty years of service to the Borough of Rugby as a Councillor and was first elected as Councillor in 1982. He was awarded various awards throughout his tenure as a Councillor both locally and internationally and these included the following;

- In 1992, he received the Star of Pakistan award from the President of Pakistan.
- He was appointed Member of the Order of the British Empire (MBE) in the 2007 Birthday Honours, for services to the NHS and communities in the West Midlands.

- A road has been named in Rugby as 'James Shera Way' in recognition of his campaigns as chair of the council of fellows of Warwickshire College.
- In 2010, the University of Bedfordshire awarded him an honorary Doctorate of Business and Administration.
- In 2021, Forman Christian College University, Lahore, Pakistan awarded him honorary PhD in Arts & Letters.
- In March 2023, he received the Hilal-e-Quaid-i-Azam from the President of Pakistan. This is the second highest civil honour, by the President of Pakistan for his services to the country.

2.3 Following consultation with political group Leaders, and given the request and contribution by Dr Shera both locally, nationally and internationally it has been agreed that a civic procession will be permitted.

2.3 All other costs relating to the funeral including printing of orders of service and burial costs would be paid for by Dr Shera's family.

3. FINANCIAL IMPLICATIONS

Road closure costs of £2,500 would be incurred by the Council. These can be met within existing budgets.

An additional contingency fund of £2,500 will also be added should any unexpected costs arise. It is anticipated that this fund will not be used.

Name of Meeting: Council

Date of Meeting: 26 January 2024

Subject Matter: Urgent Decision under Delegated Powers – Civic Funeral Procession

Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY YES x 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

Protocol for death of civic figure

This protocol will apply to the death of:

- the serving Mayor
- Past Mayors
- Honorary Aldermen
- Freemen of the Borough
- Any serving member of the Council

- (1) The Council will usually be notified by a member of the deceased's family or undertakers. If notification is via a Member/employee, the information will be verified with undertakers or an appropriate member of the family.
- (2) Honorary Aldermen, Freemen of the Borough, all Members of the Council and Senior Management Team will be notified of the death as soon as possible.
- (3) When funeral arrangements are known, a further e-mail with details of how to make a personal donation or send flowers will be sent to Honorary Aldermen, Freemen of the Borough, all Members and Senior Management Team.
- (4) A letter of condolence will be sent to the family on behalf of the Council from the Mayor and Executive Director.
- (5) A funeral wreath, or donation in lieu of flowers to charity chosen by the family, will be sent by the Mayor on behalf of the Borough.
- (6) The Mayor and Executive Director should attend the funeral if the family wishes.
- (7) If attending the funeral, the Mayor will wear the badge of office on a black ribbon, not full regalia.
- (8) The Borough Flag will be flown at half mast on the day of the funeral.
- (9) The Mayor will announce the death and hold a minute's silence at the next available Council Meeting.
- (10) A press release will be prepared by the Council's Communications Team.